

Vocational Education and Training Instructor Manual

**Employment Relations: An Integrated Approach
2e**

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Packaging Rules..... **Error! Bookmark not defined.**

How to use this textbook and resources to assist teaching delivery..... **Error! Bookmark not defined.**

Certificate IV in Human Resources BSB41015 (Release 2)..... **Error! Bookmark not defined.**

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Mapping grid to units of competency for Certificate IV, Diploma and Advanced Diploma of Human Resources Management **Error! Bookmark not defined.**

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PSP Public Sector Training Package (Release 1)..... **Error! Bookmark not defined.**

Certificate IV in Government Investigations PSP40416 (Release 1) **Error! Bookmark not defined.**

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References **Error! Bookmark not defined.**

Introduction

Employment Relations: An Integrated Approach 2e covers content for core competencies plus specifically selected electives for Certificate IV in Human Resources (BSB41015), Diploma of Human Resources Management (BSB50615) and Advanced Diploma of Management (Human Resources) (BSB60915) from the BSB (Business Services Training Package). The content of the textbook is designed to reflect the requirements of nationally accredited courses and industry and vocational requirements.

The textbook, VET instructor manual and PowerPoint slides have been written to reflect the latest employment relations industry practice, together with the latest nationally recognised vocational education and training qualifications.

Additionally, the text is suitable for both undergraduate and postgraduate study units in the following areas:

- employment relations
- industrial relations
- labour relations
- workplace relations
- employee relations
- selected study programs in the human resources management field.

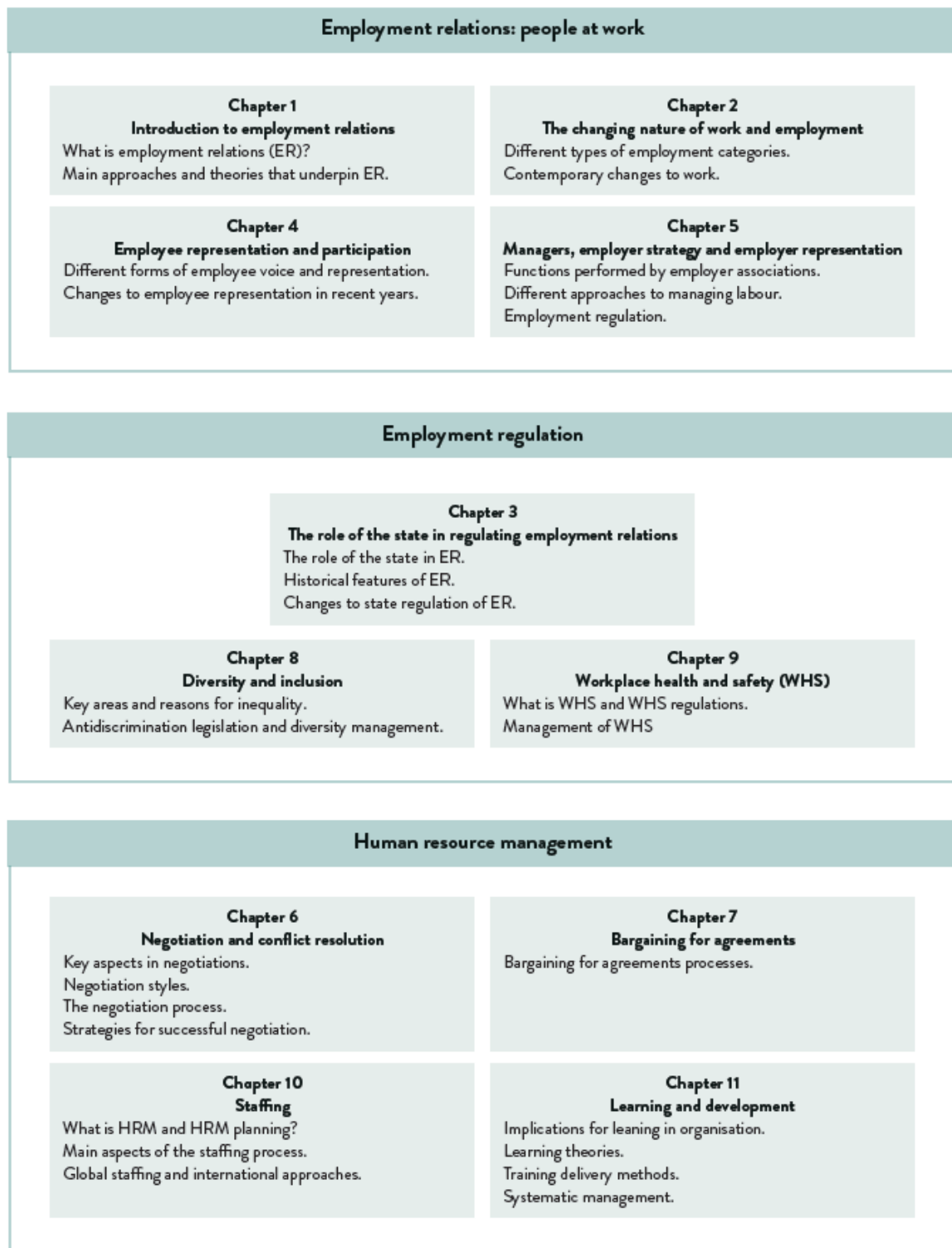
The employment relations arena is in a state of continual change, both from a legislative perspective and in terms of industry requirements. This textbook is reflective of both current and contemporary practice in the field of employment relations.

