



HUMAN RESOURCES TRAINING

Employee Relations: Creating a Positive Work Environment

3 day course

Classroom, online or in-house

Course overview

Employee relations is usually measured by what goes wrong: grievances lodged, disciplinaries heard, cases lost at arbitration. This course works on both halves, the discipline of handling cases properly and the everyday practice that means fewer cases arise. Delegates work through the employment relationship from onboarding to exit, covering the policies that actually get used, fair procedure in discipline and grievance, absence and performance management, and the workplace culture factors that drive disengagement. The legal material is grounded in South African practice, including the Labour Relations Act and the Code of Good Practice, with attention to how the principles carry across other African jurisdictions.

What you will learn

- Describe the employment relationship as a set of mutual obligations rather than a rulebook
- Apply fair procedure and substantive fairness in discipline and grievance cases
- Handle poor performance and persistent absence without creating an unfair dismissal risk
- Draft and apply workplace policies that managers will actually use
- Identify the drivers of disengagement and act on them before they become cases
- Keep records that stand up at arbitration or in a tribunal
- Build a working relationship with unions and workplace forums

Who should attend

- Employee relations and human resources practitioners
- Line managers responsible for discipline and performance
- Human resources business partners
- Union and workplace forum representatives
- Managers new to handling staff issues directly

Course outline

- 01 The employment relationship, the contract and the implied duties on both sides
- 02 Policies that get used: writing them so a manager can follow them under pressure
- 03 Fair procedure in discipline: investigation, notice, hearing and outcome
- 04 Substantive fairness and consistency of sanction
- 05 Grievances: handling, investigating and closing them credibly
- 06 Managing poor performance and incapacity as distinct from misconduct
- 07 Absence management and the return to work conversation
- 08 Engagement, voice and the everyday practice that prevents cases
- 09 Record keeping, evidence and preparing for arbitration

Upcoming dates

Dates	Venue	Format	Fee per delegate
12 to 14 October 2026	Durban, South Africa	Classroom	R14,950
21 to 23 October 2026	Online	Online	R6,500
8 to 10 March 2027	Mbabane, Eswatini	Classroom	R14,950
22 to 24 March 2027	Kampala, Uganda	Classroom	USD 995



Fees and how to register

This 3 day course is **R6,500** per delegate online, **R14,950** in the classroom in South Africa, Botswana, Namibia, Lesotho and Eswatini, and **USD 995** in the classroom elsewhere in Africa. In-house training is quotation on request. Book 2 or more delegates on this course and save 10%.

To register or request an in-house proposal, visit www.afrisciencegroup.com, email info@afriscience.co.za, or WhatsApp us on **+27 63 479 1136**.

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