

AMMA IN ACTION OUR SERVICES

A National Network of **Resource Industry Experts**

- Workplace Relations
- Human Resources
- Employment Law
- Training and Development
- Migration
- Communications and Public Affairs
- miningoilandgasjobs.com

About us

AMMA is Australia's resource industry employer group, a unified voice driving effective workforce outcomes.

AMMA has been serving the resource industry for more than 90 years, with its membership comprising the majority of resource industry employers operating in Australia.

Members include companies directly and indirectly employing more than half a million working Australians in mining, hydrocarbons, maritime, exploration, energy, transport, construction, smelting and refining, as well as suppliers to these industries.

AMMA works with its powerful network of likeminded companies and resource industry experts to influence policy development and lobbying; provide workforce consultancy services; engage in training and development; develop widespread industry initiatives; and host valuable industry leadership events.

AMMA Workforce Consultancy Services

The resource industry is a highly regulated and complex environment that can be difficult and challenging for resource employers to navigate.

AMMA workforce consultancy services provide employers with access to resource industry consultants, lawyers and trainers specialising in industry-specific issues and delivering innovative workforce solutions.

Our consultants and trainers have practical experience throughout all areas of the industry and have pervasive knowledge of the varying and unique workforce issues facing resource employers.

Our workforce consultancy services include:

- Workplace relations;
- Human resources;
- Employment law;
- Training and development;
- Migration; and
- Communications and public affairs.

Consultancy Fees

AMMA workforce consultancy services are offered on a fee-for-service basis. We provide competitive pricing on either a project basis or at an hourly/daily rate, with significant savings available to AMMA members.

AMMA's expert consultants, lawyers and trainers possess:

- Practical resource industry experience combined with qualifications in workplace relations, business, human resources, employment law, migration and communications;
- Extensive knowledge in the design and delivery of nationally recognised qualifications;
- Offices in every state to provide organisations with seamless and co-ordinated advice and representation across the nation;
- Innovative solutions to serve your organisation as well as the entire industry; and
- A widespread network of members so any fees your organisation pays to AMMA directly contributes to the collective representation of the resource industry in a range of policy and legislative matters.

MELBOURNE (Head office)

Level 10, 607 Bourke Street
MELBOURNE VIC 3000

Tel: (03) 9614 4777

Fax: (03) 9614 3970

vicamma@amma.org.au

PERTH

Services for members in the Northern Territory are provided by the Perth office.

7th Floor, 12 St George's Terrace
PERTH WA 6000

Tel: (08) 6218 0700

Fax: (08) 9221 5422

waamma@amma.org.au

BRISBANE

Level 1, 200 Creek Street
(PO Box 2933)

BRISBANE QLD 4001

Tel: (07) 3210 0313

Fax: (07) 3210 0291

qldamma@amma.org.au

SYDNEY

Level 13, 59 Goulburn Street
SYDNEY NSW 2000

Tel: (02) 9211 3566

Fax: (02) 9211 3077

nswamma@amma.org.au

ADELAIDE

Level 6, 41 Currie Street
(GPO Box 2883)

ADELAIDE SA 5001

Tel: (08) 8212 0585

Fax: (08) 8212 0311

saamma@amma.org.au

HOBART

Level 3, 85 Macquarie Street
(GPO Box 1236)

HOBART TAS 7001

Tel: (03) 6270 2256

Fax: (03) 6270 2257

tasamma@amma.org.au

Workplace Relations, Human Resources and Employment Law

A national network of resource industry experts

AMMA's team of professional consultants and lawyers provide cost effective advice on all workplace relations, human resources and employment law issues.

Through many collective years of resource industry knowledge and proven experience, AMMA has dealt with all types of complex workforce strategies and provided advice and assistance through each stage of the resource business cycle.

