

Business Services Training

Unit of Competency

BSBWRK411A Support employee and industrial relations procedures

Unit Descriptor

This unit describes the performance outcomes, skills and knowledge required to work with employee and industrial relations policies and procedures.

The unit covers communicating and implementing employee relations policies and procedures that meet statutory and legislative requirements, assisting in dealing with employee relations conflicts and issues, and generally working towards a harmonious industrial relations climate in the workplace.

Employability Skills

This unit contains employability skills.

Prerequisite Units

Nil

Application of the Unit

This unit applies to those who support the organisation/employer in dealing with employee relations in the workplace.

Unit Sector

Workforce Development — Human Resource Management

**SUITABLE
FOR
BSBWRK411**

Support employee and industrial relations procedures

This learner guide supports BSBWRK411A Support employee and industrial relations procedures in the Business Services Training Package BSB07.

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BSBWRK411A Support employee and industrial relations procedures

Element	Performance Criteria
<p>Elements describe the essential outcomes of a unit of competency.</p> <p>1 Communicate and implement organisation's employee relations policies and procedures</p>	<p>Performance Criteria describe the required performance needed to demonstrate achievement of the Element. Where <i>bold italicised</i> text is used, further information is detailed in the Required Skills and Knowledge and/or Range Statement. Assessment of performance is to be consistent with the Evidence Guide.</p> <p>1.1 Source and disseminate <i>relevant legislation, agreements, policies and procedures</i> to relevant <i>persons and groups</i></p> <p>1.2 Implement agreements, policies and procedures according to site, <i>enterprise and statutory requirements</i></p> <p>1.3 Support workplace strategies to effectively communicate with relevant persons and groups on employee relations</p> <p>1.4 Promote the organisation's employee relations procedures to relevant persons and groups</p> <p>1.5 Represent the organisation appropriately in discussions with key stakeholders</p>
<p>2 Assist in minimising industrial relations conflict</p>	<p>2.1 Monitor the implementation of industrial relations policies and procedures</p> <p>2.2 Process documentation and report to <i>management</i> and other relevant parties about potential industrial relations conflicts</p> <p>2.3 Support managers to contain industrial relations conflicts and deal with grievances and disputes, within limits of own authority</p> <p>2.4 Work with employees to resolve personal grievances and prevent escalation of industrial relations conflicts</p> <p>2.5 Work under supervision to source specialist <i>industrial relations expertise</i></p>

Element Elements describe the essential outcomes of a unit of competency.	Performance Criteria Performance Criteria describe the required performance needed to demonstrate achievement of the Element. Where <i>bold italicised</i> text is used, further information is detailed in the Required Skills and Knowledge and/or Range Statement. Assessment of performance is to be consistent with the Evidence Guide.
3 Enhance industrial relations	3.1 Trial and implement strategies to monitor the implementation of the organisation's employee relations policies and procedures
	3.2 Implement strategies to facilitate feedback on the industrial climate
	3.3 Implement strategies to strengthen relationships with relevant persons and groups
	3.4 Provide information and feedback to management on employee relations
	3.5 Provide information and advice to relevant persons and groups

Required Skills and Knowledge

This section describes the skills and knowledge required for this unit.

Required skills	<ul style="list-style-type: none">▪ literacy and verbal communication skills to:<ul style="list-style-type: none">▪ present information in clear and accessible ways▪ review complex documents from a range of sources▪ negotiation and conflict-resolution skills to:<ul style="list-style-type: none">▪ deal with sensitive information▪ resolve issues▪ technology skills to use human resources information systems according to access and security guidelines.
Required knowledge	<ul style="list-style-type: none">▪ grievance resolution policy and procedures▪ employee and industrial relations policies and procedures, such as:<ul style="list-style-type: none">▪ enterprise agreements▪ enterprise and workplace bargaining▪ legislation, codes of practice and national standards relevant to role of employee representatives and employee organisations, for example:▪ equal employment opportunity (EEO) and anti-discrimination▪ international industrial relations systems where work undertaken has an international focus or context▪ workplace health and safety (WHS)▪ relevant federal, state and territory industrial relations systems and legislation.

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, if used in the performance criteria, is detailed below. Essential operating conditions that may be present with training and assessment (depending on the work situation, needs of the candidate, accessibility of the item, and local industry and regional contexts) may also be included.

