



## Institute for Capacity Development (ICD)

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### Grievances and Misconduct Handling Management

#### Course Objectives

On completion of the course participants should be able to:

- Identify sources of conflicts at the workplace
- Design an employee code of conduct and be able to follow it
- Institute appropriate procedures in managing grievances
- Come up with effective negotiation skills in grievance management
- Draft grievance responses

#### Target Groups

- Human Resources Managers
- Senior HR Officers
- Administrative Officers
- Change Managers
- Staff Welfare Officers
- Senior Managers and Administrators

#### Course Outline

- Understanding the workplace
- Employee Vs Employer relations
- Company's Code of Conduct & Discipline
- Employee misconduct
- Contract and contractual rights
- Termination and Dismissal
- Termination with notice
- Understanding grievances and why employees raised them
- Common grievances
- Discipline and Disciplinary Action:
- The grievance procedure
- Utilizing steps in the grievance procedure
- Managing and adhering to deadlines

- The impact of noncompliance with grievance procedures
- Enforcing compliance with deadlines and processes
- Grievance processing
- Documenting "best practices"
- Drafting grievance responses
- Conducting the grievance meeting to secure maximum benefit for management
- Strategic grievance handling
- Assessing the strengths and weaknesses of your case
- Assessing the strengths & weaknesses of the union's case
- Identifying the union's motivation for pursuing a grievance
- Evaluating the grievance in the context of the "big picture"
- Operational ramifications and financial implications
- Possible perceptions of management, the union, and rank-and-file
- Grievance settlement
- Generating and evaluating your settlement options
- Negotiating grievance settlements
- Reducing negotiation settlements to writing
- Making the decision to arbitrate
- Action Planning

Dates: 11<sup>th</sup> – 15<sup>th</sup> March 2024

Duration: 1 week

Course Costs: US\$2550

Venue: Pretoria, RSA