




Occupational Curriculum Document

Curriculum Code	Qualification Title	NQF Level		
242303-001-00-00	Advanced Occupational Certificate: Human Resource Management Officer	6		

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1 SECTION 1: CURRICULUM SUMMARY

1.1 Occupational Information

1.1.1 Associated Occupation:

242303-001-00-00 Human Resource Management Officer

1.1.2 Occupation or Specialisation Addressed by this Curriculum.

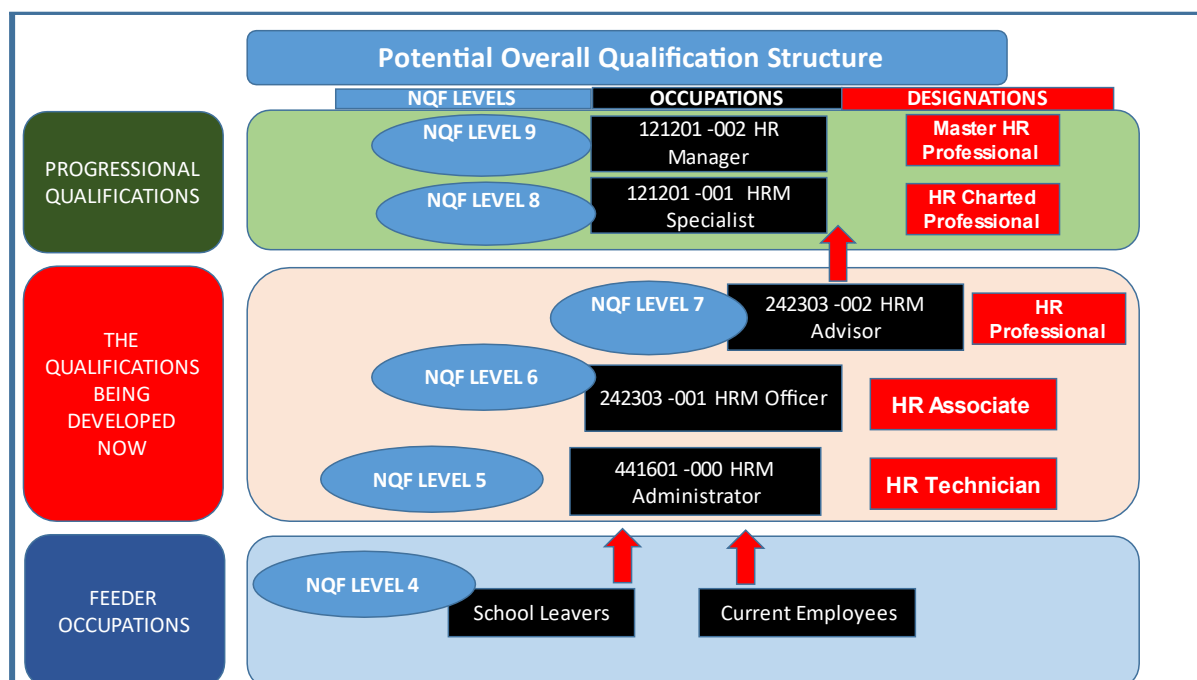
242303-001-00-00 None

1.1.3 Part Qualification Addressed by this Curriculum.

- None.

1.2 Curriculum Information

The following is an overview of the suite of qualifications where this specific curriculum fits into:



1.2.1 Curriculum Structure

This qualification is made up of the following compulsory Knowledge and Practical Skill Modules:

Knowledge Modules:

- 242303-001-00-KM-01, Creating and Implementing Organisational Architecture for organisational success and sustainability, NQF Level 6, Credits 8.
- 242303-001-00-KM-02, Making Talent Management and workforce plans work, NQF Level 6, Credits 7.
- 242303-001-00-KM-03, Operationalising Learning and Development (L&D) and Organisational Growth Strategies, NQF Level 6, Credits 8.

- 242303-001-00-KM-04, Implementing Employment Relations Strategies, NQF Level 6, Credits 20.
- 242303-001-00-KM-05, Delivering Human Resource Management Services, NQF Level 6, Credits 7.

Total number of credits for Knowledge Modules: 50

Practical Skills Modules:

- 242303-001-00-PM-01, Implementing fit for purpose HR Architecture. NQF Level 6, Credits 8.
- 242303-001-00-PM-02, Facilitating effective Talent Management. NQF Level 6, Credits 8.
- 242303-001-00-PM-03, Implement Learning and Development and Organisational Growth initiatives. NQF Level 6, Credits 12.
- 242303-001-00-PM-04, Operationalise Employment Relations strategies and plans. NQF Level 6, Credits 10.
- 242303-001-00-PM-05, Deliver HRM Services. NQF Level 6, Credits 10.

Total number of credits for Practical Skill Modules: 48

Work Experience Modules:

- 242303-001-00 WM01: Organisational and Work design and implementation processes, NQF Level 6, Credits 8.
- 242303-001-00 WM02: Talent Management Processes, NQF Level 6, Credits 4.
- 242303-001-00 WM03: Learning and Development and Organisational Growth Processes, NQF Level 6, Credits 8.
- 242303-001-00 WM04: Employment Relations Facilitation Processes, NQF Level 6, Credits 12.
- 242303-001-00 WM05: HRM Service Delivery Processes, NQF Level 6, Credits 4.

Total number of credits for Work Experience Modules: 36

Total number of credits for the qualification: 134

1.2.1 Entry Requirements

- Higher Occupational Certificate Human Resource Management Administrator or equivalent NQF Level 5 qualification.

1.2.2 Assessment Quality Partner Information

- ORGANISATION: Services Sector Education and Training Authority. (Services SETA)
- PHYSICAL ADDRESS: Head Office: 15 Sherborne Road, Parktown, Johannesburg
- LANDLINE: 011 276 9600
- CONTACT PERSON: Moronga Phocaea – 087 283 2652

MorongwaP@serviceseta.org.za

- WEBSITE: <https://www.servicesseta.org.za>

(The AQP will work in collaboration with the relevant professional bodies and recognised Community of Expert Practice)

2 SECTION 2: OCCUPATIONAL PROFILE

2.1 Occupational Profile

Title: Human Resource Management (HRM) Officer

2.1.1 Occupational Purpose

2.1.2 A Human Resource Management (HRM) Officer contributes towards organisational success by facilitating the professional and ethical execution of Human Resources practices including Human Resources and Workforce Planning, Staff Attraction and Procurement, Employee Maintenance and Development, Employment Relations Management, and the effective delivery of all related Human Resource Management Services.

2.1.3 Occupational Tasks:

TASK 01: Facilitate and guide the development and implementation of dynamic HR architecture that is aligned to organisational strategic intent and the agreed employment value proposition.

TASK 02: Implement and coordinate the use of appropriate talent management and workforce plans and tactics.

TASK 03: Implement strategically aligned and integrated Learning and Development (L&D) and organisational growth strategies and plans.

TASK 04: Implement strategically aligned employment relations practices and initiatives.

TASK 05: Maintain, monitor, and deliver HRM services.

2.1.4 TASK 01: Facilitate and guide the development and implementation of dynamic HR architecture that is aligned to organisational strategic intent and the agreed employment value proposition.

Unique Product or Service (Unique outcome of the task):

- Appropriately structured organisation and the availability of appropriate job profiles and job evaluation processes.

Occupational Responsibilities:

- Create appropriate work profiles.
- Create appropriate organisational structures.
- Implement workforce planning policies and systems.

Occupational Context:

- Organisational and work design implementation processes.

2.1.5 TASK 02: Implement and coordinate the use of appropriate talent management and workforce plans and tactics.

- **Unique Product or Service (Unique outcome of the task):** Effectively and efficiently executed talent management and workforce plans and initiatives. Compliance with policies and procedures.

Occupational Responsibilities:

- Contribute towards the development of the organisational Talent Management strategy.
- Oversee the implementation of the Talent Management strategy.

Occupational Context:

- Workforce Planning and Talent Management Processes.

2.1.6 TASK 03: Implement strategically aligned and integrated Learning and Development (L&D) and organisational growth strategies and plans.

Unique Product or Service (Unique outcome of the task):

- Achievement of approved learning and development and organisational growth targets and plans.

Occupational Responsibilities:

- Establish and oversee the implementation of integrated Learning and Development Plans.
- Facilitate and coordinate performance management.
- Implement and facilitate rewards and recognition processes fairly and consistently.
- Implement and facilitate career management.
- Implement and facilitate organisational and individual wellness interventions.
- Implement organisation development interventions.

Occupational Context:

- Organisational Learning and Development and Organisational Growth processes.

2.1.7 TASK 04: Implement strategically aligned employment relations practices and initiatives.

Unique Product or Service (Unique outcome of the task):

- Optimal employment relations implemented with all required aspects of employment relations management.

Occupational Responsibilities:

- Coordinate the implementation of workplace disciplinary and grievance procedures.
- Facilitate and guide organised labour relationships.

Occupational Context:

- Employment Relations handling processes

2.1.8 TASK 05: Maintain, monitor, and deliver HRM services.

Unique Product or Service (Unique outcome of the task):

- Solution focused HR services delivered.

Occupational Responsibilities:

- Deliver HR Services.

Occupational Context:

- Processes for coordinating and delivering the various HRM services.

3 SECTION 3: CURRICULUM COMPONENT SPECIFICATIONS

3.1 Curriculum Information

In this section the overall structure of the “Planned Curriculum” will be laid out. The details of each learning component will be set out in section 3.

3.1.1 Introduction

The information in this section describes the so called “Planned Curriculum”. In other words, it indicates what learners will be required to master in terms of the three curriculum components. (Knowledge, Practical Skills, and Work Experience). The Planned Curriculum does not indicate learning sequence or learning methodology, it simply states the minimum knowledge, skills, and work experience requirements that a learner must achieve to be eligible to apply for the final integrated external assessment.

The qualification is awarded when the learner successfully completes the final external assessment.

4 SECTION 4: MODULE SPECIFICATIONS

4.1 SECTION 4A: KNOWLEDGE MODULE SPECIFICATIONS

List of Knowledge Modules for which Specifications are included.

Knowledge Modules:

- 242303-001-00-KM-01, Creating and Implementing Organisational Architecture for organisational success and sustainability, NQF Level 6, Credits 8.
- 242303-001-00-KM-02, Making Talent Management and workforce plans work, NQF Level 6, Credits 7.
- 242303-001-00-KM-03, Operationalising Learning and Development (L&D) and Organisational Growth Strategies, NQF Level 6, Credits 8.
- 242303-001-00-KM-04, Implementing Employment Relations Strategies, NQF Level 6, Credits 20.
- 242303-001-00-KM-05, Delivering Human Resource Management Services, NQF Level 6, Credits 7.

Total number of credits for Knowledge Modules: 50

4.1.1 KNOWLEDGE MODULE DETAILS

242303-001-00-KM-01, Creating and Implementing Organisational Architecture for organisational success and sustainability, NQF Level 6, Credits 8.

Purpose of the Knowledge Module

The focus of the learning in this module is on providing learners an opportunity to develop a detailed knowledge of the theories, principles and concepts that underpin the creation of organisational Human Resource Infrastructure.

It requires that learners develop the ability to evaluate, select and apply appropriate methods, procedures or techniques in investigation or application processes within a defined context.

Learners must gain sufficient theoretical knowledge to enable them to solve a wide range of implementation problems and to apply solutions based on evidence from theory and the study of leading practices and professional standards in the field.

The learning in this module will enable learners to demonstrate an understanding of:

Knowledge Topics

KM0101 Fundamentals of Business and Strategic HRM. (15%)

KM0102 Job Design and Organisational Structuring. (15%)

KM0103 Productivity measurement and improvement strategies. (15%)

KM0104 Effective use of HR consultants and external HR advisors. (15%)

KM0105 Automation and implementation of new workplace technologies. (15%)

KM0106 Identifying and managing organised labour expectations. (15%)

KM0107 Ethical and professional conduct as an HR Officer. (10%)

GUIDELINES FOR TOPICS

KM0101 Fundamentals of Business and Strategic HRM. (15%)

Topic Elements

KT0101 Definitions, purposes, and structures of different organisations.

KT0102 Principles of management and leadership.

KT0103 Basic Macro and Micro economic principles that impact on organisational success and sustainability.

KT0104 Fundamentals of labour economics and how they impact on organisational success and sustainability.

KT0105 Fundamentals of the organisational value chain.

KT0106 Introduction to strategic HRM.

KT0107 Introduction to the various HR functions as related to the employment life cycle.

KT0108 Business success and sustainability factors and drivers.

Internal Assessment Criteria

IAC0101 Discuss the definitions, purposes, and structures of different organisations and describe the impact of different organisational purposes on the design and implementation of HR architecture.

IAC0102 Provide examples to clarify the fundamental definitions and basic principles of management and leadership within the HRM value chain.

IAC0103 Explain and discuss the basic Macro and Micro economic principles that impact on organisational success and sustainability. Give examples of how these impact on the various elements of the work of a HRM Officer.

IAC0104 Explain and discuss the fundamentals of labour economics and how they impact on organisational success and sustainability. Give examples of how these impact on the various elements of the work of a HRM Officer.

IAC0105 Describe typical organisational value chains and indicate how they integrate with the HRM value chain.

(Weight 15%)

KM0102 Job Design and Organisational Structuring. (15%)

Topic Elements

KT0201 Processes and principles of job analysis.

KT0202 Job design and re-design.

KT0203 Application of job evaluation and job grading.

KT0204 Work design within a future world of work.

Internal Assessment Criteria

IAC0201 Explain the processes and principles of job analysis and indicate where and how a HRM Officer will apply them.

IAC0202 Give practical examples of job design and re-design.

IAC0203 Explain what job evaluation is, how it is applied and discuss the difference between various job evaluation tools (a minimum of three).

IAC0204 Discuss the concept of work design within a future world of work.

(Weight 15%)

KM0103 Productivity measurement and improvement strategies. (15%)

Topic Elements

KT0301 Definition and terminology associated with productivity.

KT0302 Different measures of productivity (scorecards).

KT0303 Different stakeholder views and perceptions regarding productivity.

KT0304 Key HR focus areas associated with productivity (Quality, OHS etc.).

KT0305 Causes of sub-standard productivity.

KT0306 Productivity improvement measures.

Internal Assessment Criteria

IAC0301 Explain the definitions and terminology associated with productivity and give examples of how productivity features within the HRM discipline.