Workplace relations services:

- Workplace relations strategies and plans;
 - Navigating through bargaining framework;
 - Integrating communications into bargaining strategies;
 - Implementing flexible working arrangements;
 - Advising through the tender process for maintenance and construction work;
 - Contract management of employment relations management plans (ERMP);
 - Managing workplace relations for major shut down projects;
- Risk mitigation strategies;
 - Union matters including agreement coverage, right of entry and workplace access;
 - The interaction between OH&S and workplace relations laws;
 - Employment contracts;
 - Conducting BOOT tests;
 - Good faith bargaining and employer obligations;
 - Implementation of redundancy processes; and
 - Complying with the National Building Code and regulations.

Human resources consultancy:

- HR and employee relations strategies;
- Feasibility analysis on workforce requirements and labour costs;
- Organisation and job design;
- People management systems;
- Change management, mergers and acquisitions, restructuring and downsizing;
- Communication and consultation strategies;
- Mentoring and support;
- Terms and conditions of fitness for

- drug and alcohol policies;
- Superannuation and salary packaging;
- Performance management; and
- Occupational health and safety.

Employment law:

- Advice on terms and conditions of state and federal employment law;
- Union right of entry laws; and
- Skilled migration requirements.

Representation:

AMMA consultants provide representation and advocacy at all industrial tribunals on the following matters:

- Unfair and unlawful dismissal claims;
- Adverse action matters;
- Industrial disputes and industrial action including strike ballot orders, injunctions, conciliations and arbitrations;
- Representation and advocacy during agreement certification; and
- Appeals on significant industry issues.

AMMA in Action: Diving Industry Greenfields and Enterprise Agreement Negotiations

The challenge

AMMA was engaged to represent a group of employers in the diving industry for the development of a framework agreement to replace a range of expiring union collective agreements.

The solution

AMMA met with various diving companies and identified a range of objectives in relation to the negotiation of upcoming Greenfields and enterprise agreements.

AMMA's goals, in conjunction with the various employers were to:

1. Negotiate agreements on behalf of diving employers within a reasonable time frame;
2. Minimise or eliminate any threats of industrial action;
3. Arrive at a set of conditions which were sustainable and acceptable to various diving employers and the industry; and
4. Ensure the conditions negotiated were considered fair and reasonable to diving employees.

AMMA also met with a number of its members within the diving sector to discuss common issues during the bargaining process. It also utilised its long-standing relationship with MUA officials to instigate constructive discussions in a highly unionised environment.

A series of agreed ground rules was also set by AMMA to determine how the negotiations would be conducted, set meeting well in advance and ensure a sustainable and sensible approach to wage setting took place.

The outcome

Despite the challenging negotiation environment, AMMA reached an 'in principle' agreement with the MUA on behalf of individual diving employers and registered various enterprise and Greenfield agreements depending on the employer and the location of various projects.

Going forward, AMMA and the diving employers have ensured no lawful industrial activity can occur in diving services until 2013.

Training and Development

Invest in the most precious resource – your people

AMMA designs and delivers industry specific training and workforce development courses to develop the skills and knowledge of employees in the resources and allied industries.

Experienced resources experts deliver flexible and customised courses in capital cities, regional centres and on-site for AMMA members. AMMA is also a Registered Training Organisation (RTO).

Our training and development team:

- Designs and delivers training courses customised to specific business requirements;
- Works in-conjunction with internal staff to tailored courses to the learning needs of the organisation;
- Covers the full scope of human resources, migration and employee relations with a focus on leadership and supervisory development and discrimination compliance;
- Provides a range of nationally recognised qualifications; and
- Offers a generous calendar of skills training throughout the year in every state.

Specialised employee relations courses include:

- Bargaining Skills Under the Fair Work Act;
- Contact Officer Training for Discrimination, Harassment & Bullying;
- Dealing with Union Right of Entry Requests;
- Fundamentals of the Employment Relationship;
- Understanding the Industrial Relations Safety Net;
- Discipline and Termination – Reducing the Risk; and
- Flexing Union Muscle – Union Rights and Powers.

