



Australian Government

Department of Education, Employment and Workplace Relations

PSPHR506A Coordinate employment relations

Revision Number: 3

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Modification History

Release	TP Version	Comments
3	PSP12V1	Unit descriptor edited.
2	PSP04V4.2	Layout adjusted. No changes to content.
1	PSP04V4.1	Primary release.

Unit Descriptor

This unit covers the implementation of strategies for employment relations to underpin an effective and harmonious working environment. It includes contributing to employment arrangements, advising on employment matters and coordinating grievance procedures. In practice, coordinating employment relations overlaps with other generalist and specialist work activities in the public sector such as working ethically, complying with legislation, promoting diversity, coordinating resources. No licensing, legislative, regulatory or certification requirements apply to this unit at the time of publication

Application of the Unit

Not applicable.

Licensing/Regulatory Information

Not applicable.

Pre-Requisites

Not applicable.

Employability Skills Information

This unit contains employability skills.

Elements and Performance Criteria Pre-Content

Elements are the essential outcomes of the unit of competency. Together, performance criteria specify the requirements for competent performance. Text in *bold italics* is explained in the Range Statement following.

Elements and Performance Criteria

ELEMENT	PERFORMANCE CRITERIA
1. Contribute to employment arrangements	<p>1.1 Ongoing liaison with <i>industrial parties</i> is undertaken to identify employment related <i>issues</i>, and action to respond is initiated in accordance with organisational policy and procedures.</p> <p>1.2 Workforce data is analysed to identify strengths, weaknesses and <i>trends</i> to inform negotiations on employment arrangements.</p> <p>1.3 <i>Support</i> is provided as required for negotiations relating to <i>employment arrangements</i>, and information is provided on the outcomes and implications for management and staff.</p>
2. Advise on employment matters	<p>2.1 Employment structures are implemented and guidance on classification and re-classification is provided to managers and staff in accordance with <i>legislation, organisational policy and procedures</i>.</p> <p>2.2 Interpretation and ongoing advice is provided on individuals' <i>terms and conditions of employment</i> in accordance with employment arrangements.</p> <p>2.3 <i>Guidance on remuneration</i> arrangements is provided to managers and staff in accordance with jurisdictional guidelines and organisational policy and procedures.</p> <p>2.4 Requirements of employment-related legislation, industrial instruments, policies and procedures are identified and communicated to managers and staff to ensure compliance.</p> <p>2.5 Advice is provided and <i>disciplinary procedures</i> are implemented as required in accordance with organisational policy and procedures.</p>
3. Coordinate grievance procedures	<p>3.1 Information, explanation and advice are provided to stakeholders about the organisation's <i>procedures</i> for appeals, grievances and dispute resolution.</p> <p>3.2 Employees are supported to use and comply with organisational dispute resolution processes in accordance with employment relations agreements, organisational policy and procedures.</p> <p>3.3 Grievance procedures are coordinated and investigations are pursued in accordance with organisational policy and procedures to substantiate and act on/refer <i>claims</i>.</p> <p>3.4 Grievances and disputes outside limits of authority/expertise are referred for resolution in accordance with organisational policy and procedures.</p>

Required Skills and Knowledge

This section describes the essential skills and knowledge and their level, required for this unit.

Knowledge requirements

Look for evidence that confirms knowledge and understanding of:

- Australian industrial relations system/s, legislation and processes
- unions and tribunals
- industrial instruments: awards, agreements, enterprise bargaining arrangements relevant to the organisation
- range of possible employee entitlements and conditions
- workforce development as an employee entitlement
- human resource policies and practices relating to employment relations
- privacy legislation and its application
- jurisdictional legislation applying to human resources including occupational health and safety and environment
- equal employment opportunity, equity and diversity principles
- national and/or international models of good practice in employment relations

Skill requirements

Look for evidence that confirms skills in:

- undertaking effective liaison, negotiation and consultation with stakeholders
- using a variety of words and language structures to explain ideas to different audiences
- interpreting and explaining formal documents and assisting others to apply them in the workplace
- preparing written advice and reports requiring reasoning and precision of expression
- responding to diversity, including gender and disability

Evidence Guide

The Evidence Guide specifies the evidence required to demonstrate achievement in the unit of competency as a whole. It must be read in conjunction with the Unit descriptor, Performance Criteria, the Range Statement and the Assessment Guidelines for the Public Sector Training Package.

