



Australian Government

BSBHRM604 Manage employee relations

Release: 1

BSBHRM604 Manage employee relations

Modification History

Release	Comments
Release 1	This version first released with BSB Business Services Training Package Version 1.0.

Application

This unit describes the skills and knowledge to develop and maintain a positive and productive workplace environment. It covers all aspects of employee relations impacting on managers at the strategic level.

It applies to individuals who are non-specialist human resource managers and covers a broad range of employee relations activities.

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

Unit Sector

Workforce Development – Human Resource Management

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 Implement employee relations strategy and policies for own work area	1.1 Ensure employee relations strategy is consistent with organisational strategic objectives 1.2 Develop strategies and policies through the application of a risk management approach and extensive consultation and participation by relevant groups and individuals 1.3 Ensure strategy and policies take account of equal opportunity, family/work relationships and promote the absence of discrimination and/or harassment 1.4 Develop risk management strategies which take account of the withdrawal of labour and other potential outcomes of disputes 1.5 Identify any potential areas of conflict and ensure strategies and

ELEMENT	PERFORMANCE CRITERIA
	policies take account of the objectives of relevant groups and individuals
2 Build and maintain a productive culture	2.1 Negotiate awards, agreements, and contracts which balance organisational objectives and employee rights and obligations 2.2 Identify and meet all legal and organisational requirements within the conditions of employment 2.3 Undertake regular and timely consultation and communication with individuals and relevant groups 2.4 Develop policies and practices to facilitate employee recruitment, retention and satisfaction 2.5 Provide induction programs and training to develop competence and confidence and to ensure work is performed safely and effectively 2.6 Provide opportunities for employees to understand their role and how it contributes to the achievement of organisational objectives 2.7 Develop, regularly review and update individual and team development plans 2.8 Evaluate and revise employee relations policies regularly
3 Resolve employee relations problems	3.1 Establish processes for early intervention to identify and minimise problems or grievances 3.2 Communicate problem solving processes to, and obtain support from, all relevant groups and individuals 3.3 Provide training to develop competence in conflict management, negotiation and dispute resolution 3.4 Obtain specialist advice where appropriate or where formal hearings are required 3.5 Ensure processes are fair, equitable and consistent with all relevant awards agreements and legislation 3.6 Ensure problem solving processes provide for external mediation and conciliation, and arbitration where appropriate
4 Manage diversity	4.1 Develop plans for the promotion of diversity within the organisation 4.2 Openly promote diversity and its benefits within the organisation 4.3 Develop education and communication plans to promote and encourage diversity 4.4 Develop and implement processes to deal with events which inhibit the organisation from meeting its diversity objectives

Foundation Skills

This section describes language, literacy, numeracy and employment skills incorporated in the performance criteria that are required for competent performance.

Skill	Performance Criteria	Description
Reading	1.1-1.5, 2.1-2.8, 3.1, 3.3, 3.5, 3.6 4.1, 4.3, 4.4	- Identifies and interprets relevant information and ideas in a range of complex texts relating to employee relations - Recognises relevant information within job specifications and work processes
Writing	1.1-1.5, 2.1, 2.4, 2.7, 2.8, 3.1, 3.2, 3.3, 4.1, 4.3, 4.4	Demonstrates sophisticated writing skills by selecting appropriate conventions and stylistic devices to express precise meaning to manage employee relations
Oral Communication	1.2, 2.1, 2.3, 2.5, 2.6, 3.2, 3.3, 3.4, 4.2	- Presents information and opinions using language and non-verbal features appropriate to audience - Uses verbal and listening skills to obtain specialist advice as well as promoting diversity within the organisation
Numeracy	1.2, 1.4, 2.2	Selects and interprets mathematical information embedded in a range of tasks and texts
Navigate the world of work	1.1, 1.2, 1.3, 1.4, 1.5, 2.2, 2.4, 2.6, 2.8, 3.5	- Works autonomously making high level decisions to achieve and improve organisational goals - Takes a lead role in the development of organisational goals, roles and responsibilities - Develops and implements strategies that ensure organisational policies, procedures and regulatory requirements are being met - Monitors and reviews the organisations policies, procedures and adherence to legislative requirements to implement and manage change
Interact with others	1.2, 1.3, 1.5, 2.1, 2.3, 2.5-2.7, 3.1-3.4, 3.6, 4.2, 4.4	- Selects and uses appropriate conventions and protocols when communicating with staff at various levels - Influences and fosters a collaborative culture facilitating a sense of commitment and workplace cohesion - Shares knowledge, information and experience openly as an integral part of the working relationship - Understands diversity and seeks to integrate diversity into the work context

		Recognises potential for conflict and, working with others, develops organisational processes to deal with conflict
Get the work done	1.1-1.5, 2.4, 2.5, 3.1, 3.3-3.6, 4.1-4.4	- Sequences and schedules a range of complex activities, monitors implementation and manages relevant communication - Makes high impact decisions in a complex and diverse environment, using input from a range of sources - Anticipates potential problems and formulates plans to deal with them, as they arise - Gathers and analyses data and seeks feedback to improve plans and processes

Unit Mapping Information

Code and title current version	Code and title previous version	Comments	Equivalence status
BSBHRM604 Manage employee relations	BSBHRM604A Manage employee relations	Updated to meet Standards for Training Packages	Equivalent unit

Links

Companion Volume implementation guides are found in VETNet -

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

Assessment Requirements for BSBHRM604 Manage employee relations

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Performance Evidence

Evidence of the ability to:

- consult with relevant stakeholders to develop, implement, monitor and review employee relations strategies and policies including:
 - diversity
 - recruitment
 - induction
 - training and development
 - performance management
- develop an employee relations risk management strategy
- negotiate employment awards, agreements and contracts
- maintain high standards of performance in respect to equal opportunity and the management of diversity
- manage conflict and early intervention in respect to employee grievances and problems.

Note: If a specific volume or frequency is not stated, then evidence must be provided at least once.

Knowledge Evidence

To complete the unit requirements safely and effectively, the individual must:

- identify human resource specialist assistance requirements
- describe the principles of relevant industrial agreements
- determine key result areas of the organisation
- outline organisational plans (strategic, tactical and operational) for human resource planning
- identify and summarise organisational policies relating to balancing family/work relationships
- outline external and internal organisational support services for employees

- explain performance measurement systems utilised within the organisation
- outline relevant legislative and regulatory requirements
- outline staff development strategies
- explain unfair dismissal rules and due process.

Assessment Conditions

Assessment must be conducted in a safe environment where evidence gathered demonstrates consistent performance of typical activities experienced in the workforce development – human resource development field of work and include access to:

- organisational strategic and operational plans
- workplace policies and procedures
- legislation, regulations, codes of practice and industrial awards relevant to the business
- business technology
- interaction with others.

Assessors must satisfy NVR/AQTF assessor requirements.

Links

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