IAC0302 Discuss different measures of productivity (scorecards).

IAC0303 Discuss different stakeholder views and perceptions regarding productivity.

IAC0304 Describe the role of the HR Officer in the Key HR focus areas associated with productivity (Quality, OHS etc.).

IAC0305 Provide examples to illustrate the Causes of sub-standard productivity.

IAC0306 Provide examples of typical productivity improvement measures and explain the role of the HRM function in initiating these productivity improvement measures.

(Weight 15%)

KM0104 Effective use of HR consultants and external HR advisors. (15%)

Topic Elements

KT0401 Sourcing HR consultants and external HR advisors.

KT0402 Contracting and establishing service level agreements (SLAs).

KT0403 Monitoring, reviewing, and managing service level agreements (SLAs).

Internal Assessment Criteria

IAC0401 Explain the benefits and risks of using HR consultants and indicate the best ways to source and vet HR consultants and external HR advisors.

IAC0402 Draft an SLA for an HR consultant or advisor.

IAC0403 Explain how service level agreements are monitored, reviewed, and managed.

(Weight 15%)

KM0105 Automation and implementation of new workplace technologies. (15%)

Topic Elements

KT0501 Trends in workplace technology.

KT0502 Risks and benefits associated with the use of workplace technology.

KT0503 Future dynamics of the automated workplace.

KT0504 Effective use of technology including AI in the workplace.

KT0505 Social evolution of employees (Current changes in the social dynamics of employees and the need for future changes to cope with technological advances).

KT0506 Impact of automation and workplace technology on the role of the HR function.

Internal Assessment Criteria

IAC0501 Explain the current trends in workplace technology.

IAC0502 Discuss the risks and benefits associated with the use of workplace technology.

IAC0503 Discuss the future dynamics of the automated workplace.

IAC0504 Provide current examples regarding effective use of technology including AI in the workplace.

IAC0505 Discuss the concept of social evolution of employees (Current changes in the social dynamics of employees and the need for future changes to cope with technological advances) and elaborate on how this will impact on the work of a HRM Officer.

IAC0506 Give examples to illustrate the impact of automation and workplace technology on the role of the HR function.

(Weight 15%)

KM0106 Identifying and managing organised labour expectations. (10%)

Topic Elements

KT0601 Role and input of organised labour relating to job design and organisational structuring, including legislative requirements and good practices.

KT0602 Managing organised labour expectations regarding changes to organisational structures.

Internal Assessment Criteria

IAC0601 Discuss the role and input of organised labour relating to job design and organisational structuring.

IAC0602 Identify the legislative requirements and good practices related to the role of organised labour in job design and organisational structuring.

IAC0603 Explain different approaches to managing organised labour expectations and give examples of the potential benefits and risks of the various approaches.

(Weight 10%)

Provider Accreditation Requirements

Human Resource Requirements

- Facilitators of learning must be in possession of a qualification that is recognised by industry as appropriate for working in or supervising the applicable occupation at one NQF Level above that of the level of the Occupational Qualification Such as: Bachelor of Administration Honours in Human Resource Management, NQF Level 8.
- Facilitators of learning must have a proven track record of a minimum of three years practical experience within the HRM industry.
- Facilitators must be registered with the appropriate HRM (SAQA recognised) professional body. - South African Board of People Practice (SABPP)

Physical Requirements

- The Training facilities must meet all legal requirements and it must have appropriate training aids to deliver the learning as stated in the curriculum and in the stated provider strategy regarding the training methodologies that will be applied. Such as:
 - Training manuals covering all aspects of the knowledge and practical skills as set out in the curriculum.
 - Projectors and screens: These can be useful for presenting training materials such as PowerPoint slides, videos, and other multimedia resources.
 - Whiteboards and flip charts: These can be used for brainstorming and group activities, as well as for visual aids during presentations.
 - Audio-visual equipment: Recording and playback equipment can be used to capture and review training sessions, allowing for more effective feedback and evaluation.
 - Simulation software: Simulated HRM scenarios can be created using specialized software, allowing HRM advisors to practice dealing with real-world HRM situations in a controlled environment.

- Online training platforms: Online training platforms can provide access to virtual training resources, including webinars, video tutorials, and interactive training modules.
- Reference materials: Reference materials such as books, journals, and industry publications can be useful for HRM advisors to stay up to date with best practices and industry trends.
- Training facilities must meet the generally accepted professional standards appropriate for the training as set out in the curriculum.

Legal Requirements

- Accreditation: Training centers must be accredited by the appropriate government regulatory bodies such as the Department of Higher Education and Training or the Quality Council for Trades and Occupations (QCTO).
- Compliance with the National Qualifications Framework (NQF): Training centers must comply with the NQF, which sets standards for education and training in South Africa.
- Health and Safety: Training centers must ensure that their facilities and equipment are safe and comply with relevant health and safety regulations.
- Employment Law: Training centers must comply with South African labour laws, including employment contracts, minimum wage requirements, and working hours.
- Protection of Personal Information (POPI) Act: Training centers must comply with the POPI Act, which regulates how personal information is collected, used, and stored.
- Tax Requirements: Training centers must register with the South African Revenue Service (SARS) and comply with tax requirements, including the submission of tax returns and the payment of taxes.
- Copyright Law: Training centers must comply with South African copyright laws, which regulate the use of copyrighted materials in training and educational materials.

242303-001-00-KM-02, Making Talent Management and workforce plans work, NQF Level 6, Credits 7.

Purpose of the Knowledge Module

The focus of the learning in this module is on providing learners an opportunity to develop a detailed knowledge of the theories, principles and concepts that underpin the implementation and maintenance of Talent Management and the use of Workforce Planning. It requires that learners develop the ability to evaluate, select and apply appropriate methods, procedures or techniques in investigation or application processes within a defined context.

Learners must gain sufficient theoretical knowledge to enable them to solve a wide range of implementation problems and to apply solutions based on evidence from theory and the study of leading practices and professional standards in the field.

The learning in this module will enable learners to demonstrate an understanding of:

Knowledge Topics

KM0201 Implementation principles and practices for talent management. (50%)

KM0202 Implementation principles and practices for workforce planning. (50%)

GUIDELINES FOR TOPICS

KM0201 Implementation principles and practices for talent management. (50%)

Topic Elements

KT0101 Definitions, terminology and concepts related to Talent Management.

KT0102 Evolving models, processes, and application principles for enhancing the effectiveness of Talent Management.

KT0103 Professional practice standards relating to Talent Management.

KT0104 Monitoring and facilitating compliance with Talent Management policies and procedures.

KT0105 Role of the HRM Officer regarding Talent Management.

KT0106 Contributions of other HR stakeholders to Talent Management.

KT0107 Use of the HR Talent Management Information Systems and people analytics.

Internal Assessment Criteria

IAC0101 Explain and discuss the definitions, terminology and concepts related to Talent Management and give practical examples.

IAC0102 Discuss the evolving models, processes, and application principles for enhancing the effectiveness of Talent Management.

IAC0103 Discuss how the professional practice standards relate to Talent Management in organisations.

IAC0104 Explain how monitoring and facilitating compliance with Talent Management policies and procedures must take place and elaborate on the benefits of compliance.

IAC0105 Describe the role of the HRM Officer regarding Talent Management.

IAC0106 Identify and discuss the contributions of other HR stakeholders to Talent Management.

IAC0107 Explain the use of the HR Talent Management Information Systems for people analytics.

(Weight 50%)

KM0202 Implementation principles and practices for workforce planning. (50%)

Topic Elements

KT0201 Definitions, terminology and concepts related to Workforce Planning.

KT0202 Evolving models, processes, and application principles for enhancing the effectiveness of Workforce Planning.

KT0203 Professional practice standards relating to Workforce Planning.

KT0204 Monitoring and facilitating compliance with Workforce Planning policies and procedures.

KT0205 Role of the HRM Officer regarding Workforce Planning.

KT0206 Contributions of other HR stakeholders to Workforce Planning.

KT0207 Use of the HR Workforce Planning Information Systems and people analytics.

Internal Assessment Criteria

IAC0201 Explain and discuss the definitions, terminology and concepts related to Workforce Planning and give practical examples.

IAC0202 Discuss the evolving models, processes, and application principles for enhancing the effectiveness of Workforce Planning.

IAC0203 Discuss how the professional practice standards relate to Workforce Planning in organisations.

IAC0204 Explain how monitoring and facilitating compliance with Workforce Planning policies and procedures must take place and elaborate on the benefits of compliance.

IAC0205 Describe the role of the HRM Officer regarding Workforce Planning.

IAC0206 Identify and discuss the contributions of other HR stakeholders to Workforce Planning.

IAC0207 Explain the use of the HR Workforce Planning Information Systems for people analytics.

(Weight 50%)

Provider Accreditation Requirements

Human Resource Requirements

- Facilitators of learning must be in possession of a qualification that is recognised by industry as appropriate for working in or supervising the applicable occupation at one NQF Level above that of the level of the Occupational Qualification Such as: Bachelor of Administration Honours in Human Resource Management, NQF Level 8.
- Facilitators of learning must have a proven track record of a minimum of three years practical experience within the HRM industry.

- Facilitators must be registered with the appropriate HRM (SAQA recognised) professional body. - South African Board of People Practice (SABPP)

Physical Requirements

- The Training facilities must meet all legal requirements and it must have appropriate training aids to deliver the learning as stated in the curriculum and in the stated provider strategy regarding the training methodologies that will be applied. Such as:
 - Training manuals covering all aspects of the knowledge and practical skills as set out in the curriculum.
 - Projectors and screens: These can be useful for presenting training materials such as PowerPoint slides, videos, and other multimedia resources.
 - Whiteboards and flip charts: These can be used for brainstorming and group activities, as well as for visual aids during presentations.
 - Audio-visual equipment: Recording and playback equipment can be used to capture and review training sessions, allowing for more effective feedback and evaluation.
 - Simulation software: Simulated HRM scenarios can be created using specialized software, allowing HRM advisors to practice dealing with real-world HRM situations in a controlled environment.
 - Online training platforms: Online training platforms can provide access to virtual training resources, including webinars, video tutorials, and interactive training modules.
 - Reference materials: Reference materials such as books, journals, and industry publications can be useful for HRM advisors to stay up to date with best practices and industry trends.
- Training facilities must meet the generally accepted professional standards appropriate for the training as set out in the curriculum.

Legal Requirements

- Accreditation: Training centers must be accredited by the appropriate government regulatory bodies such as the Department of Higher Education and Training or the Quality Council for Trades and Occupations (QCTO).
- Compliance with the National Qualifications Framework (NQF): Training centers must comply with the NQF, which sets standards for education and training in South Africa.
- Health and Safety: Training centers must ensure that their facilities and equipment are safe and comply with relevant health and safety regulations.
- Employment Law: Training centers must comply with South African labour laws, including employment contracts, minimum wage requirements, and working hours.

- Protection of Personal Information (POPI) Act: Training centers must comply with the POPI Act, which regulates how personal information is collected, used, and stored.
- Tax Requirements: Training centers must register with the South African Revenue Service (SARS) and comply with tax requirements, including the submission of tax returns and the payment of taxes.
- Copyright Law: Training centers must comply with South African copyright laws, which regulate the use of copyrighted materials in training and educational materials.

242303-001-00-KM-03, Operationalising Learning and Development (L&D) and Organisational Growth Strategies, NQF Level 6, Credits 8.

Purpose of the Knowledge Module

The focus of the learning in this module is on providing learners an opportunity to develop a detailed knowledge of the theories, principles and concepts that underpin the Operationalisation of Employee Learning & Development and Organisational Growth strategies and plans.

It requires that learners develop the ability to evaluate, select and apply appropriate methods, procedures or techniques in investigation or application processes within a defined context.

Learners must gain sufficient theoretical knowledge to enable them to solve a wide range of implementation problems and to apply solutions based on evidence from theory and the study of leading practices and professional standards in the field.

The learning in this module will enable learners to demonstrate an understanding of:

Knowledge Topics

KM0301 Implementation principles and practices for Staff Recruitment, Selection and Placement. (15%)

KM0302 Implementation principles and processes for ensuring optimum organisational wellness. (15%)

KM0303 Implementation principles and practices for Performance. (15%)

KM0304 Implementation principles and practices for Learning and development. (15%)

KM0305 Implementation principles and practices for Rewards Management. (15%)

KM0306 Implementation principles and practices for Organisational Development. (15%)

KM0307 Implementation principles and practices for Career Management. (10%)

GUIDELINES FOR TOPICS

KM0301 Implementation principles and practices for Staff Recruitment, Selection and Placement. (15%)

Topic Elements

KT0101 Definitions, terminology and concepts related to Staff Recruitment, Selection and Placement.

KT0102 Evolving models, processes, and application principles for enhancing the effectiveness of Staff Recruitment, Selection and Placement.

KT0103 Professional practice standards relating to Staff Recruitment, Selection and Placement.

KT0104 Monitoring and facilitating compliance with Staff Recruitment, Selection and Placement policies and procedures.

KT0105 Role of the HRM Officer regarding Staff Recruitment, Selection and Placement.

KT0106 Contributions of other HR stakeholders to Staff Recruitment, Selection and Placement.

KT0107 Use of the HR Staff Recruitment, Selection and Placement Information Systems and people analytics.

Internal Assessment Criteria

IAC0101 Explain and discuss the definitions, terminology and concepts related to Staff Recruitment, Selection and Placement and give practical examples.

IAC0102 Discuss the evolving models, processes, and application principles for enhancing the effectiveness of Staff Recruitment, Selection and Placement.

IAC0103 Discuss how the professional practice standards relate to Staff Recruitment, Selection and Placement in organisations.

IAC0104 Explain how monitoring and facilitating compliance with Staff Recruitment, Selection and Placement policies and procedures must take place and elaborate on the benefits of compliance.

IAC0105 Describe the role of the HRM Officer regarding Staff Recruitment, Selection and Placement.

IAC0106 Identify and discuss the contributions of other HR stakeholders to Staff Recruitment, Selection and Placement.

IAC0107 Explain the use of the HR Staff Recruitment, Selection and Placement Information Systems for people analytics.

KM0302 Implementation principles and processes for ensuring optimum Organisational Wellness. (15%)

Topic Elements

KT0201 Definitions, terminology and concepts related to Organisational Wellness.

KT0202 Evolving models, processes, and application principles for enhancing the effectiveness of Organisational Wellness.

KT0203 Professional practice standards relating to Organisational Wellness.

