



New South Wales
Government

Industrial Relations Management Guidelines

December 1999

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These Guidelines provide a strategic management approach to industrial relations management in the construction industry at both the enterprise and project level.

The Industrial Relations Management Guidelines were developed by the Construction Policy Steering Committee (CPSC).

The CPSC membership includes representation of:

- Cabinet Office
- Department of Housing
- Department of Industrial Relations
- Department of Public Works and Services (Chair)
- Olympic Co-ordination Authority
- Pacific Power International
- Rail Access Corporation
- Rail Services Australia
- Roads and Traffic Authority
- State Rail Authority of NSW
- Sydney Water
- Treasury

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1 Why industrial relations management?

Better industrial relations management practices

The construction industry is a major contributor to the Australian economy. It provides the built environment for the community and employs one of the largest workforces in the country.

The NSW Government is supporting this key industry in becoming more forward-looking, innovative and internationally competitive. The keys to success are an improved workplace and management culture, better employer and employee relationships, and improved industrial relations planning and management at both the enterprise level and on projects.

In the development framework for the construction industry, outlined in the white paper *Construct NSW*, the Government is encouraging the industry to adopt a strategic approach to the management of industrial relations at the enterprise level, and to integrate industrial relations management activity into project planning and management.

The *NSW Government Code of Practice for the Construction Industry* and accompanying *Code of Tendering* define the minimum levels of acceptable behaviour, and emphasise the need to develop an industry culture committed to improving and achieving high standards in industrial relations management.

Scope and purpose

The policy and Guidelines apply to all government construction projects and activities concerned with demolition, building, landscaping, maintenance, civil engineering, process engineering, mining and heavy engineering. This includes projects involving private sector participation in the provision of the State's assets, for example by way of Build/Own/Operate schemes and similar arrangements.

The thrust of these Guidelines is:

- to make industrial relations management a part of the culture of enterprises in the construction industry, and
- to help improve industrial relations management on government projects and in the construction industry generally.

Sound industrial relations practices, beyond mere compliance with the established regulatory requirements, will thus become integrated with day-to-day work and management practices. In this way enterprises can be recognised for their superior industrial relations management performance.

These Guidelines should be read together with the *NSW Government Codes of Practice and Tendering for the Construction Industry*, the *Implementation Guidelines* to the Codes, and *Project agreements – NSW Government Code of Practice for the Construction Industry process*.

1 Why industrial relations management (continued)

Benefits of industrial relations planning and management

The benefits that flow from better planning and management of industrial relations include, but are not limited to:

- improvement of the enterprise's 'knowledge bank', industrial relations capability and management focus
- improved corporate image through the demonstrated commitment to better management of workplace issues
- improved relations with stakeholders (who may include workers, unions, subcontractors, suppliers, industrial tribunals and clients)
- efficient project performance from improved communication and knowledge for all stakeholders involved in developing and implementing an industrial relations management focus
- less time and effort spent on resolving grievances about compliance with industrial awards and other legal obligations relating to employment
- greater control over cost, time, quality and improved project outcomes, and
- competitive advantage.

Developing an industrial relations management focus will assist contractors and their service providers both in complying with the industrial relations requirements outlined in the *NSW Government Code of Practice for the Construction Industry* and in verifying that compliance.

Definitions

'Client(s)': parties receiving tenders

'Construction industry' includes all organised activities concerned with demolition, building, landscaping, maintenance, civil engineering, mining and heavy engineering.

This includes projects involving private sector participation in the provision of the State's assets, for example, by way of Build/Own/Operate schemes and similar arrangements.

'Contractor': individual or organisation responsible for the performance of the work specified under a contract.

'Government construction agency' including the term 'government agencies', 'agency' or 'agencies' is used interchangeably in these Guidelines.

'Principal': the person, entity or organisation responsible for contracting with a contractor or consultant for the carrying out of the work.

'Project': an undertaking with a defined beginning and objectives by which completion is identified. A project may be completed using one contract or a number of contracts.

'Service provider' includes: contractors, subcontractors, consultants and suppliers.

'Subcontractor': party that provides a service and/or product to a contractor and/or subcontractor or client.

'Superintendent's representative' indicates the superintendent, the superintendent's representative or the principal's representative, as may be appropriate, to the conditions of individual contracts and government construction agencies.

'Tenders': prices, bids, quotations and consultant proposals.

'Tenderers': parties submitting tenders.

2 Government policy and its application

Rationale

The objective of the Government's policy is to lift and continuously improve industrial relations planning and management in the New South Wales construction industry at the enterprise and project level.

In order to achieve this, the government construction agencies will:

- seek to use service providers with a demonstrable capacity to effectively plan and manage industrial relations, and
- require service providers to achieve an effective industrial relations focus which will lead to continual improvement in industrial relations management at the enterprise and project levels, and in the industry generally.

This policy applies together with the:

- *NSW Government Code of Practice for the Construction Industry*
- *NSW Government Code of Tendering for the Construction Industry*
- *Implementation Guidelines to the Codes, and*
- *Project agreements – NSW Government Code of Practice for the Construction Industry process.*

2 Government policy and its application (continued)

| project category | documentation required | | agency monitoring during contract |
|--|---|---|---|
| | in tender | before site works begin | |
| <p>1 \$20m >\$20m, or <\$20m if deemed by government construction agency</p> <p>(see pages 7–8 and Section 4)</p> | <ul style="list-style-type: none"> IR Strategy name of Federal or NSW award if applicable, copy of enterprise, workplace or other enforceable agreement agreement to provide information on compliance. <p>refer to Checklist A</p> | <ul style="list-style-type: none"> Project IR Plan evidence of compliance with all employment and legal obligations location of time and wage records names of Federal or NSW awards likely to cover subcontractors and other contractors on the project. <p>refer to Checklists A and B</p> | <p>Project IR Plan Implementation Reviews.</p> <p>see Section 3 and refer to Checklist C</p> |
| <p>2 projects of \$0.5m or more</p> <p>(see page 9)</p> | <ul style="list-style-type: none"> name of Federal or NSW award if applicable, copy of enterprise, workplace or other enforceable agreement agreement to provide information on compliance, and statement of compliance with IR aspects of <i>Code of Practice and Implementation Guidelines</i>. <p>refer to <i>Code of Practice and Implementation Guidelines</i></p> | <ul style="list-style-type: none"> evidence of compliance with all employment and legal obligations location of time and wage records names of Federal or NSW awards likely to cover subcontractors and other contractors on the project names of those responsible for co-ordinating industrial relations on the project outline of: <ul style="list-style-type: none"> consultation and communications mechanisms measures to co-ordinate the interface with subcontractors, other contractors and unions measures for assessing subcontractors, and measures to monitor and verify ongoing compliance. <p>refer to Checklist D</p> | <p>Industrial relations management performance reviews.</p> <p>see Section 3 and refer to Checklist E</p> |
| <p>3 projects under \$0.5m</p> <p>(see page 10)</p> | <ul style="list-style-type: none"> statement of compliance with IR aspects of <i>Code of Practice and Implementation Guidelines</i>. <p>refer to <i>Code of Practice and Implementation Guidelines</i></p> | <ul style="list-style-type: none"> confirmation that compliance with IR aspects will be maintained. | <p>Industrial relations management performance reviews.</p> <p>see Section 3 and refer to Checklist E</p> |

Compliance with IR aspects of Code of Practice

Government agencies will as a minimum require tenderers, contractors and their subcontractors to comply with the industrial relations aspects of the *NSW Government Code of Practice for the Construction Industry* and accompanying *Implementation Guidelines*.

