

INDUSTRIAL AND EMPLOYEE RELATIONS ESSENTIALS

Start Date:	09/11/2026	End Date:	13/11/2026
Categories:	Human Resources	Venues:	Hamburg
Formats:	In Person	Instructors:	

OVERVIEW

This program addresses the broader relationship between the organization and its workforce, and the mechanisms that keep that relationship stable. It covers employee voice, engagement, conflict prevention, and collective issues. Participants build an understanding of how workforce relations are managed at scale and how early, structured handling keeps individual and group issues from becoming disputes.

OBJECTIVES

By the end of this course, participants will be able to: - Explain the scope of industrial and employee relations - Describe the parties in the workforce relationship - Apply employee voice and consultation mechanisms - Strengthen engagement and trust - Identify drivers of workforce conflict - Apply early intervention to prevent escalation - Support a stable and fair working environment

COURSE OUTLINE

1- Scope of Industrial and Employee Relations 2- Parties in the Workforce Relationship 3- The Employment Relationship Framework 4- Employee Voice and Consultation 5- Engagement and Its Drivers 6- Representation and Committees 7- Drivers of Workforce Conflict 8- Early Intervention and Prevention 9- Managing Collective Issues 10- Change and Its Impact on Relations 11- Communication and Trust 12- Measuring and Building the ER Climate

TARGET AUDIENCE

HR practitioners and employee relations staff responsible for workforce relations.

METHODOLOGY

Delivery uses case discussion and scenario analysis drawn from real workforce situations. Participants practice early intervention and consultation approaches across the week, finishing with a relations case clinic.

CONCLUSION

Participants leave able to manage the workforce relationship proactively and to keep individual and collective issues from escalating into disputes.

DAILY AGENDA

Day 1: The Scope of IR/ER and the Workforce Relationship

Introduces the scope of industrial and employee relations, the parties involved in the workforce relationship, and the employment relationship framework that structures it.

Day 2: Employee Voice, Consultation and Engagement

Covers employee voice mechanisms, consultation requirements, representation and joint committees, and the key drivers of workforce engagement and trust.

Day 3: Conflict Drivers, Early Intervention and Collective Issues

Examines what drives workforce conflict, approaches to early intervention and prevention, and how to manage issues when they become collective rather than individual.

Day 4: Change, Communication and Trust

Focuses on how organizational change affects workforce relations, communication strategies that maintain trust, and the role of transparency in managing the workforce relationship.

Day 5: Measuring the ER Climate and Relations Case Clinic

Reviews how to measure and improve the employee relations climate, finishing with a case clinic working through early-intervention and collective dispute scenarios.

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