KT0204 Monitoring and facilitating compliance with Organisational Wellness policies and procedures.

KT0205 Role of the HRM Officer regarding Organisational Wellness.

KT0206 Contributions of other HR stakeholders to Organisational Wellness.

KT0207 Use of the HR Organisational Wellness Information Systems and people analytics.

Internal Assessment Criteria

IAC0201 Explain and discuss the definitions, terminology and concepts related to Organisational Wellness and give practical examples.

IAC0202 Discuss the evolving models, processes, and application principles for enhancing the effectiveness of Organisational Wellness.

IAC0203 Discuss how the professional practice standards relate to Organisational Wellness in organisations.

IAC0204 Explain how monitoring and facilitating compliance with Organisational Wellness policies and procedures must take place and elaborate on the benefits of compliance.

IAC0205 Describe the role of the HRM Officer regarding Organisational Wellness.

IAC0206 Identify and discuss the contributions of other HR stakeholders to Organisational Wellness.

IAC0207 Explain the use of the HR Organisational Wellness Information Systems for people analytics.

KM0303 Implementation principles and practices for Performance Management. (15%)

Topic Elements

KT0301 Definitions, terminology and concepts related to Performance Management.

KT0302 Evolving models, processes, and application principles for enhancing the effectiveness of Performance Management.

KT0303 Professional practice standards relating to Performance Management.

KT0304 Monitoring and facilitating compliance with Performance Management policies and procedures.

KT0305 Role of the HRM Officer regarding Performance Management.

KT0306 Contributions of other HR stakeholders to Performance Management.

KT0307 Use of the HR Performance Management Information Systems and people analytics.

Internal Assessment Criteria

IAC0301 Explain and discuss the definitions, terminology and concepts related to Performance Management and give practical examples.

IAC0302 Discuss the evolving models, processes, and application principles for enhancing the effectiveness of Performance Management.

IAC0303 Discuss how the professional practice standards relate to Performance Management in organisations.

IAC0304 Explain how monitoring and facilitating compliance with Performance Management policies and procedures must take place and elaborate on the benefits of compliance.

IAC0305 Describe the role of the HRM Officer regarding Performance Management.

IAC0306 Identify and discuss the contributions of other HR stakeholders to Performance Management.

IAC0307 Explain the use of the HR Performance Management Information Systems for people analytics.

KM0304 Implementation principles and practices for Learning and development. (15%)

Topic Elements

KT05401 Definitions, terminology and concepts related to Learning and Development.

KT0402 Evolving models, processes, and application principles for enhancing the effectiveness of Learning and Development.

KT0403 Professional practice standards relating to Learning and Development.

KT0404 Monitoring and facilitating compliance with Learning and Development policies and procedures.

KT0405 Role of the HRM Officer regarding Learning and Development.

KT0406 Contributions of other HR stakeholders to Learning and Development.

KT0407 Use of the HR Learning and Development Information Systems and people analytics.

Internal Assessment Criteria

IAC0401 Explain and discuss the definitions, terminology and concepts related to Learning and Development and give practical examples.

IAC0402 Discuss the evolving models, processes, and application principles for enhancing the effectiveness of Learning and Development.

IAC0403 Discuss how the professional practice standards relate to Learning and Development in organisations.

IAC0404 Explain how monitoring and facilitating compliance with Learning and Development policies and procedures must take place and elaborate on the benefits of compliance.

IAC0405 Describe the role of the HRM Officer regarding Learning and Development.

IAC0406 Identify and discuss the contributions of other HR stakeholders to Learning and Development.

IAC0407 Explain the use of the HR Learning and Development Information Systems for people analytics.

KM0305 Implementation principles and practices for Rewards Management. (15%)

Topic Elements

KT0501 Definitions, terminology and concepts related to Rewards Management.

KT0502 Evolving models, processes, and application principles for enhancing the effectiveness of Rewards Management.

KT0503 Professional practice standards relating to Rewards Management.

KT0504 Monitoring and facilitating compliance with Rewards Management policies and procedures.

KT0505 Role of the HRM Officer regarding Rewards Management.

KT0506 Contributions of other HR stakeholders to Rewards Management.

KT0507 Use of the HR Rewards Management Information Systems and people analytics.

Internal Assessment Criteria

IAC0501 Explain and discuss the definitions, terminology and concepts related to Rewards Management and give practical examples.

IAC0502 Discuss the evolving models, processes, and application principles for enhancing the effectiveness of Rewards Management.

IAC0503 Discuss how the professional practice standards relate to Rewards Management in organisations.

IAC0504 Explain how monitoring and facilitating compliance with Rewards Management policies and procedures must take place and elaborate on the benefits of compliance.

IAC0505 Describe the role of the HRM Officer regarding Rewards Management.

IAC0506 Identify and discuss the contributions of other HR stakeholders to Rewards Management.

IAC0507 Explain the use of the HR Rewards Management Information Systems for people analytics.

KM0306 Implementation principles and practices for Organisational Development. (15%)

Topic Elements

KT0601 Definitions, terminology and concepts related to Organisational Development.

KT0602 Evolving models, processes, and application principles for enhancing the effectiveness of Organisational Development.

KT0603 Professional practice standards relating to Organisational Development.

KT0604 Monitoring and facilitating compliance with Organisational Development policies and procedures.

KT0605 Role of the HRM Officer regarding Organisational Development.

KT0606 Contributions of other HR stakeholders to Organisational Development.

KT0607 Use of the HR Organisational Development Information Systems and people analytics.

Internal Assessment Criteria

IAC0601 Explain and discuss the definitions, terminology and concepts related to Organisational Development and give practical examples.

IAC0602 Discuss the evolving models, processes, and application principles for enhancing the effectiveness of Organisational Development.

IAC0603 Discuss the professional practice standards relate to Organisational Development in organisations.

IAC0604 Explain how monitoring and facilitating compliance with Organisational Development policies and procedures must take place and elaborate on the benefits of compliance.

IAC0605 Describe the role of the HRM Officer regarding Organisational Development.

IAC0606 Identify and discuss the contributions of other HR stakeholders to Organisational Development.

IAC0607 Explain the use of the HR Organisational Development Information Systems for people analytics.

KM0307 Implementation principles and practices for Career Management. (10%)

Topic Elements

KT0701 Definitions, terminology and concepts related to career management.

KT0702 Evolving models, processes, and application principles for enhancing the effectiveness of career management.

KT0703 Professional practice standards relating to career management.

KT0704 Monitoring and facilitating compliance with career management policies and procedures.

KT0705 Role of the HRM Officer regarding career management.

KT0706 Contributions of other HR stakeholders to career management.

KT0707 Use of the HR career management Information Systems and people analytics.

Internal Assessment Criteria

IAC0701 Explain and discuss the definitions, terminology and concepts related to career management and give practical examples.

IAC0702 Discuss the Evolving models, processes, and application principles for enhancing the effectiveness of career management.

IAC0703 Discuss how the professional practice standards relate to career management in organisations.

IAC0704 Explain how monitoring and facilitating compliance with career management policies and procedures must take place and elaborate on the benefits of compliance.

IAC0705 Describe the role of the HRM Officer regarding career management.

IAC0706 Identify and discuss the contributions of other HR stakeholders to career management.

IAC0707 Explain the use of the HR career management Information Systems for people analytics.

Provider Accreditation Requirements

Human Resource Requirements

- Facilitators of learning must be in possession of a qualification that is recognised by industry as appropriate for working in or supervising the applicable occupation at one NQF Level above that of the level of the Occupational Qualification Such as: Bachelor of Administration Honours in Human Resource Management, NQF Level 8.
- Facilitators of learning must have a proven track record of a minimum of three years practical experience within the HRM industry.
- Facilitators must be registered with the appropriate HRM (SAQA recognised) professional body. - South African Board of People Practice (SABPP)

Physical Requirements

- The Training facilities must meet all legal requirements and it must have appropriate training aids to deliver the learning as stated in the curriculum and in the stated provider strategy regarding the training methodologies that will be applied. Such as:
 - Training manuals covering all aspects of the knowledge and practical skills as set out in the curriculum.
 - Projectors and screens: These can be useful for presenting training materials such as PowerPoint slides, videos, and other multimedia resources.
 - Whiteboards and flip charts: These can be used for brainstorming and group activities, as well as for visual aids during presentations.

- Audio-visual equipment: Recording and playback equipment can be used to capture and review training sessions, allowing for more effective feedback and evaluation.
- Simulation software: Simulated HRM scenarios can be created using specialized software, allowing HRM advisors to practice dealing with real-world HRM situations in a controlled environment.
- Online training platforms: Online training platforms can provide access to virtual training resources, including webinars, video tutorials, and interactive training modules.
- Reference materials: Reference materials such as books, journals, and industry publications can be useful for HRM advisors to stay up to date with best practices and industry trends.
- Training facilities must meet the generally accepted professional standards appropriate for the training as set out in the curriculum.

Legal Requirements

- Accreditation: Training centers must be accredited by the appropriate government regulatory bodies such as the Department of Higher Education and Training or the Quality Council for Trades and Occupations (QCTO).
- Compliance with the National Qualifications Framework (NQF): Training centers must comply with the NQF, which sets standards for education and training in South Africa.
- Health and Safety: Training centers must ensure that their facilities and equipment are safe and comply with relevant health and safety regulations.
- Employment Law: Training centers must comply with South African labour laws, including employment contracts, minimum wage requirements, and working hours.
- Protection of Personal Information (POPI) Act: Training centers must comply with the POPI Act, which regulates how personal information is collected, used, and stored.
- Tax Requirements: Training centers must register with the South African Revenue Service (SARS) and comply with tax requirements, including the submission of tax returns and the payment of taxes.
- Copyright Law: Training centers must comply with South African copyright laws, which regulate the use of copyrighted materials in training and educational materials.

242303-001-00-KM-04, Implementing Employment Relations Strategies, NQF Level 6, Credits 20.

Purpose of the Knowledge Module

The focus of the learning in this module is on providing learners an opportunity to develop a detailed knowledge of the theories, principles and concepts that underpin the implementation and maintenance of Employment Relations management strategies and processes. It requires that learners develop the ability to evaluate, select and apply appropriate methods, procedures or techniques in investigation or application processes within a defined context.

Learners must gain sufficient theoretical knowledge to enable them to solve a wide range of implementation problems and to apply solutions based on evidence from theory and the study of leading practices and professional standards in the field.

The learning in this module will enable learners to demonstrate an understanding of:

Knowledge Topics

KM0401 Integrated application of HRM Legislation. (33%)

KM0402 Facilitating and ensuring effective Employment Relations. (33%)

KM0403 Preparing for and assisting with negotiations and collective bargaining. (34%)

GUIDELINES FOR TOPICS

KM0401 Integrated application of HRM Legislation. (33%)

Topic Elements

KT0101 Detailed understanding of the overall legislative framework associated with HRM.

KT0102 Detailed application principles for all HR related legislation and related regulatory requirements.

KT0103 Processes and principles for the interpretation of HR legislation.

KT0104 Basic principles of contract law as applicable to SLA's and employment contracts.

KT0105 Basic principles and distinction between the burden of proof and criminal procedure.

Internal Assessment Criteria

IAC0101 Summarise the overall legislative framework associated with HRM.

IAC0102 Discuss the application principles of all HR related legislation and related regulatory requirements.

IAC0103 Provide examples of processes and principles for the interpretation of HR legislation.

IAC0104 Solve problems relating to the application of contract law as applicable to SLA's and employment contracts.

IAC0105

Discuss the basic principles of the burden of proof and explain when criminal procedure is applicable.

KM0402 Facilitating and ensuring effective Employment Relations. (33%)

Topic Elements

KT0201 Identify potential and actual conflict and apply processes and data analytics to prevent and manage conflict.

KT0202 Definitions, terms, and approaches to managing and resolving grievances and disciplinary issues.

KT0203 Role of the HR Officer with regards to discipline, grievances, and dispute resolution.

KT0204 Application of key processes and practices for effective communication and relationship building (EQ, verbal communication, interpersonal skills, etc.)

Internal Assessment Criteria

IAC0201 Provide examples of potential and actual conflict and explain how processes and data analytics can be used to prevent and manage conflict.

IAC0202 Explain the definitions, terms, and approaches to managing and resolving grievances and disciplinary issues.

IAC0203 Discuss the role of the HR Officer with regards to discipline, grievances, and dispute resolution matters.

IAC0204 Discuss key processes and practices for effective communication and relationship building (EQ, verbal communication, interpersonal skills, etc.).

KM0403 Preparing for and assisting with negotiations and collective bargaining. ***(34%)***

Topic Elements

KT0301 Definitions and terminology. (20%)

KT0302 Bargaining structures. (16%)

KT0303 Negotiating approaches and their impact on employment relations. (16%)

KT0304 Principles of effective negotiations. (16%)

KT0305 Negotiation process and practices. (16%)

KT0306 The role of the HR Officer in negotiations and collective bargaining. (16%)

Internal Assessment Criteria

IAC0301 Explain the definitions and terminology associated with negotiations and collective bargaining.

IAC0302 Describe bargaining structures and explain how these structures operate within the bargaining processes.

IAC0303 Discuss various approaches to negotiation and provide examples to illustrate the impact of each on employment relations.

IAC0304 Explain the principles of effective negotiations.

IAC0306 Discuss the role of the HR Officer in negotiations and collective bargaining.

Provider Accreditation Requirements

Human Resource Requirements

- Facilitators of learning must be in possession of a qualification that is recognised by industry as appropriate for working in or supervising the applicable occupation at one NQF Level above that of the level of the Occupational Qualification Such as: Bachelor of Administration Honours in Human Resource Management, NQF Level 8.
- Facilitators of learning must have a proven track record of a minimum of three years practical experience within the HRM industry.
- Facilitators must be registered with the appropriate HRM (SAQA recognised) professional body. - South African Board of People Practice (SABPP)

Physical Requirements

- The Training facilities must meet all legal requirements and it must have appropriate training aids to deliver the learning as stated in the curriculum and in the stated provider strategy regarding the training methodologies that will be applied. Such as:
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 - Reference materials: Reference materials such as books, journals, and industry publications can be useful for HRM advisors to stay up to date with best practices and industry trends.
- Training facilities must meet the generally accepted professional standards appropriate for the training as set out in the curriculum.

Legal Requirements

- Accreditation: Training centers must be accredited by the appropriate government regulatory bodies such as the Department of Higher Education and Training or the Quality Council for Trades and Occupations (QCTO).
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242303-001-00-KM-05, Delivering Human Resource Management Services, NQF Level 6, Credits 7.

