BSBLDR502 Lead and manage effective workplace relationships

BSB: Business Services Training Package

Trainer and Assessor Guide

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Purpose of this Trainer and Assessor Guide

This Guide is designed to be used as a reference resource by the trainer/assessor during training and conducting the assessment.

It contains:

- All of the information and instructions to the candidate that are in the Assessment Task Workbook for this unit.
- Benchmark solutions for all of the assessment activities, together with guidance for the assessor on how to access relevant information using Internet searching and reference to legislative materials.
- A mapping summary which shows how each of the assessment tasks relate to the unit requirements.

The Assessment Task Workbook

The Assessment Task Workbook is for the candidate. It contains:

- Instructions for the candidate about the unit assessment requirements
- A verification form for the candidate to confirm that they have received and understood the assessment process and their right of appeal
- All of the assessment tasks
- Space for the assessor to give feedback to the candidate and to confirm whether the task was satisfactory
- A copy of the mapping summary in the Trainer/Assessor Guide.
- Final assessment form, for signing off by the assessor and the candidate

Assessor qualifications

Assessors must satisfy NVR/AQTF assessor requirements.

You (the assessor) should ensure that you:

- have the necessary training and assessment competencies as determined by the National Skills Standards Council or its successors; (*TAE40110 or its successors*)
- have the relevant vocational competencies at least to the level being delivered or assessed; (*hold this unit or have mapped your competencies to the unit and this has been approved by the RTO authorised officer*).
- can demonstrate current industry skills directly relevant to the training/assessment being undertaken; and
- continue to develop your vocational education and training (VET) knowledge and skills as well as your industry currency and trainer/assessor competence.

Adherence to the benchmarks

In order to ensure that the assessment process and outcome meets the principles of assessment and the rules of evidence, it is ESSENTIAL that you adhere to the benchmarks for assessment outlined in this Guide.

The benchmark solutions and information in this Guide are current as at the date shown in the footer. Statutory authority web sites and legislation may change.

You, the trainer/assessor, will need to maintain currency.

Reasonable Adjustment

If the candidate has special needs which require reasonable adjustments, then you, the assessor, must ensure that you have:

- Reviewed the unit requirements and determined that adjustments will not compromise the outcome.
- Determined the adjustments to be made, in consultation with the candidate and, if necessary, a specialist.
- Clearly documented the adjustments made as part of the assessment record, in sufficient detail to enable another qualified assessor to make a judgement of competency.
- Ensured that you protect the candidate's right to privacy and confidentiality in relation to any personal information such as medical conditions, and where personal information needs to be recorded, gained the candidate's consent in writing.

Recognition of Prior Learning and Credit Transfer

If the candidate currently holds qualifications or has relevant experience for this unit, then they must be offered the opportunity for RPL and not be required to undertake a full learning and assessment pathway.

Gap training and assessment may be required.

If the candidate holds an equivalent unit, then they are entitled to credit transfer. Refer to the unit information on the following page.

Safety

If at any time during the assessment process you consider that any person may be at risk, you must immediately **abort** the assessment session.

Australian Qualifications Framework

The candidate should demonstrate AQF level 5 criteria when completing the assessment tasks.

AQF level 5 criteria

Summary	Graduates at this level will have specialised knowledge and skills for skilled/paraprofessional work and/or further learning
Knowledge	Graduates at this level will have technical and theoretical knowledge in a specific area or a broad field of work and learning
Skills	Graduates at this level will have a broad range of cognitive, technical and communication skills to select and apply methods and technologies to: • analyse information to complete a range of activities • provide and transmit solutions to sometimes complex problems • transmit information and skills to others
Application of knowledge and skills	Graduates at this level will apply knowledge and skills to demonstrate autonomy, judgement and defined responsibility in known or changing contexts and within broad but established parameters

source: Australian Qualifications Framework March 2015

BSBLDR502 Lead and manage effective workplace relationships

Modification History

Release	Comments
Release 1	This version first released with BSB Business Services Training Package Version 1.0.

Application

This unit describes the skills and knowledge required to lead and manage effective workplace relationships.

It applies to individuals in leadership or management who have a prominent role in establishing and managing processes and procedures to support workplace relationships taking into account the organisation's values, goals and cultural diversity.

At this level work will normally be carried out within complex and diverse methods and procedures, which require the exercise of considerable discretion and judgement, using a range of problem solving and decision making strategies.