Project Categories

Government agencies will advise tenderers in call tender documents of the industrial relations management requirements for the project. This may include additional requirements in any of the project categories outlined below, as may be determined by the agency.

Category 1 projects

Category 1 projects are all those with a value of \$20 million or more, and those with a value under \$20 million but which have some or all of the following features, as determined by the government construction agency:

- an extended construction period
- identifiable contract packages within an overall program of works
- sensitivity in terms of industrial relations.

Tender requirements

Tenders for Category 1 construction projects will only be accepted from tenderers if they include the following in their tender response:

- an IR Strategy (*See Section 4 and Checklist A – Review of IR Strategy key elements–Category 1 projects.*)
- the name of the Federal or NSW award to which the enterprise is bound
- if applicable, a copy of the enterprise, workplace or other enforceable agreement to which the enterprise is bound, and
- an attestation that the tenderer will provide appropriate information to verify compliance with these awards, enterprise or workplace agreements, and all other legal obligations relating to employment.

Provision of Project IR Plan and information to verify compliance

Before the site works begin, the successful tenderer must provide to the government construction agency the Project IR Plan including verification of compliance, in the preceding twelve months, with all employment and legal obligations including:

- payment of remuneration to employees
- annual leave
- Long Service Payment Scheme registration
- workers' compensation insurance (including self-insurance arrangements)
- superannuation fund membership and contributions
- over-award payments (eg. redundancy fund contributions).

This information is to be submitted on the letterhead of the enterprise, and signed by an authorised person.

2 Government policy and its application (continued)

For enterprises that engage an independent industry or employer association or other specialist organisation to provide an auditing service to verify compliance with employment and legal obligations, a statement or declaration from that organisation will suffice.

Other information required:

- The location of time and wage records or other documents that are required to be kept to verify ongoing compliance with all employment and legal obligations.
- The name(s) of the Federal or NSW award(s) likely to cover subcontractors and other contractors on the project.

(Checklist B – Confirmation of Project IR Plan and information on compliance– Category 1 projects.)

Project conditions

Contractors for Category 1 projects will be required to:

- finalise an acceptable Project IR Plan based on the IR Strategy accepted with the tender response *(See Section 4 and Checklist B – Confirmation of Project IR Plan and information on compliance– Category 1 projects.)*
- submit the finalised Project IR Plan for review before site works begin
- agree with the number and timing of Project IR Plan Implementation Reviews to be conducted during the course of the contract
- make available, on request, all relevant industrial relations management records, including those relating to subcontractors, for the purpose of reviews
- provide all reasonable assistance to the reviewer during the review process, including attending the review and promptly implementing corrective action.

Project IR Plan Implementation Reviews

Contractors' Project IR Plans will be subject to review during the life of the contract awarded. The reviews will include an on-site verification that the plan is being correctly implemented and is yielding the desired results.

(See Section 4 and Checklist C – Project IR Plan Implementation Review– Category 1 projects.)

The number of reviews and the scope of each review for each contract will be determined by the relevant agency and will depend on the size, scope and nature of the project.

Both government agencies and contractors have a responsibility to ensure that the review process is looked upon as a means of improving industrial relations management performance on the project.

Contractors will be provided with an opportunity to comment on the review.

The review results will be linked to and included with other matters in the Contractor Performance Reports for the project.

(See Section 3.)

Contractor Performance Reports will be made available to other government construction agencies on request, subject to the procedures for exchange of information on contractor performance reporting between government agencies.

Contractor Performance Reports are considered in the allocation of work by government agencies.

Category 2 projects

Category 2 projects are all those with a value of \$500,000 or more which are not Category 1 projects.

Tender requirements

Tenders for Category 2 construction projects will only be accepted from tenderers if they include the following in their tender response:

- the name of the Federal or NSW award to which the enterprise is bound
- if applicable, a copy of the enterprise, workplace or other enforceable agreement to which the enterprise is bound
- an attestation that the tenderer will provide appropriate information to verify compliance with these awards, enterprise or workplace agreements, and all other legal obligations relating to employment, and
- a statement of compliance with the industrial relations aspects of the *Code of Practice and Implementation Guidelines*.

Provision of information to verify compliance

Before the site works begin, the successful tenderer must provide to the government construction agency verification of compliance, in the preceding twelve months, with all employment and legal obligations including:

- payment of remuneration to employees
- annual leave
- Long Service Payment Scheme registration
- workers' compensation insurance (including self-insurance arrangements)
- superannuation fund membership and contributions
- over-award payments (eg. redundancy fund contributions).

This information is to be submitted on the letterhead of the enterprise, and signed by an authorised person.

For enterprises that engage an independent industry or employer association or other specialist organisation to provide an auditing service to verify compliance with employment and legal obligations, a statement or declaration from that organisation will suffice

Other information required:

- The location of time and wage records or other documents that are required to be kept to verify ongoing compliance with all employment and legal obligations.
- The name(s) of the Federal or NSW award(s) likely to cover subcontractors and other contractors on the project.
- The names of those responsible for co-ordinating industrial relations on the project.
- An outline of:
 - the enterprise's consultation and communications mechanisms with workers, unions, employer or industry associations
 - the measures to be implemented to co-ordinate the interface on the project with subcontractors, other contractors and unions
 - the measures for assessing subcontractors' ability to comply with industrial relations and employment obligations, and
 - the measures to monitor and verify their ongoing compliance.

(Checklist D – Verification of information on compliance–Category 2 projects.)

2 Government policy and its application (continued)

Category 3 projects

Category 3 projects are all those with a value below \$500,000.

Tender requirements

Tenders for Category 3 construction projects will only be accepted from tenderers who attest in their tender response that they will comply with the industrial relations aspects of the *NSW Government Code of Practice for the Construction Industry* and accompanying *Implementation Guidelines*.

Confirmation of compliance

Before site works begin, the successful tenderer must confirm to the government construction agency that compliance with the industrial relations aspects of the *NSW Government Code of Practice for the Construction Industry* and accompanying *Implementation Guidelines* will be maintained.

