

Learning Assessment Guide

Unit Standard 19022 – Version 1

Manage human resources as a manager in a business operation

Level 6 – 12 Credits

Assessment Summary			
Learner to complete			
Learner's name:			
Employer:			
NSN no. (ROL):		DOB:	
Signed:		Date:	
Assessor to complete			
<input type="checkbox"/> Meets requirements <input type="checkbox"/> More training required <input type="checkbox"/> More evidence required			
Assessor's name:		Assessor's No.	
Signed:		Date:	

Before you begin...

- As well as this Learning Assessment Guide, you may also want to refer to the unit standard from the NZQA website (<http://www.nzqa.govt.nz>).
- Read the Trainee Information Kit. The kit contains important information and guidelines for Learners and can be found on the Learning State website (<http://www.learningstate.govt.nz>) under Learners, then Learning Assessment Guides.
- Check the learning resources available for this unit standard on the Learning State website (<http://www.learningstate.govt.nz>) under Learners, then Learning Assessment Guides.

The tasks in this assessment are designed to show your assessor that you can:

- establish human resource requirements for a business operation
- explain employer obligations and responsibilities
- review organisational staff training policies and processes for a business operation for compliance with best practice
- describe procedures for the recruitment, release, dismissal, and termination of individuals in a business operation.

This Learning Assessment Guide is made up of:

- Tasks for you to complete.
- Assessment Guide that the assessor will use to assess your competence.

Special notes relating to this unit standard:

- 1 Legislation applicable to this unit standard includes the Holidays Act 1981, Health and Safety in Employment Act 1992, Employment Relations Act 2000, Goods and Services Tax Act 1985, Privacy Act 1993, Income Tax Act 1994, and Hazardous Substances and New Organisms Act 1996. Other legislation may also be applicable.
- 2 Definitions
 - i. Organisational procedures refer to formally documented instructions in the workplace which are available to learners and assessors.
 - ii. Employment dispute includes interpretation, application, and operation of an employment agreement.
- 3 The principles of natural justice that apply to this unit standard are:
 - iii. a the principle that both sides of a case are to be heard;
 - iv. b the principle that the merits of the case should be judged by a person with no vested interest in the outcome.
- 4 A business operation may form part of an organisation's activities or it may constitute a complete organisation.

Assessment Task One – Element 1

Introduction

Assessment task one is designed to assess your ability to establish human resource requirements for a business operation.

Instructions

- Answer all the questions to complete the assessment.
- You don't have to write all your answers. You may speak or sign your answers.
- Grammar, spelling and punctuation are not assessed but information must be clear.
- If your assessor is not sure of your answers they may ask you to explain further.
- Read through all the information and familiarise yourself with the tasks and instructions.
- Contact your assessor to clarify anything you are unsure about.
- You will need to provide at least one business operation structure and a plan. These may be in the form of checklists, flowchart or another form appropriate to your work.
- Make sure you consider any relevant legislation such as the Holidays Act 1981, Health and Safety in Employment Act 1992, Employment Relations Act 2000, Goods and Services Tax Act 1985, Privacy Act 1993, Income Tax Act 1994, and Hazardous Substances and New Organisms Act 1996.
- Follow and refer to any relevant organisational procedures (formally documented instructions in the workplace which are available to you and the assessor).
- The business operation you will refer to may form part of an organisation's activities or it may constitute a complete organisation.
- Use separate sheets of paper to answer the questions.
- Contact your assessor when you have finished the assessment tasks.
- Make sure you keep a copy of your completed assessment if you are mailing the original copy to your assessor.

Question 1

- a. Briefly describe the organisation and business operation you are analysing for this assessment.
- b. Briefly explain the organisation's objectives.
- c. Outline the optimal organisational structure for the business operation to achieve the organisation's objectives for that operation.
- d. Describe the structure in terms of the functions and activities of the operation.

This business operation may form part of an organisation's activities or it may constitute a complete organisation. You may use an annotated flow chart or other appropriate format.

Question 2

Outline the optimal levels of skills and abilities of staff needed to achieve the organisation's objectives for the operation. Describe this in terms of the operation's functions and activities. You need to provide examples of at least three staff positions with different responsibilities.

Question 3

For these same staff positions assess the existing staff skills and abilities against the optimal staff skills and abilities. Then identify any deficiencies in skills and abilities.

Question 4

Write a plan to address these deficiencies that you identified in existing staff skills and abilities for these same positions. Include recommendations (minimum of three) regarding organisational structure, staff promotion and training, and staff numbers.

