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COURSE BROCHURE

# Advanced Art of Human Resource Management Training Course

12 – 23 September 2027
Abu Dhabi

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Registered in the United Kingdom and Saudi Arabia

# Advanced Art of Human Resource Management Training Course

**Ref:** 281_9195 **Date:** 12 – 23 September 2027 **Location:** Abu Dhabi **Fees:** 9100 GBP

Art of Human Resource Management is a 2-week training course for experienced HR generalists and HR officers stepping into senior generalist roles, and each participant leaves with an employee lifecycle service blueprint for their own organisation. Employees now judge an employer by every moment from the job advert to the exit interview, so generalist craft shapes trust and retention. Jupiter Prime Training offers this course on the Art of Human Resource Management.

## Why Art of Human Resource Management Matters Now

Three groups are raising the bar for HR generalists: employees who expect consumer-grade service and quick answers, line managers who want advice they can act on the same day, and auditors and employee representatives who expect fair, consistent and well-documented decisions. Generalists who handle this well become trusted advisers whose judgement prevents disputes; those who handle it badly create inconsistent treatment, grievances and lost talent. The course draws on the people-management guidance developed by ISO Technical Committee 260 ISO/TC 260 and on the job analysis, competency and case-handling methods used across service, manufacturing and public-sector employers.

## Who Gains Most from Art of Human Resource Management

- Generalists who handle hiring, onboarding and employee queries for a business area
- Officers responsible for HR policies, letters, contracts and employee files
- Practitioners who investigate grievances and support disciplinary hearings
- Generalists who coordinate exits, clearances and leaver interviews
- Senior officers who coach junior HR staff on judgement calls

A generalist pool serving several business units gains most when its members attend together and agree one consistent standard of service.

## Art of Human Resource Management Capabilities

The course sharpens the judgement that separates a senior generalist from a transaction processor.

- Design job descriptions and person specifications from structured job analysis — hiring managers
- Apply competency-based interviewing and fair selection scoring — candidates and panels
- Weigh the facts of a grievance or conduct case before advising — line managers and employees
- Specify HR policy wording that is clear, consistent and enforceable — leadership approval
- Build employee journey maps that expose service pain points — HR service owners

- Test HR records and case files for completeness and confidentiality — auditors

## Key Art of Human Resource Management Terms

- Employee lifecycle — the stages an employee passes through, from attraction and hiring to development, retention and exit.
- Job analysis — the structured study of a role's tasks, outputs and requirements used to write descriptions and set grades.
- Person specification — the knowledge, skills, experience and behaviours a candidate needs to perform a role well.
- Employee relations case — a recorded matter such as a grievance, conduct issue or dispute requiring fair investigation and outcome.
- Employee journey map — a visual account of an employee's experience at each HR touchpoint, showing friction and moments that matter.
- HR service level — an agreed standard for how quickly and accurately HR responds to a defined request.

## Art of Human Resource Management Day by Day

### Day 1: The Senior Generalist Role

- HR Generalist Role Map — Boundaries Between Advice and Administration
- Employee Lifecycle Model — Stages Where Generalists Add Most
- Internal Client Mapping — Managers and Employees Served Each Week
- Ethical Dilemma Cases — Fairness Versus Speed in HR Decisions
- Personal Practice Audit — Strengths and Gaps of Each Generalist

### Day 2: Job Analysis and Role Design

- Structured Job Analysis Interviews — Tasks, Outputs and Requirements
- Job Description Drafting — Accountabilities Written as Results
- Person Specification Builder — Essential Versus Desirable Criteria
- Competency Framework Use — Behaviours Linked to Each Role
- Role Clarity Check — Overlaps and Gaps Between Positions

### Day 3: Recruitment and Selection Craft

- Recruitment Channel Choice — Reach Against Cost Per Hire
- Shortlisting Matrix — Consistent Screening Across Applicants
- Competency-Based Interview Guides — Evidence of Past Behaviour
- Selection Panel Scoring — Reducing Bias in Final Decisions
- Offer and Reference Process — Candidate Experience at Closing Stage