<p><i>Relevant legislation, agreements, policies and procedures</i> include:</p>	<ul style="list-style-type: none"> ▪ EEO, diversity, parental leave policies ▪ employment contracts ▪ enterprise agreements and workplace agreements ▪ industrial awards, orders and decisions ▪ industrial relations legislation ▪ reasonable adjustments for workers with a disability ▪ WHS policies and procedures
<p><i>Persons and groups</i> include:</p>	<ul style="list-style-type: none"> ▪ employee representatives ▪ employer representatives ▪ union representatives
<p><i>Site, enterprise and statutory requirements</i> refer to:</p>	<ul style="list-style-type: none"> ▪ award and enterprise agreements, and relevant industrial instruments ▪ dispute settlement procedures ▪ grievance mechanisms ▪ relevant industry codes of practice ▪ relevant legislation from all levels of government that affects business operation, especially in regard to WHS and environmental issues, EEO, industrial relations and anti-discrimination ▪ reporting channels and procedures
<p><i>Management</i> may include:</p>	<ul style="list-style-type: none"> ▪ chief executive officer, Board and other senior managers ▪ industrial relations/human resources manager ▪ line managers
<p><i>Industrial relations expertise</i> may include:</p>	<ul style="list-style-type: none"> ▪ industrial relations consultants ▪ industrial relations and employment lawyers ▪ industry peak bodies or chambers of commerce ▪ HR officers and managers ▪ unions ▪ workplace relations telephone advisory services.

Evidence Guide

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

<p>Critical aspects for assessment and evidence required to demonstrate competency</p>	<p>Evidence of the ability to:</p> <ul style="list-style-type: none"> ▪ work with legislation, awards and agreements to provide written and verbal advice in industrial matters ▪ support the resolution of workplace grievances and conflicts.
<p>Context of and specific resources for assessment</p>	<p>Assessment must ensure:</p> <ul style="list-style-type: none"> ▪ access to a range of workplace documentation relating to current industrial matters.
<p>Method of assessment</p>	<p>A range of assessment methods should be used to assess practical skills and knowledge. The following examples are appropriate for this unit:</p> <ul style="list-style-type: none"> ▪ analysis of responses to case studies and scenarios ▪ assessment of reports and examples of industrial conflict that has been resolved ▪ demonstration of techniques in dealing with conflict ▪ direct questioning combined with review of portfolios of evidence and third-party workplace reports of on-the-job performance by the candidate ▪ observation of demonstrated techniques in providing advice about industrial matters ▪ observation of performance in role plays ▪ observation of presentations ▪ oral or written questioning to assess knowledge of industrial relations legislation and current issues ▪ review of documentation promoting the organisation's industrial relations procedures ▪ review of documentation prepared about potential industrial relations conflicts.
<p>Guidance information for assessment</p>	<p>Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended, for example:</p> <ul style="list-style-type: none"> ▪ other units from the Certificate IV in Human Resources.

Work Health and Safety

The *Work Health and Safety Act 2011* does not affect the operation of state and territory work health and safety (WHS) laws. Those laws remain in force and the rights and obligations they create or protect continue to apply. Enterprise agreements cannot override state or territory WHS laws. State and territory governments remain the principal law makers regarding WHS, with the Australian Government having direct responsibility for Commonwealth employees.



Task 1: Research Activity – The *Fair Work Act 2009*

Undertake internet research on the *Fair Work Act*. Discuss and write a summary explaining the objective of the Act and who it would affect.

Set up a folder entitled 'Activity folder' and file your summary, which must be dated.

Submit this task as instructed by your trainer.

WHS duties and training

In all states and territories, WHS laws impose a duty of care on employers to provide a safe working environment and protect the health and safety of their employees. Employees are still obliged to take care while undertaking their work. The WHS authority in each state and territory can provide detailed information on the application of the law in their jurisdiction.

In all states and territories, an employer's duty of care includes a duty to provide employees with the necessary information, training, instruction and supervision to perform their work safely. WHS laws also provide for health and safety representatives or members of WHS committees to attend accredited training. Where applicable, employers are also able to grant leave to employees to attend WHS training. In some instances this may be paid leave. WHS training can be provided by an employer, or delivered by a union or any appropriate provider.

A specific provision to attend trade union training leave cannot be included in workplace agreement but that does not prevent employers granting such leave.

Individual Employment Contracts

An employment contract is a written agreement entered into following an offer of employment made by the employer to a new employee. As in agreements, a contract of employment is an enforceable legal contract.

Workplace agreements for new employees will come into effect when they are approved, or on a later date specified in the agreement. In order to enable new employees to enter into employment expeditiously, an agreement for a new employee will come into operation when it is registered with the Fair Work Commission (FWC) for approval. Where such an agreement is subsequently refused approval, or modified in order to be accepted for approval, an employee is entitled to recover from the employer any shortfall in his or her entitlements under the agreement.


Source and disseminate relevant legislation, agreements, policies and procedures to all relevant persons and groups

Once the employer has gone through the selection process and found the right person for the job, a Letter of Offer (see Exhibit 1) should be prepared. The employer should ensure that it contains all the necessary terms and conditions as discussed and agreed by both parties and that it is written up properly as a legal document. An offer of employment, however, is merely an offer made by the employer to the successful applicant subject to certain terms and conditions laid down by the employer. The applicant may accept the offer by signing the document, or refuse to sign, in which case the offer will lapse. But once an agreement is reached as to the terms and conditions therein, the document becomes a valid contract enforceable in a court of law. The ensuring rights and liabilities of both parties are contained in the essence of the employment contract.

