



sustainable  
labour peace  
and stability

# employee relations.

## [ SOLUTION OVERVIEW ]

Organisations typically implement a range of employee relations (ER) initiatives which may be successful as stand-alone interventions. Few organisations, however, manage to integrate these initiatives or align them with the overall business strategy.

Through OIM's comprehensive offering, we integrate all aspects and ensure you have a sound ER strategy which is translated into support processes, policies, structures, practices, skills development and measurements for effective implementation and sustainability.

For more information mail [info@oimgroup.com](mailto:info@oimgroup.com). Alternatively call Chris Jacobs on +27 83 675 0617 or

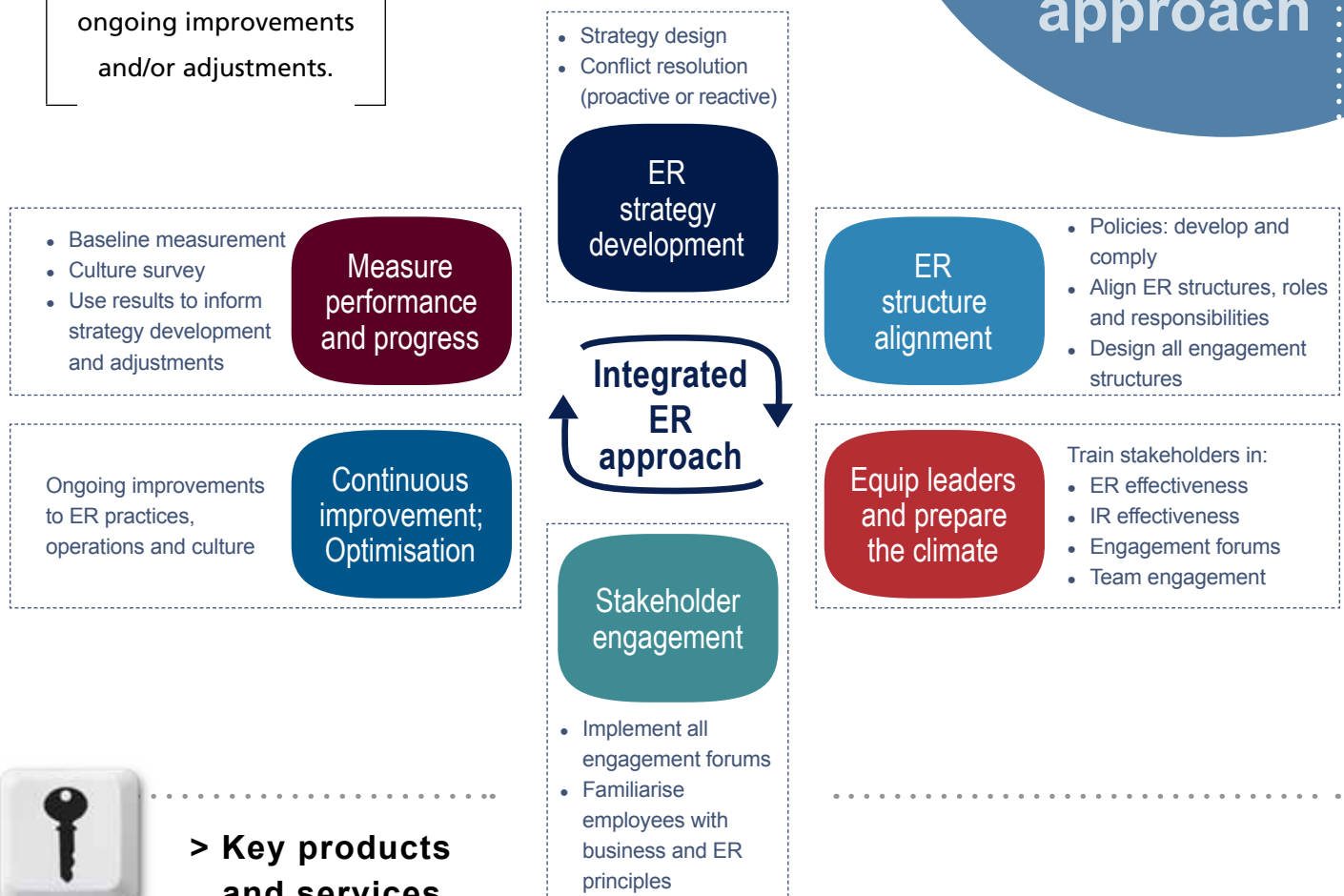
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These elements are all interrelated, informing strategy development, its roll-out and ongoing improvements and/or adjustments.

