



**A model of internal regulation of
workplace employee relations:
Discussion Paper**

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Australian Mines & Metals Association (Inc)

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Executive Summary

This paper is intended to set the framework for discussion and debate about an option for the internal regulation of workplace relations in Australia.

The current workplace relations system is essentially a system for the protection of fair wages and conditions. The internal regulation model builds on this framework of protection and is designed to go one step further. That is, to actively promote effective management leadership, systems and human resources practices to ensure Australian enterprises are well placed to meet the challenges of operating in a competitive global environment.

In essence, organisations and their people who have attained a high degree of trust through their systems and methods of management will be able to choose to work directly with each other under the internal regulation model, without the current problems associated with a plethora of confusing state and federal legislation applying at the worksite.

The commitment of an individual to work productively and happily cannot be mandated. The nature of the relationship can only be entered into by the free and informed choice of the individual. The internal regulation model assumes that the employee's confidence and trust in the organisations and its leadership will be greater when basic issues (such as remuneration systems, task assignment and review, training and development, recognition and reward) are handled consistently, fairly and quickly by the systems of the organisation rather than through reliance on external systems and agencies. An Employee Relations Charter is proposed as a vision towards which organisations that wish to move to the internal regulation model should strive.

The internal regulation model is based on the corporations power and is designed to facilitate the operation of common law contracts, with underpinning protections.

To ensure the *bona fides* of organisations that wish to move to the internal regulation model, sixty-six percent of the workforce is required to vote the internal regulation model in and only fifty percent are required to vote it out. Under the internal regulation model, employees will have access to an independent body for advice and information and an internal fair treatment procedure as well as external complaints systems (for example, unfair and unlawful dismissal applications, discrimination claims and access to courts of law regarding contractual issues).

Just as there can be no trade off of safety versus quality, the internal regulation model promotes both efficiency and equity within an organisation and on an individual level.

The internal regulation model is designed to give organisations and their people more choice about the appropriate form of employee relations at their workplace, and is not intended to replace any options currently available to organisations under state or federal law.

Introduction

The internal regulation model is a model for corporate employers designed to provide access to a simple system of direct working relations with employees without the problems and confusion arising from the plethora of state and federal employment law. The internal regulation model seeks to promote good managerial and human resource practices and to reduce business and regulatory compliance costs, thereby increasing the global competitiveness of Australian enterprises.

Background

Australian Mines and Metals Association is the national employer association for the mining, hydrocarbons, and associated processing and service industries.

Underlying all AMMA's activities is the belief that direct, cooperative and mutually rewarding relationships between employers and employees at the enterprise level are the best way to achieve efficient and productive workplaces.

In 1988, *AMMA — The Way Ahead*¹ was released as a blueprint for workplace relations reform. It advocated the move to enterprise-based bargaining, which has since occurred.

Most organisations have had some success with enterprise bargaining, but many are now dealing with the limitations of this process including limited productivity improvements or plateaued productivity, 'trade off' fatigue, the high level of third party involvement, complex procedures and high transaction costs.

Many organisations have developed sophisticated human resource and employee relations policies and procedures and pay well above the award specified minima. For these organisations, in the most part, the current high level of workplace regulation is unnecessary and only adds unwarranted transaction and compliance costs and inhibits productivity.

It was in this context that the *Beyond Enterprise Bargaining*² report (the Report) was undertaken. The Report involved commissioned research into international trends in collective bargaining, the history of Australian workplace relations reform and key economic development in Australia as well as case studies on various overseas operations.

¹ AMMA (Sep 1988), *AMMA – The Way Ahead*

² AMMA (May 1999), *Beyond Enterprise Bargaining: The Case for Ongoing Reform of Workplace Relations in Australia*.

The Report reveals that industrial relations in Australia is one of the most highly politicised systems in the world, with political parties taking positions and reversing positions, often as part of the 'political product differentiation' process. This 'swinging pendulum' has been an immense cost to the Australian taxpayer and to the organisations that need to keep up to date with ongoing developments. However, the current direction of offering more flexibility and choice in employment arrangements has supported the superior economic outcomes experienced in Australia over the last 5 years.

On the basis of the themes and outcomes of the Report, AMMA seeks to go beyond enterprise bargaining to provide a further option for workplace regulation – a system of internal regulation of employee relations based on high standards of managerial leadership and fair and effective systems for managing employee relations. This system is not intended to replace or detract from any current legislative options for workplace relations, but is designed to be an additional option for employers and their employees to utilise.

