



Effective Employee Relations (ER): Policy, Motivation, Grievances & Discipline

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Introduction:

Creating and sustaining a positive work environment is a core responsibility of HR. Through proactive initiatives, HR practitioners can guide managers and work with employees on addressing employee issues and concerns. This highly interactive course delivers a practice-based approach for managing employee relations within your organization. The course is designed to develop increased productivity and motivation through the application of best practice in the way that employees are treated by the organization. It will enable the creation of a working environment in which all staff are able to contribute their full potential. This will involve creating a supportive and trusting climate at work and ensuring that individual and collective ER issues are handled positively and sensitively. The main features of the course are:

- Creating a close working relationship between ER and the rest of the organization
- Establishing the policies that create an effective ER function
- Matching policies to the practices that support them
- Addressing how to get the best from people
- The effect of employee relations on organizational culture
- Developing management-employee dialogue
- Ensuring compliance with progressive discipline policies
- Using coaching and counseling to assist line managers
- Promoting positive employee relations
- Managing workplace conflicts
- Recognizing and responding to work and family concerns

Who Should Attend?

Employee Relations Specialists, HR and Personnel Professionals, Line Managers, Supervisors and Team Leaders, Contracts and Legal Personnel, Employee Relations Coordinators and Officers, Training & Development Staff, Managers and Personnel with responsibility for staff who wishes to understand the latest developments in the field of Employee Relations (ER).

Course Objectives:

By the end of this course delegates will be able to:

- Incorporate employee relations competencies and techniques
- Identify and learn how to address employee concerns
- Practice coaching, counseling, and progressive discipline strategies
- Demonstrate effective communication
- Be able to relate the role of ER to the role of the Managers/Supervisor and Team Leader
- Be able to deal with performance problems and modify the behavior of employees
- Be able to operate disciplinary procedures and grievance procedure
- Know how to manage absence
- Apply knowledge of implications and potential problems with Policy and Procedures
- Appraise Policy and Procedures to be more structured and focused on organizational goals
- Review Policy and Procedures and understand their importance to the organization

Course Outline:

The Core Role of Employee Relations

- The context
- Change management
- ER and Nationalization
- Understanding the Rationale of ER
- The Core Role of ER
- The distinction between the role of ER and the role of the manager
- The Impact on Policies and Procedures
- Change agent and employee champion
- The Psychological contract

The ER Function in Practice

- Communications
- Team briefing
- Consultation
- Discipline – gross misconduct
- Discipline – poor performance
- Appeals
- Handling sickness absence
- Return to work interviews
- Notification rules
- Trigger mechanisms

Supporting the Manager, Supervisor or Team Leader

- Grievances
- Conducting the grievance interview
- Management's right to manage

- Equal opportunities
- Discrimination
- Equality and diversity
- Harassment and bullying
- Motivation

Managing Performance, Counseling, Providing Employee Assistance

- The performance management process
- Motivation and goal theory
- Giving Feedback
- Coaching
- Counseling – managers and supervisors
- Counseling employees
- A counseling style inventory
- Employee assistance programs

The Governance and Roles Involved in Policy & How to Implement Policy & Procedures

- The role of Policy and Procedures
- What needs to be included
- Who needs to be involved
- The review process
- The approval process
- Publication
- Review of examples of Policy and Procedures
- Avoiding ambiguity
- Standards –ISO
- Communications
- How to ensure staff compliance