Category 2 and 3 projects

Industrial relations management performance reviews

A contractor will have its industrial relations management performance reviewed during the life of any Category 2 or Category 3 contract awarded. The number of reviews and the scope of each review for each contract will be determined by the relevant government agency. These will depend on the size, scope and nature of the project.

Contractors will be expected to provide all reasonable assistance to the reviewer during the review process, including attending the review if requested, and promptly implementing corrective action. Contractors will be provided with an opportunity to comment on the review. The review results will be linked to and included with other matters in the Contractor Performance Reports for the project.

Contractor Performance Reports will be made available to other government construction agencies on request, subject to the procedures for exchange of information on Contractor Performance Reporting between government agencies.

Contractor Performance Reports are considered in the allocation of work by government agencies.

(See Section 3 and Checklist E – Review of industrial relations management performance–Category 2 and 3 projects.)

Management of policy implementation

Implementation will be managed from within the mainstream business activities of the government construction agencies.

Application of the policy

The policy will apply from 1 March 2000, or earlier as may be advised to tenderers by a government construction agency.

Review of the policy

The policy's effectiveness will be assessed in 2003.

Legal obligations

Neither the policy nor these Guidelines in any way relieve contractors or service providers of their legal obligations. Contractors and service providers are responsible for ensuring that they meet their award and other obligations relating to employment under statute and the general law.

3 What is required of agencies?

Understanding the policy

Government agency staff should be familiar with the New South Wales Government's industrial relations management policy as outlined in these Guidelines, including:

- the background
- the application and implementation requirements.

In addition they should be familiar with the:

- *NSW Government Code of Practice for the Construction Industry*
- *NSW Government Code of Tendering for the Construction Industry*
- *Implementation Guidelines to the Codes, and*
- *Project agreements – NSW Government Code of Practice for the Construction Industry process.*

Pre-qualification or pre-registration

Where calls are made for pre-qualification or pre-registration of contractors, the call document should outline the industrial relations management documentation to be submitted for evaluation.

Preparing tender documents

Agencies must ensure that the tender documents include the requirements for the appropriate project category as detailed in Section 2.

Category 1 projects

Tender review

Tender responses must include the following:

- an IR Strategy (*See Checklist A – Review of IR Strategy key elements.*)
- the name of the Federal or NSW award to which the enterprise is bound
- if applicable, a copy of the enterprise, workplace or other enforceable agreement to which the enterprise is bound, and
- an attestation that the tenderer will provide appropriate information to verify compliance with these awards, enterprise or workplace agreements, and all other legal obligations relating to employment.

Post tender review

Before site works begin – submission of Project IR Plan

The contractor awarded the tender must submit the Project IR Plan to the superintendent's representative* before the site works begin.

The superintendent's representative will review the Project IR Plan and be satisfied that the key elements detailed in Section 4 of the Guidelines are clearly addressed. (*See Checklists A and B.*) Only then should the Project IR Plan be accepted.

The completed checklist should be retained by the superintendent's representative with the other contract records.

* refer to the definition of 'superintendent's representative' on page 4

After site works begin – planning Project IR Plan Implementation Reviews

As soon as possible after initial review of the contractor's Project IR Plan, the superintendent's representative should plan the review requirements for the contract. This should include a schedule of site Project IR Plan Implementation Reviews.

A Project IR Plan Implementation Review will examine the extent to which the contractor has implemented the Project IR Plan on the project. (See *Checklist C.*)

Category 2 and Category 3 projects

Tender review

Category 2

Tender responses for Category 2 projects must include the following:

- the name of the Federal or NSW award to which the enterprise is bound
- if applicable, a copy of the enterprise, workplace or other enforceable agreement to which the enterprise is bound, and
- an attestation that the tenderer will provide appropriate information to verify compliance with these awards, enterprise or workplace agreements, and all other legal obligations relating to employment.

Category 3

Tender responses for Category 3 projects should only be accepted from tenderers who attest that they will comply with the industrial relations aspects of the *Code of Practice* and accompanying *Implementation Guidelines*.

Post tender review

Category 2

Before site works begin the contractor must provide the required documentation and information to the superintendent's representative, who will review it and be satisfied that the information requested has been provided. (See *Checklist D.*)

Category 3

Before site works begin, the successful tenderer must confirm to the government construction agency that compliance with the industrial relations aspects of the *NSW Government Code of Practice for the Construction Industry* and accompanying *Implementation Guidelines* will be maintained.

3 What is required of agencies? (continued)

After site works begin – planning industrial relations management performance reviews

After site works begin the contractor's industrial relations management performance will be reviewed during the life of the contract.

The number of reviews will be determined by the relevant agency and will depend on the size, scope and nature of the project.

The results of contractor industrial relations management performance reviews will be included with other matters in Contractor Performance Reports.

(Checklist E has been developed to assist agencies conducting reviews for Category 2 and Category 3 projects.)

Reviews

After site works begin there are seven stages to each review:

- plan the review
- prepare for the review
- conduct the review
- compile the report
- obtain contractor comment
- initiate follow-up action
- finalise and maintain records.

The ultimate objective of any review is to help service providers to improve their industrial relations management performance. Agencies should therefore adopt a practical approach and offer helpful comments if any discrepancies are found.

Contractors must be provided with an opportunity to comment on the review and encouraged to promptly implement any corrective action identified.

Project IR Plan Implementation Review reports for Category 1 projects, and industrial relations management performance reviews for Category 2 and Category 3 projects, must be included with other matters in Contractor Performance Reports.

Contractor Performance Reports are considered in the future allocation of work by government agencies, and are to be made available to other government construction agencies on request, subject to the procedures for exchange of information on Contractor Performance Reporting between agencies.

Reviewers

As a minimum, agency personnel conducting reviews must have:

- knowledge of the contract, site, and project industrial relations, and
- a demonstrated knowledge of industrial relations requirements on government projects.

A reviewer or review team member must not carry out reviews if he or she:

- is in debt to the contractor
- is a partner or business associate of the contractor
- is an employee, agent or consultant of the contractor
- is a relative of the contractor; or
- has any other conflict of interest.

Agencies may make reviewers available to other agencies which request assistance with their reviews.

Maintaining records

Each agency must retain and centralise records on the industrial relations management performance of its contractors. This includes:

- verification of compliance documentation provided by the contractor
- Project IR Plan Implementation Review reports for Category 1 projects and comments by the contractor, and
- industrial relations management performance reviews conducted for Category 2 and Category 3 projects, and comments by the contractor.

4 Industrial relations strategy

This section deals with the IR Strategy and Project IR Plan that are required for Category 1 projects.

Development of an IR Strategy and implementation on projects provides an opportunity for all enterprises to continually improve their industrial relations management performance at both the enterprise and project levels.

What is an IR Strategy?

An IR Strategy is an expression of an enterprise's capacity to develop and implement a sound industrial relations management plan which ensures that industrial relations issues and risks are identified, assessed and managed. The IR Strategy should demonstrate the integration of industrial relations requirements with the normal procedures, practices and performance standards of the enterprise.

