

# € TRAINING

Employee Relations: Motivation, Grievances  
and Discipline (Certified Employee  
Relationship Specialist)



16 - 20 December 2024  
Madrid (Spain)

# Employee Relations: Motivation, Grievances and Discipline (Certified Employee Relationship Specialist)

REF: H201 DATE: 16 - 20 December 2024 Venue: Madrid (Spain) - Fee: 5300 Euro

## Introduction:

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. The course will enable the creation of a working environment in which all staff can 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.

## Course Objectives:

At the end of this course the participants will be able to:

- Create a close working relationship between the ER and the rest of the organization
- Establish the policies that create an effective ER function
- Match these policies to the practices that support them
- Get the best from people
- Address key issues for ER and Supervisors/Team Leaders such as handling absence, poor timekeeping, and unrealistic aspirations for promotion
- Relate the role of ER to the role of the Managers/Supervisor and Team Leader
- Manage the change
- Deal with performance problems and modify the behavior of employees
- Influence the behavior of managers and team leaders
- Operate disciplinary procedures and grievance procedure
- Know how to manage absence
- Understand the role of an Employee Assistance program
- Recognize the different roles of HR and ER staff; line managers, supervisors and team leaders

## Targeted Audience:

- Managers, Supervisors, and Team Leaders
- Human Resources Specialists
- Employees who want to gain new skills and knowledge to improve their career

## Course Outlines:

### Unit 1: The Core Role of Employee Relations:

- The Context
- Change Management
- ER and Nationalisation
- 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

## Unit 2: 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

## Unit 3: 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

## Unit 4: Managing Performance, Counselling, Providing Employee Assistance:

- The performance management process
- Motivation and Goal Theory
- Giving Feedback
- Coaching
- Counseling - Managers and Supervisors
- Counseling employees
- A Counselling Style Inventory
- Employee Assistance Programmes

## Unit 5: Getting the Best from People:

- Getting the best from People
- Then characteristics of leaders
- Leading VS Managing
- Leadership Competencies
- Leadership development
- 360-degree feedback
- Personal Development Planning