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

Unit Sector

Management and Leadership - Leadership

Unit Mapping Information

Code and title current version	Code and title previous version	Comments	Equivalence status
BSBLDR502 Lead and manage effective workplace relationships	Not applicable	New unit	No equivalent unit

Assessment Task 1

This task requires you to outline legislation relevant to managing effective workplace relationships.

☆ Create a new Word document with the filename BSBLDR502 Assessment 1

☆ Type your name in the header and the date in the footer.

☆ Type the heading **Legislation relevant to managing effective workplace relationships**

☆ Copy the following questions into the document

☆ Underneath each question, type your answer
Note: where relevant you may copy the wording of the legislative instrument. This will require you to locate and download the instruments that are relevant to your own State/Territory and industry.

Questions and solutions

Assessor note: Responses may vary according to the jurisdiction and type of industry.

1. What is the main legislation that governs the employee / employer relationship in Australia? (The title and date of the Act)
Fair Work Act 2009
2. What is the name of the government authority that administers the above legislation?
The Australian Fair Work Commission
3. If there is an employment dispute that cannot be resolved within the organisation, who has the authority to arbitrate?
Fair Work Ombudsman
4. This legislation applies differently in each State/Territory jurisdiction. Identify the entities it applies to in your own jurisdiction.
Response will vary. Current jurisdictional information is available at https://www.fwc.gov.au/creating-fair-workplaces/the-national-workplace-relations-system/coverage
5. What part of the Act contains the obligations for employers to comply with the National Employment Standards?
Part 2 1
6. Division 2 Section 61 of the Act states "The National Employment Standards are minimum standards applying to employment of employees". What do these minimum standards relate to?

Response copied from the Act. Candidate may type the key information instead.
(2)   The minimum standards relate to the following matters:
     (a)   maximum weekly hours (Division 3);
     (b)   requests for flexible working arrangements (Division 4);
     (c)   parental leave and related entitlements (Division 5);
     (d)   annual leave (Division 6);
     (e)   personal/carer's leave and compassionate leave (Division 7);
     (f)   community service leave (Division 8);
     (g)   long service leave (Division 9);

	(h)	public holidays (Division 10);
	(i)	notice of termination and redundancy pay (Division 11);
	(j)	Fair Work Information Statement (Division 12).

7. What information does the Act state must be included in the Fair Work Information Statement?
Response copied from the Act. Candidate may type the key information instead.

(2)   The Statement must contain information about the following:

        (a)   the National Employment Standards;
        (b)   modern awards;
        (c)   agreement making under this Act;
        (d)   the right to freedom of association;
        (e)   the role of the FWC and the Fair Work Ombudsman;
        (f)   termination of employment;
        (g)   individual flexibility arrangements;
        (h)   right of entry (including the protection of personal information by privacy laws).

8. When must an employer give an employee the Fair Work Information Statement?
before, or as soon as practicable after, the employee starts employment.

9. Reading the Act, do you think that all employees should be given the Fair Work Information Statement, even when they are existing employees?
Answer will vary. The Act is not clear. However, the response should probably be Yes.

10. Part 2-3 of the Act refers to Modern Awards. What may a modern award set?
Modern awards may set minimum terms and conditions for national system employees in particular industries or occupations.   (from the learning guide)

11. Which Part of the Act relates to Enterprise Agreements?
Part 2-4

12. Locate the anti-discrimination legislation for your own State/Territory. What is the title and date of the Act?
Answer will be one of:

Australian Capital Territory Discrimination Act 1991 (ACT)
New South Wales Anti-Discrimination Act 1977 (NSW)
Northern Territory Anti-Discrimination Act 1996 (NT)
Queensland Anti-Discrimination Act 1991 (QLD)
South Australia Equal Opportunity Act 1984 (SA)
Tasmania Anti-Discrimination Act 1998 (TAS)
Victoria Equal Opportunity Act 1995 (VIC)
Western Australia Equal Opportunity Act 1984 (WA)

13. What is the mission of the Australian Human Rights Commission?
Leading the promotion and protection of human rights in Australia by:

    making human rights values part of everyday life and language;
    empowering all people to understand and exercise their human rights;
    working with individuals, community, business and government to inspire action;
    keeping government accountable to national and international human rights standards;
source: https://www.humanrights.gov.au/about-commission-0

14. What is an employer obliged to provide under WHS legislation?
safe premises

safe machinery and materials
safe systems of work
information, instruction, training and supervision
a suitable working environment and facilities