## < Main elements of the integrated approach



## > Key products and services

- **ER strategy development**
- **Conflict resolution**
- **Surveys and assessments**
  - Baseline assessment and qualitative investigation of practices
  - Culture or employee satisfaction survey
- **Policy development**
  - Draft new policies
- **Policy compliance**
  - Evaluate compliance and essential components of existing policies, and support processes and practices
- **Training**
  - ER effectiveness
  - IR effectiveness
- The proper functioning of engagement forums
- Climate preparation for implementation of the ER strategy
- **The design and establishment of stakeholder engagement forums, including:**
  - Management-employee engagement
  - Management-union engagement
  - Functional/team engagement
  - Various forums required by law, eg employment equity, safety and skills development committees
- **Consultation services** on a range of ER projects, including:
  - The establishment of recognition agreements with unions and pursuing collective agreements
  - Alignment of ER business structures, roles and responsibilities



## UNPACKING SOME ELEMENTS AND PRODUCTS

### Surveys and qualitative assessments

#### > Baseline measurement

##### Format:

- Policies and procedures – All written documents are analysed and measured against essential elements, legal requirements and their support processes to identify gaps and inconsistencies
- Practices – In-depth interviews with a representative group of key stakeholders to gauge application and interpretation of policies and procedures

**Output:** Documented gaps and contradictions in a range of HR/ER policies, procedures and practices; Results are used as a basis for strategy design

**Duration:** Time frames vary, depending on the availability and comprehensiveness of policies

#### > Culture surveys

**Format:** Online and/or hard-copy surveys

**Duration:** Approximately six weeks for the survey cycle (design, completion, analysis and results)

**Output:** Detailed report and management feedback session

##### Areas covered include:

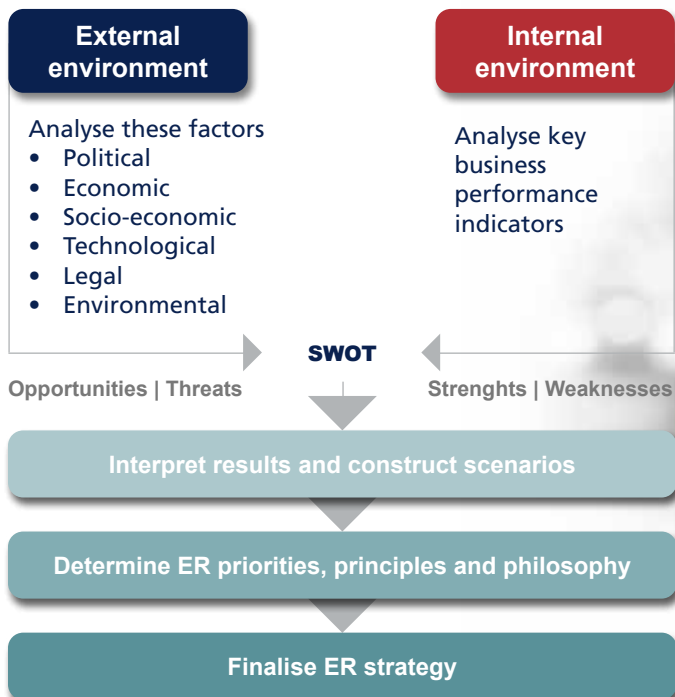
- Vision and strategy
- Structure and roles
- Leadership
- Teamwork
- Reward and recognition
- Communication and engagement
- Policies, procedures and practices

### ER strategy development

**Format:** Facilitated sessions with a task team of key business stakeholders

**Duration:** Time frames vary, depending on the availability and depth of existing information

#### Key components and typical process





**Format:** Facilitated sessions with a representative group of relevant stakeholders

**Output:** A comprehensive policy document on the relevant topic(s), determined by the ER strategy and driven by the established principles

**Duration:** Time frames vary, depending on the business needs and availability and comprehensiveness of policies

## Training services

Training takes place at various levels to ensure ER/IR effectiveness, the proper functioning of engagement forums and climate preparation for implementing the ER strategy.