The terms and conditions in employment contracts would depend on the nature of the job and position offered. Some common working conditions may include:

- salary per week or per annum
- overtime payments
- performance bonuses
- rates of commission (if applicable)
- days and times of work
- sick leave, annual leave, long service leave entitlements
- superannuation contributions
- use of company vehicles and credit cards
- training
- promotion.

It must, however, be noted that the conditions and entitlements in such individual employment agreements cannot be worse off than the national award minimum conditions.

	<p>Task 2: Review questions</p> <p>Answer the following questions.</p> <p>Submit this task as instructed by your trainer.</p>
1.	Explain the <i>Fair Work Act 2009</i> . Which are the provisions in the Act you believe are important to employees. Why? You may go online for your brief answer.
2.	List and describe the different types of agreements that can be negotiated in the workplace.
3.	What is the objective of the Equal Employment Opportunity legislation? Give some examples to illustrate.
4.	Explain individual employment contracts and how they work.
5.	<p>Elaborate on the following:</p> <ul style="list-style-type: none"> ▪ freedom of association ▪ safety training by employers.

Letter of Offer

10 June 2014
Jennifer Devonshire
265 Main Street
BALMAIN NSW 2123

Dear Jennifer

We are pleased to inform you that you have been successful in your application for the position of Customer Service Officer with our company and offer our heartfelt congratulations. We welcome you as your new employer.

We confirm the agreed terms and conditions of your employment as follows:

Position:	Customer Service Officer
Department:	Customer Service
Reporting to:	Manager
Responsible for:	3 clerical staff
Salary per annum:	\$60,000 (range of \$50,000–\$72,500)
Duties:	As per job description
Overtime payments:	At rate of \$50.00 per hour
Meal allowance:	\$25.00 per dinner
Superannuation:	Contribution by company
Office hours:	9.00am–5.00pm, Monday to Friday
Annual leave:	30 days per annum
Sick leave:	6 days per annum
Commencement date:	1 July 2014

We look forward to having you as a member of our team. Your induction program with Miss Hesson starts on your day of commencement. Please denote your acceptance of this Offer of Employment by signing and returning a copy to us for our records.

Yours faithfully
Thomas Kennelley
General Manager

I accept above conditions of employment.

..... Signed: Jennifer Devonshire

Dated:

Exhibit 1: Letter of Offer



Task 3: Research Activity – Site meetings

You have been informed by your union that a site meeting has been called to discuss increase in overtime payments and weekend work penalties. Do some research on the internet about the issues in question and explain if the union has the right to discuss them with members on the employer's worksite.

Date and file in your Activity folder.

Submit this task as instructed by your trainer.

Industrial Awards

The national industrial relations system covers the majority of businesses in Australia and applies nationally. This means that employers and employees have the same rights and obligations, regardless of the state they work in. The national system has a number of features that employers and employees must make sure they comply with, including:

- a set of minimum National Employment Standards (NES)
- modern agreements that apply nationally for specific industries and occupations
- a national minimum wage order (where it applies)
- protection from unfair dismissal.

Modern agreements, together with the NES and the national minimum wage order, make up a new safety net for employees covered by the national industrial relations system. Accordingly, all workplace agreements must contain standard entitlements known as industrial awards, some of which have been listed. Some of the other legislative entitlements are:

a. Minimum wage

The Fair Work Commission sets out the minimum wages and conditions of employment that apply to employees.

The minimum standards apply to new federal workplace agreements made after the commencement of the legislation. By law, no workplace agreement can provide conditions that are less than the standard. This includes state awards and individual employment agreements. All employers must ensure that this policy is implemented without discrimination.

b. Casual loadings

Casual employees are generally entitled to a casual loading on top of their basic hourly rate of pay. Basic casual loadings operate as part of the Minimum Wages Standard. Casual employees covered by a workplace agreement are entitled to the default 20% casual loading on top of their actual basic periodic rate of pay. They may negotiate a higher casual loading with their employer.

c. Leave entitlements

All employers must implement the legal leave entitlements of employees for:

- parental leave
- adoption leave
- transfer to a safe job
- personal/carer's or sick leave
- annual leave
- long service leave.

d. When are employees entitled to parental leave?

The minimum entitlement for parental leave is 12 months unpaid. This entitlement comes from the National Employment Standards and applies to all employees in Australia. Employees need to follow certain rules to take parental leave.

Who can take parental leave?

Full-time, part-time and casual employees can take unpaid parental leave if they:

- are responsible to care for a baby or newly adopted child
- have worked for the organisation for at least 12 months before the date (or expected date) of birth or adoption.

Casual employees may take parental leave if they have been working with their employer on a regular and systematic basis for at least 12 months.

e. Adoption leave

An employee seeking to adopt a child may take up to two days of unpaid pre-adoption leave to attend any interviews or examinations required to obtain approval for the adoption, unless the employee can take other authorised leave for such purposes.

