



HR FOR LINE MANAGERS

A MODULAR TAILORED TRAINING PROGRAMME

INSTITUTE OF PUBLIC ADMINISTRATION
WWW.IPA.IE

HR FOR LINE MANAGERS

Line Managers have a very important role to play, not only in managing people and operations day-to-day, but also in implementing HR and other organisational policies and in supporting their team's development and fostering a culture of staff performance, positive employee relations and employee engagement. It is also the case that Line Managers should play an active and constructive role in managing change in their teams. This is particularly the case in organisations which devolve these responsibilities to Line Managers. In view of this, it is important to give proper thought to how Line Managers are supported and developed to make sure they have the necessary knowledge and skill to be successful in their role.

The Institute of Public Administration (IPA) is pleased to offer our HRM Training for Line Managers course as a modular tailored training programme to meet the specific learning and development needs of Line Managers in your organisation.

In preparing to deliver this course in house, our HRM Specialists would meet with representatives your organisation 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 as a series of two (2) to three (3) hour modules depending on the topics to be included and your organisation's specific requirements. Topics can include the following key areas:

- The Management of Teams and Performance in the Blended Working Context (i.e. Hybrid Model)
- Management of Grievance and Discipline
- Attendance Management
- Dignity at Work (Bullying & Harassment)
- Employee Relations and Engagement
- Leading Change in Organisations
- Conflict Resolution and Mediation Skills for Line Managers
- Skills Needed When Managing a Remote Team

Should you require other topics or a particular focus for Line Managers in your organisation, the IPA HRM Team are available to explore this with you and consider how best to support your requirements.

THE MANAGEMENT OF TEAMS AND PERFORMANCE IN THE BLENDED WORKING CONTEXT (I.E. HYBRID MODEL)

- The importance of establishing, setting and agreeing SMART goals and expectations designed to deliver on the Corporate Agenda
- Using PMDS to develop and motivate staff
- Coaching for Performance Development
- Developing Staff for new work opportunities
- The importance of giving constructive, timely developmental feedback and linking to the KPI's
- Applying ratings developmentally (if used)
- Addressing underperformance on the Team
- How to manage performance when Teams are working remotely - what else is needed?

MANAGEMENT OF GRIEVANCE AND DISCIPLINE

- The legal and regulatory context in which grievances and disciplinary matters are managed
- The policy and practice of managing workplace grievances
- The role of the Line Manager in effectively managing employee grievances
- Common causes of grievances
- The policy and practice of managing disciplinary issues
- The role of the Line Manager in effectively managing disciplinary issues

ATTENDANCE MANAGEMENT

- Tackling absenteeism and managing attendance effectively
- The return to work conversation
- 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
- Managing absence when Teams are working remotely

INDICATIVE MODULE CONTENT

DIGNITY AT WORK (BULLYING AND HARASSMENT)

- Employment Equality and Health and Safety legislation and related codes of practice
- Diversity and Inclusivity issues for Teams
- Overview and Definitions
 - What constitutes harassment?
 - What constitutes sexual harassment?
 - What constitutes bullying?
 - What does not constitute bullying?
- The effects of workplace harassment and bullying on the individual and the team
- Dignity at Work policies and procedures
- Developing and maintaining a positive working environment

EMPLOYEE RELATIONS AND ENGAGEMENT

- Employee relations, the psychological contract and employee engagement defined
- The benefits of ensuring that employees are actively engaged
- The common drivers of employee engagement
- The role of the Line Manager in fostering a culture of good employee relations and engagement
- Practical measures that Line Managers can take to increase the level of employee engagement

LEADING CHANGE IN ORGANISATIONS

- The drivers of and need for organisational change
- Approaches to leading change and models of Change Management
- Understanding the emotional response and the nature of resistance to change in organisations
- Managing resistance and supporting employees through change
- Developing and implementing a communications strategy throughout the change process
- Monitoring and evaluating the effectiveness of change initiatives

CONFLICT RESOLUTION AND MEDIATION SKILLS

- Understanding the sources of conflict and impact of conflict on the person, the team and the organisation
- Insights into the role the Manager/Team Leader can play in managing conflict
- Understanding different conflict handling styles and gaining awareness of one's own style
- Understanding the mediation approach, skills and tools required to effectively hold difficult conversations and bring about resolution in disputes

SKILLS NEEDED WHEN MANAGING A REMOTE TEAM

- Developing the Manager's Emotional Intelligence (EQ)
- Listening and Responding - asking not telling
- Trusting staff and supporting them
- Coaching staff and encouraging them
- Supporting everybody as they need supporting
- Building resilient "work ready" teams

FURTHER INFORMATION

HR for Line Managers is a Modular Tailored Training Programme for In-House Delivery (either face to face or online). Please contact training@ipa.ie if you would like a quotation for the delivery of a customised course.

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

Maebh O'Connor, HRM Specialist

Email: moconnor@ipa.ie

HRM TRAINING & CONSULTANCY

The IPA HRM Training and Consultancy Team offer a range of specialist-led programmes with open public courses and tailored programmes available to meet your organisation's specific requirements. Our programmes include and address the following areas:

- Certified Mediation Training Programme (Mediators' Institute Ireland)
- CIPD Foundation Certificate in People Practice
- Attendance Management
- Conducting a Job Analysis for HR and Line Management Personnel
- Conflict Resolution and Mediation Skills
- Competency Based Interview Preparation for Interviewees and Interview Boards
- Dignity at Work: Bullying and Harassment Awareness
- Employee Engagement
- Employment Law
- Freedom of Information for Decision Makers
- Grievance and Discipline Management
- Managing Your Personal Safety at Work
- Managing the Performance of my Team
- Psychometric Testing for Candidates
- Training / Learning Needs Analysis

Contact us today to discuss your specific training needs.



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