Purpose of the Knowledge Module

The focus of the learning in this module is on providing learners an opportunity to develop a detailed knowledge of the theories, principles and concepts that underpin the delivery of high quality and strategically aligned HRM services in an organisation.

It requires that learners develop the ability to evaluate, select and apply appropriate methods, procedures or techniques in investigation or application processes within a defined context.

Learners must gain sufficient theoretical knowledge to enable them to solve a wide range of implementation problems and to apply solutions based on evidence from theory and the study of leading practices and professional standards in the field.

The learning in this module will enable learners to demonstrate an understanding of:

Knowledge Topics

KM0501 Integrating and Optimising the delivery of HR Services (100%)

GUIDELINES FOR TOPICS

Topic Elements

KT0101 Different approaches and models of HR service delivery.

KT0102 Professional practice standards for HR service delivery.

KT0103 Human Resource function as a value adding organisational service provider.

KT0104 Monitoring and facilitating effective HR service delivery.

KT0105 Definition of what HR service delivery means in the context of the organisation.

KT0106 Manage HR technology SLA's and contracts.

KT0107 Ensure the professional and ethical use of people analytics.

KT0108 Ensure implementation of and compliance with HR policies and procedures.

Internal Assessment Criteria

IAC0101 Discuss the different approaches and models of HR service delivery.

IAC0102 Explain the application of the professional practice standards for HR service delivery.

IAC0103 Discuss the concepts of the Human Resource function as a value adding organisational service provider.

IAC0104 Describe the processes for monitoring and facilitating effective HR service delivery.

IAC0105 Discuss what HR service delivery means in the context of the organisation.

IAC0106 Give examples of what a HRM Officer must do to manage HR technology SLA's and contracts.

IAC0107 Explain and give examples of how an HRM Officer will ensure the professional and ethical use of people analytics.

IAC0108 Explain and give examples of how an HRM Officer will ensure implementation of and compliance with HR policies and procedures.

Provider Accreditation Requirements

Human Resource Requirements

- Facilitators of learning must be in possession of a qualification that is recognised by industry as appropriate for working in or supervising the applicable occupation at one NQF Level above that of the level of the Occupational Qualification Such as: Bachelor of Administration Honours in Human Resource Management, NQF Level 8.
- Facilitators of learning must have a proven track record of a minimum of three years practical experience within the HRM industry.
- Facilitators must be registered with the appropriate HRM (SAQA recognised) professional body. - South African Board of People Practice (SABPP)

Physical Requirements

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Legal Requirements

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4.2 SECTION 4B: PRACTICAL SKILL MODULE SPECIFICATIONS

4.2.1 List of Practical Skills Modules for Which Specifications are Included:

Practical Skills Modules:

- 242303-001-00-PM-01, Implementing fit for purpose HR Architecture. NQF Level 6, Credits 8.
- 242303-001-00-PM-02, Facilitating effective Talent Management. NQF Level 6, Credits 8.
- 242303-001-00-PM-03, Implement Learning and Development and Organisational Growth initiatives. NQF Level 6, Credits 12.
- 242303-001-00-PM-04, Operationalise Employment Relations strategies and plans. NQF Level 6, Credits 10.
- 242303-001-00-PM-05, Deliver HRM Services. NQF Level 6, Credits 10.

Total number of credits for Practical Skill Modules: 48

4.2.2 DETAILS OF PRACTICAL SKILLS MODULES

242303-001-00-PM-01, *Implementing fit for purpose HR Architecture. NQF Level 6, Credits 8.*

Purpose of the Module

The focus of the learning in this module is on providing learners the opportunity to practice and master the skills required to **Implement fit for purpose HR Architecture in organisations**. Learners will receive instruction in the methods, procedures, and techniques applicable to this specific discipline and they will be required to select appropriate methods to resolve problems and/or facilitate appropriate change. Learners will be required to demonstrate their application of the required skills in an ethical way that is aligned to the professional practice standards.

Skills included in the Module.

PM0101 Create appropriate work profiles.

PM0102 Create appropriate organisational structures.

GUIDELINES FOR PRACTICAL SKILLS

PM0101: Create appropriate work profiles.

SCOPE TO BE COVERED FOR MASTERING THE PRACTICAL SKILL:

Condition for Performance:

Given a simulated or real-world situation where Fit for purpose work profiles must be created. Include details and facts regarding the internal and external environment of an organisation as well as the organisations vision, mission and strategic objectives and some data relating to current performance and HRM dynamics. Learners must:

Skills activities that must be mastered:

PS0101 Develop Job Descriptions.

PS0102 Develop Employee Specifications.

PS0103 Assist with Do Job Evaluation.

Applied knowledge/techniques that must be mastered and applied when executing the skill.

AK0101 Job Analysis: This is the process of collecting and analysing information about the duties, responsibilities, skills, knowledge, and education required for a specific job. This information is used to develop a comprehensive understanding of the job and the type of person who would be best suited to perform it.

AK0102 Competency Modelling: This involves defining the knowledge, skills, abilities, and other characteristics (KSAs) that are necessary for successful job performance. This information can be used to determine the qualifications, training, and experience required for a particular job.

AK0103 Behavioural Event Interviewing (BEI): This is a structured interview technique that helps to identify the key competencies required for a job by asking specific questions about past behaviours and experiences.

AK0104 Job Description Writing: This involves writing a comprehensive and detailed description of the job, including its duties, responsibilities, requirements, and expectations. The job description should also include information about the work environment, work schedule, and compensation.

AK0105 Skill Inventory: This involves identifying the specific technical and soft skills required for a job, and then assessing the current skills of employees to determine whether they have the required skills to perform the job effectively.

AK0106 Diversity and Inclusion Considerations: This involves considering the diverse needs of all employees and ensuring that the job profile and selection criteria are inclusive and non-discriminatory.

Internal Assessment Criteria for the Practical Skill:

IAC0101 Observe and evaluate the extent to which learners comply with the processes and steps required to apply the skill.

IAC0102 Evaluate the extent to which learners execute the tasks within the required time limits.

IAC0103 Evaluate the level of competence in the application of the prescribed techniques.

IAC0104 Observe and evaluate the ability to demonstrate the key attributes as set out in the applied knowledge section.

PM0102 Create appropriate organisational structures.

Condition for Performance:

Given a simulated or real-world situation where organisational structures must be created or reviewed. Include details and facts regarding the internal and external environment of an organisation as well as the organisations vision, mission and strategic objectives and some data relating to current performance and HRM dynamics. Learners must

Skills activities that must be mastered:

PS0101 Analyse work and current structures and determine appropriate structure models aligned to organisational and workforce strategy.

PS0102 Determine the appropriate workforce complement.

PS0103 Develop organograms.

PS0104 Obtain stakeholders support and agreement for the structures.

Applied knowledge/techniques that must be mastered and applied when executing the skill.

AK0201 Organisational Assessment: This involves reviewing the current organizational structure to identify strengths, weaknesses, and areas for improvement. It may involve analysing key metrics, such as productivity, efficiency, and employee satisfaction, and conducting employee surveys to gather their feedback.

AK0202 Stakeholder Analysis: This involves identifying the stakeholders who will be impacted by changes to the organizational structure and considering their needs and perspectives when making decisions.

AK0203 Task Analysis: This involves breaking down the work performed within an organization into its constituent tasks, and evaluating how those tasks are performed, who performs them, and how they fit together to achieve the organization's goals.

AK0204 Process Mapping: This involves creating a visual representation of the processes and systems that are used within an organisation and evaluating them for efficiency and effectiveness.

AK0205 Business Model Canvas: This is a visual tool that helps organizations to identify and understand the different components of their business model, such as customer segments, value propositions, and revenue streams.

AK0206 Matrix Organisational Structure: This type of structure combines functional and project-based structures and can be used to manage complex and interdependent projects.

AK0207 Virtual Organization Structure: This type of structure is designed for organisations that operate primarily or entirely in a virtual environment, and may involve decentralized decision-making, remote collaboration, and flexible work arrangements.

Internal Assessment Criteria for the Practical Skill:

IAC0101 Observe and evaluate the extent to which learners comply with the processes and steps required to apply the skill.

IAC0102 Evaluate the extent to which learners execute the tasks within the required time limits.

IAC0103 Evaluate the level of competence in the application of the prescribed techniques.

IAC0104 Observe and evaluate the ability to demonstrate the key attributes as set out in the applied knowledge section.

Provider Accreditation Requirements

Human Resource Requirements

- Facilitators of learning must be in possession of a qualification that is recognised by industry as appropriate for working in or supervising the applicable occupation at one NQF Level above that of the level of the Occupational Qualification.
- Facilitators of learning must have a proven track record of a minimum of three years practical experience within the HRM Discipline.
- Providers must be eligible for registration with the appropriate professional body and must qualify for being awarded an appropriate professional designation.

Physical Requirements

- The Training facilities must meet all legal requirements and it must have appropriate training aids to deliver the learning as stated in the curriculum and in the stated provider strategy regarding the training methodologies that will be applied.
- Training facilities must meet the generally accepted professional standards appropriate for the training as set out in the curriculum.

Legal Requirements

- Providers must meet all the requirements for professional registration with one of the relevant professional bodies.

242303-001-00-PM-02, Facilitating effective Talent Management. NQF Level 6, Credits 8.

The focus of the learning in this module is on providing learners the opportunity to practice and master the skills required to **Talent Management plans, policies, and procedures**. Learners will receive instruction in the methods, procedures, and techniques applicable to this specific discipline and they will be required to select appropriate methods to resolve problems and/or facilitate appropriate change. Learners will be required to demonstrate their application of the required skills in an ethical way that is aligned to the professional practice standards.

Skills included in the Module.

PM0201 Contribute towards the development of the organisational talent management strategy and oversee implementation of the strategy.

PM0202 Facilitate and guide staff procurement processes.

GUIDELINES FOR PRACTICAL SKILLS

PM0201 Contribute towards the development of the organisational talent management strategy and oversee implementation of the strategy.

SCOPE TO BE COVERED FOR MASTERING THE PRACTICAL SKILL:

Condition for Performance:

Given a simulated or real-world situation where the learner must contribute towards the implementation of the talent management strategy. Include details and facts regarding the internal and external environment of an organisation as well as the organisations vision, mission and strategic objectives and some data relating to current performance and HRM dynamics. Learners must

Skills activities that must be mastered:

PS0101 Investigate and determine current talent in the organisation.

PS0102 Investigate and determine the future talent requirements.

PS0103 Implement talent management strategy.

Applied knowledge/techniques that must be mastered and applied when executing the skill.

AK0101 Developing a Strategic Talent Management Plan: This involves aligning the talent management plan with the organization's overall strategy and goals, and considering factors such as workforce demographics, business objectives, and industry trends.

AK0102 Job Analysis and Competency Modelling: This involves collecting and analysing information about the duties, responsibilities, skills, knowledge, and education required for a specific job, and using this information to define the key competencies required for successful job performance.

AK0103 Performance Management: This involves setting performance expectations, monitoring performance, providing feedback, and coaching, and conducting regular performance evaluations to ensure that employees are meeting the expectations of their role.

AK0104 Succession Planning: This involves identifying key positions within the organization that are critical to its success and developing a plan for identifying and developing potential successors for those positions.

AK0105 Recruitment and Selection: This involves attracting, sourcing, and selecting candidates who have the necessary qualifications, skills, and experience for a particular job, and ensuring that the selection process is fair and unbiased.

AK0106 Training and Development: This involves providing employees with the knowledge, skills, and abilities they need to perform their jobs effectively, and supporting their ongoing professional development.

AK0107 Compensation and Benefits: This involves designing and implementing a compensation and benefits package that is competitive, fair, and aligned with the organization's goals and objectives.

AK0108 Employee Engagement: This involves creating a workplace culture that is supportive, inclusive, and engaging, and ensuring that employees feel valued and motivated to perform at their best.

Internal Assessment Criteria for the Practical Skill:

IAC0101 Observe and evaluate the extent to which learners comply with the processes and steps required to apply the skill.

IAC0102 Evaluate the extent to which learners execute the tasks within the required time limits.

IAC0103 Evaluate the level of competence in the application of the prescribed techniques.

IAC0104 Observe and evaluate the ability to demonstrate the key attributes as set out in the applied knowledge section.

PM0202 Facilitate and guide staff procurement processes.

SCOPE TO BE COVERED FOR MASTERING THE PRACTICAL SKILL:

Condition for Performance:

Given a simulated or real-world situation where staff procurement processes must be facilitated and guided. Include details and facts regarding the internal and external environment of an organisation as well as the organisations vision, mission and strategic objectives and some data relating to current performance and HRM dynamics. Learners must

Skills activities that must be mastered:

PS0201 Plan and conduct recruitment, selection, and placement processes in line with organisational requirements and policies.

PS0202 Facilitate appointment decisions and finalise contracts (Contracts of employment and Service level agreements: Full time, part time, contractors all classes of employees).

PS0203 Plan and execute onboarding activities.

PS0204 Plan and execute employee induction (Covering different types of contracts)

PS0205 Plan and execute termination processes.

Applied knowledge/techniques that must be mastered and applied when executing the skill.

AK0201 Application of different recruitment strategies.

AK0202 Cost of recruitment.

AK0203 Alignment with collective agreements

AK0204 Using psychometric test results.

AK0205 Interviewing techniques.

AK0206 Reference checking techniques

Internal Assessment Criteria for the Practical Skill:

IAC0201 Observe and evaluate the extent to which learners comply with the processes and steps required to apply the skill.

IAC0202 Evaluate the extent to which learners execute the tasks within the required time limits.

IAC0203 Evaluate the level of competence in the application of the prescribed techniques.

IAC0204 Observe and evaluate the ability to demonstrate the key attributes as set out in the applied knowledge section.