The VET perspective and Employment Relations: An Integrated Approach 2e

This text has been designed to address selected units in the Certificate IV in Human Resources (BSB41015), Diploma of Human Resources Management (BSB50615) and Advanced Diploma of Management (Human Resources) (BSB60915) from the BSB Training package. Resources to support the VET learning environment contained within this book include the following:

- **PowerPoint Slides** (for each chapter)
- **Case Studies and questions**
- **Chapter Summaries for reinforcement of learning**
- **Figures.** Each chapter contains figures and diagrams to provide a graphical representation of key concepts.
- **CourseMate Express** (through the Access Card at the front of the text)
 - **Search Me!** This is an online library of journals, eBooks and newspapers accessible through the access card at the front of the text.
 - **Further References and Readings.** Further references and website links can be found at the end of each chapter
- **Glossary.** The text contains a glossary of employment relations terminology on pages 407–418.

How this text is structured



At a glance – overview of Employment Relations: An Integrated Approach 2e

The following table provides a snapshot of the chapters and their purpose.

Chapter number	Chapter title and key learning areas
1	Introduction to employment relations <ul style="list-style-type: none"> • Understand what is meant by employment relations (ER), industrial relations (IR), employee relations and human resource management (HRM). • Identify and explain the distinct characteristics of the employment relationship. • Identify the main actors in the employment relationship. • Identify the key theoretical frameworks used to discuss employment relations.
2	The changing nature of work and employment <ul style="list-style-type: none"> • Identify the environmental drivers of changes to work and employment in Australia and globally. • Describe the contemporary changes to work and employment. • Describe the organisation of work and employment. • Explain how the employment relationship has changed. • Identify different types of employment categories and employment contracts.
3	The role of the state in regulating employment relations <ul style="list-style-type: none"> • Differentiate between the state and government. • Explain the functions and roles of the state. • Explain from where the powers of the state originate. • Analyse the different patterns of state intervention in Australian employment relations. • Evaluate the different theoretical approaches for analysing the role of the state. • Identify the differences between political party ideologies in employment relations.
4	Employee representation and participation <ul style="list-style-type: none"> • Explain what is a trade union. • Identify reasons why employees join trade unions. • Analyse the role of the Australian Council of Trade Unions. • Locate the Australian trade union movement in the international union movement. • Explore different approaches to trade union strategies. • Identify reasons for trade union membership decline. • Explain the rise of direct employee voice and identify different forms of