To be eligible for paternity or adoption leave, the employee must have 12 months continuous service at the time leave is to commence.

f. Transfer to a safe job

If a pregnant employee provides her employer with a medical certificate stating that she is fit to work but is unable to continue in her present position, she is entitled to be transferred to a safe job. If transferring the employee to a safe job is not reasonably possible for the employer, the employee is entitled to paid leave for the period during which she is unable to continue in her present position (as stated in the medical certificate).

An employee may need to be transferred to a safe job due to risks arising out of her pregnancy or risks connected with her position. A pregnant employee is only eligible to be transferred to a safe job if she is entitled to, and has formally applied for, parental leave. This entitlement is in addition to any other leave entitlement and does not reduce the period of parental leave to which an employee is entitled.

g. Returning to work

When returning to work from parental leave, an employee is entitled to return to the position they held before taking leave or to a new position if they have been promoted or have agreed to accept a new position. If the employee's former position no longer exists and the employee is qualified and able to work for their employer in another position, then the employee is entitled to work in another position for their employer. When there is more than one appropriate position, the employee is entitled to the position nearest in status and remuneration to their former position.

An employee planning to return to work from parental leave (or from a period of paternity or adoption leave that was longer than four weeks) is required to give their employer at least four weeks written notice of the date the employee proposes to return to work.

h. Personal/carer's or sick leave

Employees are entitled to 10 days paid personal/carer's or sick leave for every year of continuous employment as long as they produce valid medical certificates to cover the period they are away from work. Unused sick leave can be accumulated or carried forward to the next period. Those who have used up all their sick leave can use their annual or long service leave instead. Part-time employees will receive pro-rata sick leave.

i. Annual leave

Full-time permanent employees are entitled to four weeks of annual leave as long as they have been in the company's employment for a continuous 12 months. If they have been with the company less than 12 months, it is left to the discretion of the company to offer them pro-rata leave as a proportion of four weeks. This also applies to part-time employees.

Casual workers are not entitled to annual leave or sick leave as they receive a loading on their hourly rates of pay.

j. Long service leave

Employees who have worked for an employer for a continuous period of 15 years will typically be entitled to long service leave of three months. Those who have periods of less than 15 years will receive a pro-rata of the three months' leave.

However, while some organisation's agreements stipulate three months after 15 years of continuous service, others might offer three months after only 10 years of continuous service. These entitlements refer to those offered by the private sector only. On the other hand, public service employees would normally receive three months' long service leave after seven years of continuous employment.

All employers must ensure that they follow these regulations under their agreement.



Task 4: Activity – Industrial awards

List and briefly describe five types of industrial awards that must be included in workplace agreements. Do you agree with them? Give reasons.

Date and file in your Activity folder.

Submit the task as instructed by your trainer.



Task 5: Activity – Employee relations implementation plan

Outline an employee relations implementation plan. You should identify how the implementation plan can support employee entitlements.

Date and file in your Activity folder.

Submit the task as instructed by your trainer.



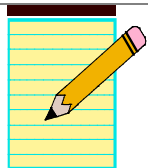
Task 6: Research Activity – Fairness test

Use the internet and relevant sources to gather information about the fairness test.

Write a summary of your findings.

Date and file in your Activity folder.

Submit the task as instructed by your trainer.



Task 7: Review Questions

Answer the following questions.

Submit the task as instructed by your trainer.

1.	Explain the importance of HRM and the role it plays in the organisation.
2.	What are policy objectives? Give some examples of workplace policy objectives.
3.	Briefly describe the relevance of minimum wages and pay conditions under legislation (NES). Provide examples to illustrate.
4.	Describe the responsibilities of: <ul style="list-style-type: none">▪ the Fair Work Commission and▪ the Fair Work Ombudsman.
5.	Parental leave has always been an important issue with employees. Describe the provisions of the Act regarding their entitlements.
6.	Describe the different types of leave entitlements for workers.
7.	Explain the 'better off overall' test and reasons for its application.

2.5 Work under supervision to source specialist industrial relations expertise

Some disputes in the workplace stem from personal differences as well as the inability of some managers to show good leadership when dealing with their staff members. As a result, all will experience tension, stress and frustration in their jobs. Managers and employees must learn to work with one another even though it may sometimes not seem possible in the worst cases of personal conflict.

Managers in authority would always have to either manage the industrial problems themselves or delegate to specialists who have the knowledge and skills to resolve them. These specialists can either be internal personnel or external hired consultants.

A Fair and Equitable System

All employees should be given the impression that the organisation's systems are fair and equitable in the prevention and resolution of disputes, whether they are personal or otherwise. In order to achieve this objective, certain principles should be considered and communicated to employees:

- the organisation is an equal opportunity employer
- fairness and justice will prevail
- grievance procedures meet current legislation requirements
- senior management supports the system
- the systems are easy to understand
- everyone will be heard
- the process meets quality requirements.

