



Australian Government

BSBWRK510A Manage employee relations

Release 1

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Modification History

Release	Comments
Release 1	<p>This version first released with <i>BSB07 Business Services Training Package Version 8.0</i>.</p> <p>Replaces BSBWRK509A Manage industrial relations.</p>

Unit Descriptor

This unit describes the performance outcomes, skills and knowledge required to manage employee and industrial relations matters in an organisation. It involves using a range of specialised technical and managerial techniques to plan, carry out and evaluate own work and/or the work of a team.

It includes planning and policy development for employee relations as well as negotiation, conflict management, dispute resolution and managing industrial relations.

Application of the Unit

This unit applies to those responsible for working across an organisation to ensure that there is a policy infrastructure that ensures legislative compliance and clarifies issues.

It applies to those who respond to industrial conflict and grievances, with a well-established, sound theoretical knowledge base in human resources management and industrial relations. They may or may not have responsibility for supervising the work of others but are authorised to oversee industrial relations in the organisation. However they will have knowledge of current industrial relations trends and legislation.

Licensing/Regulatory Information

No licensing, legislative, regulatory or certification requirements apply to this unit at the time of endorsement.

Pre-Requisites

Not applicable.

Employability Skills Information

This unit contains employability skills.

Elements and Performance Criteria Pre-Content

Element	Performance Criteria
<i>Elements describe the essential outcomes of a unit of competency.</i>	<i>Performance criteria describe the performance needed to demonstrate achievement of the element. Where bold italicised text is used, further information is detailed in the required skills and knowledge section and the range statement. Assessment of performance is to be consistent with the evidence guide.</i>

Elements and Performance Criteria

<p>1. Develop employee and industrial relations policies and plans</p>	<p>1.1 Analyse strategic plans and operational plans to determine <i>long-term employee relations objectives</i></p> <p>1.2 Analyse existing employee relations performance in relation to workforce objectives</p> <p>1.3 Evaluate options in terms of cost-benefit, risk-analysis and current legislative requirements</p> <p>1.4 Work with the management team to develop industrial relations policies and plans</p> <p>1.5 Identify the skills and knowledge needed by management and the workforce to effectively implement these strategies and policies</p>
<p>2. Implement employee relations policies and plans</p>	<p>2.1 Develop an <i>implementation plan</i> and contingency plan for the employee relations policies and strategies</p> <p>2.2 Make arrangements for training and development for identified needs to support the employee relations plan</p> <p>2.3 Undertake <i>associated employee relations activities</i> to reach agreement on changes required by policies or implementation plan</p> <p>2.4 Ensure procedures for addressing grievances and conflict are properly documented</p> <p>2.5 Communicate key issues about procedures for addressing grievances and conflict</p> <p>2.6 Review employee relations policies and plans to establish whether they are meeting their intended outcomes</p>
<p>3. Manage negotiations to resolve conflict</p>	<p>3.1 Train individuals in <i>conflict-management techniques and procedures</i></p> <p>3.2 Identify and where possible alleviate or eliminate sources of conflict or grievance according to legal requirements</p> <p>3.3 Check documentation and other information sources to clarify issues in dispute</p> <p>3.4 Obtain expert or specialist advice and/or refer to precedents, if required</p> <p>3.5 Determine desired negotiation outcomes, negotiation strategy and negotiation timeframes</p> <p>3.6 Advocate the organisation's position in negotiation to obtain agreement</p> <p>3.7 Document and if necessary <i>certify</i> the agreed outcomes with the relevant jurisdiction</p> <p>3.8 Implement agreements</p>

	3.9 Take remedial action where groups or individuals fail to abide by agreements
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Required Skills and Knowledge

This section describes the skills and knowledge required for this unit.

Required skills

- communication skills to advocate, consult, negotiate and mediate conflict
- innovation and problem-solving skills to manage sensitive and important issues
- planning and time-management skills to:
 - meet critical deadlines
 - sequence tasks
 - prepare submissions
 - present cases.

Required knowledge

- enterprise and workplace bargaining processes
- key entities in the Australian industrial relations system, including courts and tribunals, trade unions and employer bodies
- relevant industrial, workplace health and safety, equal employment opportunity and anti-discrimination legislation in federal, state and territory jurisdictions.

Evidence Guide

The evidence guide provides advice on assessment and must be read in conjunction with the performance criteria, required skills and knowledge, range statement and the Assessment Guidelines for the Training Package.

Overview of assessment	
Critical aspects for assessment and evidence required to demonstrate competency in this unit	<p>Evidence of the ability to:</p> <ul style="list-style-type: none"> • demonstrate understanding of current Australian industrial relations system and relevant legislation • document strategies and procedures for dealing with grievances and disputes • apply negotiation and conflict-resolution techniques.
Context of and specific resources for assessment	<p>Assessment must ensure:</p> <ul style="list-style-type: none"> • access to appropriate documentation and resources normally used in the workplace.
Method of assessment	<p>A range of assessment methods should be used to assess practical skills and knowledge. The following examples are appropriate for this unit:</p> <ul style="list-style-type: none"> • analysis of responses to case studies and scenarios • assessment of reports on industrial issues • direct questioning combined with review of portfolios of evidence and third-party workplace reports of on-the-job performance by the candidate • observation of demonstrated techniques in negotiation and case presentation • observation of presentations • oral or written questioning to assess knowledge of industrial relations legislation • review of documentation outlining long-term industrial relations objectives • review of implementation plan and contingency plan • evaluation of documentation communicating key issues about procedures for addressing grievances and conflict.
Guidance information for assessment	<p>Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended, for example:</p>

	<ul style="list-style-type: none"> • other units from the Diploma of Human Resource Management.
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Range Statement

The range statement relates to the unit of competency as a whole. It allows for different work environments and situations that may affect performance. Bold italicised wording, if used in the performance criteria, is detailed below. Essential operating conditions that may be present with training and assessment (depending on the work situation, needs of the candidate, accessibility of the item, and local industry and regional contexts) may also be included.

<i>Long-term employee relations objectives</i> may relate to:	<ul style="list-style-type: none"> • effective management of grievances, conflict situations and dispute-resolution procedures • employee commitment • employee satisfaction • job design • negotiation outcomes • organisational culture • relations with unions and other peak bodies • restructuring • salary, remuneration, benefits and bonuses • workforce planning • workplace reform.
<i>Implementation plan</i> may include:	<ul style="list-style-type: none"> • documented objectives, methodology and timeframe • project plan
<i>Associated employee relations activities</i> may include:	<ul style="list-style-type: none"> • clarifying terms and conditions of employment of those persons affected • consulting with employee representatives, including unions and elected staff representatives • ensuring the legality of proposed strategies, policies and initiatives • referring to employer representatives for advice and support.
<i>Conflict-management techniques and procedures</i> may include:	<ul style="list-style-type: none"> • controlling difficult situations using legal remedies • dispute-resolution procedures • negotiating and bargaining.
<i>Certify</i> refers to:	<ul style="list-style-type: none"> • Australian Workplace Agreements • workplace collective agreements.

Unit Sector(s)

Workforce Development – Human Resource Management