Provider Accreditation Requirements

Human Resource Requirements

- Facilitators of learning must be in possession of a qualification that is recognised by industry as appropriate for working in or supervising the applicable occupation at one NQF Level above that of the level of the Occupational Qualification Such as: Bachelor of Administration Honours in Human Resource Management, NQF Level 8.
- Facilitators of learning must have a proven track record of a minimum of three years practical experience within the HRM industry.
- Facilitators must be registered with the appropriate HRM (SAQA recognised) professional body. - South African Board of People Practice (SABPP)

Physical Requirements

- The Training facilities must meet all legal requirements and it must have appropriate training aids to deliver the learning as stated in the curriculum and in the stated provider strategy regarding the training methodologies that will be applied. Such as:
 - Training manuals covering all aspects of the knowledge and practical skills as set out in the curriculum.
 - Projectors and screens: These can be useful for presenting training materials such as PowerPoint slides, videos, and other multimedia resources.
 - Whiteboards and flip charts: These can be used for brainstorming and group activities, as well as for visual aids during presentations.
 - Audio-visual equipment: Recording and playback equipment can be used to capture and review training sessions, allowing for more effective feedback and evaluation.
 - Simulation software: Simulated HRM scenarios can be created using specialized software, allowing HRM advisors to practice dealing with real-world HRM situations in a controlled environment.

- Online training platforms: Online training platforms can provide access to virtual training resources, including webinars, video tutorials, and interactive training modules.
- Reference materials: Reference materials such as books, journals, and industry publications can be useful for HRM advisors to stay up to date with best practices and industry trends.
- Training facilities must meet the generally accepted professional standards appropriate for the training as set out in the curriculum.

Legal Requirements

- Accreditation: Training centers must be accredited by the appropriate government regulatory bodies such as the Department of Higher Education and Training or the Quality Council for Trades and Occupations (QCTO).
- Compliance with the National Qualifications Framework (NQF): Training centers must comply with the NQF, which sets standards for education and training in South Africa.
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- Employment Law: Training centers must comply with South African labour laws, including employment contracts, minimum wage requirements, and working hours.
- Protection of Personal Information (POPI) Act: Training centers must comply with the POPI Act, which regulates how personal information is collected, used, and stored.
- Tax Requirements: Training centers must register with the South African Revenue Service (SARS) and comply with tax requirements, including the submission of tax returns and the payment of taxes.
- Copyright Law: Training centers must comply with South African copyright laws, which regulate the use of copyrighted materials in training and educational materials.

242303-001-00-PM-03, Implement Learning and Development and Organisational Growth initiatives. NQF Level 6, Credits 12.

Purpose of the Module

The focus of the learning in this module is on providing learners the opportunity to practice and master the skills required to **Learning and Development policies, procedures, and plans**. Learners will receive instruction in the methods, procedures, and techniques applicable to this specific discipline and they will be required to select appropriate methods to resolve problems and/or facilitate appropriate change. Learners will be required to demonstrate their

application of the required skills in an ethical way that is aligned to the professional practice standards.

Skills included in the Module.

PM0301 Establish and oversee the implementation of integrated Learning and Development Plans

PM0302 Facilitate and coordinate performance management.

PM0303 Implement and facilitate rewards and recognition processes fairly and consistently.

PM0304 Implement and facilitate career management.

PM0305 Implement Organisation development Interventions.

GUIDELINES FOR PRACTICAL SKILLS

PM0301 Establish and oversee the implementation of integrated Learning and Development Plans

SCOPE TO BE COVERED FOR MASTERING THE PRACTICAL SKILL:

Condition for Performance:

Given a simulated or real-world situation where oversight must be provided on the implementation of Learning and Development plans. Include details and facts regarding the internal and external environment of an organisation as well as the organisations vision, mission and strategic objectives and some data relating to current performance and HRM dynamics. Learners must

Skills activities that must be mastered:

PS0101 Conduct Learning and Development needs analysis.

PS0102 Facilitate the Creation of Individual Development Plans (IDP) and or Personal Development Plans (PDP).

PS0103 Facilitate the consolidation of IDP's and PDPs into section, unit, departmental and divisional L&D plans.

PS0104 Identify and cost the required and appropriate L&D interventions. Facilitate the creation and monitoring of L&D budgets.

PS0105 Evaluate the L&D intervention utilising appropriate evaluation models and metrics.

PS0106 Complete the WSP and annual training report and ensure compliance.

Applied knowledge/techniques that must be mastered and applied when executing the skill.

AK0101 Needs Analysis: This involves conducting a comprehensive assessment of the organization's current and future learning and development needs, considering the organization's goals, business strategy, and workforce demographics.

AK0102 Curriculum Design and Development: This involves designing and developing a comprehensive learning and development curriculum that is aligned with the organization's goals and needs, and that provides employees with the skills, knowledge, and competencies they need to perform effectively.

AK0103 Delivery and Facilitation: This involves delivering learning and development programs and facilitating learning experiences that are engaging, effective, and relevant to employees.

AK0104 Evaluation and Assessment: This involves evaluating and assessing the effectiveness of learning and development programs, using metrics such as participant feedback, program outcomes, and business impact, to continuously improve and refine the learning and development offerings.

AK0105 Technology and Tools: This involves leveraging technology and tools, such as e-learning platforms, virtual reality, and gamification, to enhance the learning and development experience and make it more accessible and convenient for employees.

AK0105 Stakeholder Management: This involves engaging and collaborating with key stakeholders, including employees, managers, SETAS, QCTO, SAQA, Professional bodies and business leaders, to ensure that the learning and development function is aligned with the organisation's goals and objectives, national strategies and is meeting the needs of the workforce.

AK0106 Continuous Improvement: This involves continuously refining and improving the learning and development function based on feedback, results, and best practices, and staying up to date with the latest trends and innovations in learning and development.

Internal Assessment Criteria for the Practical Skill:

IAC0101 Observe and evaluate the extent to which learners comply with the processes and steps required to apply the skill.

IAC0102 Evaluate the extent to which learners execute the tasks within the required time limits.

IAC0103 Evaluate the level of competence in the application of the prescribed techniques.

IAC0104 Observe and evaluate the ability to demonstrate the key attributes as set out in the applied knowledge section.

PM0302 Facilitate and coordinate performance management.

SCOPE TO BE COVERED FOR MASTERING THE PRACTICAL SKILL:

Condition for Performance:

Given a simulated or real-world situation where Performance Management processes must be implemented. Include details and facts regarding the internal and external environment of

an organisation as well as the organisations vision, mission and strategic objectives and some data relating to current performance and HRM dynamics. Learners must

Skills activities that must be mastered:

PS0201 Implement and Facilitate the performance management process at operational level (team and individual).

PS0201 Facilitate and guide interventions for dealing with substandard performance.

PS0201 Coach line managers in dealing with performance management.

Applied knowledge/techniques that must be mastered and applied when executing the skill.

AK0201 Alignment with Organizational Goals: This involves ensuring that performance management processes and practices are aligned with the organization's goals and objectives, and that they support the overall business strategy.

AK0202 Clear Communication and Expectations: This involves communicating clearly with employees and managers about performance expectations, goals, and criteria, and ensuring that they understand how their performance will be evaluated.

AK0203 Consistent and Fair Assessment: This involves conducting consistent and fair assessments of employee performance, taking into account individual strengths and areas for improvement, and providing regular feedback and coaching.

AK0204 Employee Development and Engagement: This involves using performance management as an opportunity for employee development and engagement, by providing support and resources to help employees improve their performance and reach their full potential.

AK0205 Technology and Tools: This involves leveraging technology and tools, such as performance management software and online resources, to automate and streamline performance management processes and make them more accessible and convenient for employees and managers.

AK0206 Stakeholder Management: This involves engaging and collaborating with key stakeholders, including employees, managers, Organised Labour, and business leaders, to ensure that performance management processes are effective and well-received, and that they are meeting the needs of the organisation and its workforce.

AK0207 Continuous Improvement: This involves continuously refining and improving performance management processes and practices based on feedback, results, and best practices, and staying up to date with the latest trends and innovations in performance management.

AK0208 Coaching Techniques.

Internal Assessment Criteria for the Practical Skill:

IAC0201 Observe and evaluate the extent to which learners comply with the processes and steps required to apply the skill.

IAC0202 Evaluate the extent to which learners execute the tasks within the required time limits.

IAC0203 Evaluate the level of competence in the application of the prescribed techniques.

IAC0204 Observe and evaluate the ability to demonstrate the key attributes as set out in the applied knowledge section.

PM0303 Implement and facilitate rewards and recognition processes fairly and consistently.

SCOPE TO BE COVERED FOR MASTERING THE PRACTICAL SKILL:

Condition for Performance:

Given a simulated or real-world situation where rewards and recognition processes must be implemented. Include details and facts regarding the internal and external environment of an organisation as well as the organisations vision, mission and strategic objectives and some data relating to current performance and HRM dynamics. Learners must

Skills activities that must be mastered:

PS0301 Define the goals and objectives: Clearly define the goals and objectives of the rewards and recognition program, such as improving employee morale, increasing productivity, or reducing turnover.

PS0302 Assess the current situation: Assess the current rewards and recognition processes in place and identify any areas for improvement. Consider feedback from employees and other stakeholders to determine what is most important to them.

PS0303 Determine the budget: Determine the budget for the rewards and recognition program, and allocate resources based on the goals and objectives.

PS0304 Design the program: Design the rewards and recognition program, considering the specific needs and preferences of the organization and its employees. Consider a variety of recognition options, including financial incentives, time off, and non-monetary rewards.

PS0305 Communicate the program: Communicate the rewards and recognition program to employees, clearly outlining the criteria for earning rewards, and how the program will be implemented and monitored.

PS0306 Train managers and supervisors: Provide training for managers and supervisors on the importance of rewards and recognition, and how to effectively implement the program.

PS0307 Launch the program: Launch the rewards and recognition program and monitor and evaluate its effectiveness over time.

PS0308 Continuously review and improve: Continuously review and evaluate the rewards and recognition program, and make changes and improvements as needed, based on feedback from employees and other stakeholders.

Internal Assessment Criteria for the Practical Skill:

IAC0301 Observe and evaluate the extent to which learners comply with the processes and steps required to apply the skill.

IAC0302 Evaluate the extent to which learners execute the tasks within the required time limits.

IAC0303 Evaluate the level of competence in the application of the prescribed techniques.

IAC0304 Observe and evaluate the ability to demonstrate the key attributes as set out in the applied knowledge section.

PM0304 Implement and facilitate career management.

SCOPE TO BE COVERED FOR MASTERING THE PRACTICAL SKILL:

Condition for Performance:

Given a simulated or real-world situation where career management processes must be implemented. Include details and facts regarding the internal and external environment of an organisation as well as the organisations vision, mission and strategic objectives and some data relating to current performance and HRM dynamics. Learners must

Skills activities that must be mastered:

PS0401 Define the goals and objectives: Clearly define the goals and objectives of the program, such as improving employee morale, increasing productivity, or reducing turnover.

PS0402 Assess the current situation: Assess the current career management processes in place and identify any areas for improvement. Consider feedback from employees and other stakeholders to determine what is most important to them.

PS0403 Determine the budget: Determine the budget for the career management program, and allocate resources based on the goals and objectives.

PS0404 Design the program: Design the career management program, taking into account the specific needs and preferences of the organization and its employees. Consider a variety of recognition options, including financial incentives, time off, and non-monetary rewards.

PS0405 Communicate the program: Communicate the career management program to employees, clearly outlining the criteria for earning rewards, and how the program will be implemented and monitored.

PS0406 Train managers and supervisors: Provide training for managers and supervisors on the importance of career management, and how to effectively implement the program.

PS0407 Launch the program: Launch the career management program and monitor and evaluate its effectiveness over time.

PS0408 Continuously review and improve: Continuously review and evaluate the career management program, and make changes and improvements as needed, based on feedback from employees and other stakeholders.

Internal Assessment Criteria for the Practical Skill:

IAC0401 Observe and evaluate the extent to which learners comply with the processes and steps required to apply the skill.

IAC0402 Evaluate the extent to which learners execute the tasks within the required time limits.

IAC0403 Evaluate the level of competence in the application of the prescribed techniques.

IAC0404 Observe and evaluate the ability to demonstrate the key attributes as set out in the applied knowledge section.

PM0305 Implement Organisation development Interventions.

SCOPE TO BE COVERED FOR MASTERING THE PRACTICAL SKILL:

Condition for Performance:

Given a simulated or real-world situation where OD interventions must be implemented. Include details and facts regarding the internal and external environment of an organisation as well as the organisations vision, mission and strategic objectives and some data relating to current performance and HRM dynamics. Learners must

Skills activities that must be mastered:

PS0501 Define the goals and objectives: Clearly define the goals and objectives of the program, such as improving employee morale, increasing productivity, or reducing turnover.

PS0502 Assess the current situation: Assess the current Organisational Development processes in place and identify any areas for improvement. Consider feedback from employees and other stakeholders to determine what is most important to them.

PS0503 Determine the budget: Determine the budget for the Organisational Development program, and allocate resources based on the goals and objectives.

PS0504 Design the program: Design the Organisational Development program, considering the specific needs and preferences of the organization and its employees. Consider a variety of recognition options, including financial incentives, time off, and non-monetary rewards.

PS0405 Communicate the program: Communicate the Organisational Development program to employees, clearly outlining the criteria for earning rewards, and how the program will be implemented and monitored.

PS0506 Train managers and supervisors: Provide training for managers and supervisors on the importance of Organisational Development, and how to effectively implement the program.

PS0507 Launch the program: Launch the Organisational Development program and monitor and evaluate its effectiveness over time.

PS0508 Continuously review and improve: Continuously review and evaluate the Organisational Development program, and make changes and improvements as needed, based on feedback from employees and other stakeholders.

Internal Assessment Criteria for the Practical Skill:

IAC0501 Observe and evaluate the extent to which learners comply with the processes and steps required to apply the skill.

IAC0502 Evaluate the extent to which learners execute the tasks within the required time limits.

IAC0503 Evaluate the level of competence in the application of the prescribed techniques.

IAC0504 Observe and evaluate the ability to demonstrate the key attributes as set out in the applied knowledge section.

Provider Accreditation Requirements

Human Resource Requirements

- Facilitators of learning must be in possession of a qualification that is recognised by industry as appropriate for working in or supervising the applicable occupation at one NQF Level above that of the level of the Occupational Qualification Such as: Bachelor of Administration Honours in Human Resource Management, NQF Level 8.
- Facilitators of learning must have a proven track record of a minimum of three years practical experience within the HRM industry.
- Facilitators must be registered with the appropriate HRM (SAQA recognised) professional body. - South African Board of People Practice (SABPP)

Physical Requirements

- The Training facilities must meet all legal requirements and it must have appropriate training aids to deliver the learning as stated in the curriculum and in the stated provider strategy regarding the training methodologies that will be applied. Such as:
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242303-001-00-PM-04, Operationalise Employment Relations strategies and plans. NQF Level 6, Credits 10.