	employee voice mechanisms.
Chapter number	Chapter title and key learning areas
5	Managers, employer strategy and employer representation <ul style="list-style-type: none"> • Distinguish between employers and management. • Explain the different theoretical influences on the development of professional managers. • Identify different approaches to managing people, and how such approaches depend on employers' overall business strategies. • Identify the roles played by professional associations on behalf of managers. • Distinguish different types of employer organisations and the representation roles they play on behalf of their employer members. • Identify the roles performed by employer associations and how these roles have changed.
6	Negotiation and conflict resolution <ul style="list-style-type: none"> • Define negotiation and understand the importance of negotiation in the employment relationship. • Understand key aspects in negotiations, such as interests and positions, forms of negotiation and the role of power. • Understand negotiation styles and be able to identify the most suitable style for the negotiation context. • Understand that negotiation is a process and be able to identify the five stages of negotiation. • Discuss critical factors in being able to successfully negotiate with different cultures. • Identify different mechanisms for conflict resolution. • Discuss whether workplace conflict is disappearing.
7	Bargaining for agreements <ul style="list-style-type: none"> • Define enterprise bargaining. • Explain the development of enterprise bargaining. • Define good faith bargaining and explain its limitations. • Explain the relationship between enterprise bargaining and industrial action. • Identify forms of industrial action.
8	Diversity and inclusion <ul style="list-style-type: none"> • Explain the causes of inequality and disadvantage in the labour market. • Identify the key characteristics and benefits of the inclusive workplace. • Identify the dimensions of diversity. • Define diversity management and discuss the key elements to effective diversity management strategies.

	<ul style="list-style-type: none"> Describe the antidiscrimination legislation and equal employment opportunity legislation in Australia and the difference between them.
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Chapter number	Chapter title and key learning areas
9	Workplace health and safety (WHS) <ul style="list-style-type: none"> Explain the nature, scope and main characteristics of workplace health and safety. Describe the main steps needed to provide a safe and healthy workplace. Discuss the key features of workers' compensation and successful injury management. Detail how a health and safety culture may be built.
10	Staffing <ul style="list-style-type: none"> Define human resource management, including different approaches and historical developments. Understand the importance of human resource planning. Outline the main aspects of the staffing process. Understand key elements of the job analysis process. Understand the recruitment process and be able to analyse different methods of recruitment. Evaluate selection methods and outline the major advantages and disadvantages of each. Describe the appointment process. Understand the costs associated with failed recruitment and selection. Understand the concepts of global staffing and define international approaches to recruitment and selection.
11	Learning and development <ul style="list-style-type: none"> Understand the changing nature of the employment relationship and its implications for 'learning in organisations'. Discuss the distinct characteristics between learning organisations and organisational learning. Explain the concepts of learning, training and development. Discuss the experiential learning process and outline Kolb's and Honey and Mumford's learning style models. Identify key learning process theories, including behaviour learning, cognitive learning and social learning. Provide an insight to e-learning, discussing the benefits, barriers and best practice for e-learning. Understand the various training delivery methods and provide insight into different andragogical and pedagogical approaches. Outline the systematic management of the learning and development process.

Chapter number	Chapter title and key learning areas
12	<p>Performance management</p> <ul style="list-style-type: none"> • Define performance management and understand its role within the function of the managerial control. • Understand the performance management process and the key functions, tools and strategies used within it. • Explain the purpose and process of performance appraisal of employees, and describe the steps of performance appraisal interviews and common problems with their effective implementation. • Discuss the complexities of appraising performance internationally. • Understand the importance and processes of managing poor employee performance and describe the role of coaching, counselling and discipline in performance management. • Understand the importance of managing absenteeism and its impact on organisations and employees. • Discuss harmful behaviours in the workplace and provide strategies to prevent such behaviours from occurring. • Discuss the importance of managing the health and wellbeing of employees and the positive impact that these programs have on individuals and the organisation.
13	<p>Reward management</p> <ul style="list-style-type: none"> • Define reward management aims and the importance of effective reward management systems. • Outline motivation as a key element in reward management and discuss the motivation process. • Discuss the early motivation theories, including scientific management and the Hawthorne studies. • Discuss the modern motivation theories, including content, process and reinforcement theories. • Discuss several different approaches to pay and benefits schemes. • Consider common problems and issues reward management can generate. • Outline some international reward management strategies.

Certificate IV in Human Resources BSB41015 (Release 2)

This qualification is suitable for individuals working in a range of human resources management positions. Job roles could include human resources assistants, human resources coordinators, human resources administrators and payroll officers.

