

HRM Training For Line Managers

MODULAR TAILORED TRAINING PROGRAMME FOR IN-HOUSE DELIVERY

Supporting Public Sector Transformation And Reform

Line managers are central to ensuring that recommendations set out in the Report of the Task Force on the Public Service – Transforming Public Services - are achieved within organisations. Their knowledge and skills in relation to people management significantly impact on the organisation's culture, day-to-day operations, staff performance and employee engagement.

In view of the above, proactive organisations are now ensuring that their line managers have the necessary skills, knowledge and support to enable them play an effective role in engaging with staff and securing their commitment to, and participation in, the change process and the ongoing transformation of the public service.

Some Key Questions

In your organisation:

- Are HR responsibilities devolved to line managers and are they being carried out effectively?
- Are your line managers fully aware of all relevant HR policies and procedures?
- Do your line managers have the necessary skills to manage staff effectively and positively engage with and contribute to the “Transforming Public Services” change agenda?
- Would you like to provide your line managers with an opportunity to update their knowledge and skills in relation to people management?
- Are you currently exposed to potentially costly legal sanctions resulting from failure to comply with legislation?

The ‘HRM Training for Line Managers’ programme, delivered by IPA’s HRM Training & Consultancy Team for clients across the public sector, addresses all of the above issues. Initially we meet with representatives of your HR and Training departments to deepen our understanding of your organisation and the challenges you are facing. Following this, your HR policies and procedures will be incorporated into the training design and will underpin each module. The programme can be delivered over 1 to 3 days, depending on the topics to be included and your organisation's specific requirements.

Programme Content

The 3-Day Programme can cover the following key areas:

MODULES

Management of Performance - Underperformance to High Performance

Management of Grievance and Discipline

Attendance Management

Dignity at Work (Equality and Diversity, Bullying & Harassment)

Health & Safety Responsibilities of Line Managers

Introduction to Industrial Relations/Partnership

Mediation/Conflict Resolution Skills for Line Managers

See module content overleaf.

Further Information

To discuss this programme in further detail with one of our Human Resource Management Specialists, please contact in the first instance:

Central Bookings Office, Training and Development Division

Institute of Public Administration, 57-61 Lansdowne Road, Dublin 4

Telephone: 01 24 0 3666 Email: training@ipa.ie Web: www.ipa.ie/training_hrm

Module Content

Management of Performance - Underperformance to High Performance

- Issues/concerns in performance review
- Performance management — an overview
- Planning & conducting the review meeting (formal or informal)
- Giving & receiving feedback
- Addressing underperformance
- Distinguishing high performance
- Scenarios / practical work

Management of grievance and discipline

- Understanding your organisation's grievance & discipline policies and procedures
- Preparation and conduct of grievance/disciplinary interviews
- Effectiveness in grievance & discipline interviewing
- Identification of sources of grievances and approaches to management of grievances
- Managing disciplinary situations
- Case Studies

Attendance Management

- Overview of the organisation's Attendance Management Policy
- Issues/Concerns implementing the organisation's policy
- Tackling absenteeism & managing attendance effectively
- The return to work conversation and the 'return to work form'
- Early referral for a second opinion/treatment options
- Leveraging the Employee Assistance Programme
- The role of the line manager in working to reduce levels of absenteeism
- Scenarios/practical work

Dignity at Work

Equality and Diversity in the Workplace

- Definitions and terminology
- Equality legislation
- Diversity & Equality implications for service providers

Dignity at Work (contd.)

Bullying & Harassment

- Overview and definitions
 - > What constitutes harassment?
 - > What constitutes sexual harassment?
 - > What constitutes bullying?
 - > What does not constitute bullying?
- The effects of workplace harassment & bullying
- Dignity at Work policies and procedures
- Role and responsibilities of staff

Health and Safety Responsibilities of Line Managers

- Overview of legislation, with particular emphasis on (1) the Safety, Health & Welfare at Work Act 2005 and (2) your organisation's Safety Statement
- Revised awareness of the seriousness of Health & Safety at Work
- Responsibilities of the line manager in ensuring a safe work environment
- Key case law decisions
- Discussion and practical work

Introduction to Industrial Relations/Partnership

- Overview of labour relations legislation
- Overview of the key Industrial Relations institutions — Labour Relations Commission, Rights Commissioner, etc
- The nature and scope of collective bargaining
- Partnership
- The role of the line manager in maintaining good Industrial Relations
- Case studies/practical work

Mediation/Conflict Resolution Skills for Line Managers

- Benefits of using Mediation in the current economic environment
- How it can be used informally by managers in dealing with people issues
- Background to the growth of Mediation
- What Mediation is and how it differs from other approaches to conflict resolution
- The role of the mediator
- How Mediation works — an overview of the model / framework used in Mediation.

Course Tutors

The course tutors for this programme are all members of the IPA Human Resource Management Training and Consultancy Unit. The team delivering the programme will therefore be drawn from the following specialists:

James Connington MA (HRM & Occupational Psychology) UCC

Marie Fingleton MBS (Management & Organisation Studies), Chartered FCIPD

Edwin Maguire MBS (HR and Industrial Relations), Chartered MCIPD

Maebh O'Connor MBS (HRM Strategies), Chartered FCIPD

Lily Regan MSc (Training & HRM), Chartered FCIPD, Accredited Mediator