

Contents

How to Use This Learner Guide	5
BSBWRK510A Manage employee relations	6
Required Skills and Knowledge	8
Range Statement.....	9
Evidence Guide.....	10
1 Develop employee and industrial relations policies and plans	11
1.1 Analyse strategic plans and operational plans to determine long-term employee relations objectives	12
The Role of the Human Resources Division	12
The Organisation Chart	12
Human Resources Objectives.....	15
Management Responsibilities.....	16
Human Resource Policies.....	17
Workplace Reforms.....	18
Team Responsibilities.....	18
Summary	19
Introduction to Strategic Planning	20
Planning Criteria.....	23
Planning New Workplace Agreements	24
1.2 Analyse existing employee relations performance in relation to workforce objectives	26
Performance Management System	26
Performance Appraisals	27
What are Performance Indicators?.....	28
Performance Appraisal Techniques	30
Bad Habits to Avoid	34
1.3 Evaluate options in terms of cost benefit, risk analysis and legislation requirements.....	36
Risk Analysis	36
Applying Safety Risk Management Practices	37
Legislative Requirements	38
The Environment.....	38
Cost-benefit Analysis.....	38
Buying or Leasing Equipment (A Financial Analysis).....	39
1.4 Work with the management team to develop industrial relations policies and plans.....	42
The National Industrial Relations System	42
The Fair Work Act 2009.....	42
Collective Bargaining	43
National Employment Standards	43
The Fair Work Commission	44
The Fair Work Ombudsman	44
Work Health and Safety	47
Modern Awards.....	47
Parental Leave.....	48
Conclusion	49

1.5 Identify the skills and knowledge needed by management and the workforce to effectively implement these strategies and policies	51
Management Expertise.....	51
2 Implementation employee relations policies and plans.....	57
2.1 Develop an implementation plan and a contingency plan for the employee relations strategies and policies	58
Stage 1.....	58
Stage 2.....	58
Stage 3.....	58
Fair Work Information Statement	59
The Induction Program	62
2.2 Make arrangements for training and development for identified needs to support the employee relations plan	67
Determining Training and Development Needs	67
Training and Development in Employee and Industrial Relations	69
2.3 Undertake associated employee relations activities to reach agreement on changes required by policies or implementation plan	74
Clarifying Terms and Conditions of Agreements	74
Trade Unions	76
Employer Associations	78
Freedom of Association and Workplace Rights	79
Termination of Employment.....	79
Legalities of Proposed Policies and Initiatives	80
2.4 Ensure procedures for addressing grievances and conflict are properly documented	81
Workplace Relations and Grievance Procedures.....	81
The Procedures Manual.....	84
2.5 Communicate key issues about procedures for addressing grievances and conflict.....	86
Importance of Consultation	86
The Communication Process.....	87
Grievance Policies and Procedures.....	87
Some Key Issues.....	87
2.6 Review employee relations policies and plans to establish whether they are meeting their intended outcomes.....	89
Monitoring and Reviewing Operating Systems	89
Brainstorming.....	90
Working Parties/Committees	91
3 Manage negotiations to resolves conflict	93
3.1 Train individuals in conflict-management techniques and procedures	94
Introduction	94
Definition of Industrial Conflict.....	94
Training in Conflict Management Techniques	94
Training in Negotiation Skills	98
Negotiation and Bargaining Techniques	98

3.2	Identify and where possible alleviate or eliminate sources of conflict or grievance accordance to legal requirements	100
	Sources of Conflict and Grievances.....	100
	Identifying Causes of Conflict.....	100
	2. Personal Conflict	101
	Legislative Process to Resolve Conflict	102
	An Independent Umpire	102
	Role of Fair Work Authorities.....	102
3.3	Check documentation and other information sources to clarify issues in dispute.....	104
	Government Legislation	104
	Management Reports	106
3.4	Obtain expert or specialist advice and/or refer to precedents, if required	109
	Specialist Advice.....	109
	Company's Legal Expert	109
	The FWC and FWO	109
	EEO and WHS	109
	Employer Organisations.....	110
	Trade Unions	110
	External Professional Experts.....	111
	Precedents	112
3.5	Determine desired negotiation outcomes, negotiation strategy and negotiation timeframes.....	113
	Principles of Negotiation.....	113
	The Negotiation Process	114
	Negotiation Strategy	115
	Negotiation Outcomes	115
	Timeframes	115
3.6	Advocate the organisation's position in negotiation to obtain agreement.....	117
	Fair Work Organisations.....	117
	The Fair Work Ombudsman	118
	Fair Work Inspectors	118
	Fair Work Divisions of the Court	119
3.7	Document and if necessary certify the agreed outcomes with the relevant jurisdiction... ..	121
	Lodging Agreements for Certification	121
	Enterprise Agreements	121
	Types of Enterprise Agreements.....	122
	Pre-approval Process	123
3.8	Implementing workplace agreements.....	125
	The Implementation Process	125
3.9	Take remedial action where groups or individuals fail to abide by agreements	127
	Remedies and Penalties	127
	Enforcement and Compliance.....	127
	Breaches of Union Membership	127

4 Assessment.....	133
Assessment Mapping.....	134
Critical aspects for assessment and evidence required to demonstrate competency in this unit	136
Assessment.....	137
Part A: Industrial relations policies and procedures.....	138
Part B: Conflict Report	138
Part C: Report recommending changes to employee and industrial relations policies ...	139
BSBWRK510A assessment submission form	140
Candidate Declaration	140
Course completion sign-off	141
Employability skills matrix.....	143
BSB Business Services Training Package Supplement	145
BSBWRK510 Manage employee relations	146