



HR FOR LINE MANAGERS

TWO-DAY TRAINING WORKSHOP

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 employee performance, positive employee relations and employee engagement. It is important to give proper thought to how Line Managers are supported and developed to make sure they have the necessary knowledge, skills and competencies to be successful in their role.

HR for Line Managers is a two-day workshop, with the days running consecutively, to highlight what happens if the relationship with a team member breaks down or is not meaningful and impactful. It is based on a continuum which begins with clear positive communications and progresses to dignity at work issues and finally to extreme behaviours such as employees invoking grievance against the organisation or the organisation initiating disciplinary against the employee.

The focus of the HR for Line Managers workshop is devolved HR responsibility to the line manager and the target audience is newly appointed line managers with staff responsibility. HR policies and procedures will be incorporated into the training design and will underpin each module. The workshop will be delivered in-person in an interactive manner with lots of time for questions and discussion. Practical work will be a feature of each module.

Workshop content will include the following key topics:

- Managing the Performance of My Team
- Managing Attendance and Absence
- Managing Dignity at Work (Bullying and Harassment)
- Managing Grievance and Discipline Issues
- Managing and Resolving Conflict using Mediation Skills

Indicative content for each of these topics is set out over the following pages.

Should you require other topics to be included, the IPA HRM Training Team would be happy to discuss this further with you.



MANAGING THE PERFORMANCE OF MY TEAM

The focus of this topic will include:

- 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 effective performance management links to motivation and employee engagement

MANAGING ATTENDANCE AND ABSENCE

The focus of this topic will include:

- 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

MANAGING DIGNITY AT WORK (BULLYING AND HARASSMENT)

The focus of this topic will include:

- Key legislation and related codes of practice underpinning Dignity at Work issues e.g. Employment Equality, Equal Status, Health and Safety and Human Rights and Equality
- Diversity and Inclusivity issues for Team Members
- 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, maintaining and safeguarding a positive working environment



INDICATIVE TOPIC CONTENT CONTINUED

MANAGING GRIEVANCE AND DISCIPLINE ISSUES

The focus of this topic will include:

- The legal and regulatory context in which grievances and disciplinary matters are managed
- Employee relations, the psychological contract and the link to employee engagement
- 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

MANAGING AND RESOLVING CONFLICT USING MEDIATION SKILLS

The focus of this topic will include:

- 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

FURTHER INFORMATION

This two-day HR for Line Managers workshop is available for in-house delivery. Please contact training@ipa.ie if you would like a quotation for the delivery of a customised workshop for your organisation.

To discuss this workshop 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 offers 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.



Institute of Public Administration

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