An Employee Relations Charter (Attachment 1) has been developed which outlines the standards for managerial leadership, behaviour and systems that AMMA believes are necessary to support and maintain a system of internal regulation, whether the Charter is a formal part of the policies of the organisation or not.

The Charter and the Report were publicly released at AMMA's National Conference in March 1999. Meetings have been held with AMMA members in each state as well as the major federal and state political parties to discuss the themes and issues relating to the Report and Charter.

As a result of this consultation process, AMMA set up a small working party including key industry representatives and legal practitioners to:

- develop the prototype for the internal regulation model; and
- consider the issues which would need to be resolved in order for the internal regulation model to be a practical and political reality.

The working party's proposal was reviewed and refined by AMMA's Board Reference Group following which it was submitted and approved by AMMA's Board.

The Business Case for Further Reform

Over the last decade, profound changes have occurred to the structure and nature of competition in the Australian economic system, the nature of employment, the workplace relations system, the structure and size of the trade union movement, and the processes of wage negotiations and work organisation in Australian workplaces.

This process of change in the economic system has been supported by changes in the workplace relations system from a centralised system for determining wages and conditions to a system of enterprise and even individual based bargaining.

Legislative reforms by both Labor and Coalition Governments helped to achieve a major breakthrough in dismantling Australia's inflation-prone centralised wage fixing system. This has allowed governments to maintain a higher level of economic growth than previously would have been possible.

Superior economic outcomes for wage and salary earners and the community have been realised during the 1990s. Labour productivity per hour worked in the non-farm market sector has doubled. These outcomes reflect the benefits of micro-economic reform, low inflation and sustained real earnings growth associated with the operation of a more flexible labour market.

In this period of economic growth, it is vital to continue to improve our productivity and international competitiveness in both export and import competing industries in order to reduce the balance of payments constraint on domestic growth and to improve our capacity to service foreign debt.

The continuation of the current economic and workplace relations policy direction holds out the prospect of further reductions in unemployment while at the same time entrenching a much more resilient and adaptive economy than was apparent in previous decades.

The current workplace relations system has evolved over many years through a process of legislative reform, but the pace of the change in the global market is accelerating and we need to continually re-evaluate our system to ensure it continues to meet business needs. It is also important to recognise that international investment depends, among other things, on the workplace relations environment of the country being considered for investment. Further workplace reform to support high performance organisations can assist in attracting investment to Australia.

By early this century, the remaining vestiges of economic protection on which the workplace relations institutions of the nation were built in the early 1900s will have further diminished if not disappeared. Australian companies will be operating in an environment fully exposed to the rapid transformation of the world market place and international capital flows. More Australian organisations will be important players on this international stage in their own right. The ability of Australian companies to react quickly when opportunity or threat is recognised must be facilitated, not restricted, by the framework of industrial relations law.

Market responsiveness, growth and improved competitiveness for the organisation only comes about through the actions of people. The internally regulated model aims to allow corporations, in consultation with

their employees, to quickly change and adapt the structure and systems of the organisation to ensure its people are:

- doing the right work;
- at the right time; and
- in the right place.

It is intended to provide the opportunity for corporations to liberate the capability of people through the provision of greater flexibility and greater freedom for individual recognition at work.

The internally regulated model aims to facilitate the development of high performing organisations where people are committed to personal and organisational excellence. The realisation of the full work potential of people is the challenge for managerial leadership. The internal regulation model can facilitate and enable this process. It can also help to remove some of the obstacles that are frequently encountered due to the nature and complexity of our industrial relations and employment law systems.

Australia needs a workplace relations system that provides incentives for improved business performance and enables and facilitates the growth of high performance organisations and more jobs, and improves the working lives of our people.

Current Workplace Regulatory Model

The current workplace relations system is not the last word in perfection and needs to be continually evaluated to ensure it meets the needs of the rapidly changing global business environment. There are a number of limitations in the current workplace regulatory system, including:

- Over prescription:
 - Workplace regulations deal with the minutiae of workplace processes. Even under the proposed changes to the *Workplace Relations Act 1996* currently before Parliament, there is a very high degree of regulation of the relationship of parties to the workplace.
 - Many organisations complain about the complexity and transaction costs involved in reaching and registering both collective and individual agreements and the need to rely on expensive legal and other professional advice to manage the complexity of the system. Given the short-term life of these agreements (up to 3 years), these costs are regular and ongoing.
 - Arguably, many good employers are over-regulated. Many of Australia's businesses have put in place very sophisticated

organisational improvement and human resource management systems. The current extent of workplace relations laws is unnecessary, adds unwarranted transaction costs and inhibits firm productivity.

