EMPLOYEE RELATION

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What is Employee Relation?

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❖ It is a relationship between employer and employees established thru the course of employment in order to deliver successful program objectives and achieve organizational goal.

❖ Employee relation program is undertaken base on the emotional, psychosocial, ethical and legal grounds.

❖ Happy employees are productive employees. Successful organizations know how to manage relationships to build lasting employee satisfaction.

❖ Implementing an effective employee relations program will promote the internal strength which lead to successes and sustainable growth of the organization.

❖ Poor employee relation program will lead to the program failure, staff dissatisfaction, endless problems at workplace.

What should we do to ensure an effective and successful employee relation program?

What are the components of Employee Relation?

1. Induction and Orientation: organizational philosophy, ways of working, performance target, program/projects, partners, counterparts, etc.

2. Performance Appraisal: achieving result, upgrading, L&D planning, and rewarding.

3. Pay and benefits, work-life balance, and safe working conditions.

4. Employee satisfaction: We know it thru staff forum, survey, feedback, exit interview, etc.

5. Strategic employee relation policy.

6. Corporate culture at workplace: culture of excellence

7. Support to staff: caring, coaching, counselling,

8. Conflict resolution:
   - ∞ Develop a complaint mechanism
   - ∞ Conflict Resolution thru Mediation and Counseling
   - ∞ Grievance procedure & disciplinary procedures

9. Cost containment: recruitment, work processes, health & safety, reward & compensation.
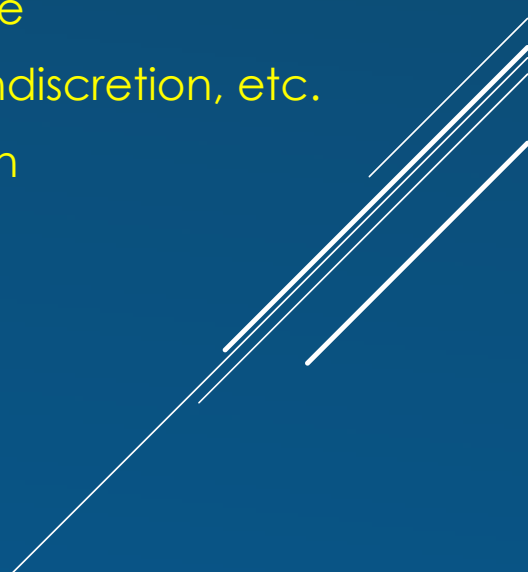
SHOPTALK

(Stay where you are and talk to people around you)

What are the main issues related to employee relation arise at your workplace?

- Talk to each other for 10 minutes
- Write on post-it and stick on flipchart.

CHALLENGES IN EMPLOYEE RELATION

- Staff expectations from management.

- Staff perception toward management

- Staff competencies & fitness to organizational values.

- Abuses: Nepotism, fraud and corruption and non-compliance

- Mngt behaviors: Unfair treatment, favoritism, inconsistency, indiscretion, etc.

- Malpractice: bullying, harassment, intimidation, discrimination

- Competitive labor market makes high turnover

- Pulling forces: Agitation & incitement from rebellious staff.

- Wrong OD at right place.

Concept of Employee Relation

(Video clip)

- ▶ What have you learned from this video?

- ▶ What are the components of employee relation?

Group Discussion 2

- ➢ Please divide into 12 groups.

- ➢ Discuss the **topic assigned to each group**.

- ➢ 20 minutes discussion.

- ➢ Write down the answers on Flipchart.

- ➢ 15 minute presentation.

Case Study on Employee Relation (5 minutes)

Ms. Seng Sothla, HR Manager CARE International

What is an internal policy?

→ It is a tool to manage staff, equipment and technology at workplace aim at promoting the effectiveness and efficiency in order to achieve greater results and successes of an organization.

→ It is part of internal control system which ensure good governance of an organization.

→ Internal policy is written base on 4 factors humanity, ethicality, legality and program needs.

→ Internal policy is written only when there is a permanent need of that policy with effective force across the organization.

HOW TO WRITE AN INTERNAL POLICY

▶ Academic language.

▶ Limit jargons, minimum of verbiage.

▶ Acronyms to spell out at first time.