Question 5

Compare the current organisational structure for the operation with the optimal organisational structure for the operation. Identify any changes that would improve its effectiveness. (Minimum of three improvements required.)

Question 6

Describe alternatives for staffing the operation in terms of their ability to meet organisation needs. Staffing alternatives may include owner(s), partner(s), family member(s), full time staff, part time staff, casual staff, contract worker(s), trainee(s) or other suggestions. (Minimum of three alternatives required.)

The completed assessment for task one will include:

- answers to all questions
- an outline of the optimal organisational structure for a business operation
- a plan to address deficiencies identified in existing staff skills and abilities.

Assessment Task Two – Element 2

Introduction

Assessment task two is designed to assess your ability to explain employer obligations and responsibilities.

Instructions

- Answer all the questions to complete the assessment.
- Make sure you consider any relevant legislation such as the Holidays Act 1981, Health and Safety in Employment Act 1992, Employment Relations Act 2000, Goods and Services Tax Act 1985, Privacy Act 1993, Income Tax Act 1994, and Hazardous Substances and New Organisms Act 1996.
- Follow and refer to any relevant organisational procedures (formally documented instructions in the workplace which are available to you and the assessor).
- The business operation you will refer to is the same as for task one.

Question 1

Identify relevant legislation governing the employment of staff, and outline employer obligations in relation to the operation's business. Consider at least three issues covered by legislation such as holidays, training and work environment.

Question 2

Describe the legal requirements regarding the following four different types of employment agreements and the methods of negotiating employment conditions. You may add others if they are appropriate to employment in your organisation.

- Collective agreements
- Individual employment agreements
- Contracts for services
- Short term contracts

Question 3

Explain the obligations for the provision of information and advice to employees in relation to the requirements of the Employment Relations Act.

Question 4

Identify procedures for settling personal grievance and employment disputes in terms of legal requirements and the principles of natural justice. Discussion must address (but is not limited to) procedures for the settlement of grievances that have arisen from unjustifiable dismissal or action, sexual or racial harassment, discrimination, disadvantage or duress.

The completed assessment for task two will include:

- answers to all questions.

Assessment Task Three – Element 3

Introduction

Assessment task three is designed to assess your ability to review organisational staff training policies and processes for a business operation for compliance with best practice.

Instructions

- Answer all the questions to complete the assessment.
- If your assessor is not sure of your answers they may ask you to explain more.
- Make sure you consider any relevant legislation such as the Holidays Act 1981, Health and Safety in Employment Act 1992, Employment Relations Act 2000, Goods and Services Tax Act 1985, Privacy Act 1993, Income Tax Act 1994, and Hazardous Substances and New Organisms Act 1996.
- Follow and refer to any relevant organisational procedures (formally documented instructions in the workplace which are available to you and the assessor).
- The business operation you will refer to is the same as for task one.

Question 1

Assess the operation's induction programme in terms of timing and procedures to introduce new staff to organisation rules and procedures, organisation culture, employee tasks, and work environment and premises.

Question 2

Assess procedures established for evaluating staff performance in terms of staff participation, and identification of training and development needs. Discussion must address potential sources of training, self-management and professional development, organisational procedures and personal staff goals, but is not limited to these areas.

The completed assessment for task three will include:

- answers to all questions.

Assessment Task Four – Element 4

Introduction

Assessment task four is designed to assess your ability to describe procedures for the recruitment, release, dismissal, and termination of individuals in a business operation.

Instructions

- Answer all the questions to complete the assessment.
- Make sure you consider any relevant legislation such as the Holidays Act 1981, Health and Safety in Employment Act 1992, Employment Relations Act 2000, Goods and Services Tax Act 1985, Privacy Act 1993, Income Tax Act 1994, and Hazardous Substances and New Organisms Act 1996.
- Follow and refer to any relevant organisational procedures (formally documented instructions in the workplace which are available to you and the assessor).
- The business operation you will refer to is the same as for task one.

Question 1

Identify the legal, equal employment and organisational requirements regarding recruitment. Then describe the recruitment procedures for advertising positions, screening, short listing, and interviewing learners in terms of compliance with these requirements.

Question 2

Describe the staff release, dismissal, and termination processes considering affected parties and staff, and complying with the appropriate principles and with legal requirements.

Question 3

Explain situations that may require professional advice in terms of organisational procedures. This may include professional advice on human resources, labour relations or arbitration. (Minimum of three situations required.)

The completed assessment for task four will include:

- answers to all questions.

Assessment Guide

These are the evidence and judgements that your assessor will use to assess your competence in unit standard 19022.

