



Employment Relations in Practice.

Technical depth.
Commercial thinking.
Human judgement.

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Modern ER demands more.



Technical knowledge matters. But great HR practitioners need more than legislation, policies and processes. They need to understand the business, navigate complexity, influence decision-makers and exercise sound judgement when there isn't a neat answer.

ER in Practice is an immersive nine-month development program for experienced HR Business Partners and HR Managers ready to take their Employment Relations practice to the next level.

Grounded in real-world ER, the program combines technical depth with the broader capabilities modern HR demands, such as commercial acumen, influence and negotiation, critical thinking, organisational and systems thinking, and the effective use of AI.

Through experiential workshops, workplace application, live coaching and an integrated capstone, participants don't just learn new concepts. **They practise them.**

Because knowing ER and being great at practising it are two very different things.

Who it's for

ER in Practice is designed for **HR Business Partners and HR Managers** with foundational Employment Relations capability who are ready to become more confident, commercially aware and effective practitioners.

It's particularly suited to HR professionals who:

- Regularly advise managers and leaders on people and ER matters;
- Have experience managing straightforward ER matters and want greater confidence with complexity;
- Are expected to operate as business partners, not simply provide process or policy advice;

- Want to strengthen their commercial thinking, influence and professional judgement; and
- Want to better connect individual workplace issues with broader organisational challenges.

The program is designed to support the shift from **foundational to proficient ER practice**. It isn't an introduction to HR, nor advanced specialist training for experienced ER practitioners.



What you'll develop

By the end of ER in Practice, participants will be better equipped to:

Navigate complexity

Work out what's really going on, test the evidence, assess the risk and recommend a defensible way forward.

Build technical depth

Develop capability across investigations, performance and conduct, industrial instruments and entitlements, employment frameworks, psychosocial risk, separation, claims and disputes.

Exercise professional judgement

Challenge assumptions, recognise bias and make considered decisions when there isn't a clear answer.

Think commercially

Understand the operational and financial consequences of people decisions, assess cost and risk, and articulate the value of different approaches.

Influence + challenge

Communicate complex advice simply, navigate competing interests, negotiate effectively and confidently challenge leaders when required.

Think organisationally

Look beyond the presenting issue to consider leadership, culture, capability, structure, systems, process and work design.

Work intelligently with AI

Use AI to research and draft faster, while knowing what it can't do for you: protect confidentiality, weigh evidence or make the call.



Learning by doing

ER in Practice is built around one principle:

Capability develops through practice.

Across nine learning cycles, participants continually move between learning and their real work.

Prepare

Purposeful pre-work introduces key concepts, cases and questions before each intensive, allowing valuable face-to-face time to focus on application.

Practise

Nine full-day face-to-face sessions working through complex scenarios, casework, simulations, role-plays, discussions, and practical problem-solving.

Apply

Post-session work deliberately transfers learning back into the workplace, providing participants with structured opportunities to apply new approaches to real-world situations.

In the Wild

Between intensives, participants come together online for 'In the Wild'. This two-hour facilitated group coaching session focuses on the live issues participants are managing at work, enabling them to test their thinking with the group and get coaching on next steps.

Learn it. Practise it. Apply it. Bring it back. Go again.



The Capstone

Across the program, you'll work on a real people or organisational challenge in your own workplace. Each module adds to it: diagnosing the issue, understanding its commercial and organisational context, gathering evidence and designing an intervention.

The capstone develops across the program through pre- and post-work, face-to-face learning and 'In the Wild' coaching before being finalised in the last intensive.

Participants don't leave with only new knowledge. They leave having applied that knowledge to something that matters to their organisation.



The learning journey

01 Navigating Complex ER Matters

Diagnosing what's really happening, challenging assumptions, assessing risk and exercising judgement.

02 Workplace Investigations

Moving from straightforward complaints to complex, contested and represented matters.

03 Performance + Conduct

Managing difficult performance and behaviour issues while strengthening manager capability and addressing underlying causes.

04 Industrial Instruments + Entitlements

Interpreting awards, agreements and employment entitlements and translating complexity into practical business advice.

05 Employment Frameworks + Contracts

Navigating employment arrangements, contractual interpretation and change.

06 Psychosocial Risk + Respectful Workplaces

Identifying and responding to psychosocial and behavioural risk within the broader organisational system.

07 Employment Separation + Organisational Change

Managing termination, redundancy, and restructuring while balancing legal, commercial, and human considerations.

08 Claims, Disputes + Complex ER Strategy

Navigating matters where legal, industrial, commercial, reputational and people considerations pull in different directions.

09 Integration + Capstone

Presenting your capstone, bringing technical depth, commercial thinking and human judgement together.

ER expertise. Broader practice.

Employment Relations is the technical backbone of the program, but great ER advice doesn't happen in isolation.

Throughout every learning cycle, participants are challenged to ask:

What does this mean commercially?

How do I influence the people involved?

What evidence supports my position?

Is the presenting issue a symptom of something deeper in the organisation?

What are the implications for leadership, culture, capability or work design?

Where can AI make me better or faster — and where is human judgement essential?

This is what turns technical ER knowledge into effective HR practice.



ER expertise. Broader practice.

ER in Practice is led by experienced Employment Relations and People & Culture practitioners.

Warren Wild

Employment Relations Lead + Facilitator

Warren brings deep Employment Relations expertise and leads the technical backbone of the program, helping participants build the confidence, judgement and practical capability to navigate increasingly complex workplace matters.

Kassy Taylor-Burch

Facilitator

Kassy brings extensive senior People & Culture experience and a practical organisational lens across leadership, culture, organisational performance and business partnering.

Plus, guest practitioners

Participants will learn from a range of guest presenters with diverse industry and technical backgrounds, bringing specialist expertise, diverse organisational perspectives, and real-world experience to the program.



The Experience

March – November 2027.
Perth + Online.

The complete ER in Practice experience includes:

- 9 full-day face-to-face intensives
- 9 two-hour online 'In the Wild' group coaching sessions
- pre-session preparation
- post-session workplace application
- an integrated workplace capstone
- practical tools, frameworks and resources
- guest presenters and specialist practitioners
- a small, connected peer cohort



Investment.

Inaugural cohort

Standard investment:

\$10,000 + GST per participant

Inaugural cohort investment:

\$9,000 + GST per participant

All participants in the inaugural ER in Practice cohort receive a 10% inaugural intake discount.

NFP + Aboriginal-owned businesses

Eligible not-for-profit and Aboriginal-owned businesses receive an additional discount, bringing the inaugural cohort investment to:
\$8,000 + GST per participant

That's a total saving of 20% from the standard program fee.

ER in Practice Access .

One organisation will have the opportunity to secure a **fully funded place in the inaugural ER in Practice cohort in exchange for hosting the program's nine face-to-face training days.**

The host organisation provides access to a suitable Perth boardroom or training space that can comfortably seat up to 16 participants for each full-day intensive.

In return, one eligible HR practitioner from the host organisation receives a place in the complete program at **no cost – valued at \$10,000 + GST.**

Join the inaugural cohort

ER in Practice is deliberately small and application-based, creating the space for genuine discussion, practice, challenge and peer learning.

Applications are reviewed to ensure participants have the appropriate existing experience and that the program is the right fit for their development.

Applications open:
November 2026

Enrolments close:
February 2027

Program commences:
March 2027

Cohort:
Up to 16 participants



Ready to put ER into practice?

Register your interest in the inaugural ER in Practice cohort.

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For Thriving Workplaces

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