▶ Fact, accuracy and concision.

▶ Relevance, alignment, & consistence.

▶ Long term use & response to the need

▶ Operational across organization

Skeletons of the policy

▶ Author:

▶ Effective date:

▶ Review date:

▶ Scope of implementation:

▶ Background

▶ Objective

▶ Abbreviation/definitions

▶ Policy statement

▶ Rule/Procedure
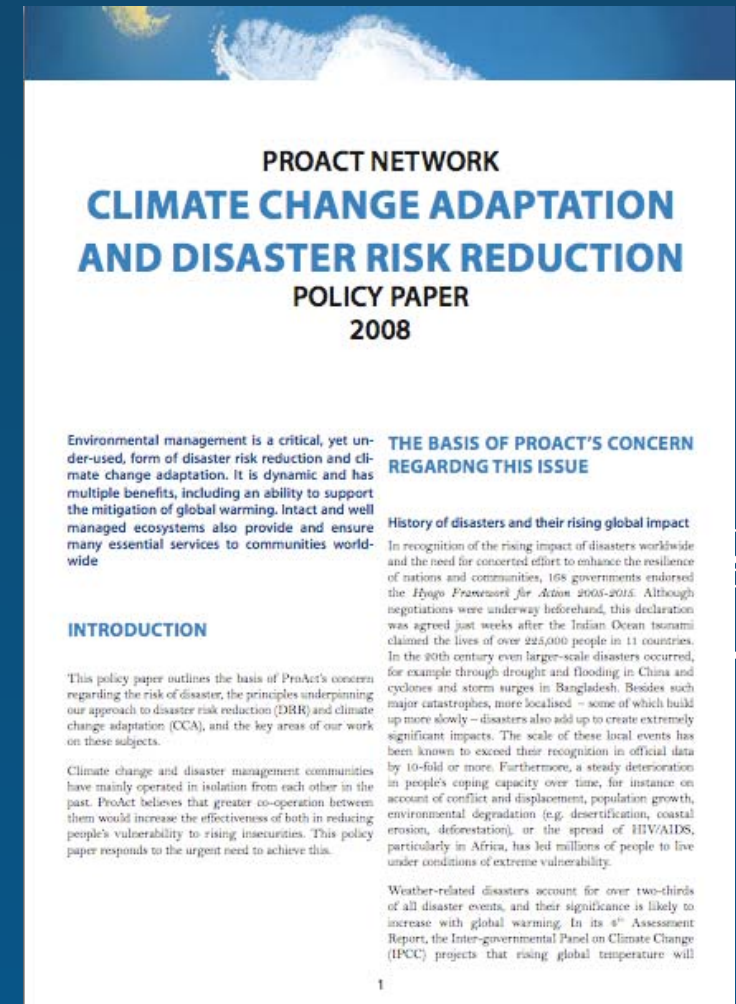
Risk in Policy Formulation

- Too broad, unclear, too long/short

- Out of context and not meeting the need.

- Inconsistent , irrelevant, not objective serving and draconian

- Fewer policies, it lack of proper control

- Too many policies, no one to follow.

- Policy is not written on stone that cannot be erased.

- Managers to implement the policies effectively and usefully.

- Policy given rise to problem is not a policy. It is a trouble-maker.

Write Corporate Policy

(Video clip)

- ▶ What have you learned from this video?
- ▶ Choose a policy which serve several objectives at the same time?

Question

What employee relation policies should you have in your organization? Why?

Case Study on Policy Formulation (5 minutes)

Mr. Pheap Mono, HR & Admin Director PSI

Complaint

▶ Staff satisfaction lead to staff motivation, high impact performance, high productivity, high quality of work and greater result.

▶ Customer satisfaction lead to customer loyalty, high desire to buy, increase of sale, increase of revenue, increase of profits.

▶ Ensure staff are satisfied so that they will satisfy the customer.

▶ How do we know about staff and customer satisfaction?