15. If the employer elects not to comply with a code of practice in relation to health and safety, what type of method would they be permitted to substitute?
One that provides an equivalent or higher standard of work health and safety than suggested by the code of practice.
16. If you were placing a notice on the noticeboard to explain common law duty of care, how would you word it? (Note: Do NOT just copy the words in the Learning Guide)
Key points may include: *Everyone is responsible* *If you think your action or inaction could hurt someone - DON'T* *Bullying and harassment causes harm* *Unsafe work practices cause harm* *Breach of duty of care is against the law*
17. In order to comply with WHS legislation, the organisation needs a documented WHS Management System. What key things need to be included?
Roles and responsibilities of individuals and groups *Hazard identification and reporting procedures* *Risk assessment procedures and the level/type of controls required to manage risks* *Procedures for workplace inspections* *Procedures for reporting, recording and analysing information in relation to incidents, near misses, sickness etc.* *Safe work procedures / safe work method statements* *Training in safe work practices* *Supervision and monitoring to ensure safe work practices* *Consultation procedures*
18. Define the term "sustainability"
the result of using resources to meet the needs of the present generation without jeopardising or depleting the resources for future generations
19. What is the name and the web address of the Environmental Protection Authority in your State/Territory?
One of: *www.epa.nsw.gov.au* *www.epa.sa.gov.au* *www.epa.vic.gov.au/* *www.ehp.qld.gov.au/* *www.ntepa.nt.gov.au* *www.epa.wa.gov.au* *www.epa.tas.gov.au/* *http://www.environment.act.gov.au/environment/environment_protection_authority*
20. In relation to sustainability and environmental protection, how would you describe "best practice"
Best practice requires an ongoing process where each part of the organisation recognises and understands its environmental, economic and social impacts, and thinks about how they can use that knowledge to innovate through a systematic and integrated approach. *(from the learning guide)*

Assessment criteria
Knowledge evidence
outline legislation relevant to managing effective workplace relationships.

Assessment Task 2

This task requires you to develop documentation to communicate work responsibilities to team members.

☆ Create a new Word document with the filename BSBLDR502 Assessment 2

☆ Type your name in the header and the date in the footer.

☆ Type the heading Code of Conduct.

☆ Research various codes of conduct on the internet and, if your organisation has a code of conduct, include this in your research.

☆ Determine the key information that needs to be included in a code of conduct so that it incorporates the responsibilities of employees in relation to compliance with legislation and ethical behaviour.

☆ Document the code of conduct.
Include the core values of the organisation that underpin the requirements of the code. Ensure that it is in clear, professional language that will be understood by employees at every level of the organisation. Include the following key areas:
- Safe work practices and duty of care
- Discrimination
- Harassment and bullying
- Ethics
- Privacy and confidentiality
- Environmental responsibility

Solutions
Responses will vary considerably. The candidate's response should demonstrate that they have conducted research and located various codes of conduct. Language should be clear, precise and professional, appropriate to be understood by operative staff.
Some key points that should be incorporated include:
responsibility to ensure that behaviour is consistent with the Code and to take appropriate action when they experience or observe behaviour which is in breach
- Safe work practices and duty of care
  - *### is com*mitted to providing a healthy and safe working environment
  - Follow all safety directions.
  - Do not put self or others at risk
  - Report hazards and incidents
  - Duty of care not to cause harm to others by action or inaction
- Discrimination
  - ### recognises the value of diversity and has a policy of EEO
  - Prohibited – may be grounds for instant dismissal – is illegal
- Harassment and bullying
  - ### is committed to providing a workplace where people can work together in harmony without feeling intimidated in any way
- Prohibited – may be grounds for instant dismissal – is illegal
  - Includes intimidation, offensive behaviour, insulting or humiliating – both physical and mental

- Ethics
  - ### expects ethical behaviour at all times
  - honest
  - trustworthy
  - professional
  - respectful
- Privacy and confidentiality
  - ### respects the privacy of the individual
  - personal information not to be disclosed
  - "need to know"
- Environmental responsibility
  - ### is socially and environmentally responsible
  - (may mention triple bottom line)
  - sustainable practices – minimise use of power etc
  - environmental protection – waste management etc
  - (will depend upon *type of organisation/industry*)

Assessment criteria

1.1 Ensure strategies and processes are in place to communicate information associated with the achievement of work responsibilities to all co-workers
2.1 Establish and/or implement policies to ensure that the organisation's cultural diversity and ethical values are adhered to

Performance evidence

communicating information to support others to achieve work responsibilities
establish and/or implement policies to ensure that the organisation's cultural diversity and ethical values are adhered to

These pages have been deleted from the sample

Summary Mapping

The following table maps the assessment tasks with the unit requirements. This is indicated with a tick.