These principles will ensure that employees will feel confident about the process and will not hesitate to use it in times of need. It will also result in improved relationships with managers and job satisfaction.

Workplace Problems

However good the company's intentions are in maintaining a harmonious workplace and employer/employee relationships, there are always industrial 'problems' that would require the appointment of internal and external qualified and skilled people. Some of the reasons they would need support include:

1. Managers lacking in interpersonal skills

In some cases, managers lack interpersonal skills, including communication skills, that can cause annoyance, irritation and misunderstandings between themselves and staff. People are often quick to make judgements about others and assume the worst about their intentions and desires. The mistake many people make is to rely on their first impressions and biases instead of making an effort to understand and relate to others. Inexperience in conflict management techniques is also a factor.

The manager's responsibility is to manage people and to allocate jobs to different people, develop procedures to accomplish them and set performance standards. On some occasions, set standards have not been achieved and the job is not done. Such conflict needs to be resolved.

Disagreements may arise because of:

- the lack of clarity and understanding of job roles and standards
- the lack of coordination between manager and staff
- changes in the terms and conditions of employment
- poor work performance, attendance or personal situations
- poor management and decision-making
- bureaucratic and unwieldy managers
- uncooperative workers.

Whatever the problem, it is the manager's responsibility to resolve it to prevent the situation from exacerbating.

2. Personal differences

Another inescapable source of conflict is personal differences. Personal conflict can evolve out of individual differences and personal value systems. Different personalities make it hard for some people to work together. Factors like background, education, experience, and training mould each individual into a unique personality with a particular set of values. The result is people who may be perceived by others as abrasive, untrustworthy, or strange. These personal differences can create conflict. Managers will need to keep in mind that they are dealing with human beings, in all their complexity. Sometimes an attitude or tone of voice employed by the manager can make things worse. As previously stated, they need to develop the important interpersonal skills to resolve inherent problems in the workplace.

It is important for managers to take the time to get to know the people who are involved in the conflict and find out the real cause of the problem. If not resolved, it can affect work performance and damage the morale of individuals or groups. These disputes may not even be work-related, but simply the consequence of having two different personalities together in the one place. Sometimes the problem can be resolved by moving one person to another area, but this is not always possible. At times, the manager must be firm and make a definite decision to resolve it.

All these situations require skills and experience in conflict management. Managers need to learn all about interpersonal and communication skills and acquire the workplace experience to handle situations brought about by personal differences.

3. Lack of motivation

Improving performance requires considerable planning, organisation and training. Most organisations have training programs for managers, but training can be casual and ad hoc. Some employees do not receive any training at all if they are recruited with some experience in the work that they have to perform. However, other organisations have good training regimes, as well as impressive employee relations programs. They promote employee incentive and reward schemes which encourage them to perform well in their roles. All employees must be motivated accordingly.

Training in motivational techniques can be a valuable asset to line managers and supervisors. If employees are managed well and motivated, the organisation enjoys a happy and satisfied workforce. As a result, personal conflicts will decrease.

As with all the personal conflicts described previously, training and development of managers and employees is the answer to the escalation and resolution of industrial and personal conflicts.

Importance of Management Support

In addition to the principles already described, senior management as well as line managers must give their support to supervisors and chosen personnel to resolve grievances and conflicts in the workplace. There is nothing worse than a manager or supervisor ignoring or rejecting a complaint by a worker who has been bullied or discriminated against.

If the personnel have been properly trained in grievance and dispute resolution techniques, he or she would have the skills to hear both sides of the dispute and make appropriate decisions to settle it to the satisfaction of all parties. Managers must themselves be role models to employees and support them in their efforts to help them reach agreement.

Senior management should show its support by providing a budget to financially support and finance these initiatives which should include training and staff development. If the organisation can prove to its employees that it stands behind its promises and is prepared to do whatever is necessary to maintain job satisfaction and improve staff morale, it will inadvertently receive that very significant reward called loyalty.

As such, industrial problems in the workplace can be resolved by internal qualified and skilled personnel including:

- chief executive officer (CEO)
- legal officer
- HRM
- senior managers
- line managers
- trainers
- supervisors
- union representatives
- various committees and working parties.



Task 24: Activity – Source industrial relations experts

List and describe three sources of internal expertise who may be able to assist in minimising industrial relations conflict.

Explain the types of conflicts they may be able to assist you with.

Date and file in your Activity folder.

Submit the task as instructed by your trainer.

Counselling and Mentoring

Management should assist employees as much as possible to avoid personal grievances and complaints that could escalate into fully blown industrial conflict. Support services provided should include counselling by qualified professionals to help employees with personal problems. Mentors should also be nominated for employees who need moral support and friendship to overcome the lack of confidence and settling into the workplace. This type of continuing support is crucial to avoid difficulties faced by some employees. The goal is to make employees happy and to give them job satisfaction.