It involves an enterprise:

- developing a policy statement on industrial relations management that has the total support of management
- defining responsibilities for industrial relations management within the enterprise
- identifying resources and procedures for implementing required industrial relations management measures
- having planning processes and procedures in place that enable identification of potential industrial relations issues and facilitate the development of measures to minimise impacts
- outlining methods used to assess the capacity of subcontractors to understand and comply with their industrial relations responsibilities, and
- establishing procedures to review and monitor the implementation of measures which support the IR Strategy and to initiate corrective action when required.

The detail and scope of an IR Strategy will depend on the size, nature and scale of the enterprise and its projects.

(See Section 2 and Checklist A– Review of IR Strategy key elements.)

What is a Project IR Plan?

A Project IR Plan is the implementation of the IR Strategy accepted with the successful tender response which confirms the specific industrial relations commitment, responsibilities, planning, implementation, and management strategies that will be applied to the particular project. It must address the key elements in the following section in detail.

The Project IR Plan must be submitted by the contractor with information to verify compliance with employment obligations and will be reviewed before it is accepted by the government agency, before site works begin.

(See Section 2 and Checklist B – Confirmation of Project IR Plan and information on compliance.)

The Project IR Plan will be subject to Project IR Plan Implementation Reviews throughout the duration of the contract. Each Review will examine the extent to which the contractor has implemented the Plan on the project.

(See Checklist C – Project Industrial Relations Plan Implementation Review.)

Key elements of an industrial relations strategy

An acceptable Industrial Relations Strategy must clearly address the following key elements.

Commitment and management responsibility

This is about confirming the enterprise's commitment to industrial relations management and defining its policies and objectives. It spells out the responsibilities for industrial relations management. The policy statement can really only be articulated after the planning elements have been finalised.

Senior management must demonstrate its commitment to improving its industrial relations management performance at both the enterprise and project levels by developing an industrial relations management policy statement.

Ongoing commitment and leadership from the top is expected and is vital to the effectiveness and success of the enterprise's IR Strategy and the Project IR Plan.

An enterprise's industrial relations management policy statement:

- has the full support and commitment of the chief executive officer and senior management
- defines the enterprise's industrial and employee relations policies, objectives and targets
- identifies those responsible for the management of industrial relations matters, compliance with industrial and employment obligations and the initiation of corrective action
- outlines communication processes with workers, unions, other contractors and subcontractors on industrial relations issues, and
- outlines measures for assessing subcontractors' ability to comply with industrial relations and employment obligations.

Planning

Identification and verification of legal and other obligations relating to industrial relations and employment

This is about identifying the range of obligations relating to employment and verifying compliance.

To maintain legal compliance, enterprises must identify and understand the award(s) and workplace, project or other agreements (approved under Federal or NSW legislation) to which they are bound. They must also meet employment laws regarding their employees. This includes compliance with the industrial relations requirements outlined in the:

- *NSW Government Code of Practice for the Construction Industry*
- *accompanying Implementation Guidelines*, and
- *Project agreements – NSW Government Code of Practice for the Construction Industry process.*

Industrial relations risk identification and management planning

This is about mainstreaming industrial relations management into project management activities. It requires an identification and analysis of potential industrial relations risks for the enterprise and the project and developing and implementing responses as appropriate to their impact.

Managing industrial relations risk is an integral part of good management and should be integrated with project planning and delivery. The objective of risk management is to identify and analyse risks and manage their consequences.

4 Industrial relations strategy (continued)

In this way the efficient management of the enterprise and the project will be optimised, and delays minimised through:

- early identification of industrial relations issues
- establishing well-defined lines of communication within the enterprise and with all project participants including subcontractors and other contractors
- clearly defined roles and responsibilities for industrial relations and for project participants
- preparation of contingency plans to minimise potential adverse impacts, and
- communication with workers and unions.

The four steps in the risk management process are:

Assessment

- this is about identifying the industrial relations issues that will be relevant to the enterprise and the project. This includes a review of the prevailing industrial relations environment, the requirements in the tender documents and the:
 - NSW Government Code of Practice for the Construction Industry
 - NSW Government Code of Tendering for the Construction Industry
 - Implementation Guidelines to the Codes, and
 - Project agreements – NSW Government Code of Practice for the Construction Industry process.

Risk analysis

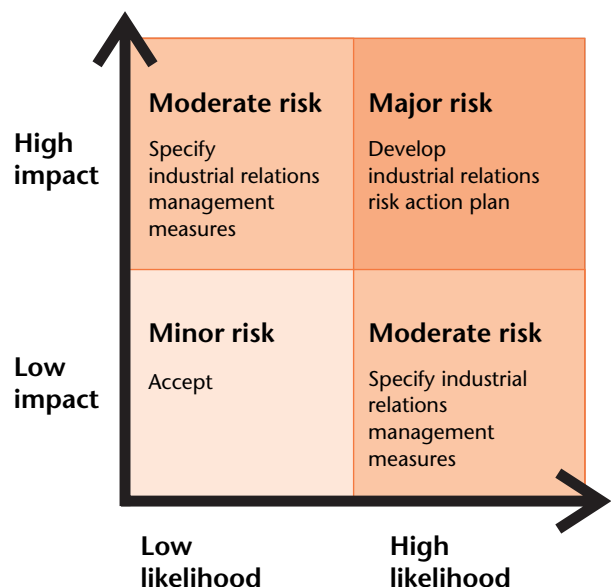
This involves:

- identifying the sources of industrial relations risk that might impact on the project (*see list of examples on the following page*).
- assessing the potential likelihood and consequences of each risk (ie. minor, moderate or major).
- identifying those risks that will require management attention, particularly moderate or major risks.

A risk ranking table (*see below*) provides a graphic presentation of risk classes and assists in planning and management.

As a working definition:

- minor risks can be accepted or ignored
- moderate risks are either likely to occur or to have high impacts, but not both. Management measures should be specified for all moderate risks
- major risks are those risks with both a high likelihood of arising and a high impact. Those risks will require close management attention, and the preparation of a risk action plan.



Examples of sources of risk

Planning stage

- location
- capability of contractor
- capability of project personnel
- capability of service providers
- legislation, regulations and standards
- competing deadlines
- client endorsement
- costs

Project procurement and contracts delivery stage

- contractor, subcontractor capability
- contractor, subcontractor performance
- delays – eg. weather, industrial disputes
- OHS&R disputes
- construction methods

Construction or maintenance

- compliance controls
- industrial action
- OHS disputes

Human factors

- operator error
- sabotage
- vandalism

Natural events

- weather
- fire
- other

Organisational

- resource shortages
- operational policies
- management capabilities and practices
- personnel skills
- occupational health, safety and rehabilitation management
- industrial relations management
- work practices

Risk response planning

This is about:

- outlining the management measures developed in response to the industrial relations risks identified, and
- nominating those measures most likely to ensure efficient project delivery.

