

Employee Relations and Services Management Mastery: Inspired by Armstrong's HRM Handbook

4 – 8 October 2027
Dubai

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Ref: 69_38356 **Date:** 4 – 8 October 2027 **Location:** Dubai **Fees:** 4500 Euro

Course Overview:

The course is a strategic corporate training programme designed to elevate HR professionals and people managers in mastering the essential elements of modern HRM practice. Drawing from the authoritative source "Armstrong's Handbook of Human Resource Management Practice," this course explores employee relations frameworks, employee voice, conflict resolution, internal HR consulting, grievance handling, service delivery, and engagement-driven strategies in depth. Through a comprehensive learning experience, participants will gain actionable knowledge in HR services management, handling employee grievances, implementing workplace disciplinary procedures, driving employee well-being programmes, and enhancing communication strategies within diverse organisational structures.

Target Audience:

- HR Business Partners
- Employee Relations Managers
- HR Consultants and Specialists
- People Services Coordinators
- Organizational Development Practitioners
- Senior HR Executives and Directors
- Department Heads involved in employee oversight

Targeted Organizational Departments:

- Human Resources
- Organizational Development
- Employee Services and Support Units
- Legal and Compliance Departments
- Internal Communications
- Talent Management and Retention
- Industrial Relations

Targeted Industries:

- Healthcare
- Government and Public Services
- Education and Academia
- Oil, Gas, and Energy
- Financial Services
- Manufacturing and Industrial Sectors
- Telecommunications
- NGOs and Non-Profit Organizations

Course Offerings:

By the end of this course, participants will be able to:

- Design and implement comprehensive employee relations strategies
- Effectively manage HR complaint handling and grievance procedures
- Develop communication plans that enhance employee voice and trust
- Apply counselling techniques in HR to improve morale and workplace culture
- Lead conflict resolution processes across organisational levels
- Build frameworks for employee lifecycle management and service excellence
- Evaluate and redesign HR service delivery models
- Strengthen union and non-union relationships through proactive negotiation
- Interpret and implement employment law and HR compliance standards
- Use metrics to assess employee satisfaction and relationship effectiveness

Training Methodology:

This course utilises a blended learning approach based on Armstrong's best practices. Participants will engage in practical case studies, role-play simulations for conflict resolution and disciplinary procedures, and group workshops focused on developing employee communication plans and trust-building programmes. Facilitated interactive discussions, combined with real-world scenarios from various industries, will promote collaborative problem-solving. Pre- and post-assessments will evaluate growth in core competencies such as grievance handling, employee service delivery, and employee empowerment.

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Course Toolbox:

- Armstrong's HRM Practice ebook
- Employee Relations Strategy Template Pack
- Conflict Resolution Roleplay Scenarios
- Grievance Handling Process Map
- HR Services Delivery Assessment Checklist
- Communication Planning Worksheets
- Case Studies Binder based on Armstrong examples
- Employee Voice and Exit Interview Question Banks
- Sample Union Recognition Agreements

Course Agenda:

Day 1: Foundations of Employee Relations and Service Strategy

- **Topic 1:** The Employee Relations Framework
- **Topic 2:** The HRM Approach to Industrial Relations
- **Topic 3:** Collective Bargaining and Regulation
- **Topic 4:** Unitary vs Pluralist Views in Employee Relations
- **Topic 5:** The HRM Role in Social Partnership and Individualism
- **Topic 6:** Aligning Employee Relations Strategy with Business Strategy
- **Reflection & Review:** Identify internal and external ER influences and map them to current organizational practices

Day 2: Core Employee Relations Processes and Legal Dimensions

- **Topic 1:** Developing Employee Relations Policies
- **Topic 2:** Designing an Effective Employee Relations Climate
- **Topic 3:** Negotiating with Unions and Managing Without Them
- **Topic 4:** Handling Grievances and Employment Issues
- **Topic 5:** Overview of Disciplinary Procedures and Legal Compliance
- **Topic 6:** Employee Relations and Organizational Risk Management
- **Reflection & Review:** Analyze real-world grievance handling cases and develop mitigation strategies

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Day 3: Employee Voice, Communication, and Engagement

- **Topic 1:** Concepts and Frameworks of Employee Voice
- **Topic 2:** Mechanisms for Expressing Voice: Surveys, Suggestion Schemes, Joint Consultation
- **Topic 3:** Designing Employee Voice Strategies That Work
- **Topic 4:** Communication Approaches and Information Transparency
- **Topic 5:** Evaluating Communication Effectiveness in Organisations
- **Topic 6:** Planning Strategic Employee Communication
- **Reflection & Review:** Group activity to design and critique a voice and communication strategy

Day 4: Enhancing Employee Experience and Services

- **Topic 1:** Managing the Onboarding and Induction Experience
- **Topic 2:** Designing Internal HR Services and Support
- **Topic 3:** Exit Strategies and Employee Feedback Mechanisms
- **Topic 4:** Linking Employee Services to Engagement and Trust
- **Topic 5:** Measuring the Effectiveness of HR Services
- **Topic 6:** Using Employee Lifecycle Data for Continuous Improvement
- **Reflection & Review:** Workshop on designing a full employee services and relations lifecycle model

Day 5: Strategic Integration and Future-Ready ER Practices

- **Topic 1:** Strategic Role of Employee Relations in HRM Systems
- **Topic 2:** Integration of ER with Performance Management and Organisational Goals
- **Topic 3:** Building a Culture of Engagement, Empowerment and Recognition
- **Topic 4:** Employee Well-being, Support Services, and Retention
- **Topic 5:** Metrics, Surveys, and Continuous Evaluation in ER
- **Topic 6:** Best Practices for Strategic ER Planning in Dynamic Work Environments
- **Reflection & Review:** Strategic group presentations linking ER systems to HR strategy using Armstrong's models

FAQ:

What specific qualifications or prerequisites are needed for participants before enrolling in the course?

There are no formal prerequisites. However, participants should have a foundational understanding of HR practices or hold roles in human resources, employee relations, or managerial positions.

How long is each day's session, and is there a total number of hours required for the entire course?

Each day's session is generally structured to last around 4-5 hours, with breaks and interactive activities included. The total course duration spans one week, approximately 20-25 hours of instruction.

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What's the difference between employee voice and employee communication?

According to Armstrong's Handbook, employee voice refers to the various ways through which employees express their opinions, contribute ideas, and influence decision-making , whereas employee communication refers to the structured approaches and systems through which information is transmitted from management to employees and vice versa.

How This Course is Different from Other Employee Relations and Services Courses:

This course transcends standard employee relations courses by providing a strategic learning path inspired by Michael Armstrong's HRM framework. focusing on practical applications in service delivery, grievance management, communication, and employee engagement.

Additionally, the course covers HR metrics, proactive advisory strategies, and trust-building techniques. Participants enjoy an immersive experience featuring real-world applications, strategic role-playing, and customized toolkits, establishing it as a leading program for mastering employee relations and HR service management in today's organisations.