If the organisation does not have counsellors with the essential counselling skills, external qualified counsellors and psychologists should be hired to support those in need.

External Sources of Expertise

In addition to counsellors and psychologists, other organisations who are in a position to offer professional advice to employers and employees on matters of industrial and employee relations include:

- the Fair Work Commissioner
- the Fair Work Ombudsman
- Fair Work federal divisions of the Federal Court and the Federal Circuit Court of Australia
- Industrial relations lawyers
- Industrial Relations consultants
- the Australian Federation of Employers & Industries
- individual unions
- the ACTU and
- state governments.

All these organisations have the essential skills and expertise to assist in industrial relations matters.



Task 25: Review Questions

Answer the following questions.

Submit the task as instructed by your trainer.

1.	Conflicts in the organisation can be resolved by internal expertise. Who are they and how do they help?
2.	List and explain four reasons why some managers are not able to manage conflicts in the workplace.
3.	Explain the importance of supervision and the roles managers and supervisors play in industrial relations. Give some examples of problems that can arise and how they should be handled.
4.	Explain personal differences that can cause conflict. How would you overcome them?
5.	List and describe leadership skills managers should possess. Why are such skills important?
6.	List and briefly describe industrial relations experts employers and employees can source externally.

Continuous Assessment against Unit Competencies

Competency Element	Performance Criteria	Relevant Tasks	✓
1 Communicate and implement organisation's industrial relations policies and procedures	1.1 Source and disseminate relevant legislation, agreements, policies and procedures to all relevant persons and groups	Task 1: Group Activity – The <i>Fair Work Act 2009</i> Task 2: Review Questions	
	1.2 Implement agreements, policies and procedures in accordance with site, enterprise and statutory requirements	Task 3: Research Activity – Site meeting Task 4: Activity – Industrial awards Task 5: Activity – Employee relations implementation plan Task 6: Research Activity – Fairness test Task 7: Review Questions	
	1.3 Develop strategies to effectively communicate with relevant persons and groups on industrial relations matters	Task 8: Activity – Workplace communication Task 9: Review Questions	
	1.4 Promote the organisation's industrial relations procedures to relevant persons and groups	Task 10: Activity – Your reward Task 11: Activity – Induction program for employee relations Task 12: Review Questions	
	1.5 Represent the organisation appropriately in discussions with key stakeholders	Task 13: Activity – Stakeholders Task 14: Review Questions Task 15: Case Study – Frazers Building Company	

Provide information and advice to relevant persons and groups

Competency Element	Performance Criteria	Relevant Tasks	✓
2 Assist in minimising industrial relations conflict	3.6 Monitor the implementation of industrial relations policies and procedures	Task 16: Review Questions	
	3.7 Process documentation and report to management and other relevant parties about potential industrial relations conflicts	Task 17: Review Questions Task 18: Case Study – Complaint form	
	3.8 Support managers to contain industrial relations conflicts and deal with grievances and disputes, within limits of own authority	Task 19: Research Activity – Disputes settlement Task 20: Activity – Industrial action Task 21: Review Questions	
	3.9 Work with employees to resolve personal grievances and prevent escalation of industrial relations conflicts	Task 22: Activity – Training methods Task 23: Review Questions	
	3.10 Work under supervision to source specialist industrial relations expertise	Task 24: Activity – Source industrial relations experts Task 25: Review Questions Task 26: Case Study – Josey Backman	

Competency Element	Performance Criteria	Relevant Tasks	✓
3 Enhance industrial relations	3.11 Trial and implement strategies to monitor the implementation of the organisation's employee relations policies and procedures	Task 27: Review Questions	
	3.12 Implement strategies to facilitate feedback on the industrial climate	Task 28: Activity – Feedback Task 29: Review Questions	
	3.13 Implement strategies to strengthen relationships with relevant persons and groups	Task 30: Activity – Teamwork Task 31: Research Activity – Union/management relationships Task 32: Review Questions	
	3.14 Provide information and feedback to management on industrial relations	Task 33: Review Questions	
	3.15 Provide information and advice to relevant persons and groups	Task 34: Activity – Workplace information Task 35: Research Activity – National Employment Standards (NES) Task 36: Review Questions	

Employability Skills

Skills	✓	Relevant Task
Communication		Task 1: Research Activity – The <i>Fair Work Act 2009</i> Task 8: Activity – Workplace communication Task 9: Review Questions Task 15: Case Study – Frazers Building Company Task 21: Review Questions Task 29: Review Questions
Teamwork		Task 23: Review Questions Task 26: Case Study – Josey Backman Task 30: Activity – Teamwork
Problem-solving		Task 20: Activity – Industrial action Task 21: Review Questions Task 22: Activity – Training methods Task 23: Review Questions Task 19: Research Activity – Disputes settlement
Initiative and enterprise		Task 1: Research Activity – The <i>Fair Work Act 2009</i> Task 5: Activity – Employee relations implementation plan Task 6: Research Activity – Fairness test Task 15: Case Study – Frazers Building Company Task 18: Case Study – Complaint form Task 26: Case Study – Josey Backman
Planning and organising		Task 1: Research Activity – The <i>Fair Work Act 2009</i> Task 5: Activity – Employee relations implementation plan Task 6: Research Activity – Fairness test Task 8: Activity – Workplace communication Task 9: Review Questions Task 11: Activity – Induction program for employee relations Task 12: Review Questions Task 13: Activity – Stakeholders Task 14: Review Questions Task 17: Review Questions Task 26: Case Study – Josey Backman
Self-management		Task 13: Activity – Stakeholders Task 14: Review Questions