Units to be assessed together

- *Pre-requisite* units that must be achieved prior to this unit: *Nil*
- *Co-requisite* units that must be assessed with this unit: *Nil*
- *Co-assessed units* that may be assessed with this unit to increase the efficiency and realism of the assessment process include, but are not limited to:
 - PSPETHC501B Promote the values and ethos of public service
 - PSPGOV503B Coordinate resource allocation and usage
 - PSPGOV505A Promote diversity
 - PSPGOV507A Undertake negotiations
 - PSPGOV509A Conduct evaluations
 - PSPGOV511A Provide leadership
 - PSPGOV512A Use complex workplace communication strategies
 - PSLEGN501B Promote compliance with legislation in the public sector

Overview of evidence requirements

In addition to integrated demonstration of the elements and their related performance criteria, look for evidence that confirms:

- the knowledge requirements of this unit
- the skill requirements of this unit
- application of the Employability Skills as they relate to this unit (see Employability Summaries in Qualifications Framework)
- coordination of employment relations in a range of (3 or more) contexts (or occasions, over time)

Resources required to carry out assessment

These resources include:

- legislation policies, procedures and guidelines relating to employment relations
- workplace scenarios and case studies to capture the range of situations likely to be encountered when coordinating employment relations
- industrial instruments
- materials relating to organisational employment arrangements

Where and how to assess evidence

Valid assessment of this unit requires:

- a workplace environment or one that closely resembles normal work practice and replicates the range of conditions likely to be encountered when coordinating employment relations, including coping with difficulties, irregularities and breakdowns in routine
- coordination of employment relations in a range of (3 or more) contexts (or occasions, over time)

Assessment methods should reflect workplace demands, such as literacy, and the needs of particular groups, such as:

- people with disabilities
- people from culturally and linguistically diverse backgrounds
- Aboriginal and Torres Strait Islander people
- women
- young people
- older people
- people in rural and remote locations

Assessment methods suitable for valid and reliable assessment of this competency may include, but are not limited to, a combination of 2 or more of:

- case studies
- portfolios
- projects
- questioning
- scenarios
- authenticated evidence from the workplace and/or training courses

For consistency of assessment

Evidence must be gathered over time in a range of contexts to ensure the person can achieve the unit outcome and apply the competency in different situations or environments

Range Statement

The Range Statement provides information about the context in which the unit of competency is carried out. The variables cater for differences between States and Territories and the Commonwealth, and between organisations and workplaces. They allow for different work requirements, work practices and knowledge. The Range Statement also provides a focus for assessment. It relates to the unit as a whole. Text in ***bold italics*** in the Performance Criteria is explained here.

Industrial parties may include:

- employees
- employee advocates or representatives
- employers
- unions
- legal advisers

Employment issues may include:

- terms and conditions of employment
- national legislative and compliance requirements
- awards
- collective/workplace bargaining
- enterprise bargaining
- certified agreements
- Australian workplace agreements
- conciliation and arbitration
- impact of labour market forces especially on equity and diversity
- work value
- classification of jobs, roles, levels
- linking pay to performance
- unfair dismissals
- grievances
- disciplinary procedures

Trends may include:

- casualisation of the workforce
- part-time/fractional-time workers
- diversity issues
- gender issues
- generational issues e.g. ageing of the workforce

Support may include:

- research
- administrative assistance
- advice

Employment arrangements may include:

- industrial instruments:
- awards
- workplace and enterprise bargains

- certified agreements
- Australian workplace agreements
- public service agreements

Legislation, organisational policy procedures may include:

- Commonwealth and State/Territory legislation including equal employment opportunity, privacy legislation, anti-discrimination and employment law
- national and international codes of practice and standards
- the organisation's policies and practices
- government policy
- codes of conduct
- codes of ethics

Terms and conditions of employment may include:

- appeal procedures
- casual work
- classification/seniority-based remuneration
- competency-based remuneration
- contract work
- displaced or excess employees
- employment benefits to reward and recognise the performance of employees
- flexible work arrangements
- full-time work
- incentive schemes
- leave entitlements
- non-financial rewards
- part-time/ fractional-time
- permanent positions
- redundancy conditions and payment
- salary packaging
- salary sacrifice
- shift work
- skills-based remuneration
- temporary positions
- wages, salaries, allowances and other forms of monetary payments
- workers compensation
- working hours

Guidance on remuneration may relate to:

- advice to specialist staff, such as sworn police, Australian Defence Force personnel
- allowances and payments
- calculations for leave at half pay
- leave entitlements
- long service entitlements
- ongoing versus contract or casual

- overseas service entitlements
 - overtime
 - paying above the band
 - remuneration assessments
 - salary packaging arrangements
 - salary progression requirements
 - salary scales/tables
 - superannuation
 - temporary higher duties
- Disciplinary procedures*** may result in:
- exoneration
 - file notation
 - supervision
 - demotion
 - dismissal
- Grievance procedures*** may include:
- mediation
 - timetable for resolution
 - formally documented procedures
 - written reports and statements/evidence
 - interviews
 - legal advice
 - appeal process
- Claims*** may include:
- breach of public sector standards
 - breach of awards/requirements of agreements
 - breach of organisational policy or procedures
 - denial of natural justice
 - wrongful dismissal
 - discrimination
 - bias
 - sexual harassment

Unit Sector(s)

Not applicable.

Competency field

Human Resource Management.