Good employers almost always have a long history of providing pay levels and conditions for their employees well above award-specified minima. They maintain these practices to enhance their corporate reputation, to attract and retain skilled staff, to improve their productivity and increase their profits. Despite this, these workplaces remain as intensively regulated as the most marginal business with the poorest employment practices.

- Dealing with over-regulation and the complexity of the current system is a cost for any organisation, affecting the bottom line of business performance and competitiveness. To operate in the 'unprotected' global market of the future, any additional costs to business will reduce competitiveness.
- Over the last decade, other bodies of prescriptive regulation have been simplified by the regulatory reform agenda, with the result that the regulation actively encourages the adoption of quality practices throughout the business community, while simultaneously reducing prescription, compliance costs and avoidance. Hence, the workplace regulatory system has been by-passed by developments in other regulation reform.
- Conflicting state and federal laws operating at a worksite: Under the current system of workplace relations, with both federal and state legislation applying, it is often difficult to determine the source of an employment right or obligation, or the appropriate procedure or tribunal to deal with an issue.
- Lack of options other than registering workplace agreements: If an organisation and its employees choose to deal directly with each other, without going through the lengthy and costly process to get an agreement registered, then they are often constrained by either a federal or state award which underpins their employee relations arrangements.

Organisations taking this path may be subject to a roping-in claim, a notice of bargaining period, the award simplification process for an award which has no relevance to the workplace and under some state systems, and the right of entry of union officials who are uninvited by either the employee or employer. Organisations faced with these situations confront complex legislation and a plethora of tribunal and court decisions to come to terms with to ensure their actions are not

open to legal challenge. To many companies, these are 'side issues' which distract attention from business imperatives.

- Episodic nature of workplace change as a result of current bargaining process: The pattern of collective enterprise bargaining is by its very nature episodic. It is a bargaining process, not a business process and therefore arbitrary and discontinuous, dependent upon the duration of collective agreements. This drives behaviour which tends to postpone organisational change in the short term to provide bargaining power in the process of re-negotiation of the workplace agreement. The pressures on the organisation for change are continuous, and the pattern of bargaining therefore restricts the adaptability and the rate of change within the organisation. As the competitive pressures arising from reduced tariff barriers and the entry of foreign competition intensify, so the costs of episodic organisational change around bargaining periods become more critical. A crucial factor to be addressed in supporting continuous improvement is how to move away from periodic bargaining, yet promote a work environment which is both fair, stable and adaptive.

Need to promote good managerial leadership

A key to improving business efficiency, and hence international competitiveness, is to promote and improve managerial leadership. Where managerial leadership has developed a work environment supported by internal systems in which employees are willing and able to work to their full capability, it is more likely that those organisations will progress and grow.

It is the quality of the systems of the organisation (for example, the systems of task assignment, work performance review, remuneration, recognition and reward, training and development, selection, promotion and career advancement) that determine the extent to which the employee will willingly give their best efforts at work.

If the workplace regulatory system can provide more incentives to shift the focus of the workplace onto results over processes, through the wider adoption of higher quality people management and human resource practices, then the organisation, its people and Australia will be better off

What the regulatory system should achieve

An aim of the regulatory system should be to encourage the provision of fair and equitable terms and conditions of employment. Equally it should promote world competitive enterprises based on flexibility and good managerial leadership where people:

- are productively engaged;
- feel their work is valued; and

- are treated fairly.

For employees, this means a work environment where they have a real choice in the nature of the employment relationship they wish to enter into and the prospects of better conditions and more secure employment. These better outcomes for the employees flow directly from the improved business performance of the company.

The regulatory system should actively reward good employers by providing an incentive for good managerial leadership through the potential for reduced transaction costs and reduced need to deal with some of the 'side issues' of the current workplace regulation scheme.

Systems of compliance should target those organisations which are not meeting their legal obligations, and should also provide a clear and simple system for dealing with workplace issues.

