

Competency Standard

UNIT TITLE: MANAGE AND MAINTAIN WORKPLACE RELATIONS		NOMINAL HOURS: 70
UNIT NUMBER: D1.HML.CL10.17 D1.HRM.CL9.15 D2.TRM.CL9.14		
UNIT DESCRIPTOR: This unit deals with the skills and knowledge required to manage and maintain workplace relations in a range of settings within the in the hotel industries workplace context		
ELEMENTS AND PERFORMANCE CRITERIA	UNIT VARIABLE AND ASSESSMENT GUIDE	
<p>Element 1: Build a positive industrial relations climate</p> <p>1.1 Provide employees with accurate and impartial <i>information on industrial matters</i> likely to affect them</p> <p>1.2 Identify <i>workplace changes or issues</i> which may cause <i>industrial unrest</i> promptly and take <i>appropriate action</i></p> <p>1.3 Identify <i>potential causes</i> of industrial unrest in <i>external environments</i> promptly and take appropriate action</p> <p>1.4 Apply <i>conditions of employment</i> in accordance with relevant legislation and industrial awards/agreements</p> <p>1.5 Implement mechanisms for consulting with staff and facilitating two-way communication</p>	<p>Unit Variables</p> <p>The Unit Variables provide advice to interpret the scope and context of this unit of competence, allowing for differences between enterprises and workplaces. It relates to the unit as a whole and facilitates holistic assessment</p> <p>This unit applies to managing workplace relations within the labour divisions of the hotel and travel industries and may include:</p> <ol style="list-style-type: none"> 1. Front Office 2. Housekeeping 3. Food and Beverage Service 4. Food Production 5. Travel Agencies 6. Tour Operation <p><i>Information</i> may relate to:</p> <ul style="list-style-type: none"> • Conditions of employment • Wages 	

<p>1.6 Ensure <i>induction and training initiatives</i> are used effectively to develop a <i>competent workforce</i></p> <p>1.7 Utilise <i>consultation processes</i> for the identification and resolution of grievances and the implementation of new work practices</p> <p>Element 2: Implement formal industrial procedures</p> <p>2.1 Contribute to the development of <i>formal industrial procedures</i> in consultation with relevant parties.</p> <p>2.2 Use <i>agreed procedures</i> to resolve employee relations in accordance with enterprise policy and legal requirements.</p> <p>2.3 Monitor agreed processes and make appropriate adjustments in consultation with relevant parties.</p> <p>2.4 Identify the need for and access <i>specialist assistance</i> in industrial relations matters when appropriate.</p>	<ul style="list-style-type: none"> • Health and safety • Industrial matters may relate to: • Things affecting or relating to work done • Changes in working arrangements. <p><i>Workplace changes or issues</i> may relate to:</p> <ul style="list-style-type: none"> • Things affecting or relating to work done • Changes in working arrangements. <p><i>Industrial unrest</i> may relate to:</p> <ul style="list-style-type: none"> • Workforce protests such as strike, go-slow, and bans against current rates of pay and working conditions. <p><i>Appropriate action</i> may be related to:</p> <ul style="list-style-type: none"> • Initiation of consultation processes • Investigating presented issues • Writing reports and making recommendations to colleagues, senior management • Involving specialist assistance. <p><i>Potential causes</i> may be related to:</p> <ul style="list-style-type: none"> • Changes workplace processes • Changes in shift arrangements • Perceived or actual inequity in conditions of employment. <p><i>External environments:</i></p> <ul style="list-style-type: none"> • Union activity • Labour agreements.
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Conditions of employment may include:

- Salary/wages
- Penalty rates
- Holiday and leave entitlements
- Superannuation
- Hours of work
- Grievance procedures.

Induction and training initiatives

- Health and safety
- Employee orientation to workplace
- Procedures and process applicable to job role
- Competent workforce
- Multi-skilled
- Skilled
- Educated.

Consultation processes may involve:

- Staff
- Unions
- Employer groups
- Boards of management
- Government.

Formal industrial procedures may include:

- Grievance procedures
- Dispute resolutions procedures
- Mediation
- Conciliation
- Arbitration.

Agreed procedures may relate to:

- Grievance procedures
- Equity procedures
- Diversity procedures.

Specialist assistance may include:

- Legal advice
- Specialist industrial advocate advice.

Assessment Guide

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

- Knowledge of the industrial relations system including legal obligations of employers
- Knowledge of the role of specific unions in the travel and hospitality industries
- Knowledge of the role of specific employer groups in the travel and hospitality industries
- Knowledge of provisions of labour awards and agreements as appropriate to the travel and hospitality industries
- Knowledge of procedures for creating workplace agreements
- Knowledge of procedures and specific communication skills for formal counselling, grievances and industrial dispute resolution.

Linkages To Other Units

- Manage and resolve conflict situations
- Monitor workplace operations
- Lead and manage people
- Manage workplace diversity.

Critical Aspects of Assessment

Evidence of the following is essential:

- Knowledge of industrial relations issues, procedures and regulations as they apply to particular sectors
- Demonstrated ability to interpret labour awards and agreements
- Demonstrated ability to foster the development of a positive industrial relations climate
- Consistency of performance across a range of situations that demonstrates knowledge, understanding and skill in implementing the principles and practices of managing workplace relations.

Context of Assessment

This unit may be assessed on or off the job

- Assessment should include practical demonstration of the ability to manage and maintain workplace relations either in the workplace or through a simulation activity, supported by a range of methods to assess underpinning knowledge
- Assessment must relate to the individual's work area, job role and area of responsibility
- Assessment must include project or work activities that allow the candidate to respond to multiple and varying workplace issues relevant to work area, job role and area of responsibility that allow the candidate to demonstrate knowledge and awareness of industrial relations in the workplace and how to manage such issues.

Resource Implications

Training and assessment to include access to a real or simulated workplace; and access to workplace standards, procedures, policies, guidelines, tools and equipment.

Assessment Methods

The following methods may be used to assess competency for this unit:

- Case studies
- Observation of practical candidate performance
- Oral and written questions
- Portfolio evidence
- Problem solving
- Role plays
- Third party reports completed by a supervisor
- Project and assignment work.

Key Competencies in this Unit

Level 1 = competence to undertake tasks effectively

Level 2 = competence to manage tasks

Level 3 = competence to use concepts for evaluating

Key Competencies	Level	Examples
Collecting, organising and analysing information	3	Scan internal and external environments to identify and analyse potential causes of industrial unrest
Communicating ideas and information	2	Conduct a staff briefing on new work practices

	Planning and organising activities	2	Organise consultation sessions
	Working with others and in teams	3	Hold informal consultations with staff members to resolve a potential industrial problem
	Using mathematical ideas and techniques	2	Calculate the cost of workplace agreements
	Solving problems	3	Devise and implement an approach to a serious staff disciplinary matter
	Using technology	-	