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# Building and Managing Employee Relation

## Introduction:

The purpose of the course is to enable HR and Personnel Officers; Employee Relations Staff; Line Managers and Team Leaders to create and manage a working environment in which all staff are able to contribute to their full potential. This will involve managing the psychological contract to the benefit of all and ensuring that individual and collective ER issues are handled positively and sensitively. Attention will also be paid to the policies which will help employees achieve and maintain acceptable standards of conduct and performance and to ensure fair and consistent treatment of all.

## Training Methodology:

The training style that will be used is Experiential Learning. The course will consist of a series of exercises designed to focus on the different competencies, which underpin successful behavior in effective supervision and team leadership - centered on issues of performance and conduct. A workbook will be supplied which will support development for the week by helping delegates to structure their learning from the exercises.

This approach is based on the theory of experiential learning: when a person engages in an activity – an experience, critically reflects on the activity, abstracts some useful analysis from it and devises an action plan to shape future experience, and then the learning becomes more powerful and sustained.

The learning situations encountered on this workshop are intended to provide the opportunity to experience, to reflect and to share reactions, to identify patterns and to formulate new approaches.

A workbook will be provide to support the experiential model of learning by providing a tool to aid reflection and to give the opportunity for each delegate to decide what further development is needed.

Delegates will also be invited to request a one-to-one discussion with the course tutor to discuss and reflect on what has been learned.

### Course Objectives:

**By the end of the course, delegates will:**

- Be able to identify performance problems and solutions
- Be able to Identify conduct problems and solutions
- Understand their own counseling style and be able to counsel staff to improve performance
- Be able to give feedback to employees - both motivational and developmental
- Be able to use a coaching style to modify the behavior of employees
- Be able to follow the company's disciplinary procedures
- Be able to conduct effective disciplinary interviews
- Be able to keep accurate records of disciplinary issues
- Understand and operate the company's grievance procedure

### Course Outline:

**Day ONE**

**The Role of Employee Relations**

- Understanding the Rational of ER
- The Role of ER in Creating Value in the Process
- Identifying, Involving and getting the Commitment of Key Players
- The Role of ER and the Impact on Policies and Procedures
- From ER Vision to Concrete Results
- Roles, Responsibilities for the ER Department and it's Personnel
- Preparing and Conducting Climate and Culture Inventories
- Proactive Results Oriented Communications

## **DAY TWO**

### **Improving Employee Performance**

- Guided Distribution
- Managed Turnover
- Poor Performance procedure
- Setting Objectives
- Reviewing Performance
- Giving Feedback
- Counseling
- Coaching

## **DAY THREE**

### **The role of the Supervisor and Team Leader**

- Disciplinary action
- Grievance
- Extent of Authority
- The role of HR
- General Guidelines for handling Disciplinary Problems
- Conducting the Disciplinary Interview
- Conducting the grievance Interview

- Preparation
- Listening skills
- Questioning skills
- Records

## **DAY FIVE**

### **Managing the Psychological Contract**

- Leading
- Motivating
- Counseling
- Informal Warning
- Formal Warning
- Second Warning
- Final Warning
- Dismissal
- Other Options
- Personal Development Planning