Task / Element	Evidence required	Judgement
<p><i>Task 1 / Element 1</i> (PC 1.1 – 1.6)</p> <p>Establish human resource requirements for a business operation.</p>	<p>The optimal organisational structure for a business operation to achieve the organisation's objectives for that operation is outlined in terms of the functions and activities of the operation.</p> <p>The optimal levels of skills and abilities of staff needed to achieve the organisation's objectives for the operation are outlined.</p> <p>The existing staff skills and abilities are assessed against the optimal staff skills and abilities and any deficiencies in skills and abilities are identified.</p> <p>A plan to address the identified deficiencies in existing staff skills and abilities includes recommendations regarding organisational structure, staff promotion and training, and staff numbers.</p> <p>The current organisational structure for the operation is compared with the optimal organisational structure for the operation, and changes to improve its effectiveness are identified.</p>	<p>The organisation, objectives and business operation are described. The outline demonstrates the optimal organisational structure and is likely to achieve the organisation's objectives for the operation. The structure is likely to enhance the achievable functions and activities of the operation.</p> <p>A minimum of three positions with different responsibilities are outlined. The skills and abilities are likely to achieve the best results in terms of the operation's functions and activities.</p> <p>The comparison draws on the three positions identified in question two. At least three feasible deficiencies are identified.</p> <p>The plan draws on the three positions identified in question two. The plan is likely to address at least three of the identified deficiencies. At least three feasible recommendations are made regarding all of: organisational structure, staff promotion and training, and staff numbers.</p> <p>The comparison demonstrates understanding and clear analysis. At least three realistic improvements are suggested. Changes are likely to improve effectiveness.</p>

Task / Element	Evidence required	Judgement
	<p>Alternatives for staffing the operation are described in terms of their ability to meet organisation needs.</p>	<p>Alternatives are realistic and likely to meet organisational needs. At least three alternatives are considered and may include suggestions about owner(s), partner(s), family member(s), full time staff, part time staff, casual staff, contract worker(s) or trainee(s).</p>
<p><i>Task 2 / Element 2</i> (PC 2.1 – 2.4)</p> <p>Explain employer obligations and responsibilities.</p>	<p>Legislation governing employment of staff is identified, and employer obligations are outlined in relation to the operation's business.</p> <p>Legislation applicable includes Employment Relations Act 2000, Privacy Act 1993, and Human Rights Act 1993. Other legislation may also be applicable.</p> <p>The types of employment agreements and methods of negotiating employment conditions are described in terms of legal requirements.</p> <p>Obligations for the provision of information and advice to employees are explained in relation to the requirements of the Employment Relations Act.</p> <p>Procedures for settling personal grievance and employment disputes are identified in terms of legal requirements and the principles of natural justice.</p>	<p>At least two relevant legislations governing employment of staff are identified. The outline of employer obligations covers the minimum requirements and demonstrates understanding of the legislation. At least three relevant issues covered by legislation are outlined.</p> <p>Minimum legal requirements are described accurately. At least four different types of employment and two methods of negotiating employment conditions are described.</p> <p>Obligations explained cover the minimum legal requirements.</p> <p>Organisational procedures refer to formally documented instructions in the workplace which are available to learners and assessors. Understanding of the difference between a grievance and a dispute is demonstrated.</p>
<p><i>Task 3 / Element 3</i> (PC 3.1 - 3.3)</p> <p>Review organisational staff training policies and processes for a business operation for compliance with best practice.</p>	<p>Induction programme is assessed in terms of timing and procedures to introduce new staff to organisation rules and procedures, organisation culture, employee tasks, and work environment and premises.</p>	<p>Analysis demonstrates understanding and covers the range. Organisational procedures refer to formally documented instructions in the workplace which are available to learners and assessors.</p>

Task / Element	Evidence required	Judgement
	Procedures established for evaluating staff performance are assessed in terms of staff participation, and identification of training and development needs.	Assessment demonstrates understanding staff performance evaluation.
<p>Task 4 / Element 4 (PC 4.1 – 4.3)</p> <p>Describe procedures for the recruitment, release, dismissal, and termination of individuals in a business operation.</p>	<p>The recruitment procedures for advertising positions, screening, short listing, and interviewing of learners are described in terms of compliance with identified legal and equal employment requirements and with organisational procedures.</p> <p>The staff release, dismissal, and termination processes are described.</p> <p>Situations that may require professional advice are explained in terms of organisational procedures.</p>	<p>Description is accurate and demonstrates understanding of the compliance range.</p> <p>Description demonstrates understanding of the processes, responsibilities, principles and legal requirements.</p> <p>At least three realistic situations are explained.</p>