

MANAGING INCAPACITY (POOR PERFORMANCE AND ABSENTEEISM)

PURPOSE / OUTCOME

- To equip the participant with knowledge and skills to deal with incapacity (poor performance and health related/absenteeism)
- Participant should be able to initiate and manage the incapacity process
- Skills to conduct the difficult conversation and to achieve collaboration
- Understanding the impact of your own style

CONTENT

- Causes of incapacity
- Cost implications of incapacity
- Qualities of a good manager of poor performance
- Misconduct versus incapacity: significance of the difference
- The Code of Good Practice - substantive and procedural guidelines
- Distinguishing performance management from managing poor performance-essence of correct timing
- Step-wise approach to effective counselling: a collaborative approach
- Encouraging better performance: balanced positive and negative feedback
- Dealing with ill health / frequent absenteeism & medical certificates
- Managing probation
- Instituting the incapacity process: when to start and visualising the process
- Case studies

PRACTICAL ACTIVITIES

- Identify the requirements of substantive fairness
- Identify the requirements of procedural fairness
- The distinction between, incapacity and negligence: case studies
- The incapacity interview: role play
- DVD: Constructive criticism
- Various steps in the incapacity process and supporting documentation: template letters

TARGET GROUP

Supervisors/team leaders/first line managers/middle management

DURATION

1 day