

BSBHR604A: Manage employee relations

Description

This unit covers all aspects of employee relations impacting on managers at the strategic level. It seeks to develop and maintain a positive and productive workplace environment at all times. This unit works well as a stand-alone unit but is related to BSBHR504A Manage industrial relations policies and plans. Consider co-assessment with BSBHR602A Participate in human resource strategic planning.

Unit Sector

Human resource management

Performance criteria

Element	Performance criteria
1. Implement employee relations strategy and policies for own work area	1.1 <i>Employee relations</i> strategy is consistent with organisational strategic objectives
	1.2 <i>Strategies/policies</i> provide for consultation with and participation by, relevant groups and individuals
	1.3 <i>Strategies and policies</i> are developed through the application of a risk management approach and extensive consultation
	1.4 <i>Strategy and policies</i> take account of equal opportunity, family/work relationships and ensure the absence of discrimination and/or harassment
	1.5 <i>Risk management</i> strategies are developed which take account of the withdrawal of labour and other potential outcomes of disputes
	1.6 <i>Strategies and policies</i> take account of the objectives of relevant groups and individuals and identify potential areas of conflict (if any)
2. Build and maintain a productive culture	2.1 Awards, agreements, and contracts which balance organisational objectives and <i>employee rights and obligations</i> are negotiated
	2.2 <i>Conditions of employment</i> meet all legal and organisational requirements and are conducive to job satisfaction

- 2.3 Consultation and communication is regular, timely and engenders support for the productive culture
- 2.4 Policies and practices ensure employee recruitment, retention and satisfaction objectives are met
- 2.5 Induction and training develops competence and confidence to ensure work is performed safely and effectively
- 2.6 Employees understand their role and how it contributes to the achievement of organisational objectives
- 2.7 Individual and team development plans are in place and regularly reviewed and updated
- 2.8 Employee relations policies are regularly evaluated and improved

3. Resolve employee relations problems

- 3.1 Processes have been established for early intervention to identify and minimise problems/grievances
- 3.2 *Problem solving processes* are communicated to, and supported by, all relevant groups and individuals
- 3.3 Competence in managing conflict negotiation skills and dispute resolution is developed through appropriate training and preparation
- 3.4 *Specialist* advice is taken where appropriate and/or where formal hearings are required
- 3.5 Processes are fair and equitable and consistent with all relevant awards agreements and legislation
- 3.6 *Problem solving processes* provide for external mediation and conciliation where appropriate
- 3.7 Process provides for arbitration of disputes as a last resort and only where appropriate

4. Manage diversity

- 4.1 Plans for the promotion of *diversity* in the organisation are developed
- 4.2 Plans cover managing and engaging diverse groups and individuals, both internal and external to the organisation
- 4.3 Diversity is openly promoted as a key asset of

the organisation

- 4.4 Education /*communication plans* are developed to promote/encourage diversity
- 4.5 Processes are in place to deal with events which inhibit the organisation from meeting its diversity objectives

Key competencies

NB: These levels do not relate to the Australian Qualifications Framework. They relate to the seven areas of generic competency that underpin effective workplace practices.

Key Competency	Example of Application	Performance Level
Communicating ideas and information	to encourage/promote diversity across the organisation	3
Collecting analysing and organising information	to resolve employee relations problems	3
Planning and organising activities	to consult with groups/individuals about employee relations policies	3
Working with others and in teams	to evaluate employee relations policies	3
Using mathematical ideas and techniques	N/A	0
Solving problems	to resolve grievances with/between employees	3
Using technology	to assist communication/education of employee relations policies	2

Range statement

The Range Statement provides advice to interpret the scope and context of this unit of competency, allowing for differences between enterprises and workplaces. It relates to the unit as a whole and facilitates holistic assessment. The following variables may be present for this particular unit:

Legislation, codes and national standards relevant to the workplace which may include:

- award and enterprise agreements and relevant industrial instruments
- relevant legislation from all levels of government that affects business operation, especially in regard to Occupational Health and Safety and environmental issues, equal opportunity, industrial relations and anti-discrimination
- relevant industry codes of practice

