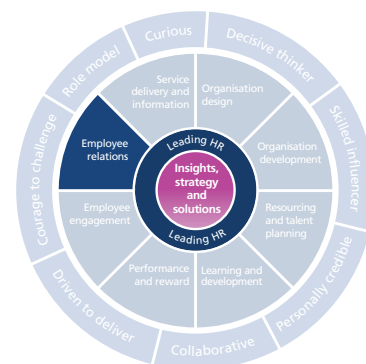


Employee relations

Ensure that the individual and collective relationship between the organisation and its employees are managed appropriately; within a clear framework underpinned by organisation culture, practices, policies and ultimately by relevant law.

Review this technical professional area in conjunction with the core areas.



Activities: what you need to do (in addition to core activities)

	Band 1	Band 2	Band 3	Band 4
<i>Develop employee relations strategy, policy and practice</i>	9.1.1 Work with individuals and managers to ensure adherence to organisational values and behaviours in everyday practice.	9.1.2 Involve managers in defining and delivering cultural initiatives to embed trust, respect and fairness into everyday practice.	9.1.3 Working with senior managers, create and implement initiatives to build a culture with associated behaviours and values focused on trust, respect and fairness into values and behaviours.	9.1.4 Establish the overall employee relations culture with organisational leaders, building trust, respect and fairness between organisation and employees.
	9.2.1 Maintain relevant ER documentation, ensuring all contractual/legal documents and templates are kept up to date and in line with current legislation.	9.2.2 Develop relevant ER documentation, ensuring all contractual/legal documents and templates are kept up to date and in line with current legislation.	9.2.3 Develop employee relations plans, policies and practice to cover the full employee engagement with the organisation.	9.2.4 Lead the development of the employee relations strategy that delivers and supports the organisation's objectives.
<i>Embed employee relations strategy, policy and practice</i>	9.3.1 Monitor people processes and activity to ensure compliance with ER plans and legislation.	9.3.2 Ensure that all activity relating to ER is consistent and in line with legislation.	9.3.3 Ensure that ER plans are integrated consistently across all HR/people strategies and plans.	9.3.4 Ensure that all HR/people strategies, policies and procedures are consistently deployed in line with the organisation's stated values.
	9.4.1 Implement guidelines on ER issues, ensuring new information and updates are provided to staff and managers.	9.4.2 Develop comprehensive guidance to HR colleagues and managers on ER issues.	9.4.3 Ensure that ER principles, policies, practices and procedures are clearly communicated and understood within the organisation.	9.4.4 Ensure that the appropriate ER tools, policies and practices are well executed.
	9.5.1 Inform and advise managers and staff about employee relations policies and practices.	9.5.2 Support and coach HR colleagues and managers in understanding and complying with ER policies and practices.	9.5.3 Co-ordinate and work with legal providers to ensure that all HR colleagues and managers receive the relevant ER training.	9.5.4 Co-ordinate and work with legal providers to ensure that ER professionals have capability and are sufficiently developed to meet ER strategy.
	9.6.1 Give accurate and appropriate advice, training and support to managers to recognise, respect and enable the flourishing of individual differences.	9.6.2 Give accurate and appropriate advice, training and support to managers to recognise, respect and enable the flourishing of individual differences.	9.6.3 Design policies and practices and lead implementation to promote diversity and inclusion across the organisation.	9.6.4 Stimulate debate and challenge leaders across the organisation on diversity and inclusion and build the business case for recognising and respecting individual differences.
	9.7.1 Track and monitor team performance against plans, recommending areas for improvement.	9.7.2 Track employee relations plans against agreed metrics, recommending areas for improvement.	9.7.3 Assess ER plans against metrics and recommend areas for improvement.	9.7.4 Monitor the impact of ER strategy on relations between organisation and employee and make changes as required.
<i>Conflict management</i>	9.8.1 Encourage open and honest conversations between individuals and supervisor/manager.	9.8.2 Focus interventions on enhancing constructive and honest communications between employees and managers.	9.8.3 Coach senior managers to foster positive working relationships with employees.	9.8.4 Encourage executives to behave in a consistent, transparent manner with integrity.
	9.9.1 Provide accurate, timely information and support to ER advisers and managers who are leading the resolution of ER issues.	9.9.2 Provide specialist advice and instruction to managers who are leading the resolution of ER issues.	9.9.3 Instruct or strongly influence those leading sensitive ER issues on the appropriate approach to conflict management.	9.9.4 Advise the organisation on appropriate conflict management approaches, including mediation.