  ▶ Feedback mechanism

  ▶ Complaint mechanism

  ▶ Customer/staff survey

Complaint Mechanism

▶ Opinion Box

▶ Open letter to Management/ED

▶ 360° Feedback on performance

▶ Grievance procedure

1. Complaint against line manager
2. Complaints on T&C
3. Complaint on malpractice, bullying
4. Complaint on sexual harassment & abuse
5. Complaint on change process
6. Dealing with Poor Performance
7. Dealing with Probationary Performance
8. Dealing with Misconduct
9. Dealing with Critical and Terminal Illness
10. Dealing with Permanent Incapacity
11. Dealing with Fraud and Theft

Dealing with Problems at Workplace

- ▶ Consistency, confidentiality, neutrality, fair judgment
- ▶ Compliance with internal regulation, policies and laws
- ▶ Involving lawyers and/or specialist opinion if needed.
- ▶ Context analysis and long-term perspective
- ▶ Build up the case & documentation.

GROUP DISCUSSSION

➢ Please divide into 11 groups

➢ Please choose the topic of discussion as per the number of the group you are in, from the slide "Complaint Mechanism".

➢ Spend 15 minutes to discuss in your group

➢ Write your proposed mechanism a flipchart

➢ 5 minute presentation to the plenary group.

Case Study on Complaint Mediation (5 minutes)

Ms. Heng Ratana, HR Technical Manager WVI

Complaint against line manager

- The complaint should be raised to HR/OM

- Mediation is considered for the 1st step.

- Formal meeting should conducted if informal mediation does not work.

- Call for an investigation to establish evident & witness statement.

- Consultation with relevant policies & procedure.

- Hearing panel is established.

- Result of the hearing can be mediation, warning, or dismissal.
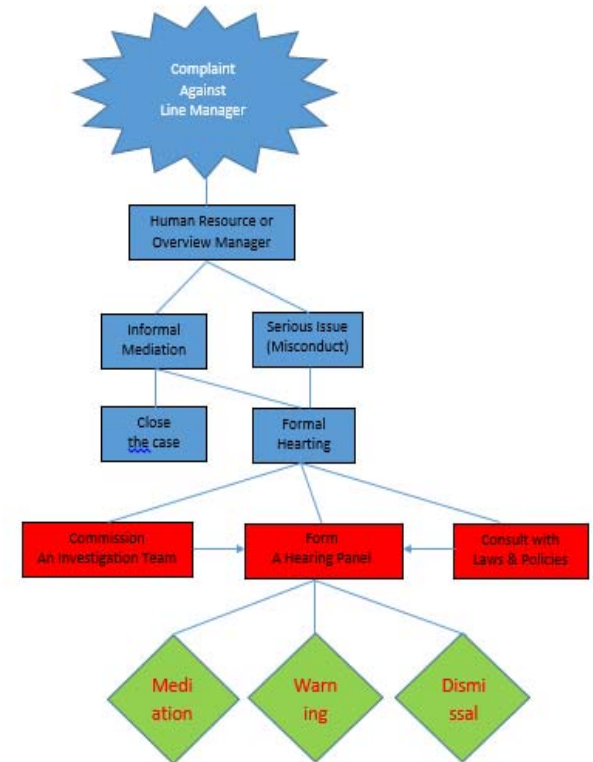
Complaints on T&C