OHS considerations may include:

- establishment and maintenance of OHS training, records, induction processes
- performance against OHS legislation and organisation's OHS system, especially policies, procedures and work instructions

Employee relations refers to:

- all of the activities in an organisation which impact on the employees' terms and conditions of employment and their personal well-being and satisfaction with their work environment

Strategies and policies may include:

- selection/recruitment
- induction and training
- performance management
- discipline
- equal opportunity
- sexual harassment
- racial discrimination/vilification
- industrial/labour relations
- remuneration and benefits
- human resource strategy
- organisational values statement

Risk management means:

- the process of identification of potential negative events and the development of plans to mitigate or minimise the likelihood of the negative event occurring and/or the consequences in the event it does occur

Employee rights and obligations refers to:

- those contained within any award agreement or contract of employment, or implied terms of those agreements, together with all rights and obligations under the laws of the

Commonwealth and the relevant state/territory

Conditions of employment may include:

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

Problem solving processes may include:

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

Specialist means:

- person expert in the conduct of formal hearings in the relevant jurisdiction

Diversity refers to:

- any difference between individuals and groups, and includes age, gender, race, nationality, political and philosophical beliefs, or any other different individual or group characteristic

Communication plans refers to:

- a structured program for the dissemination of information, and the receipt of feedback information from individuals, relevant to the process or activity

Evidence guide

The Evidence Guide identifies the critical aspects, knowledge and skills to be demonstrated to confirm competence for this unit. This is an integral part of the assessment of competence and should be read in conjunction with the Range Statement.

Critical Aspects of Evidence

- While the unit is designed for non-specialist HR managers, there is an expectation that competence will be demonstrated in the implementation of the full range of employee relations activities
- Negotiation of employment agreements/contracts and the maintenance of high standards of performance in respect to

equal opportunity and the management of diversity are key areas of assessment

- Conflict management and early intervention in respect to employee grievances/problems are also key elements of the evidence to be presented during assessment

Underpinning Knowledge

- Relevant legislation from all levels of government that affects business operation, especially in regard to Occupational Health and Safety and environmental issues, equal opportunity, industrial relations and anti-discrimination
- Industrial agreements
- Performance measurement systems utilised within the organisation
- Key result areas of the organisation
- Human resource specialist assistance available
- Organisational plans and objectives (strategic, tactical and operational)
- Human resource planning
- All legislation relevant to the organisation which impacts on people performance (including OHS, EEO and anti-discrimination laws)
- Organisational support services for employees (external and internal)
- Unfair dismissal rules and due process
- Staff development strategies
- Organisational policies relating to balancing family/work relationships

At this level the learner must demonstrate understanding of specialised knowledge with depth in some areas.

Underpinning Skills

- Risk management skills to analyse, identify and develop mitigation strategies for identified risks
- Communication/consultation skills to ensure all relevant groups and individuals are advised of what is occurring and are provided with an opportunity for input
- Conflict management skills to mediate, negotiate and/or attempt to obtain consensus between individuals/groups in conflict situations which are dysfunctional in relation to the organisation's performance

- Networking skills to ensure support from key groups and individuals for concepts/ideas/products/services
- Ability to relate to people from a range of social, cultural and ethnic backgrounds and physical and mental abilities

Resource Implications

- The learner and trainer should have access to appropriate documentation and resources normally used in the workplace

Consistency of Performance

- In order to achieve consistency of performance, evidence should be collected over a set period of time which is sufficient to include dealings with an appropriate range and variety of situations

Context/s of Assessment

- Competency is demonstrated by performance of all stated criteria, including paying particular attention to the critical aspects and the knowledge and skills elaborated in the Evidence Guide, and within the scope as defined by the Range Statement
- Assessment must take account of the endorsed assessment guidelines in the Business Services Training Package
- Assessment of performance requirements in this unit should be undertaken in an actual workplace or simulated environment
- Assessment should reinforce the integration of the key competencies and the business services common competencies for the particular AQF level. Refer to the Key Competency Levels