



Employee Relations Workshops

Discover what you need to know

Workshops in Employee Relations skills for Line Managers, HR Professionals and Employee Representatives





Table of Contents

Introducing Marshall-James	3
About Marshall-James’s workshops	4
Our Bespoke Workshops	
Employee Consultation	6
Working with Trade Unions	7
Managing Grievances and Disciplinarys	8
Redundancy and Restructuring	9
Training for Employee and Union Representatives	10
Coaching and Mentoring	11
Our Experts	12/13

Introducing Marshall-James

When working relationships go wrong, they have potential to go badly wrong. But when they work well they benefit everyone in an organisation. At Marshall-James, we help employers get the most out of all workplace relationships be they between colleagues, managers and teams or the organisation and employee representatives.

We believe that effective employee relations are the key to success; they secure the buy-in of all employees and guarantee that everyone is working for the same goal. Over the past decade many of the highest performing employers have recognised the value of investing in their employee relations. Many of them have called in our expertise.

Marshall-James is ideally placed to help you develop and maintain healthy employee relations. Our consultants and experts are all senior executives with up-to-date employment relations experience. Between them they have worked in unionised and non-unionised environments, large and smaller organisations, within the UK and overseas. They are also experienced in working with both the public and private sectors and understand how to manage the inherent differences of both.

Through our work we see that tougher business conditions are already putting a strain on workplace relationships, tempting managers to forget the needs of employees in their effort to survive a crisis. And yet this is the time when organisations have to get it right. Only by continuing to invest in productive and trusting relationships in the workplace can employers be certain that people remain engaged in the organisation.



About Marshall-James's workshops

Our development workshops for line managers, HR professionals and employee representatives will bring significant value to your organisation. **We come to you, these are not 'open courses' as a rule and so are specific for your organisation.**

These are not talk and chalk sessions. In fact, we are not much interested in theory. Rather, our aim is to be practical, pragmatic and flexible.

We use case studies, role play and our up-to-date knowledge of best practice to give people the know-how, skills and confidence they need to develop successful employee relations. We enable people to handle whatever challenges are thrown at them.

Because our experts work with such a variety of organisations, we can – and do – tell it how it really is. But we are not looking to impose a single, preferred model on clients. Every organisation is unique and we provide development that suits your organisation's specific needs.

We will accommodate the delivery method that works best for you too, whether you are looking for a one-day workshop for a group of managers or employees, some half-day sessions or another way of working.

Our workshops

To help organisations with their development needs we have grouped our workshops under the following five themes:

- **Working with trade unions**
- **Managing grievances and disciplinaries**
- **Employee consultation**
- **Redundancy and restructuring**
- **Training for employee and union representatives**

We also offer one-to-one coaching and mentoring for managers who need a fast track to developing their employee and industrial relations skills.

To discuss your needs or to book one of the following workshops please call us on **+44 (0)20 7783 3970** or email **info@marshall-jameshr.com**

Employee Consultation

By creating and maintaining an environment in which all employees have a voice, either directly or through elected representatives, leaders encourage everyone to be engaged in the goals, objectives and challenges facing the organisation, enabling change during even the most difficult times.

At Marshall-James we recognise a range of ways in which organisations can consult effectively with employees. For example, an increasing number of clients are calling us in to help them establish formal employee forums in line with EU legislation.

Our workshops will help managers:

- Identify the processes that are already in place – or should be – to consult with their teams
- Understand how to use these processes effectively
- Know what discretion they have to adapt formal policies
- Develop the skills needed to discuss bad news as well as good

We also run workshops specifically designed to help organisations introduce an employee forum.

These can be aimed at HR or line managers to enable them to:

- Think through the steps involved in setting up a forum
- Identify training needs for managers and employees
- Make the forum work for the organisation

Working with Trade Unions

Around one in four UK employees belong to a trade union and it is essential that leaders working in unionised environments know how to get the best out of their union relationships. What's more, having the skills – and confidence – to challenge the union where appropriate can make a real difference.

Marshall-James's workshops will help HR and line managers with limited trade union experience develop and hone their skills. We also give particular support to managers with little or no prior exposure to a union who are taking over a unionised team, enabling them to get to grips with the processes and procedures involved.

Our workshops will help your managers:

- Understand the purpose and aims of trade unions in your sector
- Manage trade union relationships proactively and appropriately
- Develop practical techniques for resolving individual and collective disputes
- Unblock communication channels if negotiations become stalled
- Avoid industrial action
- Manage a dispute if the worst happens

Managing Grievances and Disciplinarys

Most grievance and disciplinary cases that escalate to a tribunal relate to simple breaches of procedure that could easily have been avoided.

Many line managers now find themselves personally responsible for carrying out grievance and disciplinary procedures. Marshall-James will steer your managers through the process, avoiding costly mistakes that might compromise the organisation's position.