Purpose of the Module

The focus of the learning in this module is on providing learners the opportunity to practice and master the skills required to **Operationalise Employment Relations strategies and plans**. Learners will receive instruction in the methods, procedures, and techniques applicable to this specific discipline and they will be required to select appropriate methods to resolve problems and/or facilitate appropriate change. Learners will be required to demonstrate their application of the required skills in an ethical way that is aligned to the professional practice standards.

Skills included in the Module.

PM0401 Coordinate the implementation of workplace disciplinary and grievance procedures.

PM0402 Facilitate and guide organised labour relationships.

GUIDELINES FOR PRACTICAL SKILLS

PM0101: PM0401 Coordinate the implementation of workplace disciplinary and grievance procedures.

SCOPE TO BE COVERED FOR MASTERING THE PRACTICAL SKILL:

Condition for Performance:

Given a simulated or real-world situation where workplace disciplinary and grievance cases must be handled. Include details and facts regarding the internal and external environment of an organisation as well as the organisations vision, mission and strategic objectives and some data relating to current performance and HRM dynamics. Learners must

Skills activities that must be mastered:

PS0101 Arrange disciplinary hearings and grievance consultations.

PS0102 Provide information and advice regarding disciplinary hearing processes and the grievance procedure.

PS0103 Collate and distribute all required documents for the conducting of a disciplinary hearing and grievance consultations.

PS0104 Oversee the maintenance and safe keeping of employment relations records.

Applied knowledge/techniques that must be mastered and applied when executing the skill.

AK0101 Compliance with employment laws: Ensure that the disciplinary and grievance handling process follows all relevant employment laws, such as those related to discrimination, harassment, and privacy.

AK0102 Right to representation: Employees have the right to be represented by a union representative or legal adviser during disciplinary and grievance proceedings.

AK0103 Natural justice: The principles of natural justice, such as the right to a fair hearing and the right to be informed of the allegations against them, must be observed during disciplinary and grievance proceedings.

AK0104 Evidence-based decision-making: All disciplinary and grievance decisions must be based on evidence, and the employee must be given the opportunity to respond to the evidence presented against them.

AK0105 Proportionality: The disciplinary action taken must be proportionate to the severity of the offense, and the employee must be informed of the reasons for the action taken.

AK0106 Appeal process: Employees must be informed of their right to appeal any disciplinary or grievance decision, and the appeal process must be clearly outlined.

Internal Assessment Criteria for the Practical Skill:

IAC0101 Observe and evaluate the extent to which learners comply with the processes and steps required to apply the skill.

IAC0102 Evaluate the extent to which learners execute the tasks within the required time limits.

IAC0103 Evaluate the level of competence in the application of the prescribed techniques.

IAC0104 Observe and evaluate the ability to demonstrate the key attributes as set out in the applied knowledge section.

PM0402 Facilitate and guide organised labour relationships.

SCOPE TO BE COVERED FOR MASTERING THE PRACTICAL SKILL:

Condition for Performance:

Given a simulated or real-world situation where Fit for purpose work profiles must be created. Include details and facts regarding the internal and external environment of an organisation

as well as the organisations vision, mission and strategic objectives and some data relating to current performance and HRM dynamics. Learners must

Skills activities that must be mastered:

PS0101 Coordinate and facilitate appropriate forums and committees (Skills Development, EE, Workplace forums where appropriate)

PS0102 Engage with shop stewards (Employee representatives) and coordinate compliance with their rights and responsibilities.

Applied knowledge/techniques that must be mastered and applied when executing the skill.

AK0201 Recognise and respect the union: Recognise and respect the union as the representative of the employees and negotiate with them in good faith.

AK0202 Respect the collective bargaining process: Respect the collective bargaining process and negotiate in good faith to reach a mutually acceptable agreement.

AK0203 Comply with labour laws: Comply with all relevant labour laws, such as those related to collective bargaining, strikes, and lockouts.

AK0204 Foster open communication: Foster open and transparent communication with the union and encourage constructive dialogue to resolve any issues or disputes.

AK0205 Provide accurate information: Provide accurate and timely information to the union, and be transparent about the organization's goals, plans, and decisions.

AK0206 Address grievances: Address grievances raised by the union in a timely and effective manner and seek to resolve them through constructive dialogue and negotiation.

AK0206 Be proactive: Be proactive in addressing any issues or concerns raised by the union and take steps to prevent disputes from escalating.

Internal Assessment Criteria for the Practical Skill:

IAC0201 Observe and evaluate the extent to which learners comply with the processes and steps required to apply the skill.

IAC0202 Evaluate the extent to which learners execute the tasks within the required time limits.

IAC0203 Evaluate the level of competence in the application of the prescribed techniques.

IAC0204 Observe and evaluate the ability to demonstrate the key attributes as set out in the applied knowledge section.

Provider Accreditation Requirements

Human Resource Requirements

- Facilitators of learning must be in possession of a qualification that is recognised by industry as appropriate for working in or supervising the applicable occupation at one NQF Level above that of the level of the Occupational Qualification. Such as: Bachelor of Administration Honours in Human Resource Management, NQF Level 8.
- Facilitators of learning must have a proven track record of a minimum of three years practical experience within the HRM industry.
- Facilitators must be registered with the appropriate HRM (SAQA recognised) professional body. - South African Board of People Practice (SABPP)

Physical Requirements

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242303-001-00-PM-05, Deliver HRM Services. NQF Level 6, Credits 10.

Purpose of the Module

The focus of the learning in this module is on providing learners the opportunity to practice and master the skills required to **Solution based and client centred HRM Services**. Learners will receive instruction in the methods, procedures, and techniques applicable to this specific discipline and they will be required to select appropriate methods to resolve problems and/or facilitate appropriate change. Learners will be required to demonstrate their application of the required skills in an ethical way that is aligned to the professional practice standards.

Skills included in the Module.

- PM0501: Facilitate the delivery of solution based HRM Services.

GUIDELINES FOR PRACTICAL SKILLS

PM0501: Facilitate the delivery of solution based HRM Services.

SCOPE TO BE COVERED FOR MASTERING THE PRACTICAL SKILL:

Condition for Performance:

Given a simulated or real-world situation where HRM services must be delivered. Include details and facts regarding the internal and external environment of an organisation as well as

the organisations vision, mission and strategic objectives and some data relating to current performance and HRM dynamics. Learners must

Skills activities that must be mastered:

PS0101 Write and present HR information in written report format.

PS0102 Make presentations regarding HR information to diverse decision making.

PS0103 Identify client specific HR needs.

PS0104 Design appropriate interventions to meet identified client needs and communicate these interventions (Including change management).

PS0105 Use problem solving techniques to find the cause of problems, select alternatives and prevent future problems.

Applied knowledge/techniques that must be mastered and applied when executing the skill.

AK0101 Focus on the client: Put the client's needs and wants at the center of everything you do, and always strive to understand their perspective.

AK0102 Listen actively: Listen actively to the client's needs and concerns and ask questions to clarify their requirements.

AK0103 Be responsive: Be responsive to the client's needs and requests and take prompt action to resolve any issues or problems.

AK0104 Provide clear and accurate information: Provide clear and accurate information to the client and be transparent about the services you offer, and the processes involved.

AK0105 Personalize the experience: Personalize the experience for the client by understanding their individual needs and preferences, and tailoring the services you provide accordingly.

AK0106 Continuously improve: Continuously seek feedback from clients and make improvements to your services based on their feedback and suggestions.

AK0107 Empathize with the client: Empathize with the client and show genuine concern for their needs and well-being.

AK0108 Anticipate the client's needs: Anticipate the client's needs and take proactive steps to address them before they become problems.

Internal Assessment Criteria for the Practical Skill:

IAC0101 Observe and evaluate the extent to which learners comply with the processes and steps required to apply the skill.

IAC0102 Evaluate the extent to which learners execute the tasks within the required time limits.

IAC0103 Evaluate the level of competence in the application of the prescribed techniques.

IAC0104 Observe and evaluate the ability to demonstrate the key attributes as set out in the applied knowledge section.

Provider Accreditation Requirements

Human Resource Requirements

- Facilitators of learning must be in possession of a qualification that is recognised by industry as appropriate for working in or supervising the applicable occupation at one NQF Level above that of the level of the Occupational Qualification Such as: Bachelor of Administration Honours in Human Resource Management, NQF Level 8.
- Facilitators of learning must have a proven track record of a minimum of three years practical experience within the HRM industry.
- Facilitators must be registered with the appropriate HRM (SAQA recognised) professional body. - South African Board of People Practice (SABPP)

Physical Requirements

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- Training facilities must meet the generally accepted professional standards appropriate for the training as set out in the curriculum.

Legal Requirements

- Accreditation: Training centers must be accredited by the appropriate government regulatory bodies such as the Department of Higher Education and Training or the Quality Council for Trades and Occupations (QCTO).
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- Employment Law: Training centers must comply with South African labour laws, including employment contracts, minimum wage requirements, and working hours.
- Protection of Personal Information (POPI) Act: Training centers must comply with the POPI Act, which regulates how personal information is collected, used, and stored.
- Tax Requirements: Training centers must register with the South African Revenue Service (SARS) and comply with tax requirements, including the submission of tax returns and the payment of taxes.
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4.3 SECTION 4C: WORK EXPERIENCE MODULE SPECIFICATIONS

The following is a broad description of the work exposure that the learner must have. The work exposure will be guided by including the required work experiences in a logbook. It is essential that a proper mentoring process is designed to ensure that learners time is productively utilised and that the work exposure supports the required-on job learning.

List of Work Experience Module Specifications

Work Experience Modules:

- 242303-001-00 WM01: Organisational and Work design and implementation processes, NQF Level 6, Credits 8.
- 242303-001-00 WM02: Talent Management Processes, NQF Level 6, Credits 4.
- 242303-001-00 WM03: Learning and Development and Organisational Growth Processes, NQF Level 6, Credits 8.
- 242303-001-00 WM04: Employment Relations Facilitation Processes, NQF Level 6, Credits 12.
- 242303-001-00 WM05: HRM Service Delivery Processes, NQF Level 6, Credits 4.

Total number of credits for Work Experience Modules: 36

WORK EXPERIENCE MODULE DETAILS

242303-001-00 WM01: Organisational and Work design and implementation processes, NQF Level 6, Credits 8.

List of Experiences included.

WE0101 Draft Job descriptions and employee specifications.

WE0102 Conduct job evaluation.

WE0103 Review and recommend improvements to organisational structures.

WE0104 Review employee complements and recommend improvements.

Guidelines for Work Experience

WE0101 Draft Job descriptions and employee specifications.

Work activities to gain the experience and exposure.

WA0101 Identify the job's duties and responsibilities.

WA0102 Determine the necessary qualifications and experience for the job.

WA0103 Define the job title, grade, and salary range.

WA0104 Draft the job description and employee specification documents.

WA0105 Review and finalize the documents before publishing or sharing with stakeholders.

Contextual Workplace Knowledge that must be tested.

WK01 Site specific Policies.

WK02 Site Specific Procedures and SOP's.

WK03 Regulatory Requirements.

WK04 Professional guidelines.

Supporting Evidence that must be collected.

SE01 Performance Reports.

SE02 Managers Observation Reports.

SE03 Minutes of Meetings.

SE04 Peer and customer feedback.

SE05 Signed Off Logbook.

WE0102 Conduct job evaluation.

Work activities to gain the experience and exposure.

WA0201 Determine the job evaluation method to be used.

WA0202 Analyse the job and gather information on its duties, responsibilities, and requirements.

WA0203 Evaluate the job against predetermined factors such as skill, effort, and responsibility.

WA0204 Determine the job's relative worth by comparing it to other jobs within the organization.

WA0205 Assign a salary or pay grade to the job based on its relative worth.

Contextual Workplace Knowledge that must be tested.

WK01 Site specific Policies.

WK02 Site Specific Procedures and SOP's.

WK03 Regulatory Requirements.

WK04 Professional guidelines.

Supporting Evidence that must be collected.

SE01 Performance Reports.

SE02 Managers Observation Reports.

SE03 Minutes of Meetings.

SE04 Peer and customer feedback.

SE05 Signed Off Logbook.

WE0103 Review and recommend improvements to organisational structures.

Work activities to gain the experience and exposure.

WA0301 Define the organization's goals and objectives.

WA0302 Analyse the existing organizational structure and identify areas for improvement.

WA0303 Develop new or revised organizational structures that align with the organization's goals and objectives.

WA0304 Evaluate the proposed changes and determine their potential impact on the organization.

WA0305 Implement the new or revised organizational structure and monitor its effectiveness over time.

Contextual Workplace Knowledge that must be tested.

WK01 Site specific Policies.

WK02 Site Specific Procedures and SOP's.

WK03 Regulatory Requirements.

WK04 Professional guidelines.

Supporting Evidence that must be collected.

SE01 Performance Reports.

SE02 Managers Observation Reports.

SE03 Minutes of Meetings.

SE04 Peer and customer feedback.

SE05 Signed Off Logbook.

WE0104 Review employee complements and recommend improvements.

Work activities to gain the experience and exposure.

WA0401 Analyse the organization's current and future staffing needs.

WA0402 Review each department's workload and assess the level of staffing required to meet the workload.

WA0403 Determine the required skills, experience, and qualifications for each position.

WA0404 Identify any gaps or redundancies in the current employee complement and propose changes to address them.

WA0405 Develop a plan to recruit, hire, and train employees to meet the organization's staffing needs.

Contextual Workplace Knowledge that must be tested.

WK01 Site specific Policies.

WK02 Site Specific Procedures and SOP's.

WK03 Regulatory Requirements.

WK04 Professional guidelines.

Supporting Evidence that must be collected.

SE01 Performance Reports.

SE02 Managers Observation Reports.

SE03 Minutes of Meetings.

SE04 Peer and customer feedback.

SE05 Signed Off Logbook.

242303-001-00 WM02: Talent Management Processes, NQF Level 6, Credits 4.

List of Experiences included.

WE0201 Contribute towards the development of the organisational talent management strategy and oversee implementation of the strategy.

WE0202 Facilitate and guide staff procurement processes.

Guidelines for Work Experience

WE0201 Contribute towards the development of the organisational talent management strategy and oversee implementation of the strategy.

Work activities to gain the experience and exposure.

WA0101 Interpret the organization's talent management strategy.

WA0102 Identify key positions and critical skills needed to achieve organizational goals.

