

Managing Day-to-Day Challenges in the Workplace

1 Day Course

Module 1: How to deal with insubordination

- Introduction to insubordination (differences between insubordination, refusal, negligence, and impudence).
- Why do employees refuse to obey instructions?
- How do we deal with insubordination?
- Job descriptions and additional duties.

Module 2: How to deal with absenteeism

- Introduction to absenteeism.
- Company policies, procedures, and regulations (absenteeism policy).
- Absence from work and absence from overtime worked.
- Absence after permission has been refused.
- Abscondment.
- How do we deal with absence and consequences of taking no action?

Module 3: Specific workplace issues and solutions

- Medical certificates (what constitutes a valid medical certificate, Traditional Healers, Clinic / Nursing staff notes).
- Identify and deal with the abuse of sick leave.
- Smoking in the workplace / Vaporizers (legislation and guidance on workplace policies).

Module 4: Misconduct, poor work performance or operational requirement?

- When to discipline, counsel or retrench and associated procedures (the differences between misconduct and incapacity and operational requirements).

Module 5: Discipline and dismissal for misconduct

- What is a dismissal in terms of section 186 of the LRA.
- Reasonable expectation of another fixed term contract or permanent employment.
- Automatic unfair dismissals in terms of section 187 of the LRA.
- Fair reasons for dismissal
- Disciplinary procedures prior to dismissal.
- The disciplinary code and employees that abuse it
- Warnings (including accumulative final warnings and the effect thereof)
- Suspending an employee.
- The notification and charges.
- External representation.
- The two phases of a disciplinary enquiry.
- The format of a disciplinary enquiry.

Module 6: Poor work performance counselling process and dismissal

- The cause of poor work performance
- The counselling process (procedures, timeframes, record keeping, warnings as part of counselling).
- The Dunning-Kruger effect and poor work performance.
- Ill health or injury resulting in poor work performance.
- Incompatibility (dealing with the misfit employee / conduct not compatible with company culture).

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Module 7: Alcohol and drugs in the workplace

- OHS Act General Safety Regulation 2A.
- The Zero Tolerance policy.
- Breathalyzers (do's and don'ts).
- Cannabis and company policy.
- Proving under influence.
- Field sobriety tests.

Module 8: General Q&A session

Questions and feedback - anything not dealt with during training.
Frequently asked questions and answers section in workbook for reference purposes.

Purpose of the course:

The objective of this course is to provide a step-by-step guide on how to fairly and constructively deal with the most common challenges in the workplace.

Who should attend?:

HR Managers, Line Managers, Supervisors and others dealing with personnel related matters such as workplace discipline and performance management.

For further information contact:

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