Continuous Assessment against Required Skills and Knowledge

The following essential skills and knowledge must be met for this unit.

Skills	✓	Supporting Evidence
Literacy and verbal communication skills to present information in clear and accessible ways to relevant persons		Assessment Part A, Part B, Part C
Negotiation and conflict resolution skills to deal with sensitive information and resolve issues.		Assessment Part B

Knowledge	✓	Supporting Evidence
Grievance resolution policy and procedures		Assessment Part B
Industrial relations policies and procedures, e.g.: <ul style="list-style-type: none"> ▪ enterprise agreements ▪ enterprise and workplace bargaining ▪ role of employee representatives and employee organisations 		Assessment Part A, Part B, Part C
Legislation, codes of practice and national standards, e.g.: <ul style="list-style-type: none"> ▪ equal employment opportunity (EEO), anti-discrimination ▪ international industrial relations systems where work undertaken has an international focus or context ▪ workplace health and safety (WHS) ▪ relevant state/territory and federal industrial relations systems. 		Assessment Part A, Part B, Part C

BSB BUSINESS SERVICES TRAINING PACKAGE SUPPLEMENT

This workbook can be used by learners completing a qualification in the BSB Business Services Training Package.

BSBWRK411 Support employee and industrial relations procedures

Application

This unit describes the skills and knowledge required to communicate and implement industrial relations policies and procedures to effectively represent organisations/employers.

It applies to individuals who work in support positions, assisting others in dealing with industrial relations conflicts and issues.

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

Unit Sector

Workforce Development – Workplace Relations

Elements and Performance Criteria

This learner guide is structured according to the Performance Criteria for the Unit of Competence. Each major heading represents a performance criterion. All content under that heading relate to that competency.

Element <i>Elements describe the essential outcomes.</i>	Performance criteria <i>Performance criteria describe the performance needed to demonstrate achievement of the element.</i>	How will the evidence be gathered?
1. Communicate and implement organisation's industrial relations policies and procedures	1.1 Source and disseminate relevant legislation, agreements, policies and procedures to relevant persons and groups	Task 1: Research Activity – The <i>Fair Work Act 2009</i> Task 2: Review questions
	1.2 Implement agreements, policies and procedures according to site, enterprise and statutory requirements	Task 3: Research Activity – Site meeting Task 4: Activity – Industrial awards Task 5: Activity – Employee relations implementation plan Task 6: Research Activity – Fairness test Task 7: Review Questions
	1.3 Support strategies to effectively communicate with relevant persons and groups on industrial relations matters	Task 8: Activity – Workplace communication Task 9: Review Questions
	1.4 Promote the organisation's industrial relations procedures to relevant persons and groups	Task 10: Activity – Your reward Task 11: Activity – Induction program for employee relations Task 12: Review Questions
	1.5 Represent the organisation appropriately in discussions with key stakeholders	Task 13: Activity – Stakeholders Task 14: Review Questions Task 15: Case Study – Frazers Building Company

Element <i>Elements describe the essential outcomes.</i>	Performance criteria <i>Performance criteria describe the performance needed to demonstrate achievement of the element.</i>	How will the evidence be gathered?
2. Assist in minimising industrial relations conflict	2.1 Monitor the implementation of industrial relations policies and procedures	Task 16: Review Questions
	2.2 Process documentation and report to management and other relevant parties about potential industrial relations conflicts	Task 17: Review Questions Task 18: Case Study – Complaint form
	2.3 Support managers to contain industrial relations conflicts and deal with grievances and disputes, within limits of own authority	Task 19: Research Activity – Disputes settlement Task 20: Activity – Industrial action Task 21: Review Questions
	2.4 Work with employees to resolve personal grievances and prevent escalation of industrial relations conflicts	Task 22: Activity – Training methods Task 23: Review Questions
	2.5 Work under supervision to source specialist industrial relations expertise	Task 24: Activity – Source industrial relations experts Task 25: Review Questions Task 26: Case Study – Josey Backman
3. Enhance industrial relations	3.1 Trial and implement strategies to monitor the implementation of the organisation’s industrial relations policies and procedures	Task 27: Review Questions
	3.2 Implement strategies to facilitate feedback on the industrial climate	Task 28: Activity – Feedback Task 29: Review Questions
	3.3 Implement strategies to strengthen relationships with relevant persons and groups	Task 30: Activity – Teamwork Task 31: Research Activity – Union/management relationships Task 32: Review Questions
	3.4 Provide information and feedback to management on industrial relations	Task 33: Review Questions
	3.5 Provide information and advice to relevant persons and groups	Task 34: Activity – Workplace information Task 35: Research Activity – National Employment Standards (NES) Task 36: Review Questions