- Complaint Raised to Line Manager
- Line Manager consults with HR (CD/ED)
- LM tries to solve in an Informal Mediation
- If not solvable, involve HR
- Involve Staff Rep (if it exists)
- Consult with IR, contracts & policies.
- Keep CD/ED informed of the issue.
- Consult with Head Office on HO policies
- Consult with Lawyer on contract T&C
- Formal Meeting with Staff, Staff Rep & HR
- The result can be mediation, change of T&C, contract termination, bring to AC/MoL
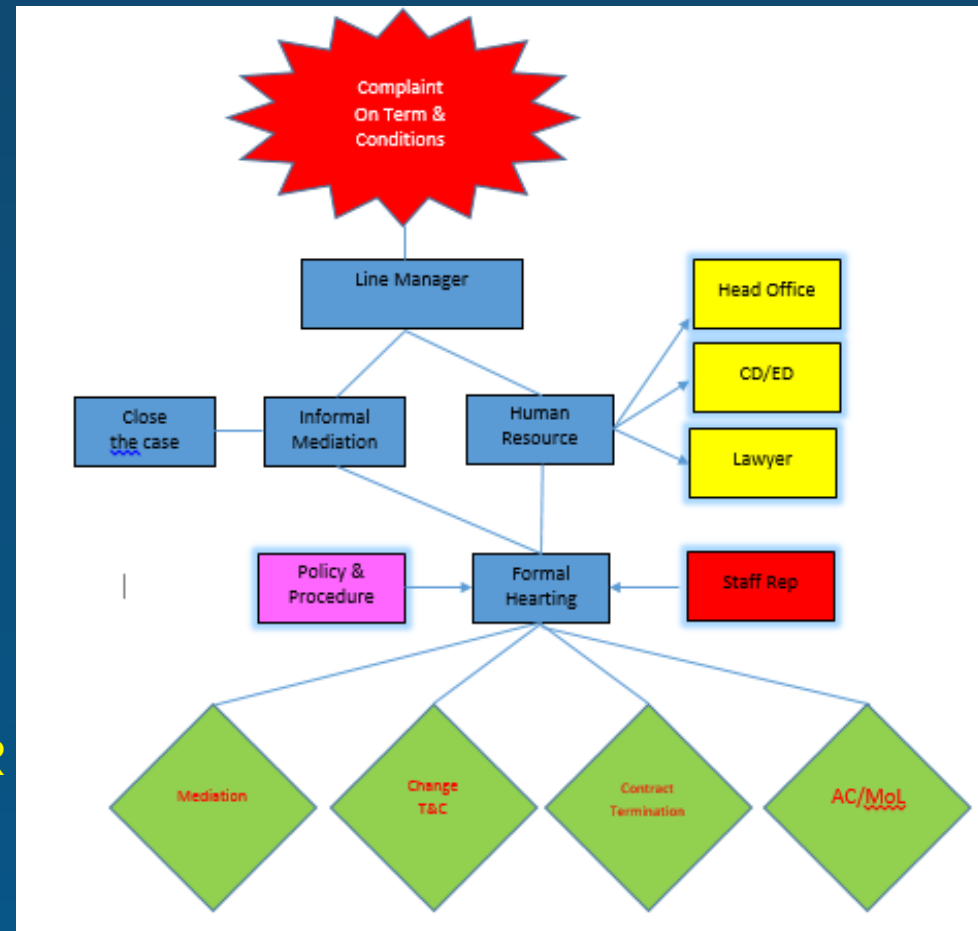
Complaint on Sexual Harassment & Abuse

- Report to Safeguarding Champion/CD/ED

- Or Call hotline HO.

- Commission an immediate investigation by independent investigator/HO .

- Evident collection and witnesses interview to prove beyond reasonable doubt.

- Hearing Panel establish by country office.

- Consult with Code of conduct, policy and country law.

- Subject of complaint may receive a warning or dismissal if found guilty.