WA0103 Assess current talent within the organization and identify gaps.

WA0104 Develop programs for recruitment, retention, and development of employees.

WA0105 Implement the talent management strategy and evaluate its effectiveness over time.

Contextual Workplace Knowledge that must be tested.

WK01 Site specific Policies.

WK02 Site Specific Procedures and SOP's.

WK03 Regulatory Requirements.

WK04 Professional guidelines.

Supporting Evidence that must be collected.

SE01 Performance Reports.

SE02 Managers Observation Reports.

SE03 Minutes of Meetings.

SE04 Peer and customer feedback.

SE05 Signed Off Logbook.

WE0202 Facilitate and guide staff procurement processes.

Work activities to gain the experience and exposure.

WA0201 Develop a recruitment plan and select the appropriate recruitment channels.

WA0202 Conduct candidate screening, interviewing, and selection.

WA0203 Facilitate selection decision making.

WA0204 Oversee the Onboarding and induction of the new employee.

Contextual Workplace Knowledge that must be tested.

WK01 Site specific Policies.

WK02 Site Specific Procedures and SOP's.

WK03 Regulatory Requirements.

WK04 Professional guidelines.

Supporting Evidence that must be collected.

SE01 Performance Reports.

SE02 Managers Observation Reports.

SE03 Minutes of Meetings.

SE04 Peer and customer feedback.

SE05 Signed Off Logbook.

242303-001-00 WM03: Learning and Development and Organisational Growth Processes, NQF Level 6, Credits 8.

List of Experiences included.

WE0301 Implement Learning and Development plans and processes.

WE0302 Participate in performance management processes.

WE0303 Coordinate and review rewards and recognition processes.

WE0304 Participate in career management processes.

WE0305 Participate in organisational and individual wellness processes.

WE0306 Facilitate Organisational Development interventions.

Guidelines for Work Experience

WE0301 Implement Learning and Development plans and processes.

Work activities to gain the experience and exposure.

WA0101 Oversee/review the plans.

WA0102 Guide the activities.

WA0103 Ensure compliance with policies and procedures.

WA0104 Analyse success and report

Contextual Workplace Knowledge that must be tested.

WK01 Site specific Policies.

WK02 Site Specific Procedures and SOP's.

WK03 Regulatory Requirements.

WK04 Professional guidelines.

Supporting Evidence that must be collected.

SE01 Performance Reports.

SE02 Managers Observation Reports.

SE03 Minutes of Meetings.
SE04 Peer and customer feedback.
SE05 Signed Off Logbook.

WE0302 Participate in performance management processes.

Work activities to gain the experience and exposure.

WA0101 Oversee/review the plans.
WA0102 Guide the activities.
WA0103 Ensure compliance with policies and procedures.
WA0104 Analyse success and report

Contextual Workplace Knowledge that must be tested.

WK01 Site specific Policies.
WK02 Site Specific Procedures and SOP's.
WK03 Regulatory Requirements.
WK04 Professional guidelines.

Supporting Evidence that must be collected.

SE01 Performance Reports.
SE02 Managers Observation Reports.
SE03 Minutes of Meetings.
SE04 Peer and customer feedback.
SE05 Signed Off Logbook.

WE0303 Coordinate and review rewards and recognition processes.

Work activities to gain the experience and exposure.

WA0101 Oversee/review the plans.
WA0102 Guide the activities.
WA0103 Ensure compliance with policies and procedures.
WA0104 Analyse success and report

Contextual Workplace Knowledge that must be tested.

WK01 Site specific Policies.
WK02 Site Specific Procedures and SOP's.
WK03 Regulatory Requirements.
WK04 Professional guidelines.

Supporting Evidence that must be collected.

SE01 Performance Reports.
SE02 Managers Observation Reports.

SE03 Minutes of Meetings.
SE04 Peer and customer feedback.
SE05 Signed Off Logbook.

WE0304 Participate in career management processes.

Work activities to gain the experience and exposure.

WA0101 Oversee/review the plans.
WA0102 Guide the activities.
WA0103 Ensure compliance with policies and procedures.
WA0104 Analyse success and report

Contextual Workplace Knowledge that must be tested.

WK01 Site specific Policies.
WK02 Site Specific Procedures and SOP's.
WK03 Regulatory Requirements.
WK04 Professional guidelines.

Supporting Evidence that must be collected.

SE01 Performance Reports.
SE02 Managers Observation Reports.
SE03 Minutes of Meetings.
SE04 Peer and customer feedback.
SE05 Signed Off Logbook.

WE0305 Participate in organisational and individual wellness processes.

Work activities to gain the experience and exposure.

WA0101 Oversee/review the plans.
WA0102 Guide the activities.
WA0103 Ensure compliance with policies and procedures.
WA0104 Analyse success and report

Contextual Workplace Knowledge that must be tested.

WK01 Site specific Policies.
WK02 Site Specific Procedures and SOP's.
WK03 Regulatory Requirements.
WK04 Professional guidelines.

Supporting Evidence that must be collected.

SE01 Performance Reports.
SE02 Managers Observation Reports.

SE03 Minutes of Meetings.
SE04 Peer and customer feedback.
SE05 Signed Off Logbook.

WE0306 Facilitate Organisational Development interventions.

Work activities to gain the experience and exposure.

WA0101 Oversee/review the plans.
WA0102 Guide the activities.
WA0103 Ensure compliance with policies and procedures.
WA0104 Analyse success and report

Contextual Workplace Knowledge that must be tested.

WK01 Site specific Policies.
WK02 Site Specific Procedures and SOP's.
WK03 Regulatory Requirements.
WK04 Professional guidelines.

Supporting Evidence that must be collected.

SE01 Performance Reports.
SE02 Managers Observation Reports.
SE03 Minutes of Meetings.
SE04 Peer and customer feedback.
SE05 Signed Off Logbook.

242303-001-00 WM04: Employment Relations Facilitation Processes, NQF Level 6, Credits 12.

List of Experiences included.

WE0401 Coordinate and oversee Discipline and grievance handling.
WE0402 Facilitate positive relationships with organised labour.
WE0403 Identify and manage conflict.
WE0404 Oversee employee assistance programmes.

Guidelines for Work Experience

WE0401 Coordinate and oversee Discipline and grievance handling.

Work activities to gain the experience and exposure.

WA0101 Oversee compliance with policy on disciplinary and grievance procedures.
WA0102 Communicate the policy to all employees and ensure they understand the procedures.

WA0103 Oversee Investigations of any disciplinary or grievance issues that arise and gather all relevant information.

WA0104 Facilitate and coordinate disciplinary or grievance meetings with the parties involved and keep accurate records of the proceedings.

WA0105 Ensure enforcement of disciplinary or remedial actions and monitor the situation to ensure that the issues are resolved.

Contextual Workplace Knowledge that must be tested.

WK01 Site specific Policies.

WK02 Site Specific Procedures and SOP's.

WK03 Regulatory Requirements.

WK04 Professional guidelines.

Supporting Evidence that must be collected.

SE01 Performance Reports.

SE02 Managers Observation Reports.

SE03 Minutes of Meetings.

SE04 Peer and customer feedback.

SE05 Signed Off Logbook.

WE0402 Facilitate positive relationships with organised labour.

Work activities to gain the experience and exposure.

WA0201 Develop and maintain open lines of communication with labour representatives.

WA0202 Establish a framework for negotiations and ensure that it is followed.

WA0203 Provide timely and accurate information to labour representatives.

WA0204 Address any grievances or concerns raised by labour representatives in a timely and constructive manner.

WA0205 Collaborate with labour representatives to develop mutually beneficial solutions to workplace issues.

Contextual Workplace Knowledge that must be tested.

WK01 Site specific Policies.

WK02 Site Specific Procedures and SOP's.

WK03 Regulatory Requirements.

WK04 Professional guidelines.

Supporting Evidence that must be collected.

SE01 Performance Reports.

SE02 Managers Observation Reports.

SE03 Minutes of Meetings.

SE04 Peer and customer feedback.

SE05 Signed Off Logbook.

WE0403 Identify and manage conflict.

Work activities to gain the experience and exposure.

WA0301 Recognize that conflict exists and identify the parties involved.

WA0302 Gather information to understand the cause of the conflict.

WA0303 Develop possible solutions and select the most appropriate one.

WA0304 Implement the solution and monitor the situation to ensure the conflict is resolved.

WA0305 Evaluate the effectiveness of the solution and take additional steps if necessary.

Contextual Workplace Knowledge that must be tested.

WK01 Site specific Policies.

WK02 Site Specific Procedures and SOP's.

WK03 Regulatory Requirements.

WK04 Professional guidelines.

Supporting Evidence that must be collected.

SE01 Performance Reports.

SE02 Managers Observation Reports.

SE03 Minutes of Meetings.

SE04 Peer and customer feedback.

SE05 Signed Off Logbook.

WE0404 Oversee employee assistance programmes.

Work activities to gain the experience and exposure.

WA0401 Ensure understanding of the EAP policy that outlines the organization's commitment to employee wellness and the EAP's services.

WA0402 Communicate the EAP policy and services to all employees and ensure they understand how to access the program.

WA0403 Monitor the use of the EAP services and evaluate their effectiveness in meeting the organization's goals.

WA0404 Maintain confidentiality and privacy of employees who use the EAP.

WA0405 Provide ongoing support and resources to EAP providers to ensure the program meets the needs of employees.

Contextual Workplace Knowledge that must be tested.

WK01 Site specific Policies.

WK02 Site Specific Procedures and SOP's.

WK03 Regulatory Requirements.

WK04 Professional guidelines.

Supporting Evidence that must be collected.

SE01 Performance Reports.

SE02 Managers Observation Reports.

SE03 Minutes of Meetings.

SE04 Peer and customer feedback.

SE05 Signed Off Logbook.

242303-001-00 WM05: HRM Service Delivery Processes, NQF Level 6, Credits 4.

List of Experiences included.

WE0501 Draft and present Human Resource Management reports.

WE0502 Execute processes to determine client needs regarding Human Resource Management Services.

WE0503 Oversee the Human Resource Administrative Function.

WE0504 Participate in the Organisational Human Resource Management strategy development processes.

Guidelines for Work Experience

WE0501 Draft and present Human Resource Management reports.

Work activities to gain the experience and exposure.

WA0101 Draft reports

WA0102 Present reports

WA0103 Facilitate decision making.

WA0104 Develop implementation plans.

WA0105 Oversee implementation.

Contextual Workplace Knowledge that must be tested.

WK01 Site specific Policies.

WK02 Site Specific Procedures and SOP's.

WK03 Regulatory Requirements.

WK04 Professional guidelines.

Supporting Evidence that must be collected.

SE01 Performance Reports.

SE02 Managers Observation Reports.

SE03 Minutes of Meetings.

SE04 Peer and customer feedback.

SE05 Signed Off Logbook.

WE0502 Execute processes to determine client needs regarding Human Resource Management Services.

WA0201 Work activities to gain the experience and exposure.

WA0202 Conduct focus interviews.

WA0203 Conduct perception surveys.

WA0204 Introduce suggestion schemes.

WA0205 Analyse employee inputs and develop actions.

WA0206 Provide feedback.

Contextual Workplace Knowledge that must be tested.

WK01 Site specific Policies.

WK02 Site Specific Procedures and SOP's.

WK03 Regulatory Requirements.

WK04 Professional guidelines.

Supporting Evidence that must be collected.

SE01 Performance Reports.

SE02 Managers Observation Reports.

SE03 Minutes of Meetings.

SE04 Peer and customer feedback.

SE05 Signed Off Logbook.

WE0503 Oversee the Human Resource Administrative Function.

Work activities to gain the experience and exposure.

WA0301 Set KPA's and KPI's

WA0302 Measure performance

WA0303 Do individual performance management.

WA0304 Provide coaching.

WA0305 Provide recognition.

Contextual Workplace Knowledge that must be tested.

WK01 Site specific Policies.

WK02 Site Specific Procedures and SOP's.

WK03 Regulatory Requirements.

WK04 Professional guidelines.

Supporting Evidence that must be collected.

SE01 Performance Reports.

SE02 Managers Observation Reports.

SE03 Minutes of Meetings.

SE04 Peer and customer feedback.

SE05 Signed Off Logbook.

WE0504 Participate in the Organisational Human Resource Management strategy development processes.

Work activities to gain the experience and exposure.

WA0401 Prepare for the strategy process.

WA0402 Research and collect data.

WA0403 Make technical inputs.

WA0404 Consolidate strategy results.

WA0405 Assist with finalisation and implementation.

Contextual Workplace Knowledge that must be tested.

WK01 Site specific Policies.

WK02 Site Specific Procedures and SOP's.

WK03 Regulatory Requirements.

WK04 Professional guidelines.

Supporting Evidence that must be collected.

SE01 Performance Reports.

SE02 Managers Observation Reports.

SE03 Minutes of Meetings.

SE04 Peer and customer feedback.

SE05 Signed Off Logbook.

The following is a broad description of the work exposure that the learner must have. The work exposure will be guided by including the required work experiences in a logbook. It is essential that a proper mentoring process is designed to ensure that learners time is productively utilised and that the work exposure supports the required-on job learning.

4.4 SECTION 4D: STATEMENT OF WORK EXPERIENCE

Curriculum Number	242303-001-00-00:
Curriculum Title	Advanced Occupational Certificate: HRM Officer
	<p>WORK EXPERIENCE MODULES INCLUDED IN THIS STATEMENT</p> <ul style="list-style-type: none"> • 242303-001-00 WM01: Organisational and Work design and implementation processes, NQF Level 6, Credits 8. • 242303-001-00 WM02: Talent Management Processes, NQF Level 6, Credits 4. • 242303-001-00 WM03: Learning and Development and Organisational Growth Processes, NQF Level 6, Credits 8. • 242303-001-00 WM04: Employment Relations Facilitation Processes, NQF Level 6, Credits 12. • 242303-001-00 WM05: HRM Service Delivery Processes, NQF Level 6, Credits 4. <p>Total number of credits for Work Experience Modules: 36</p>
Total number of credits for Work Experience Modules:	
LEARNER DETAILS	
NAME	
ID NUMBER	
EMPLOYER DETAILS	
Company	
Physical address	
Supervisor Name	
Contact Details	
E-mail	

242303-001-00 WM01: Organisational and Work design and implementation processes, NQF Level 6, Credits 8.

List of Experiences included in the module.

WE0101 Draft Job descriptions and employee specifications.