If a project agreement is foreshadowed by a tenderer in its IR Strategy and the tenderer is awarded the tender, a business case as outlined in the *Project agreements–NSW Government Code of Practice for the Construction Industry process* must be submitted and approved by the Principal. Ideally, this process should be finalised with the Project IR Plan.

Action plan and management measures

This step is about defining management measures, assigning responsibility, and allocating resources for implementation. It will outline:

- actions required (*what is to be done?*)
- resources (*what and who?*)
- responsibilities (*who?*), and
- timing (*when?*).

Contingency planning

This is about making sure that contingency plans and procedures are in place to minimise adverse impacts.

Contingency plans can include, but are not limited to:

- consultation and communication strategy (internal and external)
- details of actions to be taken in the event of incidents such as:
 - grievances
 - inclement weather
 - threatened industrial action
 - actual industrial action, and
 - other unforeseen risks.

4 Industrial relations strategy (continued)

Implementation

Resources

This is about the resources necessary to implement the IR Strategy and the Project IR Plan.

The resources essential to the implementation of the IR Strategy and the Project IR Plan should be defined. These include human, physical (eg. facilities and equipment) and financial resources.

In allocating resources, the enterprise can develop procedures to track the benefits as well as the costs of its industrial relations management activities at both the enterprise and project level.

Accountability and responsibility

This is about defining the responsibilities of all personnel whose roles can affect the industrial relations performance of the enterprise and on projects.

Personnel at all levels should be accountable, within the scope of their responsibilities, for industrial relations management performance in support of the IR Strategy and the Project IR Plan.

A management representative should be nominated as responsible for implementing the enterprise's IR Strategy and the Project IR Plan.

By clearly spelling out the responsibilities and authorities of personnel for specific tasks relating to industrial relations management, there should be no doubt as to who is responsible for taking decisions, and for acting on grievances and disputes.

As a minimum, the following responsibilities and tasks must be addressed.

Industrial relations management issues

- ❑ defining industrial relations management commitment, priorities and targets
- ❑ defining the responsibilities of personnel for industrial relations management matters
- ❑ allocating human, physical and financial resources adequate to meet these requirements
- ❑ ensuring compliance with, and keeping abreast of changes to, awards and other legal obligations relating to employment
- ❑ acquiring and disseminating industrial relations management information
- ❑ planning and conducting training in industrial relations management, including induction for employees, subcontractors and other contractors
- ❑ developing and implementing procedures
- ❑ assessing and monitoring subcontractors' ability to comply with industrial relations laws and their employment obligations, and
- ❑ monitoring workplace and management practices to continually improve industrial relations management performance.

These responsibilities, authorities and tasks must be clearly documented and communicated so that all personnel on the project will know:

- what industrial relations risks are involved in the project, and
- what action plan and management measures are proposed to manage these risks.

Subcontractors

This is about nominating the measures that will be implemented to assess subcontractor compliance with their industrial relations and employment obligations.

Contractors must be able to demonstrate:

- the measures they will take to select subcontractors who comply with industrial relations laws and employment obligations
- how dealings with subcontractors and other contractors is to be managed, and
- how ongoing subcontractor compliance with industrial relations requirements is to be monitored and assessed.

Examples of subcontractor selection and industrial relations management

- a contractor may maintain a panel of preferred subcontractors with sound, responsible and effective industrial and employee relations management practices
- a contractor may require verification of compliance, in the preceding twelve months, with all employment and legal obligations including:
 - payment of remuneration to employees
 - annual leave
 - Long Service Payment Scheme registration
 - workers' compensation insurance (including self-insurance arrangements)
 - superannuation fund membership and contributions
 - over-award payments (eg. redundancy fund contributions)
- a contractor may require that subcontractors develop and implement a Project IR Plan which is compatible with the Contractor's Project IR Plan. Implementation of the plan and performance would be reviewed during the life of the subcontractor's contract with the contractor.

Measurement, evaluation and review

Industrial relations management records

This is about establishing procedures for the identification, filing, retrieval and retention of industrial relations management records.

Records provide evidence of compliance with the awards and other legal obligations relating to employment, as well as with the IR Strategy and the Project IR Plan.

Examples of records managed

- award and enterprise agreement obligations
- employment obligations
- monitoring, auditing and management review reports
- reports of industrial relations issues or grievances, follow-up action and resolution
- employee, subcontractor and service provider induction and training on industrial and employee relations, and
- subcontractor information on compliance with industrial and employment obligations.

4 Industrial relations strategy documentation (continued)

Internal review

This is about establishing a system of internal management review within the enterprise to verify that the IR Strategy and Project IR Plan are being implemented and are effective. The aim is to achieve continual improvement in performance at both the enterprise and project levels.

The enterprise must have a planned system of internal management review to verify that its industrial relations management activities match its stated commitment, including targets set, and that the activities resulting from management reviews are effective.

Results of internal reviews must be brought to the attention of the people who are responsible for the activity reviewed. These people will ensure that corrective action is taken immediately to remedy any deficiencies found.

The IR Strategy and Project IR Plan themselves, and the enterprise's industrial relations performance at the enterprise and project levels, should continuously improve as a result of these management reviews.

Checklists

- A Review of IR Strategy key elements**
Category 1 projects
- B Confirmation of Project IR Plan and information on compliance**
Category 1 projects
- C Project industrial Relations Plan Implementation Review**
Category 1 projects
- D Verification of information on compliance**
Category 2 projects
- E Review of industrial relations management performance**
Category 2 and 3 projects

The table below shows which checklist should be used for each category and stage.

| project category | project stage | | |
|------------------|---------------|-------------------------|-----------------|
| | tender review | before site works begin | during contract |
| 1 | Checklist A | Checklists A & B | Checklist C |
| 2 | | Checklist D | Checklist E |
| 3 | | | Checklist E |

Checklist A

Review of IR Strategy key elements

Category 1 projects

Instructions for use:

This checklist has been developed to assist government agencies in examining the key elements of an IR Strategy submitted by a tenderer.

Agencies need to systematically work through this checklist by cross-referencing each question with the IR Strategy submitted by the tenderer.

Tenderers may also use it to verify that all key elements required for an acceptable IR Strategy have been addressed.

Comments can be included where appropriate.

