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# Section 1: Meeting VET sector requirements

Training organisations have a range of requirements that they must meet in developing and implementing quality training and assessment strategies and practices for course programs. As a trainer, you also have a range of requirements that must be considered when implementing programs for your specific group of learners.

## 1.1 How Aspire's resources assist in meeting requirements

The following section outlines a range of VET sector requirements and how Aspire's resources may assist you and your training organisation in implementing a quality learning experience.

VET sector requirement	Aspire's approach
<b>Australian Qualifications Framework</b> The Australian Qualifications Framework is the national policy for regulated qualifications in the Australian education and training system. The AQF incorporates the quality assured qualifications from each education and training sector into a single comprehensive national qualifications framework. You and your training organisation must be aware of the requirements of the relevant AQF qualification or course requirements, from the endorsed training package, as you implement course delivery.	Aspire's learning resources, practice tasks and learning checkpoints have been pitched at a level suitable for the unit of competency and the qualifications for which it is relevant, based on the specifications in the Australian Qualifications Framework (AQF) (Second edition, January 2013). For more information regarding these specifications, and to download the Australian Qualifications Framework, visit the AQF website at: <a href="http://www.aqf.edu.au">www.aqf.edu.au</a> .
<b>Volume of learning</b> When developing training and assessment strategies for this unit and the qualification for which it is relevant, you and your training organisation must take into account the volume of learning requirements as defined by the Australian Qualifications Framework. An explanation of volume of learning can be accessed at: <a href="http://www.aqf.edu.au/wp-content/uploads/2013/06/Volume-of-Learning-Explanation.pdf">www.aqf.edu.au/wp-content/uploads/2013/06/Volume-of-Learning-Explanation.pdf</a>	The sample delivery plans provided in section 3.2 include suggested time allocations. You may need to adjust these allocations when planning delivery in the context of a whole qualification to meet volume of learning requirements and learner needs.

## Section 2: Unit of competency information

### 2.1 Unit of competency

#### BSBWRK520 Manage employee relations

##### Modification History

Release	Comments
Release 1	This version first released with BSB Business Services Training Package Version 3.0.

##### Application

This unit describes the skills and knowledge required to manage employee and industrial relations matters in an organisation. It involves developing and implementing employee and industrial relations policies and plans and managing conflict resolution negotiations.

It applies to those who are authorised to oversee industrial relations and manage conflict and grievances in an organisation. They will have a sound theoretical knowledge base in human resources management and industrial relations as well as current knowledge of industrial relations trends and legislation.

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

##### Unit Sector

Workforce Development – Workplace Relations

## 2.2 Unit of competency assessment requirements

### Assessment Requirements for BSBWRK520 Manage employee relations

#### Modification History

Release	Comments
Release 1	This version first released with BSB Business Services Training Package Version 3.0.

#### Performance Evidence

Evidence of the ability to:

- analyse organisational documentation to determine long-term employee relations objectives and current employee relations performance
- collaborate with others to develop and review industrial relations policies and plans
- develop implementation and contingency plans for industrial relations policies
- identify the skills and knowledge needed to implement the plan and organise training and development for self and staff
- document and communicate strategies and procedures for eliminating and dealing with grievances and disputes
- train others in conflict-resolution techniques
- manage industrial relations conflicts, including advocating the organisation's position during negotiations and documenting, implementing and following up agreements.

Note: If a specific volume or frequency is not stated, then evidence must be provided at least once.

#### Knowledge Evidence

To complete the unit requirements safely and effectively, the individual must:

- explain relevant industrial relations legislation or regulations
- summarise enterprise and workplace bargaining processes
- summarise key entities in the current Australian industrial relations system, including courts and tribunals, trade unions and employer bodies
- identify sources of expert advice.

## 3.2 Delivery plans

The following sample delivery plans can be used to deliver *BSBWRK520 Manage employee relations*. These plans, including the time allocations, are suggestions only. You may need to add to them, change them or substitute your own activities according to the interest level, experience of the learners and the specific situation. Remember, it is your responsibility as the trainer to use the most appropriate strategies for your learners.

The delivery plans have been developed for use in a face-to-face delivery environment. However, certain features of the delivery plans can be adapted to be used for individual/online learners, particularly for those parts of the learning content that necessitate some form of group interaction or communication.

Topic: Develop employee and industrial relations policies and plans	
<b>Suggested time allocation:</b> 40 hours <b>Suggested resources:</b> <ul style="list-style-type: none"> <li>Recommended reading</li> <li>Slide presentation software</li> </ul>	Slide nos: 2–21
<b>Recommended reading</b>	<b>Terminology checklist</b>
Aspire learner guide <i>BSBWRK520 Manage employee relations</i> , Release 1 Topic 1: Develop employee and industrial relations policies and plans	<ul style="list-style-type: none"> <li>Workplace relations</li> <li>Human resource (HR) services</li> <li>Enterprise Agreements</li> <li>Employment Contracts and Awards</li> <li>Fair Work Commission (FWC)</li> <li>Fair Work Ombudsman</li> <li>National Employment Standards (NES)</li> <li>Equal Employment Opportunity (EEO)</li> <li>Strategic and operational plans</li> <li>Mediation, conciliation and arbitration</li> <li>Mission, vision and values statements</li> <li>SWOT analysis, cost–benefit analysis and PEST framework</li> <li>Porter's 'Five industry forces'</li> <li>Key Performance Indicators (KPI)</li> <li>Financial and non-financial indicators and ratios</li> <li>Risk analysis, identification, evaluation and management</li> <li>Workplace plans/strategies, relations management approaches, and policies</li> </ul>
<b>Suggested training strategies</b>	
<ul style="list-style-type: none"> <li>Commence facilitation of this unit of competency by introducing learners to the Aspire learner guide for <i>BSBWRK520 Manage employee relations</i>. You may wish to discuss recognition of prior learning processes with learners at this stage.</li> </ul>	

