



HUMAN RESOURCES TRAINING

Employee Relations and Grievance Management Essentials

3 day course

Classroom, online or in-house

Course overview

By the time a grievance is written down the relationship has usually already failed, and the outcome then depends on whether the process is followed exactly rather than on who was right. This course covers both halves. Delegates work through the employment relationship and the sources of obligation within it, and the early signals that a matter can still be resolved informally. Grievance procedure is covered step by step: receiving, scoping, investigating and the timelines that must be met. Investigation is treated properly, including interviewing, evidence and keeping an open mind on a matter you have an opinion about. Outcomes, communication and the right of appeal follow. Discipline, warnings and dismissal procedure are addressed. Union and collective relationships are covered. The course closes on records, on the conciliation or tribunal stage, and on repairing a workplace afterwards.

What you will learn

- Identify the sources of obligation in the employment relationship
- Recognise the point where informal resolution is still possible
- Run a grievance procedure to its steps and timelines
- Investigate, interview and weigh evidence without prejudgement
- Communicate outcomes and handle appeals
- Apply discipline, warnings and dismissal procedure correctly
- Manage collective relationships, records and the return to work

Who should attend

- HR managers and employee relations officers
- Line managers and supervisors
- Industrial relations and labour relations specialists
- Union liaison officers and staff representatives
- Legal and compliance officers supporting HR

Course outline

- 01 Written down means it already failed
- 02 The employment relationship and its obligations
- 03 Early signals and informal resolution
- 04 Grievance procedure and timelines
- 05 Investigation, interviews and evidence
- 06 Outcomes, communication and appeal
- 07 Discipline, warnings and dismissal
- 08 Unions, records, tribunals and repair

Upcoming dates

Dates	Venue	Format	Fee per delegate
28 to 30 September 2026	Harare, Zimbabwe	Classroom	USD 995
28 to 30 October 2026	Kampala, Uganda	Classroom	USD 995
4 to 6 November 2026	Online	Online	R6,500
6 to 8 January 2027	Gaborone, Botswana	Classroom	R14,950



Fees and how to register

This 3 day course is **R6,500** per delegate online, **R14,950** in the classroom in South Africa, Botswana, Namibia, Lesotho and Eswatini, and **USD 995** in the classroom elsewhere in Africa. In-house training is quotation on request. Book 2 or more delegates on this course and save 10%.

To register or request an in-house proposal, visit www.afrisciencegroup.com, email info@afriscience.co.za, or WhatsApp us on **+27 63 479 1136**.

AfriScience Group | +27 61 536 6531 | info@afriscience.co.za | Pretoria, Gauteng, South Africa