Outline of the internally regulated model

AMMA seeks to develop a model which provides enterprises with an incentive to develop good managerial and human resource practices.

The internal regulation model which is proposed operates within the context of existing workplace and employment law.

Given the complexities inherent in the current system, the mechanics of entering and exiting the internal regulation model must manage that complexity.

Once the model is in place, through the informed acceptance of the people in the organisation, it operates with minimal external intervention. There are 'passages to navigate' to enter and exit the internal regulation model, but it is designed to provide 'smooth waters' for the organisation while in operation.

In order to avoid some of the complexities of the existing system, the internal regulation model has been designed to operate through stand-alone legislation based on the corporations power.

Utilisation of the corporations head of power will allow almost 75 per cent of Australian business, both small and large, to choose to move to the internal regulation model. Non-incorporated businesses, or business with less than 5 employees could access this model through complementary state legislation.

Legislative Framework

Provided an enterprise meets certain standards in terms of wages and conditions and can demonstrate the necessary management leadership and terms and conditions of employment to convince two-thirds of their

employees to freely and willingly approve, an organisation may opt into a system of internal regulation.

It is intended that the internal regulation model will not have a nominal expiry date but can be terminated at any time with the approval of a valid majority of the employees in the enterprise (50% plus one) who cast a valid vote.

It is proposed that the minimum standards for conditions will include common forms of leave or the equivalent – 4 weeks annual leave, 13 weeks after 15 years of service, long service leave, personal carer's leave (including sick leave), 52 weeks parental/adoption leave after 12 months continuous service, equal pay for work of equal value, and fair treatment procedures for dealing with complaints and grievances.

There must be a mechanism for setting the minimum safety net for wages under the internal regulation model. The simplest approach is the adoption of the federal minimum wage as varied from time to time. However, it is recognised that the actual standards for wages and conditions offered will be critical to securing the necessary level of support from employees to enter the system voluntarily.

Internal regulation will mean that the organisation is no longer bound by awards, orders, determinations or agreements under the state and federal systems. The organisation can not be roped into awards and it will be free from any further involvement in the award simplification process. The bargaining provisions, including notices of bargaining periods and protected industrial action, will not operate.

The internal regulation model will exclude the operation of federal AWAs and certified agreements and state individual, industrial, workplace or enterprise agreements, even during their nominal life.

The AIRC's general conciliation, arbitration and ancillary powers will no longer have application. However, an internally regulated organisation must have a process for dealing with complaints, grievances and disputes. If an organisation does not develop its own procedure for addressing individual concerns or complaints, a model grievance and dispute procedure which parallels Schedule 9 of the *Workplace Relations Regulations* will apply.

State industrial relations, annual and long service leave Acts and truck legislation would no longer have any application. An outcome of this is that organisations would have a much simpler system for dealing with workplace issues. This is because the potential confusion associated with the dual state and federal industrial relations jurisdictions operating at a worksite is removed. In addition, instead of annual and long service leave entitlements varying depending upon the location of the work being

performed, a simple industry standard would be applicable across Australia, regardless of where the work is performed.

The actual wages and conditions on offer, including the process for dealing with complaints, grievances or disputes, will form part of the employees' deliberations about whether to move to the internal regulation model or not. Other elements to consider will be the degree of trust of the organisation, its leadership and its management systems and practices. The ease of exiting the system will provide significant protection for employees where the organisation has not provided the expected terms and conditions or where the needs of employees change.

Employees in the 'enterprise' who are eligible to participate in the ballot process and who subsequently come within the internal regulation model will have access to the Australian Industrial Relations Commission and the Federal Court of Australia for unfair and unlawful dismissal applications as well as protection against unconscionable contracts.

The freedom of Association provisions of the *Workplace Relations Act 1996*, state and federal Anti-discrimination and Equal Opportunity Acts, state Workers Compensation, OH&S, Apprenticeship and Mines Inspections Acts will apply.

The organisation will still be bound by the superannuation guarantee legislation and the exemptions regarding youth wages.

Attachment 2 outlines the legislation that would be retained or displaced by the internal regulation model.

'Greenfield' Operations

Organisations setting up a greenfields site have the option to utilise the internal regulation model. The terms and conditions on offer must exceed the federal minimum wage and the minimum conditions of employment schedule and must be sufficient to attract employees to work at the greenfields location. Employees can exit the internal regulation model at any time, provided there is support from a valid majority of employees who are eligible to vote. This unrestricted exit provides strong protection against employers seeking to utilise the greenfields option to pay below existing award rates.