AMMA can deliver courses across Australia:

- At your workplace and onsite;
- Via self-paced online learning;
- By correspondence;
- Via interactive webinars;
- Through partnership arrangements; and
- Recognising existing skills and prior learning using RPL.



AMMA in Action: Customised Training

The challenge

AMMA was engaged by HWE Mining, now Leighton Contractors Resource Division, to design and deliver an Employee Relations Management Training Program. The program was to train team leaders with the foundation skills to supervise others in the workplace.

The solution

Working with members of the HWE Mining HR team, AMMA designed a 'hands on' practical course that equips frontline leaders, as well as those aspiring to become leaders, with the skills required to manage the day to day people issues faced in the workplace.

The course incorporates organisational values, guiding behaviours, policies and procedures.

Sessions on employee engagement, situational leadership, effective communication and managing performance were delivered in a way supervisors can relate to and implement in their workplace.

The outcome

The training has been conducted monthly for a number of years by AMMA training staff and has been reviewed annually for continuous improvement and to incorporate new initiatives. The interactive training is currently conducted in two blocks and runs for a total of five days.

Feedback has shown the course equips participants to address the people management issues that are integral to daily operations. AMMA and Leighton Contractors Resource Division continue to work closely in partnership on additional training programs and RTO courses.

Resource Industry Leadership Program

The ability to positively influence team behaviours, make emotionally intelligent decisions, foster productivity and engage employees is crucial in today's competitive labour market.

These traits are even more important as leadership in the resource industry becomes an increasingly complex and demanding responsibility.

In addition to the traditional complexities of leadership, today's leaders must develop the capacity to

meet the demands of a diversifying workforce within a workplace environment where outside parties increasingly intervene in employment matters.

AMMA Training and Development has created a suite of leadership courses designed specifically to meet these challenges in the resource industry. Developed from the direct feedback of resource employers, the multilayered approach suits

participants of all levels of skills and experience.

The courses build leadership capability, address industry-specific challenges and facilitate the transfer of knowledge from the learning environment back into the workplace.

The AMMA Resource Industry Leadership Program – transitioning today's workers into tomorrow's leaders.

Resource Industry Leadership Program comprises:

Emerging Leaders

- Supervisors' Toolkit (2 days)
- Leadership for Supervisors (2 days)
- Employee Relations for Supervisors (1 day)

These initial five days provide new or emerging leaders the fundamentals of supervision and leadership with some basic strategies to address the challenges they face as they come to terms with their new role and attempt to make an early impact.

Enhancing Leaders

- Mindful Leadership (3 days)
- Balancing Leadership (2 days)
- Conversations for Leaders (2 days)

The second level of the Resource Industry Leadership Program is for the established leader who is enthusiastic about embracing the role of leadership and is keen to enhance their skills to achieve even greater results from their team.

This seven day program is delivered as two 2 day courses and a three day course.

Experienced Leaders

- Mt Eliza Executive Education
- Five and a half days residential

Designed for leaders in senior positions, it contains best practice leadership thinking with knowledge of the resource industry's needs.

AMMA Registered Training Organisation (RTO)

AMMA's Registered Training Organisation (RTO No 52217) offers the following Nationally Recognised Training:

BSB31207 Certificate III in Frontline Management	RII30111 Certificate III in Surface Extraction Operations (November 2011)
BSB40807 Certificate IV in Frontline Management	TAE40110 Certificate IV in Training and Assessment
BSB51107 Diploma of Management (November 2011)	BSBOHS407A Monitor a safe workplace
BSB41007 Certificate IV in Human Resources	BSBSUS301A Implement and monitor environmentally sustainable work practices
BSB50607 Diploma of Human Resources Management (November 2011)	RIICOM301A Communicate information
BSB41407 Certificate IV in Occupational Health and Safety	RIIMPO310A Conduct grader operations
BSB41507 Certificate IV in Project Management	RIIOHS204A Work safely at heights
BSB51307 Diploma of Occupational Health and Safety	RIIOHS301A Conduct safety and health investigations
RII20209 Certificate II in Surface Extraction Operations	RIIRIS401A Apply site risk management system
RII20509 Certificate II in Resource Processing (November 2011)	CPCCLSF2001A Licence to erect, alter and dismantle scaffolding basic level (November 2011)
RII30311 Certificate III in Underground Metalliferous Mining	CPCCLSF3001A Licence to erect, alter and dismantle scaffolding intermediate level
RII30411 Certificate III in Resource Processing (November 2011)	CPCCLSF4001A Licence to erect, alter and dismantle scaffolding advanced level (November 2011)