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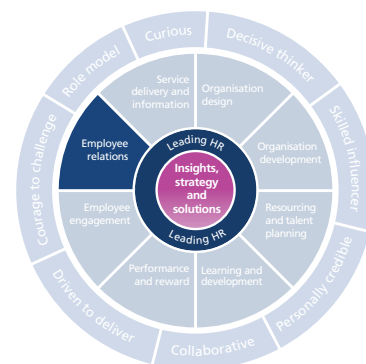


Activities: what you need to do (in addition to core activities) (continued)				
	Band 1	Band 2	Band 3	Band 4
	9.10.1 Keep accurate and appropriate records of ER-related events.	9.10.2 Take the lead on investigating and resolving employee relations issues.	9.10.3 Take the lead on resolving complex ER issues that create significant risk to the organisation.	9.10.4 Ensure that grievance and disciplinary practice is robust and thoughtful to avoid tribunal action where appropriate.
<i>Collective negotiation and consultation</i>	9.11.1 Provide accurate and timely information and support to colleagues who are managing conflict situations.	9.11.2 Manage and facilitate potential conflict situations to achieve consensus legally and ethically.	9.11.3 Lead key negotiations and foster constructive working relationship with trade unions, works councils, employee forums and similar bodies.	9.11.4 Design and define the organisation's industrial relations strategy that secures business performance and employee engagement while meeting legal requirements.
	9.12.1 Provide accurate and timely information and support to colleagues who are leading negotiations.	9.12.2 Lead key negotiations with trade unions, works councils, employee forums, on a range of labour issues.	9.12.3 Lead key negotiations with trade unions, works councils, employee forums, on a range of labour issues.	9.12.4 Lead key negotiations with trade unions, works councils, employee forums on a range of business issues.
	9.13.1 Look for opportunities to overcome barriers to change and feed back to colleagues involved in negotiations with unions.	9.13.2 Seek and identify ways to overcome barriers to change from the perspectives of both the organisation managers and the trade unions.	9.13.3 Challenge organisation managers to address and modernise the organisation's working practices and not to accept the status quo.	9.13.4 Adopt an independent stand between the organisation and the trade union to constructively challenge both parties to improve and modernise working practices.
<i>Performance culture</i>	9.14.1 Support individuals and managers to create clear, realistic and measurable objectives to link to reward and performance management approaches.	9.14.2 Train and coach managers to manage performance on an ongoing basis and to have honest and straight performance conversations.	9.14.3 Challenge senior leadership to adopt a performance-driven culture underpinned by strong performance management capability.	9.14.4 Challenge executive leadership to adopt a performance-driven culture underpinned by a strong performance management capability.
	9.15.1 Advise managers and individuals on performance management policy.	9.15.2 Coach managers to communicate clearly to employees on performance and reward matters, seeking to avoid conflict.	9.15.3 Coach senior managers to communicate clearly to employees on performance and reward matters, seeking to avoid conflict.	9.15.4 Design and advocate non-bureaucratic performance management processes in line with organisational values.

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Knowledge: what you need to know

Band 1	Band 2	Band 3	Band 4
9.16.1 Relevant current local employment law and discrimination law. Knows what the organisation needs to do to mitigate risk.	9.16.2 Relevant current local employment law and discrimination law in local and international jurisdictions, plus proposed changes. Knows what the organisation needs to do to mitigate risk.	9.16.3 Relevant current local employment law and discrimination law in local and international jurisdictions, plus proposed changes. Knows what the organisation needs to do to mitigate risk.	9.16.4 Relevant current local employment law and discrimination law in local and international jurisdictions, plus proposed changes. Knows what the organisation needs to do to mitigate risk.
9.17.1 Understands the role of legislation in progressing issues of diversity.	9.17.2 Understands the role of legislation in progressing issues of diversity.	9.17.3 Understands the role of legislation in progressing issues of diversity.	9.17.4 Understands the role of legislation in progressing issues of diversity.
9.18.1 The fundamentals of employee relations.	9.18.2 Employee relations issues and risks and knows how to coach managers in them.	9.18.3 The significance of the employee relations climate and culture in the organisation and its impact on employee motivation and performance.	9.18.4 Employee relations issues and how their management can both positively and negatively impact the organisation's performance and culture.
9.19.1 Communicating information regarding employee relations policies and procedures.	9.19.2 Gathering, analysing and presenting feedback on ER-related communications and feedback.	9.19.3 Creating and delivering employee relations plans, including communication and involvement mechanisms.	9.19.4 Developing an employee relation strategy with corresponding communication and involvement plan.