Our workshops will help your managers:

- Become aware of their legal responsibilities
- Understand the importance of being fair and reasonable
- Develop the skills they need to investigate a grievance or disciplinary matter
- Know how to run a grievance or disciplinary hearing
- Understand when to seek further advice or involve HR

We also assist HR teams looking to redesign and modernise their grievance and disciplinary policies. Our workshops will help you design policies and procedures that reflect workplace needs and the organisation's working practices.

Redundancy and Restructuring

Change is inevitable at any stage of the business cycle. But if it is to be successful everyone in the organisation, from the chief executive down, needs to understand how it will impact them and their job.

In many cases jobs will disappear: some people may be redeployed, others will have to look for a new role elsewhere. At Marshall-James we believe that, whatever the outcome, managers and HR professionals must be certain that all processes involved are fair and transparent. Only by doing so, can they be sure of retaining the buy-in of employees who stay with the organisation alongside other stakeholders such as customers and clients.

Our workshops will help your managers and HR professionals lead the organisation through change by enabling them to:

- Understand their legal obligation to consult with employees
- Be aware of the organisation's policies and procedures for consultation and redundancy
- Recognise the importance of retaining key talent
- Know how to identify key people in a fair and open way
- Deliver bad news when necessary
- Avoid survivors' syndrome by involving and communicating with all employees

Training for Employee and Union Representatives

An ineffective employee or trade union representative can frustrate an organisation's attempts to improve its employee relations. But to play their part employee representatives need to understand what their role is in the process.

This is why a growing number of organisations are asking Marshall-James to train their representatives. It is not about schooling them to be compliant but about helping them understand how best to look after the interests of the colleagues they represent.

Our workshops build employees' confidence, knowledge and understanding so that they can take a full part in consultation procedures. We help them to:

- Understand where they fit in to the process
- Represent the majority view
- Work productively with managers
- Communicate at all levels
- Solve problems quickly and efficiently

We also offer joint workshops for managers and representatives to train together and develop the skills and confidence they need to be effective.

Coaching and Mentoring

Individual managers often have specific needs when it comes to developing their employee relations skills. For example:

- An hr director moving into a heavily unionised environment with limited industrial relations know-how could need coaching through the first round of negotiations
- A senior operational manager leading a change programme might want support in identifying and dealing with the employee relations implications

Experts at Marshall-James are experienced in constructing and delivering formal coaching or mentoring programmes for managers and leaders who need this assistance. We mentor individuals in a one-to-one environment, allowing you to choose whether this is on a one-off or ongoing basis.

What we offer will depend entirely on the needs of the individual and the organisation.

We help them to build up the knowledge, skills and confidence they need to provide effective employee relations.

Our Experts



Andy Cook

Andy has extensive experience in senior HR positions, working in both the private and public sectors. His career has included roles as HR Director at the British Library, Head of Human Resources and Employee Relations with Transport for London and as HR Director, UK and Ireland, with Gate Gourmet.

Since founding Marshall-James in 2006, Andy's experience and expert knowledge have benefited many household names and organisations.



Chris Thomas

Chris has particular experience of the financial services sector both in the UK and internationally. He has worked in range of roles including sales, marketing and HR, and also has experience working with SMEs.

Chris has a comprehensive understanding of what drives business performance and a keen sense of how employee engagement can contribute. He is a Fellow of the Chartered Insurance Institute and a Fellow of the Chartered Institute of Personnel and Development.

Our Experts



Nigel Youngman

Prior to joining Marshall-James, Nigel held a senior role at NHS Partners and provided employment advice and direction to NHS Employers all over the UK. He has also worked as the Head of Eversheds LLP consultancy division and held several management positions within the NHS.

Nigel has worked with a diverse portfolio of employers and has gained huge insight in to the different cultures and employment practices that exist. His experience is constantly kept up to date by working on real life issues, often those that are difficult and challenging to solve.



Kirstie Quinnin

Kirstie is an expert in Managing Change and Communications. She has worked with Marshall-James for three years on a variety of HR Projects in the public and private sectors. Her experience has supported various organisations by providing coaching and support to individuals and teams in many different workplaces.

The advice and support she offers on motivating employees through communication, engagement and skills development helps leaders to develop their own style and competence in the day to day and strategic direction and decisions they take.

Tougher business conditions are putting a huge strain on working relationships within organisations at the moment, tempting managers to forget the needs of employees in their efforts to survive a crisis. And yet, effective employee relations are still key to success.

Marshall-James help employers get the most out of their workplace relationships, drawing on our expertise and experience of all manner of organisations (unionised and non-unionised, public and private sector, UK and overseas).

With our help, some of the highest performing employers have managed to develop and maintain healthy employee relations, even in the most difficult and potentially divisive economic circumstances.

So whether you work in a large or small organisation, make sure you're getting the very best advice, in what has become a vitally important area.

Marshall-James are experts in:

- Employee & Industrial Relations
- Employee Engagement
- Investigations into employee complaints
- Workplace mediation
- Developing Employee Relations skills
- Executive Resourcing for Employee Relations roles
- HR Shared Services