Employee relations

"Ensuring the relationship between an organisation and its people is managed through transparent practices and relevant law"

	Level 1 At this level you'll understand	Level 2 At this level you'll understand	Level 3 At this level you'll understand	Level 4 At this level you'll understand
Employee relations culture	The culture and approach to employee relations in your organisation	How the employee relations culture impacts the way people work	How to develop and review your employee relations culture to be resolution-focused and improve service/organisation outcomes	How to drive a resolution focused employment culture that underpins the strategic plan, improves reputation, whilst mitigating risk
People policies	What people policies are in place in your organisation and how they support employee relations practices	How to apply and communicate your organisation's people policies in a wide range of situations to support effective case management and employee relations practice	How to apply, communicate and contribute to the development of people policies which improve the worker experience and employer brand, and mitigate risk	How to develop an employee relations strategy which positively impacts the business and the way people work
Employment law and regulation	Key employment law, codes of practice and Civil Service regulations (e.g. public service management act)	How to apply employment law, codes of practice and Civil Service regulation in a wide range of work situations	How to apply and interpret employment law and Civil Service regulations in a range of complex work situations and mitigate risk	How to manage the impact and risk to the organisation of employment law and regulation
Legal systems	The legal system which deals with employment disputes (e.g. WRC, employment / labour courts, arbitration)	The evidence needed to support employment legal cases and disputes	How the employment legal system works, and how to prepare for and manage cases / disputes (in conjunction with legal teams)	How to lead complex legal cases / disputes and manage organisation risks associated with legal action
Dispute resolution	What workplace conflict is and a range of dispute resolution techniques (e.g. mediation, conciliation, negotiation, bilateral engagement, departmental council)	How to apply different dispute resolution techniques to resolve workplace conflict (e.g. mediation, conciliation) and the importance of promoting early and informal resolution	How to manage high risk and complex disputes, when to promote early/ informal resolution and when to use external support i.e. WRC and or legal routes	How to create a culture which promotes early and informal resolution and mitigates workplace conflict

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Collective employment law	What collective employment law and collective bargaining is	Collective employment law, and how to work with formal representative bodies such as Staff/Trades Unions	Collective employment law and how to inform collective bargaining relationships	How to develop strategies and frameworks that support collective bargaining and collaborative relationships (and align with corporate approach to collective bargaining)
Consultation and negotiation	The importance of consultation and negotiation with individuals and groups	Different approaches and models of consultation and negotiation	How to drive effective working relationships through consultation and negotiation	How to establish frameworks and mechanisms to support a culture of effective consultation and negotiation
Voice and engagement	The different ways by which employees' voices can be heard (e.g. surveys, staff forums, employee networks, departmental council)	Why employee voice is important, and the role of employee groups in engaging workers (e.g. employee councils, staff forums)	How to use employee voice insights to positively impact the way people work	How to use employee voice insight to shape the organisation's culture
Managers and ER	The role of managers in employee relations	How managers can positively or negatively impact employee relations and how to advise and support them	How to evaluate, develop and improve managers capability and confidence to deal with employee relations issues	How to embed and sustain effective employee relations knowledge and skills at organisational level to drive a positive employee relations culture
Employee and worker relationships	The different types of employees / workers in your organisation (e.g. employed, apprentices, interns, fixed term, contractor, consultant)	The impact of different employee / worker relationships on the organisation	How to balance individual and organisation expectations regarding employee / worker relationships	How to maximise the individual and organisation benefits of different employee / worker relationships
Pay negotiations	What pay negotiation is	The approach your organisation takes to pay negotiations	How to engage with DPENDR to prepare for and contribute to pay negotiations in your organisation	How to contribute to / develop pay negotiation approaches and strategy to drive early agreement and manage organisation risk