Workplace responsibilities would be determined at a workplace level. Some smaller businesses may require employees to work across all aspects of human resources. In larger companies, individuals may just have responsibility for a singular aspect of human resources, such as remuneration.

Job Roles

- human resources assistant
- human resources coordinator
- human resources administrator
- human resources officer
- payroll officer.

Entry Requirements

There are no entry requirements for this qualification.

Pathways Information

Pathways into the qualification

Preferred pathways for candidates considering this qualification include:

- BSB30115 Certificate III in Business or other relevant qualifications, or
- relevant vocational experience.

Examples of indicative job roles for candidates seeking entry based on their vocational experience include:

- administration officer
- executive personal assistant
- human resources clerk
- human resources officer
- office administrator
- project assistant
- recruitment officer.

Pathways from the qualification

- BSB50215 Diploma of Business
- BSB50615 Diploma of Human Resources Management
- BSB51915 Diploma of Leadership and Management

Packaging Rules

Total number of units = 10

6 core units plus

4 elective units, of which:

- 2 units must be from the elective units listed below
- 2 units may be from any endorsed Training Package or accredited course at Certificate III level or above.

Elective units must be relevant to the work environment and the qualification, maintain the integrity of the AQF alignment and contribute to a valid, industry-supported vocational outcome.

Core Units

BSBHRM403 Support performance-management processes

BSBHRM404 Review human resources functions

BSBHRM405 Support the recruitment, selection and induction of staff

BSBLDR402 Lead effective workplace relationships

BSBWHS401 Implement and monitor WHS policies, procedures and programs to meet legislative requirements

BSBWRK411 Support employee and industrial relations procedures

Elective Units

BSBADM405 Organise meetings

BSBCMM401 Make a presentation

BSBCUS402 Address customer needs

BSBCUS403 Implement customer service standards

BSBEMS401 Develop and implement business development strategies to expand client base

BSBEMS402 Develop and implement strategies to source and assess candidates

BSBEMS403 Develop and provide employment management services to candidates

BSBEMS404 Manage the recruitment process for client organisations

BSBFIA302 Process payroll

BSBFIA402 Report on financial activity

BSBINM401 Implement workplace information system

BSBINN301 Promote innovation in a team environment

BSBITU304 Produce spreadsheets

BSBITU401 Design and develop complex text documents

BSBITU402 Develop and use complex spreadsheets

BSBITU404 Produce complex desktop published documents

BSBLDR403 Lead team effectiveness

BSBLED401 Develop teams and individuals

BSBREL401 Establish networks

BSBRES401 Analyse and present research information

BSBRKG404 Monitor and maintain records in an online environment

BSBRSK401 Identify risk and apply risk management processes

BSBSUS401 Implement and monitor environmentally sustainable work practices

BSBWRT401 Write complex documents

TAEDEL301A Provide work skill instruction

Diploma of Human Resources Management BSB50615 (Release 2)

This qualification reflects the role of individuals working in a variety of roles within the human resources sector who have a sound theoretical knowledge base in human resources management and demonstrate a range of managerial skills to ensure that human resources functions are effectively conducted in an organisation or business area. Typically, they would have responsibility for the work of other staff.

Job Roles

- human resources adviser
- human resources and change manager
- human resources consultant
- human resources manager
- senior human resources officer.

Entry Requirements

There are no entry requirements for this qualification.

Pathways Information

Pathways into the qualification

Preferred pathways for candidates considering this qualification include:

- BSB41015 Certificate IV in Human Resources or other relevant qualifications, or
- vocational experience in human resources management, but without formal qualifications.

Examples of indicative job roles for candidates seeking entry based on their vocational experience include:

- human resources assistant
- human resources coordinator
- human resources administrator
- human resources officer
- payroll officer.

Pathways from the qualification

- BSB60215 Advanced Diploma of Business
- BSB60915 Advanced Diploma of Management (Human Resources)
- BSB61015 Advanced Diploma of Leadership and Management
- Other Advanced Diploma qualifications

Packaging Rules

Total number of units = 9

6 core units plus

3 elective units, of which:

- at least 2 units must be from the elective units listed below
- if not listed below, 1 unit may be from any endorsed Training Package or accredited course at Certificate IV level or above.