

Labour Relations

Course code: HRT-023



SPARK TRAINING

Professional training courses for leaders, specialists, and organizations seeking practical capability development.

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— Workshop Overview

Why should an organisation pay attention to developing good

Why Attend

This course uses instructor-led sessions, guided discussion, and practical exercises built around Day one: The Importance of Effective Employee Relations, Day two: Interests, Rights and Power, Day three: Performance Management, and day four: dispute resolution - handling industrial action.

Who Should Attend

Managers new to a unionised work environment
Front-line supervisors and team leaders responsible for creating positive working relationships with unionised workers
HR supervisors and Labour Relations Leaders overseeing skilled trades professionals
HR specialists responsible for Employee

— Learning Objectives

- Understand the Strategic Nature of Employee Relations
- The Role of Unions and other Employee Representatives
- Recognise the importance of Employee Engagement
- Develop Performance Management that Delivers
- Understand mediation, Bargaining and Collective Agreements
- How to Investigate and Handle Grievances, Settlements and Arbitration

Course Outline

DAY
1

Day one: The Importance of Effective Employee Relations

- Why Workplace Relations Matter
- Industrial and Employee Relations – Differences and Similarities
- Features of the Unionised Workplace – What Role Do Unions Play?
- Building Culture in a Unionised Environment
- Defining Acceptable Norms and Mores
- Collective Agreements and Terminology

DAY
2

Day two: Interests, Rights and Power

- Interests – Motivation, Engagement, Trust
- Rights – Establishing Boundaries, Rights and Obligations
- Power – Discipline, Accountability and Boundary Enforcement
- Bargained Rights vs. Residual Rights
- Making and Enforcing Rules
- Organisational Policies and Procedures

DAY
3

Day three: Performance Management

- Creating a Performance Based Culture
- Setting Expectations and Performance Standards
- Responsibilities of the Union and Management
- Discipline, Grievances and Investigations
- Coaching and Assistance to Improve Performance
- Managing Absenteeism

DAY
4

Day four: Dispute Resolution - Handling Industrial Action

- Nature of Conflict
- Types of Industrial Action
- Mediation and Conciliation
- Negotiating
- Management Responses
- Rights to Dismiss and Discipline

DAY
5

Day five: Alternatives to Unions

- Importance of the Employee Voice
- Joint Consultative Committees
- Employee Representatives
- Forums and Quality Circles
- Partnerships
- Role of Legislation

— Upcoming Classroom Dates

DATE	LOCATION	FEE
19 - 23 October 2026	Barcelona - Spain	€1,925
2 - 6 November 2026	Paris - France	€2,250
21 - 25 December 2026	Frankfurt - Germany	€1,625
18 - 22 January 2027	Dubai - UAE	€2,625
15 - 19 February 2027	Amsterdam - Netherlands	€2,125
15 - 19 March 2027	Geneva - Switzerland	€2,625
19 - 23 April 2027	Istanbul - Türkiye	€1,425
17 - 21 May 2027	Vienna - Austria	€2,125

— Certificate and Registration

Participants who attend and complete the full programme receive a SPARK Training Certificate of Completion. For registration, in-house delivery, or availability questions, contact info@sparktraining.eu or +31 85 115 0004.