



**Australian Government**

# **BSBHRM522 Manage employee and industrial relations**

**Release: 1**

## BSBHRM522 Manage employee and industrial relations

### Modification History

Release	Comments
Release 1	This version first released with BSB Business Services Training Package Version 7.0.

### Application

This unit describes the skills and knowledge required to manage employee relations (ER) and industrial relations (IR) matters in an organisation. It involves developing and implementing ER and IR policies and plans and managing conflict resolution negotiations.

The unit applies to those who are authorised to oversee IR and manage conflict and grievances in an organisation. They will have a sound theoretical knowledge base in human resources management and IR as well as current knowledge of ER and IR trends and legislation.

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

### Unit Sector

Technical Skills – Human Resources

### Elements and Performance Criteria

ELEMENT	PERFORMANCE CRITERIA
<i>Elements describe the essential outcomes.</i>	<i>Performance criteria describe the performance needed to demonstrate achievement of the element.</i>
1. Develop ER and IR policies and plans	1.1 Determine long term ER strategy according to organisational objectives 1.2 Analyse existing ER performance in relation to workforce objectives 1.3 Evaluate options in terms of cost-benefit, risk-analysis and relevant industrial instruments 1.4 Consult relevant internal stakeholders and develop IR policies and plans 1.5 Identify the skills and knowledge relevant for management and the workforce to effectively implement these strategies and

ELEMENT	PERFORMANCE CRITERIA
	policies
2. Implement ER and IR policies and plans	2.1 Develop implementation plan and contingency plan for ER and IR policies and strategies 2.2 Organise training and development for identified requirements to support ER and IR plan 2.3 Agree on changes required by the organisational policies and implementation plan 2.4 Document procedures for addressing grievances and conflict according to organisational policies and procedures 2.5 Identify and communicate key procedures for addressing grievances and conflict to stakeholders 2.6 Review ER and IR policies and plans and establish whether they are meeting their intended outcomes
3. Manage negotiations to resolve conflict	3.1 Develop and deliver training to individuals in conflict-management techniques and procedures 3.2 Identify, and where relevant alleviate or eliminate, sources of conflict or grievance according to legal requirements 3.3 Evaluate documentation and other information sources and clarify issues in dispute and ensure completeness, balance and relevance 3.4 Obtain expert or specialist advice and/or refer to precedents, if required 3.5 Determine and apply negotiation strategy 3.6 Advocate the organisation's position to reach a resolution that aligns with organisational objectives

## Foundation Skills

*This section describes those language, literacy, numeracy and employment skills that are essential to performance but not explicit in the performance criteria.*

SKILL	DESCRIPTION
Reading	<ul style="list-style-type: none"> <li>Interprets, critically analyses and applies appropriate strategies to construct meaning from complex texts</li> </ul>
Writing	<ul style="list-style-type: none"> <li>Displays knowledge of required structure and layout, employing broad vocabulary, grammatical structure and conventions appropriate to purpose and audience</li> </ul>
Oral communication	<ul style="list-style-type: none"> <li>Conveys information using language and non-verbal features appropriate to the audience</li> <li>Employs listening and questioning techniques to clarify and confirm</li> </ul>

<b>SKILL</b>	<b>DESCRIPTION</b>
	understanding
Numeracy	<ul style="list-style-type: none"> <li>Extracts and evaluates the mathematical information embedded in a range of tasks and texts</li> </ul>
Initiative and enterprise	<ul style="list-style-type: none"> <li>Modifies or develops organisational policies to achieve organisational goals and comply with legislative requirements</li> <li>Keeps up to date on changes to legislation or regulations relevant to own rights and responsibilities and considers implications of these</li> </ul>
Teamwork	<ul style="list-style-type: none"> <li>Collaborates with others to achieve joint outcomes, playing an active role in facilitating effective group interaction, influencing direction and taking a leadership role on occasion</li> <li>Actively builds networks that include key people with expert skills and knowledge</li> <li>Uses a range of strategies to facilitate an acceptable outcome for all parties where conflicts occur</li> </ul>
Problem solving	<ul style="list-style-type: none"> <li>Sequences and schedules complex activities, monitors implementation and manages relevant communication</li> <li>Uses analytical techniques to identify issues and generate possible solutions, seeking input from others, as required, before making decisions or implementing solutions</li> <li>Draws on the diverse perspectives of others to gain insights into current practices and opportunities for change</li> </ul>

## Unit Mapping Information

Supersedes and is equivalent to BSBWRK520 Manage employee relations.

## Links

Companion Volume Implementation Guide is found on VETNet -

<https://vetnet.gov.au/Pages/TrainingDocs.aspx?q=11ef6853-ceed-4ba7-9d87-4da407e23c10>