BSBLDR502 Lead and manage effective workplace relationships		Assessment Task Number									
		1	2	3	4	5	6	7	8	9	10
Elements and Performance Criteria	**Foundation Skills**										
1. Manage ideas and information											
1.1 Ensure strategies and processes are in place to communicate information associated with the achievement of work responsibilities to all co-workers	Get the work done		✓	✓					✓		
1.2 Develop and/or implement consultation processes to ensure that employees have the opportunity to contribute to issues related to their work role	Writing Get the work done			✓	✓						✓
1.3 Facilitate feedback to employees on outcomes of the consultation processes	Get the work done				✓						✓
1.4 Develop and/or implement processes to ensure that issues raised are resolved promptly or referred to relevant personnel	Writing Get the work done			✓	✓				✓		
2. Establish systems to develop trust and confidence											
2.1 Establish and/or implement policies to ensure that the organisation's cultural diversity and ethical values are adhered to	Writing Navigate the world of work Get the work done		✓				✓				
2.2 Gain and maintain the trust and confidence of colleagues and external contacts through professional conduct	Interact with others						✓		✓		✓
2.3 Adjust own interpersonal communication styles to meet the organisation's cultural diversity and ethical environment and guide and support the work team in their personal adjustment process	Interact with others Navigate the world of work					✓	✓				
3. Manage the development and maintenance of networks and relationships											
3.1 Use networks to build workplace relationships providing identifiable outcomes for the team and the organisation	Interact with others							✓	✓		✓
3.2 Conduct ongoing planning to ensure that effective internal and external workplace relationships are developed and maintained	Get the work done					✓		✓	✓		✓

BSBLDR502 Lead and manage effective workplace relationships		Assessment Task Number									
		1	2	3	4	5	6	7	8	9	10
4. Manage difficulties to achieve positive outcomes											
4.1 Develop and/or implement strategies to ensure that difficulties in workplace relationships are identified and resolved	Writing Get the work done								✓	✓	✓
4.2 Establish processes and systems to ensure that conflict is identified and managed constructively in accordance with the organisation's policies and procedures	Writing Get the work done									✓	✓
4.3 Provide guidance, counselling and support to assist co-workers in resolving their work difficulties	Interact with others									✓	✓
4.4 Develop and implement an action plan to address any identified difficulties	Writing Get the work done								✓		✓
Knowledge Evidence To complete the unit requirements safely and effectively, the individual must:											
explain how systems, policies and procedures can support the development of effective work relationships focusing on: • interpersonal styles • communications • consultation • cultural and social sensitivity • networking and • conflict resolution					✓	✓		✓		✓	✓
outline legislation relevant to managing effective workplace relationships.		✓		✓							
Performance Evidence Evidence of the ability to:											
develop and/or implement processes to manage ideas and information including:											
• communicating information to support others to achieve work responsibilities			✓	✓	✓				✓		✓
• facilitating employees' contributions to consultation on work issues				✓	✓		✓				✓
• providing feedback on the outcomes of consultations					✓						✓
• resolution of issues raised or referral to relevant personnel					✓				✓		
establish and/or implement policies to ensure that the organisation's cultural diversity and ethical values are adhered to			✓			✓	✓				

BSBLDR502 Lead and manage effective workplace relationships	Assessment Task Number									
	1	2	3	4	5	6	7	8	9	10
provide leadership through own behaviour including:										
• professional conduct that promotes trust with internal and external contacts						✓	✓	✓		✓
• adjusting own interpersonal communication style to meet the organisation's cultural diversity and ethical environment						✓	✓			
plan for, and manage, the use of networks to support identifiable outcomes for the team and the organisation							✓	✓		✓
develop and/or implement processes and systems to manage difficulties including:										
• identifying and resolving conflicts and other difficulties according to organisational policies and procedures								✓	✓	✓
• planning how to address difficulties								✓	✓	✓
• providing guidance, counselling and support to assist co-workers in resolving their work difficulties.									✓	✓