### 3.3 Learning mapping

BSBWRK520 Manage employee relations, Release 1

Unit of competency	Content	Practice tasks	Learning checkpoint
<b>Element 1: Develop employee and industrial relations policies and plans</b>			
1.1 Analyse strategic plans and operational plans to determine long term employee relations	1A Determine long-term employee relations	1	LC1: Part A 2
1.2 Analyse existing employee relations performance in relation to workforce objectives	1B Analyse existing employee relations performance	2	LC1: Part A 3
1.3 Evaluate options in terms of cost-benefit, risk-analysis and current legislative requirements	1C Evaluate options against cost-benefit, risk and legislation	3	LC1: Part A 4 Part B 1, 2
1.4 Work with the management team to develop industrial relations policies and plans	1D Consult management to develop industrial relations policies and plans	4	LC1: Part A 5 Part B 3, 4
1.5 Identify the skills and knowledge needed by management and the workforce to effectively implement these strategies and policies	1E Identify knowledge and skills requirements to implement industrial relations strategies	5	LC1: Part A 6
<b>Element 2: Implement employee relations policies and plans</b>			
2.1 Develop an implementation plan and a contingency plan for the employee relations policies and strategies	2A Develop an employee relations implementation plan	6	LC2: Part A 1, 2
2.2 Make arrangements for training and development for identified needs to support the employee relations plan	2B Arrange training and development to support the employee relations plan	7	LC2: Part A 3, 4

## 4.2 Assessment procedures

### Contextualisation

Final assessment tasks provided to candidates may need to be contextualised to include such requirements as organisational policies and procedures, work health and safety management strategies, state/territory regulatory requirements and organisational resources or equipment.

If contextualising any resources, assessors must:

- meet with key personnel within the organisation such as supervisors, human resources personnel and team leaders to identify sources of information and establish how performance and knowledge are demonstrated within the workplace
- re-map the resources in the relevant mapping documentation to ensure the integrity of the assessment tool is unaffected
- forward contextualised resources to your training organisation's compliance manager for approval.

## Final assessment tasks and recommended options

The final assessment provided in Aspire's print learner guide or online resource includes an overview that is laid out as follows (or similar):

To demonstrate your competency using this final assessment you must successfully complete three assessment tasks.

<b>Complete the following task</b>	Part A – Questioning You will demonstrate a sound knowledge of the unit requirements in your responses.
<b>Select and complete one of the following</b>	Part B – Project: Managing employee relations at BizOps Enterprises You will demonstrate your skills and knowledge by completing a project using a case study or simulated environment. OR Part C – Project: Managing employee relations at work You will demonstrate your skills and knowledge by completing a project in your workplace.
<b>Select and complete one of the following</b>	Part D – Observation Your work performance will be documented while being observed by an assessor. OR Part E – Third-party report Your work performance will be documented using a third-party report completed by a relevant supervisor.

## Negotiating assessment tasks

It is critical that candidates understand the assessment tasks and expectations of their performance, as well as any options that may be available. Aspire's learner guides include a range of options for assessment (as outlined), depending on the unit being assessed and the characteristics of the candidate.

For example, a candidate completing assessment in a workplace (their own or via a work placement) may rely on a third-party report assessment. However, candidates completing assessment after a workshop-based program may require assessor observations in a simulated workplace task.

Candidates may also typically have the option of a verbal interview with their assessor or a written assessment (written questions) to demonstrate their knowledge of the unit being assessed. It should be noted that, even where only a written assessment option is provided, assessors may undertake this assessment in a verbal interview mode if suitable for the unit content, as a reasonable adjustment strategy.



## 4.3 Assessment mapping

*BSBWRK520 Manage employee relations*, Release 1

Unit of competency	Part A – Questioning	Part B – Project: Scenario	Part C – Project: At work	Part D – Observation	Part E – Third-party report
<b>Element 1: Develop employee and industrial relations policies and plans</b>					
1.1 Analyse strategic plans and operational plans to determine long term employee relations		P1	P1		
1.2 Analyse existing employee relations performance in relation to workforce objectives		P4	P4		
1.3 Evaluate options in terms of cost-benefit, risk-analysis and current legislative requirements		P7	P7		
1.4 Work with the management team to develop industrial relations policies and plans		P8	P8		
1.5 Identify the skills and knowledge needed by management and the workforce to effectively implement these strategies and policies		P11	P11		
<b>Element 2: Implement employee relations policies and plans</b>					
2.1 Develop an implementation plan and a contingency plan for the employee relations policies and strategies		P14	P14		
2.2 Make arrangements for training and development for identified needs to support the employee relations plan		P15	P15		

## 4.5 Completing the record of outcome

Once all required assessment tasks and options have been completed satisfactorily by the candidate, the final assessment record of outcome form must be completed.

This must be submitted to your training organisation's records administration as soon as possible after the final assessment tasks are completed and marked. An example is provided here.

### Record of outcome

Training organisation name:		
Candidate name:		
Unit code and title:	BSBWRK520 Manage employee relations, Release 1	
Assessor name:		
Assessor email:		
Assessor phone number:		
Assessment tasks:		Satisfactorily completed
	Part A – Questioning	<input type="checkbox"/>
	<input type="checkbox"/> Part B – Project: Managing employee relations at BizOps Enterprises	<input type="checkbox"/>
	OR	
	<input type="checkbox"/> Part C – Project: Managing employee relations at work	
	<input type="checkbox"/> Part D – Observation	<input type="checkbox"/>
	OR	
	<input type="checkbox"/> Part E – Third-party report	