### > Training: ER effectiveness – Appointed leaders

**Aim:** To develop leadership skills to prepare the climate for ER strategy implementation

**Format:** Interactive workshop, offered in modules

**Workshop material:** Workbook

**Duration:** 4-6 days

**Content includes:**

- Establishing and maintaining a performance climate
- Responsibility, accountability, authority and mandates
- The roles, functions and responsibilities of management
- The roles, functions and responsibilities of unions
- Understanding the essence of labour law
- Interpreting the employment contract
- Understanding your recognition agreement and collective agreements
- Understanding your policies and procedures
- Working with union representatives
- Managing and handling conflict and diversity
- Dealing with discipline
- Basic concepts of employee relations
- Typical scenarios and role play
- Current challenges in the ER environment

### > Training: ER effectiveness – Shop stewards

**Aim:** To change mindsets and create a common platform for engagement

**Format:** Interactive workshop, offered in modules

**Workshop material:** Workbooks, reading material, legislative handouts

**Duration:** 4-6 days

**Content includes:**

- The principles of peace, prosperity and success vs conflict, poverty and failure
- The interdependence of my better life and the success of the company
- Basic economic and business principles
- Understanding the company's business model and challenges (SWOT)
- The company position in its market
- Remaining competitive in the global arena
- Roles and responsibilities: management, employees, unions
- Relevant labour legislation





## > Training: ER effectiveness – ER/IR partners

**Aim: To create the required mindsets and skillsets for effective ER/IR implementation**

**Format:** Interactive workshops, offered in modules

**Workshop material:** Workbook

**Duration:** 2-4 days

**Content includes:**

- Supporting line managers to establish a positive climate and work environment
- Dealing with discipline
- Understanding own mindset and dealing with various mindsets
- Managing and resolving conflict
- Dealing with unions and union representatives (formal relationship building)

- The importance of informal relationship building
- Understanding the labour landscape and reading signs of the times
- Request for organisational rights
- The role of ER/IR in the business
- Typical scenarios and role plays

## > Training: ER effectiveness (managing the disciplinary process) – Appointed leaders, ER/IR partners and shop stewards

**Aim: To deepen understanding of the intent of the law and equip stakeholders with knowledge and skills to apply the process properly**