- SoC can appeal the case. If so the appeal hearing will be conducted to determine if the decision is upheld or reject the case.
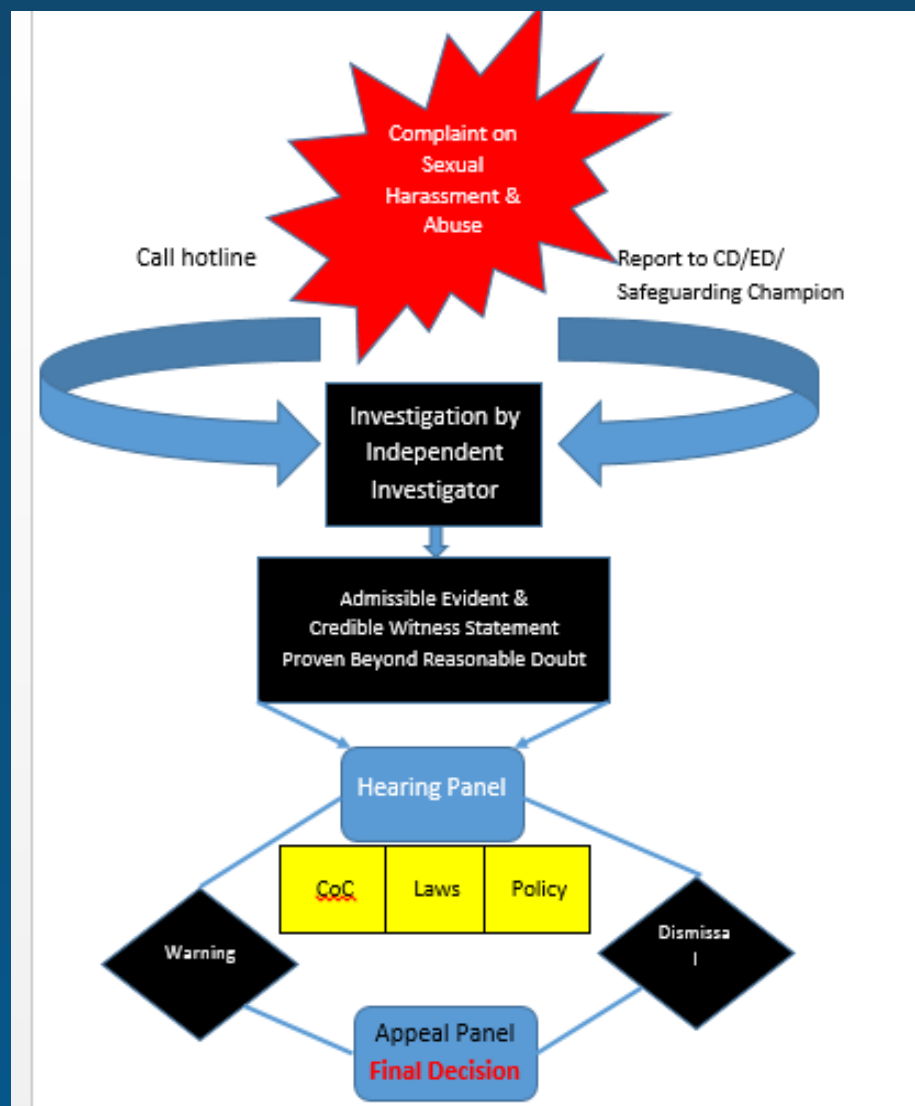
Dealing with Poor Performance

▶ LM initiates informal discussion and resolve the issue.

▶ No further improvement, start formal discussion.

▶ Give 1st warning & develop a PIP.

▶ Give L&D opportunity.

▶ Provide sufficient/effective support.

▶ Review the PIP on a regular basis.

▶ 2nd warning is given if there is no improvement from the 1st one.

▶ After 3rd warning in one year, staff can be dismissed.

