

# **Employee Relations and Wellbeing**

**Lecture Title:**

**Capstone Simulation and Reflection**



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**Masters in  
Human Resources Management**

# **Learning Objectives**

- Synthesize learning to develop a comprehensive ER and wellbeing policy
- Apply theory and practice to a realistic organizational scenario
- Recap of key module strands (ER theories, wellbeing strategies, culture & power, unions, fairness & equity, mental health, global perspectives)
- Reflect on individual competency development and areas for growth



# Group Exercise

- **Refer to the worksheet provided.**
- **Review context, challenges and data provided for Horizon Tech.**
- **You are the HR Leadership Team at HorizonTech.**  
**The CEO has asked you to:**
  - **Develop a comprehensive Employee Relations & Wellbeing Policy that:**
    - **Ensures legal compliance and fairness.**
    - **Improves employee wellbeing, engagement, and retention.**
    - **Strengthens employee voice and representation.**
    - **Is realistic and resource-conscious.**



# Drafting Policy Framework Guidelines

A policy framework should include the below sections :-

| Section                            | Purpose / Prompt                      | Example                                            |
|------------------------------------|---------------------------------------|----------------------------------------------------|
| <b>Purpose &amp; Scope</b>         | Why the policy exists & who it covers | Support wellbeing & ER; applies to all staff       |
| <b>Guiding Principles</b>          | Core values / decision lens           | Fairness, equity, employee voice, legal compliance |
| <b>Key Commitments</b>             | Core ER & wellbeing actions           | Grievance process, flexible work, EAP, forums      |
| <b>Implementation Plan</b>         | How it will be rolled out             | HR-led, manager training, communication plan       |
| <b>Monitoring &amp; Evaluation</b> | How success is measured               | Turnover, absence, engagement, annual review       |

# **Drafting Policy Framework Guidelines**

**An effective policy :-**

- Ensures legal compliance and fairness.**
- Improves employee wellbeing, engagement, and retention.**
- Strengthens employee voice and representation.**
- Is realistic and resource-conscious.**



# Applying Theory To Practice

**When designing your ER & Wellbeing Policy, you should move from theory to practice. This means taking academic ideas and translating them into practical policy action.**

| Step                               | Focus                                                  | Examples                                                                       |
|------------------------------------|--------------------------------------------------------|--------------------------------------------------------------------------------|
| <b>1. Start with the Problem</b>   | Use case data to identify issues. Match to theories.   | Stress → Job Demand–Control; Trust<br>issues → Psychological Contract          |
| <b>2. Link Theory to Policy</b>    | Theory explains <i>why</i> , policy gives <i>how</i> . | Burnout Theory → flexible work,<br>workload reviews                            |
| <b>3. Balance Perspectives</b>     | Apply unitarist, pluralist, and global views.          | Union interest → Pluralist approach;<br>Culture shift → Power & Culture        |
| <b>4. Make Trade-offs Explicit</b> | Acknowledge competing priorities.                      | Short vs. long-term; Individual vs.<br>collective; Compliance vs. culture      |
| <b>5. Evaluate with Theory</b>     | Use theory to set measures.                            | Engagement → surveys;<br>Wellbeing → absence;<br>Fairness → grievance tracking |

# Reflection & Competency Growth Exercise

- **Individual reflection :** Students complete a reflection prompt:
  - What competencies did I demonstrate today?
  - What gaps were revealed?
  - How has my understanding of ER & wellbeing policy evolved?
- **Paired discussion (10 mins):** Share insights with a peer or with rest of the class.



**THANK YOU!**



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