### Day 4: Onboarding and Probation

- Preboarding Checklist — Readiness Before the Start Date
- Induction Journey Design — First Ninety Days of Belonging
- Probation Review Framework — Confirmation or Extension Decisions
- Buddy and Mentor Arrangements — Early Social Integration
- New Starter Feedback Survey — Fixes for the Joining Experience

## Day 5: Employee Relations Judgement

- Grievance Handling Procedure — Informal Resolution or Formal Hearing
- Workplace Investigation Planning — Evidence, Witnesses and Timelines
- Disciplinary Case Preparation — Proportionate Sanctions and Consistency
- Mediation Techniques — Restoring Working Relationships After Conflict
- Case Outcome Letters — Clear Reasons Employees Can Accept

## Day 6: HR Policies and Contracts

- Policy Drafting Standards — Plain Language and Enforceable Wording
- Employment Contract Clauses — Terms Generalists Must Explain
- Policy Exception Log — Precedents and Consistency of Treatment
- Attendance and Leave Rules — Fair Handling of Absence Cases
- Policy Communication Plan — Awareness Among Managers and Staff

## Day 7: HR Records and Confidentiality

- Personnel File Structure — Documents Required at Each Lifecycle Stage
- Records Retention Schedule — Keeping, Archiving and Disposal Choices
- Confidentiality Protocols — Access Rights for Sensitive Employee Data
- HR Information System Hygiene — Accurate Master Data for Reporting
- Case File Audit — Evidence That Decisions Were Fair

## Day 8: Employee Experience and Service Quality

- Employee Journey Mapping — Moments That Matter Across the Lifecycle
- HR Service Level Agreements — Response Standards for Common Requests
- Query Triage Model — Self-Service, Generalist or Specialist Route
- Employee Feedback Loops — Pulse Surveys and Focus Groups
- Service Recovery Practice — Handling Complaints About HR Itself

## Day 9: Exit and Separation Practice

- Resignation Handling Process — Retention Conversation or Smooth Release
- Exit Interview Design — Honest Reasons Behind Departures
- Clearance and Final Settlement Checklist — Accurate Closure of Employment
- Redundancy Consultation Steps — Fair Selection and Respectful Communication
- Alumni and Rehire Policy — Relationships After Departure

## Day 10: Practising the Employee Lifecycle Service Blueprint

- Job Analysis Outputs Applied — Role Data Feeding Recruitment Stages
- Employee Relations Lessons Applied — Escalation Points in the Blueprint
- Journey Map Findings Applied — Priority Service Improvements
- Peer Case Clinic — Judgement Calls Tested by Colleagues
- Employee Lifecycle Service Blueprint — Final Version for HR Leadership

## Applying Art of Human Resource Management After the Course

- Run an employee journey mapping session with recent joiners and leavers to identify three service pain points to fix within the quarter.
- Audit five closed grievance or disciplinary case files against the investigation planning method and share consistency findings with the HR manager.

## Art of Human Resource Management Questions FAQ

### What is the Art of Human Resource Management and why does it matter now?

The Art of Human Resource Management is the judgement and craft a generalist applies across the employee lifecycle. It matters now because employees expect fast, fair service and managers rely on generalists for decisions that prevent disputes.

### Which roles gain most from Art of Human Resource Management training?

Experienced HR generalists and HR officers moving into senior generalist positions gain most. You benefit if you handle hiring, employee relations cases, policies, records or exits and want to make sound judgement calls with confidence.

### How does Art of Human Resource Management differ from a strategic HR course?

It focuses on practitioner craft rather than director-level strategy. A strategic HR course addresses operating models and board reporting; this one sharpens the daily judgement, case handling and service quality that generalists deliver to managers and employees.

### What do you bring back from Art of Human Resource Management training?

You bring back an employee lifecycle service blueprint showing standards, escalation points and improvements for each HR touchpoint. You also return with interview guides, investigation steps and policy drafting methods ready for immediate use.

## Art of Human Resource Management: The Way Forward

The employee lifecycle service blueprint is the work product participants take back. Its first use is to decide which HR touchpoint receives a service fix first, a decision made with the HR manager and the generalist team. After a quarter in use, the blueprint is worth revisiting with fresh journey map evidence to see whether employee experience has genuinely improved.