Key to symbols to be used in check-boxes

- ✓ = yes
- ✗ = no

Commitment

A1

Has the tenderer provided a satisfactory policy statement on industrial relations management which:

- has chief executive officer/senior management support?
- sets enterprise goals for industrial and employee relations?
- identifies responsible personnel for managing industrial and employee relations?
- outlines communication processes with workers, unions, other contractors, and subcontractors?
- outlines measures for assessing subcontractors' compliance with industrial relations and employment obligations?

comment _____

Planning

A2

Has the tenderer identified legal and other obligations relating to industrial relations and employment, including:

- Federal or NSW awards?
- enterprise, workplace or other enforceable agreements?
- Federal or NSW legislation?
- project agreement (if applicable)?

comment _____

A3

Has the tenderer:

- identified the industrial relations issues that will be relevant to the enterprise and the project?
- identified the sources of industrial relations risk that might impact on the project?
- assessed the likelihood and potential consequences of each risk?
- identified those risks that will require management attention?
- developed an action plan and management measures?
- foreshadowed the need for a project agreement?

comment _____

Note: If a project agreement is foreshadowed by a tenderer in its IR Strategy and the tenderer is awarded the tender, a business case as outlined in the Project Agreement Process must be submitted and approved by the Principal. Ideally, this process should be finalised with the Project IR Plan.

A4

Has the tenderer outlined:

- actions required (*what is to be done?*)
- resources (*what and who?*)
- responsibilities (*who?*), and
- timing (*when?*)

comment _____

A5

Has the tenderer developed a contingency plan that:

- provides a consultation and communication strategy (internal and external)?
- detail actions to be taken in the event of incidents such as:
 - grievance disputes
 - inclement weather
 - threatened industrial action
 - actual industrial action
 - other unforeseen risks?

comment _____

Implementation

A6

Has the tenderer:

- defined the resources (human, physical and financial) to implement the IR Strategy and Project IR Plan?
- developed a procedure to track the benefits and costs of its industrial relations management activities?

comment _____

A7

Has the tenderer:

- defined the accountability and responsibility of all personnel whose role may affect the industrial relations performance of the enterprise on the project?
- clearly documented and communicated these responsibilities and authorities for the personnel concerned?
- nominated a management representative who is charged with the responsibility of implementing the IR Strategy?

comment _____

A8

Has the tenderer:

- nominated the measures that will be taken to select subcontractors who comply with industrial relations laws and employment obligations?
- described how dealings with subcontractors and other contractors are to be managed?
- described how ongoing subcontractor compliance with industrial relations requirements is to be monitored and assessed?

comment _____

Checklist A (continued)

Measurement, evaluation and review

A9

- Has the tenderer outlined procedures for the efficient identification, filing, retrieval and retention of industrial relations management records?

comment _____

A10

Does the tenderer have a system of internal management review that:

- verifies that the IR Strategy and Project IR Plan is being implemented?
- measures the effectiveness of the IR Strategy and Project IR Plan?
- brings the results of internal reviews to the attention of people who are responsible for the activity concerned?
- ensures that corrective action is taken?
- provides mechanisms or a feedback loop to continuously improve the enterprise's industrial relations management performance?

comment _____

Checklist B

Confirmation of Project IR Plan and information on compliance

Category 1

Instructions for use:

This checklist is used by government agencies when reviewing a contractor's Project IR Plan, which is submitted before the site works begin.

It is used in conjunction with Checklist A.

It can also be used by contractors as a guide when finalising their Project IR Plan.

Key to symbols to be used in check-boxes

- ✓ = yes
- ✗ = no

Commitment

B1

- Has the contractor submitted a Project IR Plan consistent with the IR Strategy accepted with the tender, which addresses the key elements in Section 4 in detail?

comment _____

B2

- Is a management representative nominated with responsibility for implementing the Project IR Plan?

comment _____

B3

- Has the contractor provided a declaration or statement, verifying compliance in the preceding twelve months with all employment and legal obligations including:
 - payment of remuneration to employees
 - annual leave
 - Long Service Payment Scheme registration

- workers' compensation insurance (including self-insurance arrangements)
- superannuation fund membership and contributions
- over-award payments (eg. redundancy fund contributions)?

comment _____

Planning

B4

- Has the contractor provided the location of time and wages records?

comment _____

B5

- Has the contractor given the names of award(s) likely to cover subcontractors and other contractors on the project?

comment _____

B6

- If foreshadowed, has the contractor obtained the Principal's approval to negotiate a project agreement?

comment, and include any follow up action required _____

Checklist B (continued)

Implementation

B7

- Has the contractor confirmed the contingency plans and processes it will rely on?

comment _____

B8

- Has the contractor confirmed the measures to be implemented in selecting subcontractors and for assessing subcontractors' compliance with industrial relations laws and employment obligations?

comment _____

B9

- Has the contractor confirmed how ongoing subcontractor compliance with industrial relations requirements is to be monitored and assessed?

comment _____

Measurement, evaluation and review

B10

- Are the procedures clearly developed for:

- maintenance and retrieval of industrial relations management records (eg. time and wages records) for the contractor and subcontractors on the project
- verifying that the IR Strategy and Project IR Plan are being implemented
- measuring the effectiveness of the Project IR Plan
- corrective action, reporting and follow-up?

comment _____

Checklist C

Project IR Plan Implementation Review

Category 1

Instructions for use:

This checklist is for use by government agencies when verifying that the contractor is implementing the Project IR Plan on the project.

It can also be used by contractors to conduct their internal reviews.

Key to symbols to be used in check-boxes

✓ = yes

✗ = no

Commitment

C1

- Has the contractor's industrial relations policy statement been implemented at the project level?

comment _____

C2

- Did the management representative nominated implement the Project IR Plan?

comment _____

C3

- Is the contractor achieving the nominated industrial and employee relations goals for the project?

comment _____

C4

- Has the contractor used the communication processes outlined in the IR Strategy and IR Project Plan?

comment _____

C5

- Has the contractor implemented the measures outlined in the Project IR Plan for assessing subcontractor compliance with industrial relations and employment obligations?

comment _____

Planning

C6

- Did the contractor identify all the risks that would require management attention?

comment _____

C7

- Did the contractor implement appropriate measures to manage all identified risks?

comment _____

C8

- Did the contractor manage any unforeseen risks?

comment _____

Checklist C (continued)

Implementation

C9

- Did the contractor implement a procedure to track the benefits and costs of its industrial relations management activities?

comment _____

C10

- Did the measures implemented by the contractor adequately manage the interface with subcontractors and other contractors on the project?

comment _____

C11

- Is the monitoring by the contractor of subcontractor compliance with industrial relations requirements appropriate for the project?

comment _____

Measurement, evaluation and review

C12

- Has the contractor implemented an effective and efficient system for the timely identification, filing and retrieval of industrial relations management records?

comment _____

C13

- Has the contractor implemented an effective internal management review process?

comment _____

C14

- What corrective action has been taken by the contractor to remedy any deficiencies in the implementation of the Project IR Plan?

comment _____

C15

- What corrective action requests were issued by the government construction agency (including time for completion)?

comment _____

Note: the government construction agency should ensure that any corrective action requests are carried out by the contractor within the agreed time frames. Responses or comments by the contractor are to be maintained by the agency with the Review report.

