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## Overview

This standard is about delivering employment relations negotiations. It includes identification of the organisation's objectives and strategy for negotiations, facilitating negotiations in line with procedures and protocols, providing appropriate support to managers during negotiations, ensuring implementation of agreements and evaluating the process to inform continuous improvement. It is for HR professionals who are involved in delivering employment relations negotiations.

#### Performance criteria

- You must be able to:*
- P1 Identify the organisation's objectives and strategy for the negotiations
  - P2 Assess the nature of potential conflicts and how they may be resolved in line with organisational objectives
  - P3 Facilitate negotiation with employee representatives on employment relations issues following agreed procedures and protocols and within the limits of agreed authority
  - P4 Review the progress of the negotiation, adapting negotiating position where necessary in order to achieve objectives
  - P5 Provide support and advice to managers during negotiations, where appropriate
  - P6 Consider the use of external mediation, arbitration and conciliation agencies as appropriate
  - P7 Reach an agreement that satisfies both parties, where possible
  - P8 Monitor negotiations to ensure compliance with legal requirements, relevant codes of conduct and organisational procedures and values
  - P9 Ensure complete and accurate records of negotiations and agreements are maintained
  - P10 Ensure the implementation of agreements reached
  - P11 Review and evaluate the negotiation process to inform continuous improvement

## Knowledge and understanding

*You need to know and understand:*

- K1 The organisation's strategy, performance goals and drivers
- K2 The sector in which the organisation operates and the market factors that impact on its performance
- K3 Current employment law and codes of conduct relating to employment relations negotiations
- K4 The organisation's employment relations procedures, protocols and values
- K5 The limits of personal authority and where to refer matters that go beyond this
- K6 The principles of employment relations negotiation and how to apply them
- K7 The range of interpersonal skills and technical knowledge required in employment relations negotiations and how to apply it
- K8 The circumstances in which negotiating positions might need to be adapted
- K9 The types of support that managers might need during negotiations and how to provide them
- K10 Arbitration, mediation and conciliation agencies and the circumstances in which they can be used
- K11 Methods of monitoring negotiations to ensure compliance with legal requirements, relevant codes of conduct and organisational procedures and values
- K12 The records of negotiations and agreements that are required and how to keep them
- K13 How to ensure that agreements reached are implemented
- K14 How to review and evaluate the negotiation process to inform continuous improvement

## CFAHR12

### Deliver employment relations negotiations

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