



Handling Employee Relations Cases

DURATION

3 days

CONTACT HOURS

18

LEVEL

Intermediate

FEE PER DELEGATE

US\$1,200

Run grievance, discipline and capability cases properly, from first report to defensible outcome.

Employee relations cases go wrong through process failures rather than through bad intent: an investigation that was not impartial, a hearing where the evidence was not shared, a decision reached before the meeting. This programme covers the mechanics of running a case that reaches a fair outcome and would survive scrutiny.

Available as classroom, live online, in house.

Who it is for

HR practitioners, line managers who chair or investigate, and union or employee representatives.

What you will be able to do

- Run an impartial investigation and document it properly.
- Chair a hearing where the outcome is genuinely open.
- Distinguish conduct, capability and ill health cases and route each correctly.
- Reach and communicate a decision that is defensible.

The outline

DAY 1

Before the case

Early informal resolution · When something becomes formal · Suspension and its risks · Confidentiality

DAY 2

Investigation

Scope and impartiality · Interviewing witnesses · Handling contradictory accounts · The investigation report

DAY 3

Hearing and outcome

Chairing with an open outcome · Sharing evidence in advance · Reaching and recording a decision · Appeal

What you leave with

- An investigation plan and report template.
- A hearing structure with the chair's script.
- A routing guide for conduct, capability and health.
- A decision letter format that states reasoning.

Published dates

DATES	WHERE	FEE
23 to 25 November 2026	Dubai, United Arab Emirates	US\$1,200
30 November 2026 to 2 December 2026	Dar es Salaam, Tanzania	US\$1,200
7 to 9 December 2026	Maseru, Lesotho	R12,000
14 to 16 December 2026	Cape Town, South Africa	R12,000

Fees are per delegate and cover travel and accommodation arranged by the delegate. Registration fees are not included.

Register or ask a question

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