WE0102 Conduct job evaluation.

WE0103 Review and recommend improvements to organisational structures.

WE0104 Review employee complements and recommend improvements.

WE0101 Draft Job descriptions and employee specifications.

Scope Work Experience

Date

Signature

WA0101 Identify the job's duties and responsibilities.
 WA0102 Determine the necessary qualifications and experience for the job.
 WA0103 Define the job title, grade, and salary range.
 WA0104 Draft the job description and employee specification documents.
 WA0105 Review and finalize the documents before publishing or sharing with stakeholders.

Supporting Evidence

Date

Signature

SE01 Reports and action plans.
 SE02 Managers Observation and evaluation Report.
 SE03 Minutes of Meetings.
 SE04 Peer and customer feedback.
 SE05 Signed Off Logbook.

WE0102 Conduct job evaluation.

Scope Work Experience

Date

Signature

WA0201 Determine the job evaluation method to be used.
 WA0202 Analyse the job and gather information on its duties, responsibilities, and requirements.
 WA0203 Evaluate the job against predetermined factors such as skill, effort, and responsibility.

WA0204 Determine the job's relative worth by comparing it to other jobs within the organization. WA0205 Assign a salary or pay grade to the job based on its relative worth.		
Supporting Evidence	Date	Signature
SE01 Reports and action plans. SE02 Managers Observation and evaluation Report. SE03 Minutes of Meetings. SE04 Peer and customer feedback. SE05 Signed Off Logbook.		
<i>WE0103 Review and recommend improvements to organisational structures.</i>		
Scope Work Experience	Date	Signature
WA0301 Define the organization's goals and objectives. WA0302 Analyse the existing organizational structure and identify areas for improvement. WA0303 Develop new or revised organizational structures that align with the organization's goals and objectives. WA0304 Evaluate the proposed changes and determine their potential impact on the organization. WA0305 Implement the new or revised organizational structure and monitor its effectiveness over time.		
Supporting Evidence	Date	Signature
SE01 Reports and action plans. SE02 Managers Observation and evaluation Report. SE03 Minutes of Meetings. SE04 Peer and customer feedback. SE05 Signed Off Logbook.		
<i>WE0104 Review employee complements and recommend improvements.</i>		
Scope Work Experience	Date	Signature

<p>WA0401 Analyse the organization's current and future staffing needs.</p> <p>WA0402 Review each department's workload and assess the level of staffing required to meet the workload.</p> <p>WA0403 Determine the required skills, experience, and qualifications for each position.</p> <p>WA0404 Identify any gaps or redundancies in the current employee complement and propose changes to address them.</p> <p>WA0405 Develop a plan to recruit, hire, and train employees to meet the organization's staffing needs.</p>		
Supporting Evidence	Date	Signature
<p>SE01 Reports and action plans.</p> <p>SE02 Managers Observation and evaluation Report.</p> <p>SE03 Minutes of Meetings.</p> <p>SE04 Peer and customer feedback.</p> <p>SE05 Signed Off Logbook.</p>		

242303-001-00 WM02: Talent Management Processes, NQF Level 6, Credits 4.		
List of Experiences included in the module.		
<p>WE0201 Contribute towards the development of the organisational talent management strategy and oversee implementation of the strategy.</p> <p>WE0202 Facilitate and guide staff procurement processes.</p>		
<i>WE0201 Contribute towards the development of the organisational talent management strategy and oversee implementation of the strategy.</i>		
Scope Work Experience	Date	Signature
<p>WA0101 Interpret the organization's talent management strategy.</p> <p>WA0102 Identify key positions and critical skills needed to achieve organizational goals.</p>		

WA0103 Assess current talent within the organization and identify gaps. WA0104 Develop programs for recruitment, retention, and development of employees. WA0105 Implement the talent management strategy and evaluate its effectiveness over time.		
Supporting Evidence	Date	Signature
SE01 Reports and action plans. SE02 Managers Observation and evaluation Report. SE03 Minutes of Meetings. SE04 Peer and customer feedback. SE05 Signed Off Logbook.		
<i>WE0202 Facilitate and guide staff procurement processes.</i>		
Scope Work Experience	Date	Signature
WA0201 Develop a recruitment plan and select the appropriate recruitment channels. WA0202 Conduct candidate screening, interviewing, and selection. WA0203 Facilitate selection decision making. WA0204 Oversee the Onboarding and induction of the new employee.		
Supporting Evidence	Date	Signature
SE01 Reports and action plans. SE02 Managers Observation and evaluation Report. SE03 Minutes of Meetings. SE04 Peer and customer feedback. SE05 Signed Off Logbook.		

242303-001-00 WM03: Learning and Development and Organisational Growth Processes, NQF Level 6, Credits 8.

List of Experiences included in the module.

- WE0301 Implement Learning and Development plans and processes.
- WE0302 Participate in performance management processes.
- WE0303 Coordinate and review rewards and recognition processes.
- WE0304 Participate in career management processes.
- WE0305 Participate in organisational and individual wellness processes.
- WE0306 Facilitate Organisational Development interventions.

WE0301 Implement Learning and Development plans and processes.

Scope Work Experience	Date	Signature
WA0101 Oversee/review the plans. WA0102 Guide the activities. WA0103 Ensure compliance with policies and procedures. WA0104 Analyse success and report		

Supporting Evidence	Date	Signature
SE01 Reports and action plans. SE02 Managers Observation and evaluation Report. SE03 Minutes of Meetings. SE04 Peer and customer feedback. SE05 Signed Off Logbook.		

WE0302 Participate in performance management processes.

Scope Work Experience	Date	Signature
WA0101 Oversee/review the plans. WA0102 Guide the activities. WA0103 Ensure compliance with policies and procedures. WA0104 Analyse success and report		

Supporting Evidence	Date	Signature
SE01 Reports and action plans. SE02 Managers Observation and evaluation Report.		

SE03 Minutes of Meetings. SE04 Peer and customer feedback. SE05 Signed Off Logbook.		
<i>WE0303 Coordinate and review rewards and recognition processes.</i>		
Scope Work Experience	Date	Signature
WA0101 Oversee/review the plans. WA0102 Guide the activities. WA0103 Ensure compliance with policies and procedures. WA0104 Analyse success and report		
Supporting Evidence	Date	Signature
SE01 Reports and action plans. SE02 Managers Observation and evaluation Report. SE03 Minutes of Meetings. SE04 Peer and customer feedback. SE05 Signed Off Logbook.		
<i>WE0304 Participate in career management processes.</i>		
Scope Work Experience	Date	Signature
WA0101 Oversee/review the plans. WA0102 Guide the activities. WA0103 Ensure compliance with policies and procedures. WA0104 Analyse success and report		
Supporting Evidence	Date	Signature
SE01 Reports and action plans. SE02 Managers Observation and evaluation Report. SE03 Minutes of Meetings. SE04 Peer and customer feedback. SE05 Signed Off Logbook.		
<i>WE0305 Participate in organisational and individual wellness processes.</i>		
Scope Work Experience	Date	Signature

WA0101 Oversee/review the plans. WA0102 Guide the activities. WA0103 Ensure compliance with policies and procedures. WA0104 Analyse success and report		
Supporting Evidence	Date	Signature
SE01 Reports and action plans. SE02 Managers Observation and evaluation Report. SE03 Minutes of Meetings. SE04 Peer and customer feedback. SE05 Signed Off Logbook.		
<i>WE0306 Facilitate Organisational Development interventions.</i>		
Scope Work Experience	Date	Signature
WA0101 Oversee/review the plans. WA0102 Guide the activities. WA0103 Ensure compliance with policies and procedures. WA0104 Analyse success and report		
Supporting Evidence	Date	Signature
SE01 Reports and action plans. SE02 Managers Observation and evaluation Report. SE03 Minutes of Meetings. SE04 Peer and customer feedback. SE05 Signed Off Logbook.		

242303-001-00 WM04: Employment Relations Facilitation Processes, NQF Level 6, Credits 12.

List of Experiences included in the module.

- WE0401 Coordinate and oversee Discipline and grievance handling.
WE0402 Facilitate positive relationships with organised labour.
WE0403 Identify and manage conflict.

WE0404 Oversee employee assistance programmes.		
<i>WE0401 Coordinate and oversee Discipline and grievance handling.</i>		
Scope Work Experience	Date	Signature
<p>WA0101 Oversee compliance with policy on disciplinary and grievance procedures.</p> <p>WA0102 Communicate the policy to all employees and ensure they understand the procedures.</p> <p>WA0103 Oversee Investigations of any disciplinary or grievance issues that arise and gather all relevant information.</p> <p>WA0104 Facilitate and coordinate disciplinary or grievance meetings with the parties involved and keep accurate records of the proceedings.</p> <p>WA0105 Ensure enforcement of disciplinary or remedial actions and monitor the situation to ensure that the issues are resolved.</p>		
Supporting Evidence	Date	Signature
<p>SE01 Reports and action plans.</p> <p>SE02 Managers Observation and evaluation Report.</p> <p>SE03 Minutes of Meetings.</p> <p>SE04 Peer and customer feedback.</p> <p>SE05 Signed Off Logbook.</p>		
<i>WE0402 Facilitate positive relationships with organised labour.</i>		
Scope Work Experience	Date	Signature
<p>WA0201 Develop and maintain open lines of communication with labour representatives.</p> <p>WA0202 Establish a framework for negotiations and ensure that it is followed.</p> <p>WA0203 Provide timely and accurate information to labour representatives.</p>		

WA0204 Address any grievances or concerns raised by labour representatives in a timely and constructive manner. WA0205 Collaborate with labour representatives to develop mutually beneficial solutions to workplace issues.		
Supporting Evidence	Date	Signature
SE01 Reports and action plans. SE02 Managers Observation and evaluation Report. SE03 Minutes of Meetings. SE04 Peer and customer feedback. SE05 Signed Off Logbook.		
<i>WE0403 Identify and manage conflict.</i>		
Scope Work Experience	Date	Signature
WA0301 Recognize that conflict exists and identify the parties involved. WA0302 Gather information to understand the cause of the conflict. WA0303 Develop possible solutions and select the most appropriate one. WA0304 Implement the solution and monitor the situation to ensure the conflict is resolved. WA0305 Evaluate the effectiveness of the solution and take additional steps if necessary		
Supporting Evidence	Date	Signature
SE01 Reports and action plans. SE02 Managers Observation and evaluation Report. SE03 Minutes of Meetings. SE04 Peer and customer feedback. SE05 Signed Off Logbook.		
<i>WE0404 Oversee employee assistance programmes.</i>		
Scope Work Experience	Date	Signature

<p>WA0401 Ensure understanding of the EAP policy that outlines the organization's commitment to employee wellness and the EAP's services.</p> <p>WA0402 Communicate the EAP policy and services to all employees and ensure they understand how to access the program.</p> <p>WA0403 Monitor the use of the EAP services and evaluate their effectiveness in meeting the organization's goals.</p> <p>WA0404 Maintain confidentiality and privacy of employees who use the EAP.</p> <p>WA0405 Provide ongoing support and resources to EAP providers to ensure the program meets the needs of employees.</p>		
Supporting Evidence	Date	Signature
<p>SE01 Reports and action plans.</p> <p>SE02 Managers Observation and evaluation Report.</p> <p>SE03 Minutes of Meetings.</p> <p>SE04 Peer and customer feedback.</p> <p>SE05 Signed Off Logbook.</p>		

242303-001-00 WM05: HRM Service Delivery Processes, NQF Level 6, Credits 4.		
List of Experiences included in the module.		
<p>WE0501 Draft and present Human Resource Management reports.</p> <p>WE0502 Execute processes to determine client needs regarding Human Resource Management Services.</p> <p>WE0503 Oversee the Human Resource Administrative Function.</p> <p>WE0504 Participate in the Organisational Human Resource Management strategy development processes.</p>		
<i>WE0501 Draft and present Human Resource Management reports.</i>		
Scope Work Experience	Date	Signature

WA0101 Draft reports WA0102 Present reports WA0103 Facilitate decision making. WA0104 Develop implementation plans. WA0105 Oversee implementation.		
Supporting Evidence	Date	Signature
SE01 Reports and action plans. SE02 Managers Observation and evaluation Report. SE03 Minutes of Meetings. SE04 Peer and customer feedback. SE05 Signed Off Logbook.		
<i>WE0502 Execute processes to determine client needs regarding Human Resource Management Services.</i>		
Scope Work Experience	Date	Signature
WA0201 Work activities to gain the experience and exposure. WA0202 Conduct focus interviews. WA0203 Conduct perception surveys. WA0204 Introduce suggestion schemes. WA0205 Analyse employee inputs and develop actions. WA0206 Provide feedback.		
Supporting Evidence	Date	Signature
SE01 Reports and action plans. SE02 Managers Observation and evaluation Report. SE03 Minutes of Meetings. SE04 Peer and customer feedback. SE05 Signed Off Logbook.		
<i>WE0503 Oversee the Human Resource Administrative Function.</i>		
Scope Work Experience	Date	Signature
WA0301 Set KPA's and KPI's		

WA0302 Measure performance WA0303 Do individual performance management. WA0304 Provide coaching. WA0305 Provide recognition.		
Supporting Evidence	Date	Signature
SE01 Reports and action plans. SE02 Managers Observation and evaluation Report. SE03 Minutes of Meetings. SE04 Peer and customer feedback. SE05 Signed Off Logbook.		
<i>WE0504 Participate in the Organisational Human Resource Management strategy development processes.</i>		
Scope Work Experience	Date	Signature
WA0401 Prepare for the strategy process. WA0402 Research and collect data. WA0403 Make technical inputs. WA0404 Consolidate strategy results. WA0405 Assist with finalisation and implementation.		
Supporting Evidence	Date	Signature
SE01 Reports and action plans. SE02 Managers Observation and evaluation Report. SE03 Minutes of Meetings. SE04 Peer and customer feedback. SE05 Signed Off Logbook.		

WORKPLACE KNOWLEDGE CONFIRMED		
WORKPLACE KNOWLEDGE TYPE	DOCUMENT DESCRIPTION	TESTED DATE
<ul style="list-style-type: none"> WK01 Organisation specific policies, procedures, and standards 		

<ul style="list-style-type: none"> • WK02 Organisation specific system procedures, protocols, and standards 		
<ul style="list-style-type: none"> • WK03 Organisation specific compliance requirements 		
COMMENTS		
LEARNER		
SUPERVISOR		
COACH/MENTOR		