

MANAGING EMPLOYMENT RELATIONS – MER

PURPOSE / OUTCOME

To put employment law into an Employment Relations Management context; understand the role and importance of trust in ERM; equip the participant with a broad knowledge of the legal principles underlying dismissal, the grounds of dismissal, handling grievances, contracts of employment and workplace change; to acquire skills for dealing with disciplinary investigations, interviews and hearings, as well as non-disciplinary processes such as incompetence and incapacity; and basic conflict handling and problem-solving skills.

CONTENT

- Introduction to employment relations
- The importance of trust in employment relations
- Assessing the state of ER and levels of trust in the organisation
- The contract of employment: fixed-term and permanent
- Overview of relevant employment legislation
- Rights and duties in employment
- Causes of ill discipline
- Distinguishing misconduct from incapacity
- The meaning of "*dismissal*" and disciplinary action short of dismissal
- The Code of Good Practice: Dismissal
- Substantive fairness guidelines for deciding on guilt & sanctions
- Procedural fairness requirements
- Conducting a disciplinary interview/discussion
- Grievance procedures
- Managing absenteeism and poor performance: from adversarialism to collaboration
- A step-wise approach to effective counselling
- Specific problem areas: harassment; dishonesty; poor work performance & other areas requested for discussion, case studies & role plays

PRACTICAL ACTIVITIES

- Understanding the various employment contracts
- The reprimand and various disciplinary warnings
- From criticism to feedback
- The disciplinary interview (less serious transgressions)
- Formulation of the complaint

TARGET GROUP

Supervisors/team leaders/first line managers, middle management - with no or little previous training exposure

DURATION

2 days