

# MANAGING EMPLOYMENT RELATIONS

*A problem solving approach*

**12 & 13 November 2018**

## **Objectives**

To equip line managers with a broad understanding of ER/IR, including managing conflict, building co-operative relationships and disciplinary/incapacity procedures.

## **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