It is recognised that greenfield operations also have a number of other options available under the current workplace relations regulations, including Australian Workplace Agreements and S. 170LL certified agreements. These options provide certainty of terms and conditions of employers for up to 3 years, but carry with them a degree of complexity and associated transaction costs.

Transmission of Business

The laws governing the conditions of employment to apply on transmission or acquisition of business are complex and recent case law has added to this complexity. The simplest model is to allow the transmittee to determine the terms and conditions of employment in the newly-acquired business or part of the business. Effectively, the transmittee can determine whether the internal regulation model continues or not. Employees have the option to exit the internal regulation model at any time, provided there is support from a valid majority of employees who cast a valid vote.

Managerial Leadership

To obtain the free and willing support of a high percentage of employees to move to this model, the employer will need to display a high level of managerial leadership and offer attractive terms and conditions of employment. AMMA's Employee Relations Charter outlines the mutual obligations of both the organisation and its employees which AMMA believes would need to be present in the organisation's policies, systems and behaviours to ensure the internal regulation model was successful.

The mechanics for entry and exit

Entry

1. The employer must provide notification and a statutory declaration to an independent body (Organisation A) outlining the employer's intention to move to an internally regulated workplace. The statutory declaration would address things like name, address, number of employees, incorporation status, Australian Company Number (ACN) and the name and address of the independent body or person who will conduct the ballot. This notification will be confidential.
2. An 'enterprise' can be:
 - a geographically or operationally distinct part of a business; or
 - two or more employers carrying on a business, project or undertaking as a joint venture or common enterprise; or
 - two or more corporations that are related to each other for the purposes of the Corporations law.
3. Organisation A will issue a certificate to the employer outlining the processes to be followed to establish an internally regulated workplace within 7 days of receipt of the notification. The certificate will operate for a 3 month period, or until the employer notifies Organisation A that they wish to withdraw from the process, whichever is earlier.

4. When issuing the certificate, organisation A will provide the employer with standard material regarding the procedural requirements for moving to the internal regulation model. Organisation A will also act as an advisory body for employers and employees regarding the mechanics of entry, maintenance and exiting the internal regulation model.
5. At least 28 days prior to the ballot, the employer must provide an Information Statement to employees about the process for and consequences of moving to an internally regulated workplace, a description of the wages and conditions framework and a statement of the individual's actual wage and conditions to apply if the proposal for internal regulation is accepted.
6. The employer must provide to Organisation A a declaration that all the prescribed material has been provided to employees and a copy of the statement outlining the wages and conditions proposed to apply.
7. Upon the request of a member, a union eligible within the existing Freedom of Association provisions of the current Workplace Relations Act may provide information to members regarding the employer's proposal. The employer may also provide further information about the internal regulation system during this period.
8. There can be no bargaining period notified or protected industrial action notified or initiated or occur during this 28 days unless a bargaining period was in place prior to the issuing of the certificate under point 1 (above).
9. The ballot must be a secret ballot and run by an independent body (for example an independent consulting firm, chartered accountant or electoral commission). The employer will pay for the ballot.
10. Two-thirds of employees to be covered by the internal regulation model who cast a valid vote must approve of the move to an internally regulated system. The employer must provide a reasonable opportunity for eligible employees to vote.
11. There must be no duress or coercion by either party or any external person, organisation or body. An offer of more attractive terms and conditions will not amount to duress or coercion under the internal regulation model.
12. The independent organisation or person(s) conducting the ballot must provide advice on the outcome of the vote to the employees, employer and Organisation A within 7 days of the vote.
13. Where all the requirements of the ballot have been met and the necessary 2/3 majority has been satisfied, Organisation A will provide

a declaration to the employer at the workplace at which the ballot was conducted certifying that the workplace is now governed by the internal regulation model. Organisation A will also advise the Australian Industrial Relations Commission and any other relevant industrial relations tribunals of the outcome the ballot and that a certificate has been issued in respect to that workplace. Organisation A will maintain a register of all organisations which are operating under the internal regulation model.

14. The statement of wages and conditions provided to employees prior to the ballot will become binding as a common law contract on the date of the ballot. The common law contract can be conditional upon the continuation of the internal regulation model.