Performance Procedure Flow-Chart
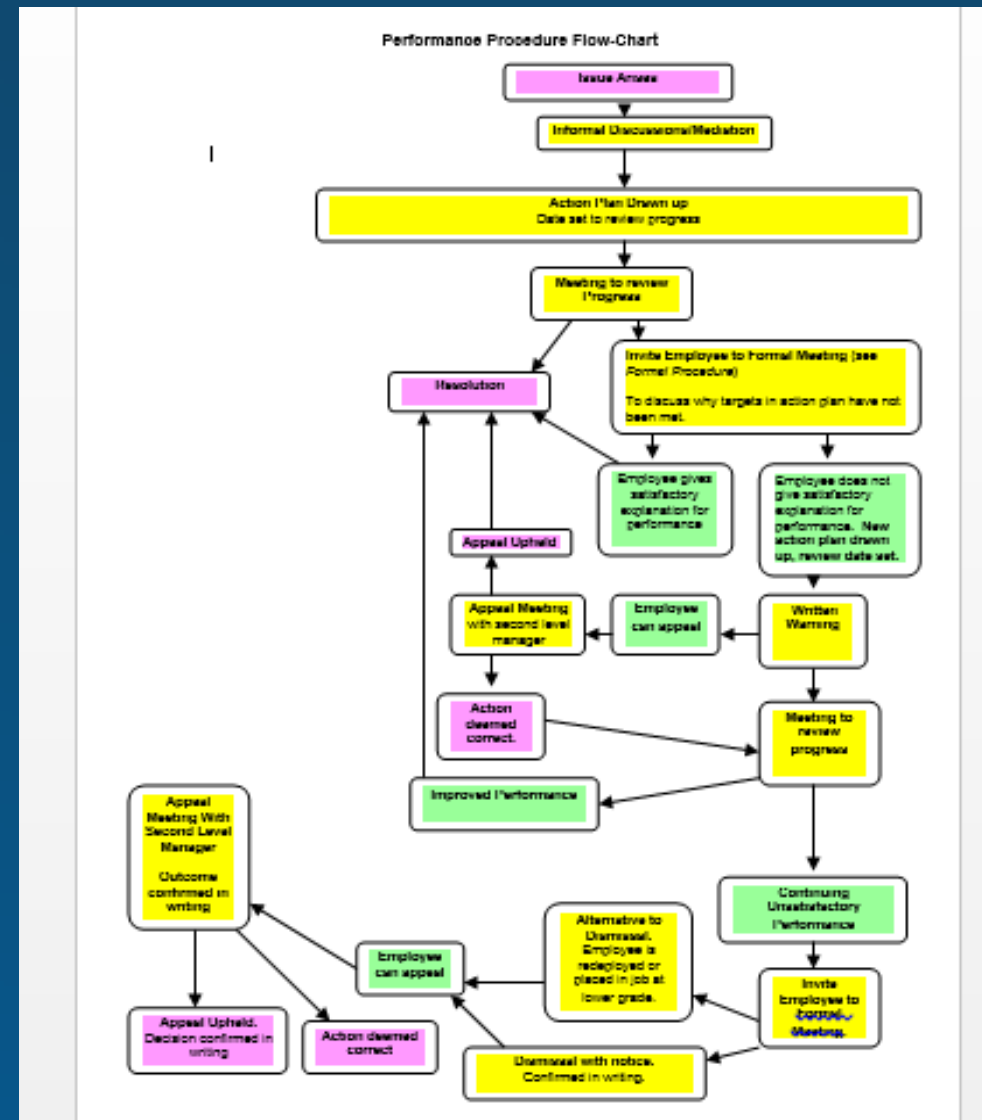
Dealing with Fraud and Theft

- Per suspicion/knowing the fraud/embezzlement/ theft happening, immediately report to CD/ED & Counter Fraud Unit

- CD/ED will commission an immediate investigation which is led by finance team. Staff who handle fraud/theft case must be well trained of investigation technique.

- Interview all stakeholders: staff, authority, community, suppliers, etc. and collect all substantial evident to prove the case. The case should be handled carefully and confidentially. Avoiding clash, obstruction to program/mission

- In severe case, it may need to report to police and consult with lawyer if necessary. The period of investigation may mostly be beyond one week period which is required by law for possible dismissal of the guilt.

- When handle such case, attention is drawn at sensitivity, confidentiality, legal wrangling, revenge, opening a Pandora's box, etc.

Dealing with Terminal Illness

▸ Managing prolonged illness

▸ Monitor sick leave permitted by certified doctor

▸ Compliance to sick leave policy

▸ Sick leave permitted by labor law

6 month sick leave: 1st month: full pay

2nd & 3rd months: 60%

4th – 6th month: 0%

▸ Recovery support and rehabilitation process.

Recovery assistance

Light work

Flexible working hour

Part-time job

▸ Doctor's opinion on prolonged sick leave.

▸ Lawyer's opinion on contract termination due to terminal illness.

▸ Notice of contract termination (EoC procedure)

Types of Terminal Illness

- Cancer, main categories are of:
a) Lung, trachea, bronchus
b) Ear, nose and throat
c) **Female breast**
d) Lymphatic
e) Digestive tract
f) Genitourinary
g) Leukaemia
h) Haemopoietic.

- Progressive non-malignant diseases, which can have a palliative period. These include:
a) Diseases of the circulatory system e.g. cardiovascular, cerebro-vascular diseases
b) Diseases of the respiratory system
c) Diseases of the nervous system and sense organs e.g. motor neurone disease, multiple sclerosis, dementia
d) AIDS/HIV.

- Children's terminal illnesses and hereditary diseases, including:
a) Hereditary degenerative disorder e.g. muscular dystrophy
b) Cystic fibrosis.

Final Question

Please tell one thing that you have learned from this FORUM.