



**Australian Government**

**Department of Education, Employment and Workplace Relations**

# **BSBWRK509A Manage industrial relations**

**Release: 1**

## BSBWRK509A Manage industrial relations

### Modification History

Not applicable.

### Unit Descriptor

<b>Unit descriptor</b>	<p>This unit describes the performance outcomes, skills and knowledge required to manage industrial relations matters within an organisation, with day to day involvement.</p> <p>It includes strategic planning and policy development for industrial relations as well as negotiation, conflict management and dispute resolution.</p> <p>No licensing, legislative, regulatory or certification requirements apply to this unit at the time of endorsement.</p>
------------------------	--

### Application of the Unit

<b>Application of the unit</b>	<p>This unit applies to individuals with a well established, sound theoretical knowledge base in human resources management and industrial relations who are proficient in using a range of specialised technical and managerial techniques to plan, carry out and evaluate their own work and/or the work of a team.</p> <p>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.</p> <p>The unit addresses staff who have responsibility for working across the organisation to ensure that there is a policy infrastructure which ensures legislative compliance and clarifies issues. It also addresses the requirement for responding to industrial conflict and grievances.</p>
--------------------------------	---

### Licensing/Regulatory Information

Not applicable.

## Pre-Requisites

<b>Prerequisite units</b>		

## Employability Skills Information

<b>Employability skills</b>	This unit contains employability skills.
-----------------------------	--

## Elements and Performance Criteria Pre-Content

Elements describe the essential outcomes of a unit of competency.	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.
---	--

## Elements and Performance Criteria

ELEMENT	PERFORMANCE CRITERIA
1. Develop industrial relations strategies/policies	1.1. Analyse strategic plans and operational plans to determine <i>long-term industrial relations objectives</i> 1.2. Analyse existing industrial relations performance in relation to strategic industrial relations objectives 1.3. Evaluate options in terms of <i>cost benefit, risk analysis</i> and current legislative requirements 1.4. Establish industrial relations strategies/policies within the management team 1.5. Identify the knowledge and skills needed by management and the workforce to effectively implement these strategies/policies
2. Implement industrial relations strategies/policies and plans	2.1. Develop an <i>implementation plan</i> and contingency plan for the industrial relations strategies/policies 2.2. Make arrangements for training and development in accordance with identified needs, to support the industrial relations plan 2.3. Undertake <i>associated industrial relations activities</i> to agree to changes required by policies or implementation plan 2.4. Ensure procedures for addressing grievances and conflict are properly documented 2.5. Communicate key issues about procedures for addressing grievances and conflict
3. Manage negotiations, conflict and disputes	3.1. Train individuals in <i>conflict management techniques/procedures</i> 3.2. Identify and where possible alleviate or eliminate, sources of conflict or grievance in accordance with legal requirements 3.3. Check documentation and other information sources to clarify issues in dispute 3.4. Obtain expert or specialist advice and/or refer to precedents, if required 3.5. Determine desired negotiation outcomes, negotiation strategy and negotiation timeframes 3.6. Advocate the organisation's position in negotiation to obtain agreement 3.7. Document and if necessary, <i>certify</i> the agreed outcomes with the relevant jurisdiction 3.8. Implement agreements 3.9. Take remedial action where groups or individuals

ELEMENT	PERFORMANCE CRITERIA
	fail to abide by agreements

## Required Skills and Knowledge

### 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, to sequence tasks, to prepare submissions and to present cases.

#### Required knowledge

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

## Evidence Guide

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

**EVIDENCE GUIDE**

- other units from the Diploma of Human Resource Management.

## Range Statement

### 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.

<p><b><i>Long-term industrial relations objectives</i></b> may relate to:</p>	<ul style="list-style-type: none"> <li>• effective management of grievances, conflict situations and dispute resolution procedures</li> <li>• employee commitment</li> <li>• employee satisfaction</li> <li>• job design</li> <li>• negotiation outcomes</li> <li>• organisational culture</li> <li>• relations with unions or other peak bodies</li> <li>• restructuring</li> <li>• salary, remuneration, benefits or bonuses</li> <li>• workforce planning</li> <li>• workplace reform</li> </ul>
<p><b><i>Cost benefit</i></b> means:</p>	<ul style="list-style-type: none"> <li>• calculation to determine whether the results/outcomes of a particular course of action are sufficient to justify the costs and risks in taking that action</li> </ul>
<p><b><i>Risk analysis</i></b> means:</p>	<ul style="list-style-type: none"> <li>• determination of the likelihood of a negative event preventing the organisation meeting its objectives and the likely consequences of such an event on organisational performance</li> </ul>
<p><b><i>Implementation plan</i></b> may include:</p>	<ul style="list-style-type: none"> <li>• documented objectives, methodology and timeframe</li> <li>• project plan</li> </ul>
<p><b><i>Associated industrial relations activities</i></b> may include:</p>	<ul style="list-style-type: none"> <li>• clarification of terms and conditions of employment of those persons affected</li> <li>• consultation with employee representatives including unions and elected staff representatives</li> <li>• ensuring the legality of proposed strategies, policies and initiatives</li> <li>• referring to employer representatives for advice and support</li> </ul>
<p><b><i>Conflict management</i></b></p>	<ul style="list-style-type: none"> <li>• controlling difficult situations using legal remedies</li> </ul>

<b>RANGE STATEMENT</b>	
<i>techniques/procedures</i> may include:	<ul style="list-style-type: none"> <li>• dispute resolution procedures</li> <li>• negotiating/bargaining</li> </ul>
<i>Certify</i> refers to:	<ul style="list-style-type: none"> <li>• Australian Workplace Agreements</li> <li>• workplace collective agreements</li> </ul>

## Unit Sector(s)

<b>Unit sector</b>	
--------------------	--

## Competency field

<b>Competency field</b>	Workforce Development - Workplace Relations
-------------------------	---

## Co-requisite units

<b>Co-requisite units</b>		