Migration Services

Australia's migration expert for the resource industry

Recruiting and integrating skilled workers from overseas into your business can be a complex and daunting task.

AMMA understands the specific needs of resource industry companies in relation to skilled migration and has taken a key role in lobbying for improved migration conditions that meet the needs of our members. AMMA is actively involved in industry consultations and regularly attends industry briefings held by the Department of Immigration and Citizenship (DIAC) to ensure our clients have the latest information about government processes and regulations.

AMMA Migration Services can assist with:

- Employer Sponsored Migration;
- Skilled Migration;
- Enterprise Migration Agreements;
- Labour Agreements;

- Migration Consultancy;
- Training Visas; and
- Migration Appeals.

Putting migration knowledge to work:

- AMMA provides guidance, should DIAC decide to conduct an audit of your compliance with your sponsorship obligations;
- Our migration experts understand a sponsor company's obligations under the Migration Act and communicates these directly to its clients to ensure compliance with the law and regulations;
- AMMA has expertise in negotiating labour agreements for major resource industry projects, including consulting with trade unions; and
- We represent migration clients before courts and tribunals in migration matters.



AMMA in Action: Migration Services

Resisting Regulatory Restriction on the Workforce Migration Process

The challenge

A concerted campaign has been run by various unions for many years to cast the 457 Temporary Skilled Visa Program as exploitative and undesirable. As a consequence, the Labor Government introduced additional requirements which restricted access to the scheme.

Due to the roll-out of significant resource projects and the need for skilled workers in the coming years, it was imperative resource industry employers were not subject to additional restrictions to the visa stream.

The solution

In response, AMMA appeared and made submissions before the Joint Standing Committee on Migration Inquiry into Temporary Business Visas. AMMA also made representations to the Minister for Tertiary Education, Skills, Jobs and Workplace Relations, and to the Senate Legal and Constitutional Affairs Committee Inquiry into the *Migration Legislation Amendment (Worker Protection) Bill*.

Together with a delegation of resource employers, AMMA raised a range of issues during these proceedings, including:

- Delayed processing times;
- Difficulties and time delays in securing labour;

- Agreements due to requirements of multiple Government departmental approvals; and
- Confusion in relation to the calculation of market rates.

The outcome

AMMA's strong representations and established relationships meant the majority of members' concerns were addressed and resolved by the time the final regulations were issued. As a result, obtaining business and skilled visas is significantly streamlined for the resource industry, resulting in immense cost savings and more efficient recruitment processes.

AMMA Migration Services continues to assist with the development and approval of labour agreements, business migration, skilled migration, training visas and migration appeals.

Our migration experts also had a key role in the negotiation of the government proposal for an enterprise migration agreement, specifically developed to assist resource industry employers recruit overseas skilled workers in an efficient and timely manner. Its most recent submission to DIAC is entitled *Proposed Reforms to the 457 Visa Scheme* and was published in 2011.

Communications and Public Affairs

Engage your employees and key stakeholders more effectively

AMMA's communications and public affairs service provides access to communications and public affairs strategists to develop and implement targeted media and communications plans for any workforce challenge.

Our experts can assist with employee engagement and communication, countering negative responses from external stakeholders and unions or the development and production of campaigns.

AMMA utilises its unique position as the resource industry employer group to provide communications and public affairs specialists with extensive experience in the workplace relations environment.

