



Australian Government

Department of Education, Employment and Workplace Relations

THHGLE10B Manage workplace relations

Release: 1

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Modification History

Not applicable.

Unit Descriptor

This unit deals with the skills and knowledge required to manage workplace relations from an industrial relations perspective. It focuses on the skills and knowledge needed by frontline managers, owners/managers of small businesses and human resource specialists. A more strategic approach to overall employee relations is found in the unit BSBHR603A Manage employee relations strategies and plans in the Business Services Training Package.

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Application of the Unit

Not applicable.

Licensing/Regulatory Information

Not applicable.

Pre-Requisites

Not applicable.

Employability Skills Information

Not applicable.

Elements and Performance Criteria Pre-Content

Not applicable.

Elements and Performance Criteria

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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 workplace changes or issues which may cause industrial unrest promptly and take appropriate action. 1.3 Identify potential causes of industrial unrest in external environments promptly and take appropriate action. 1.4 Create conditions of employment in accordance with relevant legislation and industrial awards/agreements. 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 formal industrial procedures in consultation with relevant parties. 2.2 Use agreed procedures to resolve employee relations in accordance with enterprise 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

Not applicable.

Evidence Guide

Essential Knowledge and Skills to be Assessed

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

- an overview of the Australian and relevant State/Territory industrial relations system, including legal obligations of employers
- the role of specific unions in the tourism/hospitality industries
- the role of specific employer groups in the tourism/hospitality industries
- provisions of awards as appropriate to the industry sector
- overview of procedures for creating workplace agreements
- procedures and specific communication skills for formal counselling, grievances and industrial dispute resolution.

Linkages to Other Units

This unit must be assessed with or after the following units. These units describe skills and knowledge that are essential to this unit of competence:

THHGCS03B Deal with conflict situations

THHGLE01B Monitor work operations

THHGLE08B Lead and manage people

THHGLE09B Manage workplace diversity

Note: Knowledge of specific legal issues is required within this unit. This means that there is some duplication with the generic unit THHGLE20B Develop and update the legal knowledge required for business compliance. Repetition should be avoided in training and assessment.

Formal counselling techniques are also covered in the unit THHGLE06B Monitor staff performance and repetition in training and assessment should be avoided.

For generic pre-employment training and assessment, a range of industry contexts must be addressed. Where the focus is sector or workplace specific, training and assessment must be tailored to meet particular needs.

Critical Aspects of Assessment

Evidence of the following is critical:

- 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.

Context of Assessment and Resource Implications

Assessment must ensure:

- project or work activities that allow the candidate to address a range of industrial relations

- issues relevant to tourism and hospitality workplaces

- practical demonstration of counselling skills.

Assessment Methods

Assessment methods must be chosen to ensure that ability to effectively manage workplace relations can be practically demonstrated. Methods must include assessment of knowledge as well as assessment of practical skills.

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.

Key Competencies in this Unit

Key Competencies are an integral part of all workplace competencies. The table below describes those applicable to this unit. Trainers and assessors should ensure that they are addressed in training and assessment.

Level 1 = Perform Level 2 = Administer and Manage Level 3 = Design and Evaluate

Key Competencies

Collecting, Organising and Analysing Information

For example:

Scanning internal and external environments to identify and analyse potential causes of industrial unrest (3)

Communicating Ideas and Information

For example:

Conducting a staff briefing on new work practices (3)

Planning and Organising Activities

For example:

Organising consultation sessions (3)

Working with Others and in Teams

For example:

Holding informal consultations with staff members to resolve a potential industrial problem (3)

Using Mathematical Ideas and Techniques

For example:

Calculating hours of work against award provisions (1)

Solving Problems

For example:

Devising and implementing an approach to a serious staff disciplinary matter (3)

Using Technology

For example:

Using electronic communication to facilitate consultation with key stakeholders (1)

Essential Knowledge and Skills to be Assessed

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

an overview of the Australian and relevant State/Territory industrial relations system, including legal obligations of employers

the role of specific unions in the tourism/hospitality industries

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Evidence of the following is critical:

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ability to interpret industrial awards and agreements

ability to foster the development of a positive industrial relations climate.

Context of Assessment and Resource Implications

Assessment must ensure:

project or work activities that allow the candidate to address a range of industrial relations issues relevant to tourism and hospitality workplaces

practical demonstration of counselling skills.

Assessment Methods

Assessment methods must be chosen to ensure that ability to effectively manage workplace relations can be practically demonstrated. Methods must include assessment of knowledge as well as assessment of practical skills.

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Using Mathematical Ideas and Techniques

For example:

Calculating hours of work against award provisions (1)

Solving Problems

For example:

Devising and implementing an approach to a serious staff disciplinary matter (3)

Using Technology

For example:

Using electronic communication to facilitate consultation with key stakeholders (1)

Range Statement

This unit applies to all tourism and hospitality sectors. The following explanations identify how this unit may be applied in different workplaces, sectors and circumstances.

For generic pre-employment training and assessment, a range of industry contexts must be addressed. Where the focus is sector or workplace specific, training and assessment must be tailored to meet particular needs.

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

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

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/wages
- penalty rates
- holidays and leave entitlements
- superannuation
- hours of work
- grievance procedures.

Formal industrial relations procedures may include:

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

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salary/wages

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holidays and leave entitlements

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hours of work

grievance procedures.

Formal industrial relations procedures may include:

grievance procedures

dispute resolutions procedures

mediation

conciliation

arbitration.

Unit Sector(s)

Not applicable.