Foundation Skills

Skill	Performance Criteria	Description	Learner guide page reference
Reading	1.1, 1.2, 2.1, 2.2, 3.1	<ul style="list-style-type: none"> Comprehends and analyses complex texts from a variety of sources and records to determine relevance to requirements or review implementation of strategies 	12, 24–26, 33–34, 55–56, 78, 85–86, 92
Writing	1.1, 1.2, 2.1, 2.2, 3.4, 3.5	<ul style="list-style-type: none"> Prepares required documents using language and structure appropriate to purpose and audience 	15–16, 30, 38, 52–56, 78–79, 85, 93
Oral communication	1.1-1.5, 2.2, 2.4, 2.5, 3.4, 3.5	<ul style="list-style-type: none"> Presents information and seeks advice using language and non-verbal features appropriate to audience and context 	29–30, 60, 67, 95, 97
		<ul style="list-style-type: none"> Participates in discussions using listening and questioning to elicit the views of others and to clarify or confirm understanding 	29–31, 41, 67–68, 86, 93
Navigate the world of work	1.2, 1.4, 1.5, 2.1, 2.3, 3.1	<ul style="list-style-type: none"> Follows policies, procedures and legislative requirements and identifies implications of new legislation or regulation for self and others 	12–15, 18–31, 37–38, 55, 61–63, 79–82, 84–86, 92–93, 96
		<ul style="list-style-type: none"> Understands responsibilities and limits of own role 	18, 42, 71
Interact with others	1.1, 1.3-1.5, 2.2-2.5, 3.2-3.5	<ul style="list-style-type: none"> Selects and uses appropriate conventions and protocols when communicating with co-workers in a range of work contexts 	18, 29–32, 92–93
		<ul style="list-style-type: none"> Collaborates and cooperates with others to achieve required outcomes 	19, 33, 38, 65, 68, 87–90
		<ul style="list-style-type: none"> Uses effective strategies to moderate conflict and negotiate solution 	58–69
Get the work done	1.1, 2.1-2.3, 2.5, 3.1, 3.4, 3.5	<ul style="list-style-type: none"> Plans and organises tasks required to achieve required outcomes, seeking advice from others when necessary 	23, 27, 37, 51, 60, 73, 78–79, 84
		<ul style="list-style-type: none"> Makes a range of critical and non-critical decisions in relatively complex situations 	63, 66–69, 88–90

Assessment Requirements v1.0

Performance evidence

Evidence of the ability to:	How will evidence be gathered?
<ul style="list-style-type: none"> locate information required to identify relevant legislation, agreements, policies and procedures in relation to industrial matters 	Task 1: Research Activity – The <i>Fair Work Act 2009</i> Task 2: Review questions Task 4: Activity – Industrial awards Task 7: Review Questions Task 34: Activity – Workplace information Task 35: Research Activity – National Employment Standards (NES) Assessment Part A, Part C
<ul style="list-style-type: none"> use effective communication techniques to support the resolution of workplace grievances and conflicts 	Task 8: Activity – Workplace communication
<ul style="list-style-type: none"> provide accurate written and oral advice about industrial matters 	Task 2: Review questions Task 8: Activity – Workplace communication
<ul style="list-style-type: none"> use strategies to monitor and gather feedback on the implementation of industrial relations policies and procedures. 	Task 28: Activity – Feedback Task 29: Review Questions Task 33: Review Questions

Knowledge evidence

To complete the unit requirements safely and effectively, the individual must:	How will evidence be gathered?
<ul style="list-style-type: none"> outline relevant industrial relations policies and procedures 	Task 19: Research Activity – Disputes settlement Assessment Part A, Part C
<ul style="list-style-type: none"> summarise grievance resolution policy and procedures 	Task 19: Research Activity – Disputes settlement Task 21: Review Questions Assessment Part A
<ul style="list-style-type: none"> describe relevant legislation, codes of practice and national standards 	Task 1: Research Activity – The <i>Fair Work Act 2009</i> Task 2: Review questions Task 35: Research Activity – National Employment Standards (NES) Assessment Part A
<ul style="list-style-type: none"> describe the relevant state/territory and federal industrial relations systems 	Task 1: Research Activity – The <i>Fair Work Act 2009</i> Task 2: Review questions Task 4: Activity – Industrial awards
<ul style="list-style-type: none"> identify sources of expert advice. 	Task 24: Activity – Source industrial relations experts Task 25: Review Questions