



MANAGING EMPLOYEE & INDUSTRIAL RELATIONS IN THE TIME OF COVID-19

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Employee Management & Engagement

- Establish SMART performance objectives for working employees – especially for WFH
- Ensure delivery; performance manage appropriately
- Ensure employees' socio-psychological wellbeing:
 - Check-In
 - Consciously engage
 - Provide EAP
 - Communicate, communicate, communicate
- Do all that is possible to preserve employment:
 - Share costs (where possible)
 - Seek to voluntarily apply vacation leave
 - Explore lay-offs & temporary reduced pay
 - Retrenchment as the last resort
- Collaborate with your RMUs

IR Risk Management

- Establish the commonalities
- Consequence management – don't forget the principles of natural justice & what constitutes harsh & oppressive treatment:
 - Non-delivery (WFH)
 - Non-compliance (HSE)
- Know the law – especially case law around:
 - Lay-offs (special CA provisions)
 - Applying vacation leave vs leave without pay
 - Retrenchment & severance
 - Reducing compensation
- Consult, consult, consult