## New Zealand Diploma in Business - Human Resource Management Level 5 and Level 6

This table shows:

* the reviewed strategic purpose statement, reviewed by the Core Diploma Working Group
* the reviewed core graduate profile outcomes, reviewed by the Core Diploma Working Group
* recommendation to each graduate outcome, and
* a mapping of skills and concepts that align to each graduate outcome, to inform others what we mean.

**HRM Level 5**

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| **Strategic purpose statement** |
| The purpose of this qualification is to provide Aotearoa New Zealand with people who have business knowledge and skills that can be applied in a range of operational business contexts. Graduates will be able to contribute to the achievement of business operational objectives, through the application of knowledge and skills, in an ethical and inclusive manner, in accordance with ngā kaupapa o te Tiriti o Waitangi (the principles of the Treaty of Waitangi), and in a multi-cultural environment. The qualification includes strands that allow graduates to apply knowledge and skills in a range of specialised business operational contexts. Some strands can lead to further credentialing by professional bodies. |
| **Reviewed draft graduate outcomes (core)** |
| * Analyse the operational impact of internal and external environments on an entity to inform decision-making.
* Apply broad knowledge of business principles and practices and contribute operationally to support innovation, performance and organisational change in an entity.
* Develop and maintain operational business relationships with stakeholders to support the performance of an entity.
* Communicate clear and concise business information with internal and external stakeholders to meet operational objectives of the entity
* Apply knowledge of te Tiriti o Waitangi to analyse how the resulting bi-cultural partnership can be applied to an entity’s operational activities and relationships.
* Apply professional and ethical practices with integrity, to contribute to the growth and sustainability of an entity.
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| **Graduate profile outcomes** | **Recommendation** | **What do we mean by this outcome?** |
| **Unique** | **Crosses-over into all outcomes** |
| Apply knowledge of the principles and practices of HR functions for recruitment, development, performance management, and health and safety within an entity.  | Leave as is | * HRP planning
* Health and safety and recruitment
* Talent mapping more intentional about who we recruit.
* HR involved in upskilling.
* Employment relations skills
* Talent sourcing and management
* HR practices
* Performance management, termination, discipline
* Data analytics
* Mental health
* Is training HR or Management
* Micro-credential in HR for small business
* Use of technology including AI tools
* HRP and impact of changing work patterns (remote working, WFH, hybrid) on HR functions.
 | * Film work practices.
* People centered over process.
* Procurement, project management and evaluation
* HR vs. people and culture
* Business consciousness people care if there's bad HR
* Influence
* Performance improvement
* People focused grow and developed.
* Tikanga has potential to resolve and build mana
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| Adapt to changes in given organisational context/s with effective HR strategies. | Leave as is | * Management styles have changed understand how to manage different people share those tools from HR.
* Workforce of tomorrow is different from workforce of today - how do we use a chart to advance diversity and plan ahead.
* Gen Z and older workforce how can HR bridge the gap.
* Outsourcing HR functions
* HR affects profit and attractiveness.
* HR practices for growing businesses
* Intergenerational business relationships (SMEs owned by families)
* Work conditions that fit industries one size does not fit all.
* Business growth - small to large
* Change Management
* Trend-awareness
* Understanding all generations
* Retention and attraction
* Shift from traditional workplace to flexible workplace
* HR should be an integral part of corporate strategy.
* Documentation relevant to business
* HR support for small business
* Psychosocial risk HAS pre-emptive
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| Communicate effectively with stakeholders to provide HR-specific information and advice within a recognised industry ethical framework. | Leave as is | * Role of HR in sustainability and corporate social responsibility
* HR role as change agents
* Unionisation: how does HR capture this or employee valued relations
* Diversity and inclusion: cultural sensitivity and respect
* User experience versus worker experience put people first.
* Stakeholder advice
* Communication
* Collaboration
* Ethics
* Influence
* Communicating outside the organisation – responding to applications
* HR tinder New Zealand based.
* People management skills – improve and develop
* DEI
* Gender fluidity recognition and dealing with it.
* Advocate for employee
* Balance with what is good for business.
* Boundaries and conflicts of interests
* Line between work and emotional connection.
* Strategies for managing restructures and redundancy processes
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**HRM Level 6**

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| **Strategic purpose statement** |
| The purpose of this qualification is to provide Aotearoa New Zealand with people who have business knowledge and skills that can be applied in a range of strategic business contexts.  Graduates will be able to contribute to the achievement of business strategic objectives, through the application of knowledge and skills, in an ethical and inclusive manner in accordance with ngā kaupapa o te Tiriti o Waitangi (the principles of the Treaty of Waitangi), and in a multi-cultural environment.  The qualification includes strands that allow graduates to apply business knowledge and skills in a range of specialised strategic contexts.  Some strands can lead to further credentialing by professional bodies.  |
| **Reviewed draft graduate outcomes (core)** |
| * Apply broad knowledge of business principles and practices to contribute to the development of strategic objectives and strategic plan
* Contribute strategically to innovation and organisational change in a business entity.
* Develop and maintain strategic relationships to support the performance of a business entity.
* Apply knowledge of te Tiriti o Waitangi to analyse how the resulting bi-cultural partnership can be applied to strategic business activities and relationships.
* Apply professional and ethical practices in accordance with strategic environmental requirements, social and cultural requirements to contribute to the achievement of business strategic objectives.
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| **Graduate profile outcomes** | **Recommendation** | **What do we mean by this outcome? Some insights** |
| Analyse principles and practices of HR functions to improve performance-linked employee behaviours.  | Leave as is | * REM planning
* Talent mapping more intentional about who we recruit.
* Performance management, termination, discipline
* People management skills – improve and develop.
* Performance improvement
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| Contribute evidence-based HR research into strategic organisational decision-making.  | Leave as is | * HR affects profit and attractiveness.
* HR practices for growing businesses
* Business growth - small to large
* Change Management
* HR should be an integral part of corporate strategy.
* Documentation relevant to business
* HR support for small business
* Micro-credential in HR for small business
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| Analyse trends, including technological, to identify and implement actions in specialist HR areas.  | Leave as is | * Trend-awareness
* Data analytics
* AI HR report about working from home.
* Shift from traditional workplace to flexible workplace
* Psychosocial risk HAS pre-emptive
 |
| Communicate HR principles and practices effectively to influence stakeholders within a recognised industry ethical framework. | Leave as is  | * Unionisation: how does HR capture this or employee valued relations
* Diversity and inclusion: cultural sensitivity and respect
* User experience versus worker experience put people first.
* Stakeholder advice
* Communication
* Collaboration
* Ethics
* Influence
* Communicating outside the organisation – responding to applications
* Advocate for employee
* Balance with what is good for business.
* Boundaries and conflicts of interests
* Line between work and emotional connection.
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