C16

- What improvements, if any, have been achieved on the project?

comment _____

Checklist D

Verification of information on compliance

Category 2

Instructions for use:

This checklist has been developed to assist government agencies in examining information submitted by a contractor for Category 2 projects before site works begin.

Contractors may also use it to verify that all documentation and information required for an acceptable verification of compliance has been included.

Key to symbols to be used in check-boxes

- ✓ = yes
- ✗ = no

D1

- Has the contractor provided a statement or declaration of compliance in the preceding twelve months with all employment and legal obligations including:
 - payment of remuneration to employees
 - annual leave
 - Long Service Payment Scheme registration
 - workers’ compensation insurance (including self-insurance arrangements)
 - superannuation fund membership and contributions
 - over-award payments (eg. redundancy fund contributions)?

comment _____

D2

- Has the contractor given the location of time and wages records?

comment _____

D3

- Has the contractor nominated the award(s) likely to cover subcontractors and other contractors on the project?

comment _____

D4

- Has the contractor named those responsible for co-ordinating industrial relations management on the project?

comment _____

D5

- Has the contractor provided outlines of:
 - consultation/communication mechanisms
 - measures to co-ordinate subcontractors, other contractors on the project and unions
 - measures for assessing subcontractors’ compliance with industrial relations and employment obligations
 - measures to monitor and verify ongoing subcontractor compliance?

comment _____

Checklist E

Review of industrial relations management performance

Categories 2 and 3

Instructions for use:

This checklist is used to review the contractor's industrial relations management performance during the life of the contract.

It can also be used by contractors for internal review purposes.

Key to symbols to be used in check-boxes

✓ = yes

✗ = no

E1

- Has the contractor maintained compliance on the project with the industrial relations and employment obligations outlined in the statement of declaration of compliance provided to the agency?

comment _____

E2

- Has the contractor implemented adequate measures for assessing subcontractors' compliance with industrial relations and employment obligations, and a system to verify ongoing compliance?

comment _____

E3

- Has the contractor maintained a list of contractors and subcontractors on the project and the location of their time and wages records?

comment _____

E4

- Has the contractor implemented effective measures to co-ordinate the interface on the project with subcontractors, other contractors and unions?

comment _____

E5

- Has the contractor maintained appropriate records of communications with workers, unions, other contractors, subcontractors and employer and industry associations including outcomes and corrective action taken?

comment _____

E6

- What corrective action requirements were issued by the government agency (including time frames for completion)?

comment _____

Note: the government construction agency should ensure that any corrective action requests are carried out by the contractor within the agreed time frames. Responses or comments by the contractor are to be maintained by the agency with the Review report.

E7

- What improvements, if any, have been achieved on the project?

comment _____

Appendices

- 1 Building and construction industry awards
- 2 Principal construction industry industrial relations and employment legislation
- 3 Resources
- 4 Contacts

Appendix 1

Building and construction industry awards

Employers should be aware of the awards to which they are bound.

Awards set out the classifications and minimum conditions of employment, and are legally binding on employers.

This information was correct as at the time of publication. Check which awards apply to your business and projects, and their currency.

Federal awards

- Mobile Crane Hiring Award 1988
- National Building and Construction Industry Award 1990
- National Metal and Engineering On-Site Construction Industry Award 1989
- Plumbing Industry (New South Wales) Award 1983
- Sprinkler Pipe Fitting Award 1975
- National Joinery and Building Trades Products Award 1993

For further information, contact:

Department of Employment, Workplace Relations and Small Business – Federal Award Enquiries:

phone (02) 9282 0800
or 1300 363 472

website <http://www.dewrsb.gov.au>

State awards

- Building and Construction Industry Labourers' On Site (State) Consolidated Award
- Building and Construction Industry Labourers' On Site–1996 Wages Adjustment
- Building and Construction Industry Labourers' On Site–1992 Expense
- Building Crane Drivers (Expense Related Allowance) Consolidated Award
- Building Crane Drivers (State) 1996 Wages Adjustment Consolidated Award
- Building Crane Drivers (State) Consolidated Award (splinter 4150, 4036)
- Building Employees Mixed Industries–1996 Wages Adjustment (State)
- Building Employees Mixed Industries (State) Consolidated Award
- Building Employees Mixed Industries Redundancy (State) Consolidated Award
- Building Tradesman (State) Construction–1996 Wages Adjustment
- Building Tradesmen (State) Construction Consolidated Award (Splinter 4114)
- Building Tradesmen (State) Construction (1992 Expense Related Allowances)
- Clerical and Administrative Employees (State) Consolidated Award
- Clerical Industry (State) Training Wage Consolidated Award (Parents 134)
- Clerks (State) (Wages) Consolidated Award (Parent 135)
- Clerks (Traineeships) (State) Consolidated Award
- Clerks Payroll Companies (State) Consolidated Award
- Clerks Payroll Companies (State) (Wages) Consolidated Award (Parent 331)
- Clerks Redundancy (State) Consolidated Award (Parents 134, 135, 082, 117)
- Clerks' Temporary Employment Services (State) (Wages) Consolidated Award

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- Clerks' Temporary Employment Services (State) Consolidated Award
 - Draughtsmen, Planners, Technical Officers, &c. (State) Award
 - Electrical Contracting Industry (State) Award
 - Electrical Contracting Industry (State Wage Case) (State) Consolidated Award
 - Electrical Contracting Industry (State) Consolidated Award (Splinters 4069)
 - Electrical Contracting Industry (State) Expense Related Allowances
 - Electrical Contracting Industry Redundancy and Technological Change
 - Electricians (Superannuation) Award
 - Electricians, &c. (State Wage Case) (State) Consolidated Award–1996
 - Electricians, &c. (State) Consolidated Award (Splinters 4143, 4199, 4223, 4206)
 - Electricians, &c. (State) Expense Related Allowances Consolidated Award
 - Electricians, &c., Family Leave (State) Consolidated Award (Parent 293)
 - Electricians, &c., Redundancy and Technology Change (State)
 - General Construction and Maintenance, Civil and Mechanical Engineering, &c. (State) Award
 - Glass Workers (State) Award
 - Glass Workers–1996 Wages Adjustment (State) Award
 - Joiner (State) Award–1993
 - Landscape Gardeners., &c., on Building and General Construction and Maintenance, Civil and Mechanical Engineering (State) Consolidated Award
 - Landscape Gardeners., &c., on Building and General Construction and Maintenance, Civil and Mechanical Engineering (State) Expense Related Allowances Consolidated Award (Parent 347) Award
 - Landscape Gardeners, &c., Redundancy (State) Consolidated Award (Parent 420)
 - Landscape Gardeners, &c. (State) Consolidated Award (Splinter 5032)
 - Metal & Engineering Industry (NSW Interim Award)
 - Plant, &c., Operators on Construction (State) Award
 - Plumbers and Gasfitters (State) Award
 - Transport Industry (State) Award
 - Transport Industry Mixed Enterprise (State) Award
 - Transport Industry Quarried Materials Award (State)
- For further information, contact:
 NSW Department of Industrial Relations
 Award Enquiry Service
- phone 131 628
 fax dial 1902 261 019
 (from handset of fax machine)
- website <http://www.dir.nsw.gov.au>

