

MANAGE EMPLOYEE RELATIONS

UNIT CODE: HRM/OS/BUS/CR/06/6/A

UNIT DESCRIPTION

This unit specifies the competencies required to manage employee relations. It involves Identifying the nature and importance of employee relations, managing Collective Bargaining (CB) System. engaging trade unions in negotiations, enforcing compliance with stipulated Occupational Health and Safety (OHS) standards, initiating employee grievances and disputes resolution mechanism and coordinating employee's welfare programmes

ELEMENTS AND PERFORMANCE CRITERIA

ELEMENT These describe the key outcomes which make up workplace function.	PERFORMANCE CRITERIA These are assessable statements which specify the required level of performance for each of the elements. <i>Bold and italicized terms are elaborated in the Range</i>
1. Identifying the nature and importance of employee relations	1.1 Meaning of employee relations is identified as per the SOPs. 1.2 Elements of employee relations are highlighted as per the SOPs. 1.3 Scope of employee relation is analysed as per the SOPs. 1.4 Importance of employee relations is underlined as per the SOPs. 1.5 Employee relations is distinguishing from industrial relations. 1.6 The importance/role of employee in management of organizations.
2. Managing Collective Bargaining (CB)	2.1 Collective bargaining is defined as per the SOPs. 2.2 Types of collective bargaining in employee relations are analysed as per the SOPs 2.3 Contents of collective bargaining agreement are discussed as per the SOPs 2.4 Conditions for success in CB are identified as per the SOPs 2.5 Challenges facing CB are

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<p>3. Carry out career progression in line with career guidelines</p>	<p>3.1 Identify establishment in the organization.</p> <p>3.2 Qualifications are identified based on career progression as per the <i>career progression manual</i>.</p> <p>3.3 Vacancies are advertised as per the SOPs.</p> <p>3.4 Recruitment and promotion process is carried as per SOPs.</p>
<p>4. Engage trade unions in negotiations</p>	<p>4.1 Unionizable employees in Unions are identified in line with SOPs.</p> <p>4.2 Legislations and regulations governing engagement with trade unions are identified.</p> <p>4.3 Purposes and objectives of negotiations are identified.</p> <p>4.4 Proposals and offers are prepared by the negotiating parties.</p> <p>4.5 Agreement reached, and the contract prepared and signed.</p> <p>4.6 Collective Bargaining Agreements negotiations and signing are done as per the SOPs.</p>
<p>5. Enforce compliance with stipulated Occupational Health and Safety (OHS) standards</p>	<p>5.1 Provision in legislations and regulation and conventions are identified.</p> <p>5.2 Budgetary allocations are made as per the SOPs.</p> <p>5.3 Procurement and issue is done as per the SOPs.</p> <p>5.4 <i>Relevant committees</i> (human resource management advisory committee, performance appraisal committee, safety and health committee) are formed.</p> <p>5.5 Health and safety training conducted.</p> <p>5.6 Safety audit carried out and reports done as per the organization procedures.</p>

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6. Initiate employee grievances and disputes resolution mechanism	6.1 Legislations, regulations, agreements, policies, guidelines and manuals are identified. 6.2 Grievances and disputes are received and analysed. 6.3 Recommendations are made to management. 6.4 Decisions by management are implemented.
7. Coordinate employees welfare programmes	7.1 Employee welfare program are defined as per the SOPs. 7.2 Goals and objectives of each programme are articulated as per the work place policies. 7.3 Employees welfare programmes are run in line with SOPs.

RANGE

This section provides work environments and conditions to which the performance criteria apply. It allows for different work environments and situations that will affect performance.

Variable	Range
1. Relevant committees include but not limited to:	<ul style="list-style-type: none"> • Human resource management advisory committee • Performance appraisal committee • Safety and health committee

REQUIRED SKILLS AND KNOWLEDGE

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

Required Skills

The individual needs to demonstrate the following skills:

- Communication
- Negotiation
- Decision making

- Conflict management and resolutions
- Budgeting
- Leadership
- Time management
- Emotional intelligence
- Interpersonal relations
- Crisis management
- Listening
- Organizational
- Analytical skills
- Public relations
- Computer
- Data analysis and presentation
- SOP
- Operations of the organization
- Emerging issues.

Required Knowledge

The individual needs to demonstrate knowledge and understanding of:

- Work place procedures
- Human resource procedures and manuals
- Management functions
- Work Planning and documentation
- Dispute resolution procedures
- Human resource legislations, policies and regulations
- ICT
- Interpersonal relations
- Emotional intelligence
- Leadership and management

EVIDENCE GUIDE

This provides advice on assessment and must be read in conjunction with the performance criteria, required skills and knowledge and range.

1. Critical aspects of Competency	Assessment requires evidences that the candidate: 1.1 Highlighted the contents of a human resource manuals and guidelines.
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	<p>1.2 Developed human resource manuals and guidelines.</p> <p>1.3 Demonstrated the ability to carry out career progression in line with career guidelines.</p> <p>1.4 Explained the process of engaging trade unions in negotiations.</p> <p>1.5 Complied with the stipulated health and safety standards.</p> <p>1.6 Identified the major causes of employees ‘grievances and disputes.</p> <p>1.7 Identified employees welfare programmes.</p> <p>1.8 Coordinate employees’ welfare programmes.</p>
2. Resource Implications for competence certification	<p>The following resources should be provided:</p> <p>2.1 Access to relevant workplace where assessment can take place</p> <p>2.2 Appropriately simulated environment where assessment can take place</p> <p>2.3 Materials relevant to the proposed activity or tasks</p>
3. Method of assessment	<p>Competency may be assessed through:</p> <p>3.1 Written questions</p> <p>3.2 Oral questions</p> <p>3.3 Observation</p> <p>3.4 Projects</p> <p>3.5 Review of portfolios</p> <p>3.6 Review of third party workplace reports</p>
4.Context for assessment	<p>Assessment may be done in the workplace or in a simulated workplace setting (assessment centers).</p>
5.Guidance information for assessment	<p>Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended.</p>