



Australian Government

Department of Education, Employment and Workplace Relations

LGAGOVA413B Promote and maintain positive employee relations

Release 2

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Modification History

LGAGOVA413B Release 2: Layout adjusted.

LGAGOVA4013B Release 1: Primary release.

Unit Descriptor

This unit covers developing a productive work environment by promoting positive employee relations. The unit is appropriate for supervisors, team leaders and managers across all areas of the organisation.

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 within which councils must operate 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.

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 Consult with parties to facilitate positive employee relations	1.1 Consultation process is established and agreed upon by all parties. 1.2 Consultation between managers, supervisors, employees and union representatives is encouraged. 1.3 Information on employee relations is assessed, interpreted and provided in a format that is understandable and usable to employees. 1.4 All employees, including non-union employees and union representatives, are kept informed on all issues that may affect them. 1.5 Decision-making processes are undertaken that involve the participation of all relevant individuals and bodies. 1.6. Processes are implemented consistent with council policy and procedures on employee relations.
2 Provide effective counselling opportunities to staff to maintain positive relations	2.1 Counselling is offered to support employees in relation to work difficulties, career aspirations and personal difficulties. 2.2 Counselling techniques and styles appropriate to the situation and a diverse workforce are identified. 2.3 The counselling environment is selected in accordance with staff needs. 2.4 Active listening techniques are applied to formulate responses to employees. 2.5 Referrals to appropriate support professionals and agencies are made to aid employee performance and wellbeing where necessary. 2.6 Confidentiality principles are strictly adhered to
3 Promote systems that address problems, grievances and disputes	3.1 Processes and procedures are established and documented to ensure early intervention and identify and minimise problems, grievances or disputes. 3.2 Processes and procedures are communicated to, and supported by, all relevant groups and individuals. 3.3 Processes and procedures are followed to facilitate solutions to problems, grievances or disputes in a timely manner. 3.4 Specialist advice is taken where appropriate and/or when formal hearings are required. 3.5 A solution is agreed upon that considers the needs of the organisation and the individuals. 3.6 All proceedings are clearly documented in accordance with legislative and council requirements

Required Skills and Knowledge

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

Required Skills

- report writing
- awards and enterprise agreement interpretation
- strategic planning in relation to organisation and employee problem solving and decision making
- negotiation with management, unions and employees
- communication and consultation
- conflict management
- counselling
- debating and advocacy
- project management

Required Knowledge

- human resource legislation
- methods of consultation with unions, employees and management
- counselling policy and procedures
- organisational systems
- industrial awards and agreements
- council policy and procedures regarding performance management and assessment systems
- employee training procedures
- disciplinary and termination policies and procedures
- organisational plans and objectives
- human resource planning
- all legislation relevant to the organization that impacts on people's performance
- internal and external organisational support services for employees
- unfair dismissal rules and due process
- staff development strategies
- grievance procedures
- counselling techniques
- conflict and grievance resolution strategies
- negotiation and mediation techniques

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 knowledge and skill requirements described in the Range Statement must also be demonstrated. For example, knowledge of the legislative framework and safe work practices that underpin the performance of the unit are also required to be demonstrated.
Critical aspects of evidence to be considered	The demonstrated ability to: • consult relevant parties to promote positive employee relations • provide effective counselling opportunities to employees to maintain positive relations • develop grievance processes and procedures to resolve problems, grievances or disputes in a prompt manner that optimises the likelihood of a positive outcome
Context of assessment	Competency is demonstrated by performance of all stated criteria, with particular attention to the critical aspects and the knowledge and skills elaborated in the Evidence Guide, and within the scope of the Range Statement.
Relationship to other units(prerequisite or co-requisite units)	To enable holistic assessment this unit may be assessed with other units that form part of the job role.
Method of assessment	The following assessment methods are suggested: • observation of the learner performing a range of workplace tasks over sufficient time to demonstrate handling of a range of contingencies • written and/or oral questioning to assess knowledge and understanding • completion of workplace documentation • third-party reports from experienced practitioners • 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 collected over a set period of time that is sufficient to include dealings with an appropriate range and variety of situations.
Resource implications	The learner and trainer should have access to appropriate documentation and resources normally used in the workplace

that should include:

- records and filing system
- telephone
- council procedures

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.

Counselling may include:

- recruitment
- training and development
- selection
- termination
- disciplinary
- exit interviews
- external counselling
- career development

A diverse workforce may include any difference between individuals and groups such as:

- age
- gender
- race
- nationality
- political and philosophical beliefs
- specific individual or group characteristics

Specialist advice may include:

- legal and employee relations experts
- experts in the conduct of formal hearings in the relevant jurisdiction

Unit Sector(s)

Administration Units