Maintenance

15. Maintaining the effectiveness of the internal regulation model is the accountability of the employer.
16. The common law will govern any variations to contracts of employment during the operation of the internal regulation model.
17. There will be no right to take protected industrial action.
18. There will be no annual renewal process to maintain the operation of the system.
19. The workplace will be subject to inspection in accordance with the normal health and safety regulations.
20. Internal fair treatment procedures to deal with complaints and grievances will provide an avenue to deal with any workplace issues. Employees will also have access to external complaints systems (for example, unfair and unlawful dismissal applications, discrimination claims and access to courts of law regarding contractual issues).

Exit

21. Either the employer may elect to exit or the employees can initiate a ballot to exit the internal regulation model.
22. Employees can exit the internal regulation model at any time provided, a valid majority of eligible employees who cast a valid vote approve.
23. The employer must notify Organisation A in writing of their election to exit the internal regulation model.
24. The ballot will be a secret ballot and will be run by an independent organisation or person(s) and the employer will pay for the ballot.

25. There must be no duress or coercion by either party or any external person, organisation or body.
26. The conditions to apply immediately after the majority vote to exit the system will be those provided by the relevant federal or state system.

Safeguards for employees

The internal regulation model provides a number of safeguards for employees:

- two-thirds of employees need to approve entry into the internal regulation model;
- a majority of employees (over 50%) need to approve the exit from the internal regulation model;
- employees' actual conditions on offer under the internal regulation model are documented and provided to employees at least 28 days prior to the vote;
- there is a prohibition on coercion/duress and discrimination/victimisation;
- the employer must provide a copy of the terms and conditions on offer to an external body Organisation A;
- an independent organisation or person(s) conduct the ballot;
- the ballot is a secret ballot;
- employees have access to a fair treatment procedure for complaints and grievances to resolve individual problems;
- standard conditions and wages schedule form the safety net for terms and conditions of employment under the internal regulation model;
- an information statement outlines the process for entering and exiting the internal regulation model as well as outlining the prohibition against coercion/duress;
- the opportunity for relevant union(s) to put their case under normal Freedom of Association provisions; and
- the requirement for the employer to provide a statutory declaration to an independent body and receive a certificate from that body prior to being able to move to the internal regulation model.

ATTACHMENT 1

Employee Relations Charter

Purpose

The Employee Relations Charter has been designed to facilitate the development of world competitive enterprises within Australia.

The charter requires responsible and effective leadership that ensures that employees:

- are productively engaged
- feel their work is valued, and
- are treated fairly.

The Employee Relations Charter

- All employees are entitled to:
 - work in an environment where effective standards of health and safety are in place;
 - be free from workplace harassment and unlawful discrimination
 - have access to appropriate means for internal review of individual concerns or complaints without fear of retribution, and
 - not join a union or join a union with the legal capacity to represent their industrial interests.
- It is the employer's accountability to:
 - provide remuneration and conditions of employment that are fair and reflect community and industry standards
 - ensure that individual employees have a clear understanding of work requirements and have accurate and timely information about how they are performing in their role with scope for recognition of that performance, and

- work with all employees honestly and fairly and promote a shared understanding of business direction and performance through managerial leadership and open communications.
- It is the employees' accountability to:
 - work safely
 - act with integrity and honesty, and
 - perform their duties lawfully and effectively.

ATTACHMENT 2

The state/federal laws displaced/retained by the internal regulation model.

Retained	Displaced
Workplace Relations Act: <ul style="list-style-type: none"> - Unfair/unlawful termination provisions - Schedule 14 – Parental/adoption leave - Exemptions re Youth Wages - Freedom of Association 	Workplace Relations Act: <ul style="list-style-type: none"> - Awards, Certified Agreements, AWAs, orders or determinations - Bargaining, Protected industrial action - AIRC’s general conciliation, arbitration and ancillary powers
State and federal Anti-Discrimination and Equal Opportunity Acts.	State Industrial Relations Acts.
State Workers Compensation legislation. * note that the retention of these Acts have effects re unfair dismissal applications (i.e. the requirement to hold a position open for a 12 month periods).	State Annual and Long Service Leave Acts.
OH&S legislation.	Truck legislation.
Apprenticeship legislation	
Mines Inspection acts * note that some acts have IR implications, e.g. NSW act which required 2/3 vote to extend working hours beyond 8 hours per day.	
Superannuation Guarantee legislation	