Communications and public affairs services include:

- Strategic internal and external media plans;
- Integrating communications and media plans into workplace bargaining strategies;
- Key stakeholder engagement;
- Employee induction communications;
- Improving employee engagement;
- Communication campaigns during bargaining;
- Media and stakeholder management;
- Countering negative responses from unions and other pressure groups;
- Production assistance of media campaigns; and
- Government relations and lobbying.

"The industrial campaign of the MUA caused widespread disruption to our operations in spite of the company's commitment to good faith bargaining. AMMA's very effective media campaign greatly assisted the process and ultimately moderated the settlement for Farstad and the industry. It effectively brought the dispute to public and government attention, which was necessary in all the circumstances surrounding this dispute."

Joseph Homsey, Managing Director, Farstad Shipping (Indian Pacific) Pty Ltd

AMMA in Action: Communications and Public Affairs

The challenge

AMMA became involved in negotiations with the Maritime Union of Australia (MUA), the Australian Maritime Officers Union (AMOU) and the Australian Institute of Marine Power Engineers (AIMPE) on behalf of AMMA's vessel operator members. The objective was to reach an industry-wide framework agreement that would cover seafarers and could be adapted to the rest of the offshore oil and gas industry.

While negotiations with the other two unions were progressing well, the MUA's demands were becoming increasingly unworkable; seeking exorbitant increases in wages and allowances.

As the MUA's damaging campaign of industrial action continued, AMMA was instructed to mount a public campaign to highlight the extravagant claims the MUA was making and the ineffectiveness of the new Fair Work laws.

The solution

Given the lack of relief offered to employers by Fair Work Australia, raising public awareness was one of the only avenues open to AMMA to attempt to defeat the union's tactics.

Using a combination of academic research, third party vessel operator testimonials and AMMA media

commentary in national daily newspapers and radio, the public's attention was drawn towards the MUA's unreasonable claims and damaging industrial action.

AMMA's media campaign influenced proceedings to a level where the MUA requested negotiations could only continue if AMMA ceased its media onslaught.

The outcome

AMMA's media communications strategy succeeded because it focused attention on the irresponsible claims made by the unions.

The final outcome of the industry-wide negotiations was a significantly reduced construction allowance as well as the MUA walking away from a number of other claims. AMMA's targeted media campaign curtailed a number of the union's more outrageous demands in an environment where there were few alternative options available to employers.

AMMA combined its media, public affairs and workplace relations expertise to develop a powerful media message. It generated widespread coverage by focusing on the first-hand experience of those directly involved in the dispute.



AMMA miningoilandgasjobs.com was **created by the resource sector** to address industry concerns about skills shortages and in response to National Resources Sector Employment Task Force (NRSET) recommendations.

Employers, candidates and recruiters now have one comprehensive industry-dedicated site where they can connect.

The first and only online recruitment and careers centre for the Australian resource industry, AMMA miningoilandgasjobs.com provides both an **online jobs board** and an extensive **Careers and Industry Guide**.

Promoting the Resource Sector

As AMMA is a not-for-profit entity, the **revenue** generated by miningoilandgasjobs.com flows straight **back into the sector** through AMMA's work to promote the industry and to encourage long-term careers with sector employers.

AMMA miningoilandgasjobs.com is showcasing the sector and transforming the way employers connect with and foster the development of their employees.



ONLINE JOBS BOARD

Powered by the world's leading software, the jobs board uses industry-specific categorisation unique to AMMA miningoilandgasjobs.com.



CAREERS AND INDUSTRY GUIDE

The site's Careers and Industry Guide is the most comprehensive resource available today for jobseekers from Australia and overseas looking to work within the sector.

Contact

General Enquiries: 1800 614 703 / contactus@miningoilandgasjobs.com

Technical Support: support@miningoilandgasjobs.com

Job Ad Sales: sales@miningoilandgasjobs.com

Site Sponsorship: miningoilandgasjobs@amma.org.au

Media Enquiries: media@amma.org.au

AMMA Enquiries: 1800 627 771 / miningoilandgasjobs@amma.org.au



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