Appendix 2

Principal construction industry industrial relations and employment legislation

Federal

- ❑ *Workplace Relations Act 1996*
- ❑ *Trade Practices Act 1974*
as amended

New South Wales

- ❑ *Industrial Relations Act 1996*
- ❑ *Employment Protection Act 1982*
- ❑ *Annual Holidays Act 1944*
- ❑ *Banks and Bank Holidays Act 1912*
- ❑ *Long Service Leave Act 1955*
- ❑ *Building and Construction Industry Long Service Payments Act 1986*
- ❑ *Workplace Injury Management and Workers Compensation Act 1998*
- ❑ *Occupational Health and Safety Act 1983*
as amended

This information was correct at the time of publication. Check which legislation applies to your business and projects.

Appendix 3

Resources

Construction Policy Steering Committee

*New South Wales Government White Paper
Construct New South Wales*
July 1998
ISBN 03130733X

*New South Wales Government
Capital Works Investment
Capital Project Procurement Manual*
October 1993
ISBN 0 7310 0964 9

*New South Wales Government
Code of Practice for the
Construction Industry*
Second edition, July 1996;
ISBN 0 7310 6891 2

*New South Wales Government
Code of Tendering for the
Construction Industry*
Second edition, July 1996;
ISBN 0 7310 6897 1

*New South Wales Government
Implementation Guidelines for the
Code of Practice and Code of Tendering*
Second edition, July 1996;
ISBN 0 7310 6802 5

*New South Wales Government – Project
agreements Code of Practice for the
Construction Industry process, July 1998*

*New South Wales Government Training
Resource Manual for the construction industry
in New South Wales 1999–2000*
November 1999; ISSN 1441-2063

*New South Wales Government Developing
and implementing a Training Plan for a
small business, November 1999*

These resources are available from:

Construction Policy Steering Committee
Level 23, McKell Building
2–24 Rawson Place
Sydney NSW 2000
phone (02) 9372 8852
fax (02) 9372 8851
email cpssc@dpws.nsw.gov.au
website <http://www.cpssc.nsw.gov.au>

NSW Department of Industrial Relations (DIR)

The Department of Industrial Relations is responsible for administering the industrial relations system operating in New South Wales, and provides a range of advisory services on workplace requirements.

website www.dir.nsw.gov.au

DIR has also published *The Building and Construction Industry Handbook* to assist small business employers in the building and construction industry to understand their legal obligations to employees.

Contact:

Publications and Sales Unit
PO Box 847
Darlinghurst NSW 2010
phone (02) 9243 8774
fax (02) 9243 8777

Workplace Change NSW

Can provide information about:

- NSW industrial relation
- workplace reform
- workplace issues for small business
- workshops or seminars.

Workplace Change NSW
10 Carol Street
Darlinghurst NSW 2010
phone 1800 803 836
website www.dir.nsw.gov.au

Appendix 4

Contacts

CPSC member construction agencies

Service providers can seek information about the Guidelines from these agencies:

Construction Policy Steering Committee

phone (02) 9372 8928
(02) 9372 8846

email cpsc@dpws.nsw.gov.au
website <http://www.cpsc.nsw.gov.au>

Department of Housing

phone (02) 9821 6544

Department of Public Works and Services

phone (02) 9795 0722

Olympic Co-ordination Authority

phone (02) 9714 7300

Pacific Power International

phone (02) 6354 8300

Rail Services Australia

phone (02) 9224 2676

Roads and Traffic Authority

phone (02) 9218 6427

State Rail Authority of NSW

phone (02) 9224 2933

Sydney Water

phone (02) 9350 5389

Other NSW Government agencies

For information about NSW awards and employment legislation:

NSW Department of Industrial Relations

Levels 2, 3 & 4
1 Oxford Street
Darlinghurst NSW 2010

phone (02) 9243 8888
fax (02) 9243 8871

website www.dir.nsw.gov.au

Award Enquiry Service Centre

phone 13 16 28 (anywhere within NSW)
(02) 9243 8900 (for callers outside NSW)
fax (02) 9243 8960

To purchase NSW Awards and other resources:

Publications and Sales Unit

phone (02) 9243 8774
fax (02) 9243 8777

For information about unfair dismissals and lodging enterprise agreements:

NSW Industrial Registry NSW Industrial Relations Commission

50 Phillip Street
Sydney NSW 2000

phone (02) 9258 0080
fax (02) 9258 0058

website www.lawlink.nsw.gov.au

For information about long service leave in the construction industry:

The Long Service Payments Corporation

Head Office
Level 4, 1 Oxford Street
Darlinghurst NSW 2010

PO Box 12 NSW 1300

City Office
Suite 1, Level 2
365 Kent Street
Sydney NSW 2000

phone 13 14 41 (anywhere within NSW)
1800 426 684 (for callers outside NSW)
fax (02) 9925 6488

website www.lspc.nsw.gov.au

email info@lspc.nsw.gov.au (employer & worker)
levy@lspc.nsw.gov.au (levy enquiries)

For assistance and conciliation services for workers compensation insurance claims:

Workers Compensation Resolution Service

Department of Industrial Relations

Level 4, 1 Oxford Street

Darlinghurst NSW 2010

DX 11524 Sydney Downtown

phone (02) 9243 8800

1300 368 004 (country or outer metropolitan)

fax (02) 9243 8801

1300 368 018 (country or outer metropolitan)

For information about workers compensation, occupational health and safety and injury management:

WorkCover New South Wales

400 Kent Street

Sydney NSW 2000

phone (02) 9370 5000

WorkCover information

phone 131 050

WorkCover Bookshop

phone (02) 9370 5303

website www.workcover.nsw.gov.au

Federal Government agencies

For information about Federal awards:

Department of Workplace Relations and Small Business

Level 9, North Wing

477 Pitt Street

Sydney NSW 2000

Wage line telephone

(02) 9282 0800

website www.dwrsb.gov.au

Office of the Employment Advocate

NSW Regional Office

Level 7, 477 Pitt Street

Sydney NSW 2000

GPO Box 9842

Sydney NSW 2001

National telephone enquiry service

phone 1300 366 632

website www.oea.gov.au

For information on superannuation:

Superannuation Guarantee Helpline
(Australian Taxation Office)

phone 13 10 20

This service is also provided in other languages

for faxed information

phone 13 28 60

website www.ato.gov.au\super

A comprehensive list of unions, employer associations, and other contacts is included in the current version of the *Training Resource Manual for the construction industry in New South Wales*.

**Industrial
Relations
Management**
Guidelines