



Australian Government

Department of Education, Employment and Workplace Relations

PSPHR614A Manage employment relations

Revision Number: 3

PSPHR614A Manage employment relations

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 requirement to build and maintain the commitment of employees to achieving the goals of the organisation through effective employment relations. It includes developing and managing the implementation of employment relations strategies and plans, and negotiating employment arrangements.

In practice, managing employment relations overlaps with other generalist and specialist workplace activities such as managing diversity, managing policy implementation, facilitating workforce effectiveness, managing human resource development etc.

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. Develop employment relations strategies and plans	<p>1.1 Analysis of present and future requirements within the organisation is undertaken using a variety of <i>information sources</i>, consultations with key <i>stakeholders</i> and consideration of good practice models of employment relations.</p> <p>1.2 <i>Employment relations strategies and plans</i> are developed to address the full range of <i>employment issues</i> in accordance with organisational requirements.</p> <p>1.3 Strategies and plans are developed in accordance with organisational <i>policy and legislative requirements</i> and are integrated with other key human resource functions and areas.</p> <p>1.4 Changes within the organisation's operating environment which will impact upon the organisation's employment relations are identified and responses are formulated.</p>
2. Negotiate employment arrangements	<p>2.1 A negotiation framework is developed and agreed with the parties.</p> <p>2.2 Documentation and advice are developed and disseminated to raise organisational awareness.</p> <p>2.3 Responses are sought from employment relations bodies/representatives to gauge acceptance and to identify the nature and cause of any potential disputes.</p> <p>2.4 Changes in the negotiating position are determined and endorsement of these is sought from key stakeholders.</p> <p>2.5 An <i>advocacy role</i> is undertaken to represent the negotiating position and to resolve disputes which may arise.</p> <p>2.6 <i>Employment arrangements</i> are agreed with stakeholders in accordance with organisational policy and procedures and legislative requirements.</p>
3. Manage implementation of employment relations strategies and plans	<p>3.1 Employment relations strategies and plans are implemented in accordance with organisational policy and procedures.</p> <p>3.2 Systems are developed and implemented to monitor the effectiveness of employment relations strategies and plans in accordance with contractual obligations, legislation, organisational policy and needs, and in consultation with managers.</p> <p>3.3 <i>External and/or internal trends or events</i> which have an effect on the organisation's employment relations strategies and plans are monitored and responses are formulated.</p> <p>3.4 Adjustments to strategies and plans are implemented as a result of monitoring and/or changed internal/external trends and/or events.</p> <p>3.5 Employment relations strategies and plans are monitored to gauge their effectiveness in providing support to staff involved in implementation.</p>

Required Skills and Knowledge

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

Skill requirements

Look for evidence that confirms skills in:

- undertaking effective consultation with stakeholders
- undertaking counselling, negotiation and facilitation
- using a variety of words and language structures to explain complex ideas to different audiences
- interpreting and explaining complex, formal documents
- preparing written strategies and plans requiring reasoning and precision of expression
- engaging in discussion using complex exchange of oral information
- responding to diversity, including gender and disability
- applying occupational health and safety procedures in the context of employment relations

Knowledge requirements

Look for evidence that confirms knowledge and understanding of:

- employment relations as a concept within an organisational context
- role of employee representatives and employee organisations
- case preparation and presentation techniques
- negotiation and mediation techniques
- enterprise and workplace bargaining
- changing economic, social, demographic and labour market conditions and educational trends in the context of employment relations
- government employment relations/industrial relations system
- jurisdictional legislation applying to human resources including occupational health and safety and environment
- organisational goals, policies and procedures
- equal employment opportunity, equity and diversity principles
- human resource policies and practices
- national and/or international models of good practice in employment relations

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* unit 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:
 - PSPETHC601B Maintain and enhance confidence in public service
 - PSPGOV601B Apply government systems
 - PSPGOV602B Establish and maintain strategic networks
 - PSPGOV605A Persuade and influence opinion
 - PSPHR617A Manage redeployment
 - PSPHR619A Manage remuneration strategies and plans
 - PSPLEGN601B Manage compliance with legislation in the public sector
 - PSPMNGT604B Manage change
 - PSPMNGT605B Manage diversity
 - PSPMNGT615A Influence workforce effectiveness
 - PSPPOL603A Manage policy implementation

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)
- employment relations managed in a range of (2 or more) contexts (or occasions, over time)

Resources required to carry out assessment

These resources include:

- legislation, policy, procedures and guidelines relating to employment relations
- workplace scenarios and case studies
- contemporary models for employment relations
- industrial instruments

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 managing employment relations strategies, including coping with difficulties, irregularities and breakdowns in routine
- employment relations managed in a range of (2 or more) employment relations contexts

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
- 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.

Sources of information may include:

- basic statistical analyses
- interviews with stakeholders
- surveys
- focus groups interviews
- research on existing programs
- solicited and unsolicited feedback
- organisational reviews
- workforce management data

Stakeholders may include:

- all those individuals and groups both inside and outside the organisation that have some direct interest in the organisation's behaviour, actions, products and services such as:
 - users of the human resource service
 - employees at all levels of the organisation
 - other public sector organisations
 - inter-agency forums
 - union and association representatives
 - boards of management
 - government
 - Ministers

Employment relations strategies and plans may include initiatives which aim to:

- develop and maintain the commitment of employees in times of change
- promote effective communication within the organisation
- develop and maintain effective negotiation and consultation processes with groups and individuals
- link pay and performance
- identify conditions and entitlements
- link performance and professional development
- determine work value
- differentiate work levels and classification structures
- develop effective grievance and disciplinary processes

Employment relations strategies and plans may

- workplace and enterprise bargains
- certified agreements

be expressed in:

- Australian workplace agreements
- awards
- public service agreements
- policies and guidelines

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

Policy and legislative requirements may include:

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

An advocacy role may include:

- written or oral advocacy

Employment arrangements may include:

- industrial instruments:
 - awards
 - workplace and enterprise bargains
 - certified agreements
 - Australian workplace agreements
 - public service agreements

Internal and external factors may include:

- changed financial or political circumstances
- downsizing or organisation restructuring
- retention of high performing employees
- opportunities for outsourcing changes in legislation or core business activities

- changes in activities or aspirations of customers
- organisational changes
- labour market

Unit Sector(s)

Not applicable.

Competency field

Human Resource Management.