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14<sup>th</sup> September 2020



Dear Member,

**Re: WORKSHOP ON ADMINISTRATION OF DISCIPLINE AND GRIEVANCE HANDLING – HIGHLIGHTS OF THE EMPLOYMENT CODE NO. 3 OF 2019**

In line with the provisions of Section 95 of the Employment Code Act No 3 of 2019 that requires that “An employer shall ensure that there exists in the undertaking a grievance procedure and code of conduct, the Zambia Federation of Employers (ZFE) will be holding two workshops on “Administration of Discipline and Grievance Handling – Highlights on the Provisions of the Code”

The key objective of this workshop is to equip participants with knowledge on how to formulate, administer and handle disciplinary matters and grievances in a consistent and fair manner in a place of work so as to maintain and promote orderly performance, greater efficiency, productivity, fair play and social justice at a place of work.

In this regard therefore, the Federation wishes to invite your organization to nominate participant(s) at these two workshops which will be conducted on the following dates:-

-  **Lusaka:** 8 -9<sup>th</sup> October 2020 at Sandy’s Creations, Lusaka
-  **Copperbelt:** 15 -16<sup>th</sup> October 2020 at Garden Court Hotel, Kitwe

To ensure that the health guidelines are complied with during the workshops, a limited number of 30 slots per workshop will be provided. Therefore, confirmation of participation will only be by payment of fees or by submission of purchase order. For further details contact Mildred Mukuma on 0211 295969 or 0977825112 or email: [info@zfe.co.zm](mailto:info@zfe.co.zm) or [zfe.training@aol.com](mailto:zfe.training@aol.com).

Attached is a workshop profile, and an application form which should be filled in and returned to the Secretariat by Monday, 5<sup>th</sup> October 2020.

Yours faithfully,

**ZAMBIA FEDERATION OF EMPLOYERS**

**Harrington Chibanda**  
**EXECUTIVE DIRECTOR**

## **WORKSHOP PROFILE: ADMINISTRATION OF DISCIPLINE & GRIEVANCE HANDLING**

Discipline is an essential prerequisite for the smooth running and progress of any institution, otherwise anarchy takes over. Procedures are necessary to ensure that while both discipline is maintained in the workplace by applying disciplinary measures in a fair and consistent manner, grievance are handled in accordance with the principles of natural justice and fairness. Apart from considerations of equity and natural justice, the maintenance of a good industrial relations atmosphere in the workplace requires that acceptable fair procedures are in place and observed. Such procedures serve a dual purpose in that they provide a framework which enables management to maintain satisfactory standards and employees to have access to procedures whereby alleged failures to comply with these standards may be fairly and sensitively addressed. It is important that procedures of this kind exist and that the purpose, function and terms of such procedures are clearly understood by all concerned.

All members of management, including supervisory personnel and all employee representatives should be fully aware of such procedures and adhere to their terms. A sound disciplinary policy can only be effective if employees and managers are aware of their rights, obligations, responsibilities and the necessary procedures. This awareness must include the knowledge and extent of the penalties to be meted out in cases of infringements of the code. Identification of the officers expected to administer discipline is equally important here. Through interactions with members, it has been revealed that illegal ways of handling disciplinary matters have become rampant in most organization and that failure to handle disciplinary issues correctly in a professional and acceptable ways has made many organizations lose money through reduced productivity and court verdicts.

### **KEY OBJECTIVE**

Equip participants with knowledge on how to formulate, administer disciplinary matters and grievances in a consistence and fair manner in a place of work so as to maintain and promote orderly performance, greater efficiency, productivity, fair play and social justice at a place of work.

### **Specific Objectives**

By the end of the workshop, participants will be able to:

- Provide a framework within which natural self-discipline can evolve and operate in an organisation.
- Formulate a disciplinary and Grievance Handling code
- Administer discipline by taking prompt action against the unruly offenders with confidence
- Handle grievances in professional manner
- Conduct investigations to gather relevance evidence in a disciplinary case.
- Conduct a disciplinary case hearing and come up with a verdict.
- Ensure uniformity of action within the organization disciplinary matters
- Establish steps of handling grievances in a professional manner
- Interpret an organizational Disciplinary Code of Conduct and use it to administer discipline effectively.

### **WORKSHOP CONTENTS**

- General Principles of Discipline
- Formulation of Disciplinary Codes
- Nature and forms of disciplinary action
- Purpose and forms of disciplinary action;
- Basis and source of authority for disciplinary action;
- Overview of an organisational Disciplinary Code;
- Procedure for administration of discipline;

- Conducting an investigation of an alleged disciplinary offence;
- Conducting a disciplinary case hearing, determining the verdict and documentation;
- Disciplinary action vis-à-vis court verdict;
- Correcting Poor Performance or Misconduct.
- Case study on effect of resignation during disciplinary process and other cases on disciplinary
- Grievance Handling Procedures.
- Role Play on conducting a disciplinary hearing and cross-examining witnesses

### **TARGET GROUP:**

- ❖ Senior Managers of Enterprises/Chief Executives Officer
- ❖ Human Resource Managers practitioners
- ❖ Disciplinary Committee Members
- ❖ Unions officials, Supervisors
- ❖ Industrial Relations Managers and Officers
- ❖ Training and Staff Development Managers
- ❖ Executive Assistants and Administrative Assistants
- ❖ Finance Managers,
- ❖ Line Managers and any officers directly responsible for other employees.

### **DATES AND VENUES**

#### **First Workshop:**

8– 9<sup>th</sup> October 2020 Sandy's Creations, Lusaka

#### **Second Workshop:**

15 – 16<sup>th</sup> October 2020, Garden Court Hotel, Kitwe

### **WORKSHOP METHODOLOGY:**

A fully participatory action oriented approach will be drawn as much as possible on the practical experiences of the participants and Resource Persons.

### **WORKSHOP TIMINGS:**

- ✚ Registration on day one will start at 08:00 to 08:30 hrs.
- ✚ Morning Sessions will start promptly at 08:30 to 13:00 hrs. *(with a 15 minutes health Break at 10:45 hrs.)*
- ✚ **Lunch Break 13:00 - 14:00 hrs on each day**
- ✚ Afternoon Sessions 14:00 to 17:00 hrs. *(with a 15 minutes Health Break at 15:30 hrs.)*

### **PARTICIPATION FEES:**

The workshop will attract a participation fee of K2,600 for members per participant and K3,550.00 for non-members per participant **(This charge is inclusive of lunch, health break snacks, training Materials and a certificate of attendance only)**