



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

14 - 18 Sep 2026

باريس



AGILE LEADERS
Training Center

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

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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.

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

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

Day 2: Core Employee Relations Processes and Legal Dimensions

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

Day 3: Employee Voice, Communication, and Engagement

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

Day 4: Enhancing Employee Experience and Services

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

Day 5: Strategic Integration and Future-Ready ER Practices

- Strategic Role of Employee Relations in HRM Systems Topic 1: •
- Integration of ER with Performance Management and Organisational Goals Topic 2: •
- Building a Culture of Engagement, Empowerment and Recognition Topic 3: •
- Employee Well-being, Support Services, and Retention Topic 4: •
- Metrics, Surveys, and Continuous Evaluation in ER Topic 5: •
- Best Practices for Strategic ER Planning in Dynamic Work Environments Topic 6: •
- Strategic group presentations linking ER systems to HR strategy using Armstrong's Reflection & Review: •
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 five days, approximately 20-25 hours of instruction.

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

refers to the various ways through which employees express employee voice According to Armstrong's Handbook, refers to the employee communication their opinions, contribute ideas, and influence decision-making , whereas 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.



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HR TRAINING & DEVELOPMENT

دورات إدارة و تطوير الموارد البشرية



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دورات في مجالات القيادة والإدارة



دورات المهارات الشخصية وتطوير الذات



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الهائية



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الرشيقية



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مدن التدريب



اسطنبول - تركيا



أمستردام - هولندا



أنقرة - تركيا



أثينا - اليونان



الرياض - المملكة العربية السعودية



الدوحة - قطر



الدار البيضاء - المغرب



الجبيل - المملكة العربية السعودية



باريس - فرنسا



المنامة - مملكة البحرين



الكويت - الكويت



القاهرة - مصر



براغ - جمهورية التشيك



بانكوك - تايلاند



بالي - جمهورية إندونيسيا



باكو - أذربيجان

مدن التدريب



جاكرتا - جمهورية اندونيسيا



تبليسي - جورجيا



بوكيت - تايلاند



برشلونة - اسبانيا



روما - ايطاليا



دبي - الامارات العربية المتحدة



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جنيف - سويسرا



شهر الشيخ - مصر



سيول - كوريا الجنوبية



سان دييغو - الولايات المتحدة
الامريكية



زنبار - تنزانيا



طوكيو - اليابان



طشقند - اوزبكستان



طرابزون - تركيا



شيكاغو - الولايات المتحدة
الامريكية

مدن التدريب



كوالالمبور - ماليزيا



فيينا - النمسا



عن بعد - منصة زووم



عمان - المملكة الأردنية الهاشمية



ماربيا - اسبانيا



لندن - المملكة المتحدة



لانكاوي - ماليزيا



كيب تاون - جنوب إفريقيا



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WHO WE ARE

Agile Leaders is a renowned training center with a team of experienced experts in vocational training and development. With 20 years of industry experience, we are committed to helping executives and managers replace traditional practices with more effective and agile approaches.

OUR VISION

We aspire to be the top choice training provider for organizations seeking to embrace agile business practices. As we progress towards our vision, our focus becomes increasingly customer-centric and agile.

OUR MISSION

We are dedicated to developing value-adding, customer-centric agile training courses that deliver a clear return on investment. Guided by our core agile values, we ensure our training is actionable and impactful.

WHAT DO WE OFFER

At Agile Leaders, we offer agile, bite-sized training courses that provide a real-life return on investment. Our courses focus on enhancing knowledge, improving skills, and changing attitudes. We achieve this through engaging and interactive training techniques, including Q&As, live discussions, games, and puzzles.



AGILE LEADERS
Training Center

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