



Australian Government

Department of Education, Employment and Workplace Relations

SITXHRM008A Manage workplace relations

Revision Number: 1

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Modification History

Not applicable.

Unit Descriptor

Unit descriptor

This unit describes the performance outcomes, skills and knowledge required to manage workplace relations from an industrial relations perspective. A more strategic approach to overall employee relations is found in the Business Services Training Package.

Application of the Unit

Application of the unit

This unit applies to individuals involved in the management of workplace relations from an industrial relations perspective and at an operational level. It requires the application of critical thinking, communication, problem-solving and planning skills combined with a sound general knowledge of current industry relations legislation, as well as provisions and processes in a given workplace context.

The unit focuses on the skills and knowledge needed by frontline managers and owners or managers of small businesses. Human resource management units in the Business Services Training Package are more relevant to human resource specialists who need a more strategic focus.

Licensing/Regulatory Information

Not applicable.

Pre-Requisites

Prerequisite units Nil

Employability Skills Information

Employability skills The required outcomes described in this unit of competency contain applicable facets of employability skills. The Employability Skills Summary of the qualification in which this unit is packaged will assist in identifying employability skills requirements.

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 required skills and knowledge and/or the range statement. Assessment of performance is to be consistent with the evidence guide.

Elements and Performance Criteria

ELEMENT	PERFORMANCE CRITERIA
1 Build a positive industrial relations climate.	1.1 Provide employees with accurate and impartial information on industrial matters likely to affect them. 1.2 Identify and evaluate promptly workplace changes or issues that may cause industrial unrest and take <i>appropriate action</i>. 1.3 Analyse potential causes of industrial unrest in external environments and take appropriate action promptly. 1.4 Create <i>conditions of employment</i> according to relevant legislation and industrial awards or agreements.

ELEMENT**PERFORMANCE CRITERIA**

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| | 1.5 | Implement mechanisms for consulting with staff and facilitating two-way communication. |
| | 1.6 | Ensure induction and training initiatives are used effectively to develop a competent workforce. |
| | 1.7 | Establish consultative structures for the identification and resolution of grievances. |
| 2 | Implement formal industrial procedures. | |
| | 2.1 | Contribute to the development of <i>formal industrial relations procedures</i> in consultation with <i>relevant parties</i> . |
| | 2.2 | Use and monitor agreed procedures to resolve employee relations issues according to organisation policy and legal requirements. |
| | 2.3 | Monitor agreed processes and make appropriate adjustments in consultation with relevant parties. |
| | 2.4 | Identify the need for and access specialist assistance in industrial relations matters when appropriate. |

Required Skills and Knowledge

REQUIRED SKILLS AND KNOWLEDGE

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

The following skills must be assessed as part of this unit:

- critical thinking and analytical skills to evaluate complex information from varied sources and apply that information to management practices
- planning and organisational skills to organise and implement workplace procedures to address industrial relations issues
- literacy skills to interpret and develop complex documentation
- numeracy skills to work with numerical aspects of industrial agreements.

The following knowledge must be assessed as part of this unit:

- overview of the current federal and relevant state or territory industrial relations system, including legal obligations of employers
- role of specific unions in the relevant industry sector
- role of specific employer groups in the relevant industry sector
- provisions of awards appropriate to the industry sector
- overview of procedures for creating workplace agreements
- procedures and specific communication skills for formal counselling, and grievance and industrial dispute resolution.

Evidence Guide

EVIDENCE GUIDE

The evidence guide provides advice on assessment and must be read in conjunction with the performance criteria, required skills and knowledge, the range statement and the Assessment Guidelines for this Training Package.

Critical aspects for assessment and evidence required to demonstrate competency in this unit

Evidence of the following is essential:

- knowledge of industrial relations issues, procedures and regulations as they apply to particular sectors
- ability to interpret industrial awards and agreements
- ability to foster the development of a positive industrial relations climate

EVIDENCE GUIDE

- demonstration of skills through the development of workplace relations approaches to meeting a particular organisation or industry need.

Context of and specific resources for assessment

Assessment must ensure:

- use of current industrial relations information.

Methods of assessment

A range of assessment methods should be used to assess practical skills and knowledge. The following examples are appropriate for this unit:

- evaluation of projects conducted by candidate in conjunction with industry operators to address industrial relations issues
- case studies to develop approaches to different industrial relations issues
- oral or written questions to assess knowledge of industrial relations legislation, regulations and procedures
- review of portfolios of evidence and third-party workplace reports of on-the-job performance by the candidate.

Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended.

Assessing employability skills

Employability skills are integral to effective performance in the workplace and are broadly consistent across industry sectors. How these skills are applied varies between occupations and qualifications due to the different work functions and contexts.

Employability skills embedded in this unit should be assessed holistically with other relevant units that make up the skill set or qualification and in the context of the job role.

Range Statement

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.

Appropriate action in relation to potential industrial unrest may include:

- initiation of consultation processes
- further research on issues presented
- making reports and recommendations to colleagues
- accessing specialist assistance.

Conditions of employment may relate to:

- salary or wages
- penalty rates
- holiday and leave entitlements
- superannuation
- hours of work
- grievance procedures.

Formal industrial relations procedures may include:

- grievance procedures
- dispute resolution procedures
- mediation
- conciliation
- arbitration.

Relevant parties to be included in consultation processes must be appropriate to the industry sector and include:

- staff
- unions
- employer groups
- boards of management
- government authorities.

Unit Sector(s)

Sector

Cross-Sector

Competency field

Competency field

Human Resource Management