**Format:** Interactive workshops, offered in modules

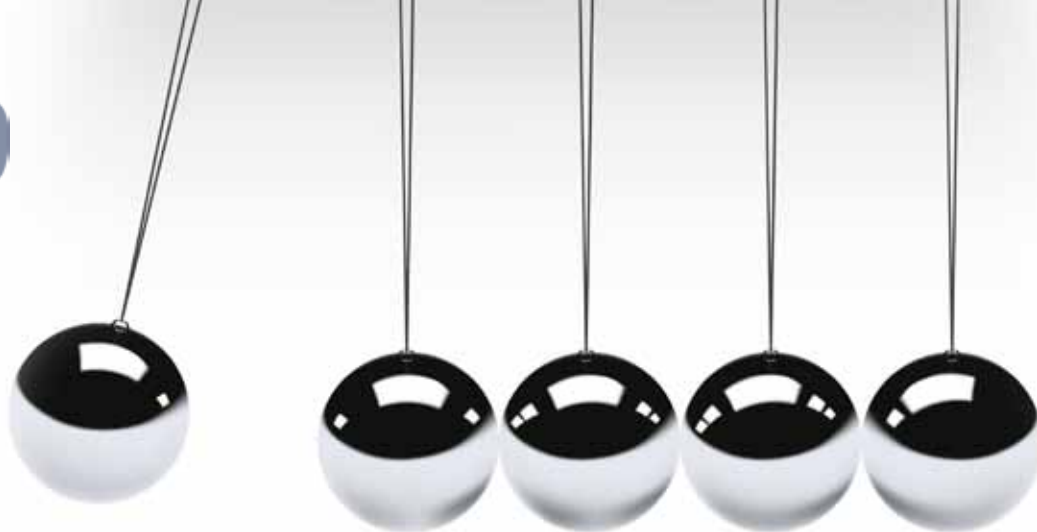
**Workshop material:** Workbook

**Duration:** 4-6 days

**Content includes:**

- The employer-employee relationship
  - Creating the right climate for optimal performance
  - Understanding policies and procedures
  - Understanding collective agreements
  - Roles and responsibilities: appointed and elected leaders
  - Philosophy on performance and workplace discipline
  - The legislative context for workplace relationships
  - Procedural and substantive fairness
  - Possible transgression/breach of contract
  - Investigating the possible breach of contract
  - Deciding on appropriate action
  - Counselling to improve behaviour
  - Steps and procedure for a formal disciplinary hearing
  - Compiling the charge sheet
  - Notification of a disciplinary hearing
  - Evidence in disciplinary hearings
  - Witness statements
  - Employee representation in hearings
  - The participants in the hearing
    - Chairperson
    - Shop steward
    - HR/IR
    - The initiator/complainant
  - Appropriate action – your disciplinary code
  - Dismissal
  - Types of dismissal
  - A step-by-step guide for the chairperson
  - A step-by-step guide for the shop steward
  - A step-by-step guide for the initiator/complainant
  - A step-by-step guide for the HR/IR representative
  - Role plays for various scenarios
- \* The above is dependent on other training clients select.

**Unlike many other consultants, OIM's workshops focus on training all role players together to build shared understanding and skillsets**



## > Training: Engagement forums – Workplace Prosperity Partnership Forum (WPPF) members

**Aim: To change mindsets and equip forum members with the skills to be effective members**

**Format:** Interactive workshop, offered in modules

**Workshop material:** Workbook

**Duration:** 8-10 days

**Content includes:**

- Evaluation of status quo
- Spirit and intent of legislation
- Common objectives of stakeholders
- Understanding Prosperity Partnerships
- Economic development and efficiency
- Labour peace and stability
- Social justice and equality

- Orderly bargaining
- Democratisation of the workplace
- People and skills development
- Roles and responsibilities
- Relationships: Stop, start, continue
- The constitution for a WPPF



## > Training: Team engagement – Appointed leaders

**Aim: To equip leaders with the necessary skills to entrench the strategy through team-engagement methodology (INVOCOMS®)**

**Format:** Interactive workshop

**Workshop material:** Workbook

**Duration:** 3 days

**Content includes:**

- The philosophy and key principles of leadership
- Leadership qualities and behaviours
- Leadership styles and techniques

- Providing clear direction, purpose, alignment and focus
- Creating an inspiring climate through effective leadership
- INVOCOM® principles
- Facilitation skills and guidelines
- INVOCOM® practical simulations





**> Training: Prepare the climate  
– All employees  
(Climate Creation Workshops)**

**Aim:**

- **To develop a holistic understanding of various principles impacting on the business, the environment in which it operates and the role and responsibilities of the individual in ensuring business success**
- **To canvass buy-in for and develop ownership of the ER process**
- **To change mindsets towards the organisation**

**Format:** Interactive workshop

**Duration:** 2-4 days

**Content includes:**

- Company vision and strategy
- The interrelationship between the individual's improved life and the success of the organisation
- Various cultures and the establishment of a "Winning-Strength-from-Diversity Organisational Culture"
- Basic economics and global competitiveness
- Business principles and the realities within the organisation/sector
- The required conduct within the organisation
- Leadership principles
- Create understanding and agreement for a structure of involvement and team engagement (INVOCOMS®)

