

EMPLOYEE RELATIONS : ROLES AND RESPONSIBILITIES

DURATION

4 Full Days

OVERVIEW

Training and developing people function is one of the hardest in the HR realm. There are different aspects to be considered from start to finish. Experienced training and development professional/ manager will maximize the human capabilities in the organization. Training is about gaining the skills needed for a job. These may be learned at the place of work (on-the-job) or away from work (off-the-job). Training tends to have very specific and measurable goals such as operating an IT system or understanding a process, or performing certain procedures. Development is more about the individual – making him or her more efficient at a job or capable of facing different responsibilities and challenges. Development concentrates on the broader skills that are applicable to a wider variety of situations, such as thinking creatively, decision-making and managing people. In short, training is typically linked to a particular subject matter and is applicable to that subject only, while development is based on growing broader skills, which can be used in many situations. Training and development present a prime opportunity to expand the knowledge base of all employees, but many companies find the development opportunities expensive. Employees also miss out on work time while attending training sessions, which may delay the completion of projects. Despite the potential drawbacks, training and development provides both the company as a whole and the individual employees with benefits that make the cost and time a worthwhile investment, provided that every aspect is managed properly.

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HUMAN RESOURCES

KEY MODULES

- **Employment is More than a Contract:**
 - Employee relationship and the employment relationship
 - Definitions of employee relationship
 - The employment relationship
 - Toward the enthusiastic employee.
 - A psychological contract: interests and expectations
 - Main assumptions
 - Satisfaction and work motivation principles
- **Forms of Attachment, Compliance and Commitment**
 - How companies profit by giving employees what they want
 - Say it in your own words
 - Making the connection
- **Conflict, Cooperation and Perspectives**
 - The balance of bargaining power
 - A legal contract and the relevance of ideology
 - The quality of employee relationship
 - An industrial relations system
 - A framework for studying employee relationship
- **The Nature of Work**
 - Fordism and the assembly line mentality
 - Disadvantages of Fordism and the emergence of post-Fordism
- **The Organizational Context:**
 - Theory X and Theory Y/ Theory Z
 - Flexible specialization
 - The flexible firm
 - Other competitive production strategies
 - Job re-design and the search for commitment, flexibility and quality.
 - Quality, involvement and commitment as competitive advantages
 - Incidence and impact of the new approaches to the organization of work: perceptions and conclusions
- **Globalization, Multinational Corporations and Employee Relationship**
 - Globalization and the internationalization of business
 - Multinational corporations
 - International Trade Union Organization and the international regulations
 - Keeping the local touch in employee's relationship: Globalization of ER
- **HRM: What is it?**
 - Processes, Policies and Procedures
 - Managing employee relationship
 - Management's objectives
 - Managerial style(s)

- Employers' associations
- Employee Relationship Processes
 - Employee participation
 - Collective bargaining
 - Joint consultation
 - Bargaining power
 - When there is a need for negotiation
- Employee Relationship Procedures
 - Procedures - what they are and why they are needed?
 - Disciplinary procedures
- Grievance procedures and handling
- The relationship between internal policies and external employment laws
- The ER Readiness Assessment Tool
- The Individual Action Plan

LEARNING OUTCOMES

- Implement employee relationship strategy and policies for own work area
- Understand the roles and functions of the ER manager and professionals
- Build and maintain a productive culture
- Resolve employee relationship problems
- Promote diversity management inside the organization in order to take the full advantages of having a diversified workforce
- Apply best practices in employee relationship processes in their organization

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LEARNING OUTCOMES

- Translate the organization's strategic objectives into training department objectives
- Write a mission statement for the training function
- Establish policies to focus training activities and guide decision-making
- Create strategic and operational training plans
- Develop a strategic training budget to support organizational objectives
- Manage the needs analysis process
- Select the most appropriate training strategies
- Calculate the costs and benefits of training programs
- Manage the design of training programs
- Deal with instructional design challenges
- Prioritize course content to meet tight deadlines
- Manage the delivery of training programs
- Coach trainers to higher levels of performance
- Manage the course evaluation process
- Staff a highly effective training team
- Assess the core competencies of your staff
- Apply a competency-based hiring approach
- Select the best vendors and consultants

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