

# € TRAINING

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

A group of four smiling business professionals sitting at a table in a meeting room. The woman in the foreground is wearing a black top and a multi-strand necklace. The other three people are wearing white shirts. The background is a bright, modern office setting.

7 - 11 October 2024  
Milan (Italy)



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

REF: H201 DATE: 7 - 11 October 2024 Venue: Milan (Italy) - Fee: 5940 Euro

## Introduction:

This program is designed to prepare participants for the certification exam only. It aims to increase productivity and motivation by applying best practices in how the organization treats employees. The course focuses on creating a working environment where all staff can contribute their full potential by fostering a supportive and trusting climate at work. Additionally, it ensures that individual and collective employee relations issues are handled positively and sensitively.

## Program Objectives:

At the end of this program, 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.
- 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.
- 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
- Employee Relations Officers
- Organizational Development Professionals

## Program Outline:

Unit 1:

The Core Role of Employee Relations:

- 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
- The Psychological Contract

## Unit 2:

### The ER function in Practice:

- Communications
- Team Briefing
- Discipline - Gross misconduct
- Discipline - poor performance
- Handling sickness absence
- Return to work interviews
- 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:

##### 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:

##### Maximizing Employee Potential and Leadership Excellence

- Optimizing Employee Performance
- Characteristics of Effective Leaders
- Leadership vs. Management
- Core Leadership Competencies
- Leadership Development
- 360-Degree Feedback

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