



Australian Government

Department of Education, Employment and Workplace Relations

LGAGCM702A Manage the human resources process in local government

Release 2

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Modification History

LGAGCM702A Release 2: Layout adjusted.

LGAGCM702A Release 1: Primary release.

Unit Descriptor

This unit covers key aspects of the development and management of the strategic human resources (HR) function within the local government environment to achieve organisational objectives. Also covered by this unit is the interaction of HR professionals and line managers in the development of appropriate HR strategies whilst understanding the relevance of the industrial relations framework in local government.

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

Application of the Unit

This unit supports the attainment of skills and knowledge required for competent workplace performance in councils of all sizes. Knowledge of the legislation and regulations that provide the boundaries for the operation of councils is essential. The unique nature of councils, as a tier of government, directed by elected members and reflecting the needs of local communities must be appropriately reflected.

This unit may also be contextualised to other public or private sectors as long as the essential outcomes of the unit are not changed.

Licensing/Regulatory Information

Not applicable.

Pre-Requisites

Not applicable.

Employability Skills Information

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 required performance needed to demonstrate achievement of the element. Where ***bold italicised*** text is used, further information is detailed in the Range Statement. Assessment of performance is to be consistent with the Evidence Guide.

Elements and Performance Criteria

ELEMENT	PERFORMANCE CRITERIA
1. Comply with and implement relevant industrial relations policies, awards and industrial agreements	1.1 Council's HR policies are continuously reviewed and updated to reflect changes in industrial agreements and council policies. 1.2 Awards are interpreted to ensure compliance with legislative requirements in all areas of employee relations. 1.3 All award requirements and entitlements are facilitated and implemented in a timely and professional manner. 1.4 Continuous understanding of relevant industrial relations issues is maintained by involvement in relevant industrial relations forums and committees. 1.5 Disputes within the industrial relations framework are identified and assessed for their potential impact on council employee relations and terms and conditions of employment. 1.6 Areas of possible non-compliance with industrial agreements or council policies are identified and addressed immediately to avoid risk of dispute. 1.7 Continued implementation of relevant employment legislation within council is facilitated.
2. Develop and manage contracts of employment	2.1 Effective communication strategies between relevant parties are established and maintained. 2.2 Terms and conditions of employment are readily available and clearly communicated to staff prior to commencing work with council. 2.3 Terms and conditions of employment are communicated and managed professionally and ethically. 2.4 Active involvement in consultative committee meetings is maintained where appropriate.
3. Manage job design, evaluation and appraisal	3.1 Position descriptions are documented and updated in consultation with relevant stakeholders to reflect the required skills, knowledge and attributes necessary to fulfil each job/role. 3.2 Job/roles are individually evaluated to determine appropriate remuneration packages. 3.3 Where possible, job/roles are benchmarked against similar external roles to determine comparative market value of each role. 3.4 Appropriate performance appraisal system to measure and reward employee performance is developed and managed.
4. Provide advice and guidance to senior management	4.1 Senior managers are given timely and specialist advice on issues requiring in-depth understanding of HR policies and practices. 4.2 Implementation of HR strategies and directives is

ELEMENT**PERFORMANCE CRITERIA****5. Develop, maintain and review HR policies**

- communicated to managers to ensure consistent application of policy.
- 4.3 Ongoing communication with management is established and maintained to promote implementation and understanding of key employment issues.
- 4.4 ***HR reports are generated*** and analysed to identify key areas for improvement.
- 4.5 Investigations are conducted in consultation with managers and appropriate staff to identify and resolve areas of concern regarding employment satisfaction.
- 4.6 ***Advice and conciliation assistance are provided to managers*** when there is conflict regarding performance appraisals.
- 5.1 Detailed HR policies on all areas of council employment are developed and made accessible to all staff.
- 5.2 HR policies are continually updated to reflect changes in any area of employment relations.
- 5.3 Best practice and continuous improvement strategies are considered when amending or developing council's HR policies.
- 5.4 Research into innovative and appropriate HR policies is conducted.

Required Skills and Knowledge

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

Required Skills

- conflict management
- negotiation
- coaching and mentoring
- team building
- goal setting
- high-level leadership and management
- high-level written and oral communication

Required Knowledge

- industrial relations framework and its application within the local government context
- employment legislation, including discrimination and equal opportunity Acts
- leadership and management models and theories
- human resource models and theories, including strategies for reward and remuneration
- organisational mission, vision, values and goals
- local government culture
- change and innovation management
- problem solving techniques
- theories of motivation
- theories of the psychology of teams
- theories of communication

Evidence Guide

Overview of assessment requirements

A person who demonstrates competency in this unit will be able to perform the outcomes described in the elements to the required performance level detailed in the performance criteria. The unit's skill and knowledge requirements must also be demonstrated. The candidate will demonstrate the capacity to provide effective leadership in the development and management of HR functions.

Critical aspects of evidence to be considered

The demonstrated ability to:

- apply the industrial relations framework in the context of local government
- apply human resource management theories and practices
- apply knowledge of relevant employment legislation and codes of practice
- lead and manage staff during conflicts and complex situations
- manage and negotiate contracts of employment
- monitor changes within industrial relations and anticipate the impact of such changes on council

Context of assessment

Assessment of performance requirements in this unit should be undertaken with the context of the local government framework. Competency is demonstrated by performance of all stated criteria, including the range of variables applicable to the workplace environment.

Method of assessment

The following assessment methods are suggested:

- preparation of a major workplace project report/portfolio (that may incorporate assessment of related units) as a key form of assessment that enables candidates to integrate the learning and assessment project into their regular work responsibilities, which enables integrated and holistic assessment of the complex skills and knowledge addressed in this unit
- observation of the learner performing a range of workplace tasks over sufficient time to demonstrate his/her handling of a range of contingencies
- written and oral questioning to assess knowledge and understanding
- completion of workplace documentation
- third-party reports from experienced practitioner
- completion of self-paced learning materials, including personal reflection and feedback from trainer, coach or supervisor

Evidence required for demonstration of consistent performance

Evidence should be gathered over a period of time in a range of actual or simulated management environments.

Resource implications

Access to a workplace or simulated case study that provides the following resources:

- relevant council documents, such as strategic and operational plans
- relevant local government legislation and regulations
- HR models, theories and examples of good practice

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 in the Performance Criteria is detailed below.

<i>HR policies</i> include:	• recruitment and selection • induction procedures • occupational health and safety (OHS) • anti-discrimination • workers compensation • remuneration practices • job description and performance appraisal models and practices • administration of HR records and databases • termination procedures • rewards and recognition practices • leave entitlements • enterprise bargaining agreements
<i>Legislation</i> may include:	• federal and state industrial relations • anti-discrimination • welfare • workers compensation • OHS • enterprise agreements
<i>Specialist advice provided to line managers</i> may include:	• advice on relevant legislation and awards • training and development strategies • human resource strategies and philosophy • conflict management strategies • management of poor performances • recruitment and selection procedures • absenteeism • OHS
HR reports <i>generated</i> may refer to:	• number of days and type of staff leave taken • staff turnover • training and development plans and profiles • number and frequency of casuals employed by council • number of permanent and temporary staff employed by council • number of resignations • number and location of staff with annual leave accrued • number of harassment claims

Unit Sector(s)

Common