

# HR Skills Training

A comprehensive guide to update and extend your knowledge in the basics of HR Management and HR Development



1. *Establish* a thorough understanding of Human Resource Management (HRM) and its impact on your organisation
2. *Learn* how to develop and adopt effective policies and procedures into your organisation
3. *Discover* the importance of training and development and its impact on your organisation's bottom line
4. *Examine* performance management and its links with improving organizational performance
5. *Participate* in practical exercises to apply your learning



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## Course Assessment

Knowledge confirmation and personal assessment to include:

- Team tasks and discussion
- Team presentation
- Individual written exercises
- Individual knowledge demonstration

## Programme Overview

The programme will move in a supportive learning atmosphere by looking at HR needs in various organisations as well as how to audit and evaluate HR, with an additional focus on strategic issues. You will examine the most up-to-date HR concepts which will help you to improve your performance, at the same time enabling you to offer advice to managers regarding HR operations.

There will be time to examine leading edge thinking in HR across a multitude of key topic fields:

- Putting HR into context in modern organisations
- The evolving role of HR as a 'business partner'
- Changes to work attitudes and the psychological contract
- Human capital management
- Integrated performance management
- The "Talent War" in recruitment
- Policies and procedures
- Training and development
- Performance management
- Pay and reward

The programme will progress in steady steps, covering the technical areas of HR as well as some personal management and supervisory training. You will leave this course fully equipped to excel in your role as a 21st century HR practitioner.

## Who Should Attend?

Directors, Senior Managers, Chief Executives, General Managers, Departmental Heads and Managers of:

- . Human Resources
- . Leadership Development
- . Executive & Career Development
- . Succession Planning
- . Training and Development
- . Recruitment & Staffing
- . Organisational & Strategic Planning
- . HR Policy
- . Employee Relations
- . Talent Management

## Programme Methodology

This programme will be highly interactive, with a mix of theory and practical sessions. You will have the opportunity to share your experience, learn from others through group discussions and you will develop your skills through a series of individual and group exercises.

Course Timings: Registration will be at 08:00 on Day One.

Course sessions will start promptly at 08:30 and end at 15:30.

There will be two short breaks for refreshments and lunch will be served at 12:30 of each day's sessions

## Course Outline

### Human Resources Today

- HR's place in organisations
- How external and internal happenings affect HR
- The background to good HR practice
  - Environment
  - Mission
  - Leadership
  - Culture of the organisation
- Different organisations means different approaches to HR
  - Private sector
  - Public utilities and Government
  - 'Third Sector' – charities and support organisations
  - Where do you fit?
  - What is your organisation's structure and what does that mean for HR?
- Resources available and how each is viewed
  - Money
  - Materials
  - People

#### Workshops

What is happening in the region to change HR

What is your organisation's culture?

How do you conduct your HR?

### HR's Role

- What is HR's job?
- Cost of employees – asset or liability
- Getting a return on your investment in people
- Risk-taking in HR
- How to generate a high Quality of Working Life (QWL)

- High QWL equals increased productivity
- What are reasonable expectations of HR
- Basis of an HR plan

#### Case Study

'The Management Challenge'

Review and comment on a paper written by your course leader, designed to provoke discussion to consider what is best practice HR Management.

#### Workshops

Building professional working relationships with line managers

What goes wrong in HR and what can we do about?

What will start the thinking towards modern HR practice?

### Leadership In HR

- Study and comment on John Adair's practical steps to
- effective leadership
- The 'Helicopter Effect' in leadership
- The effect line managers have on HR outcomes
- Responsibilities of line managers for HR Management – "Whose job is it anyway?"
- What can your organisation expect from HR?

#### Workshops

Differences in leadership styles

What is your style?

Which leaders do you admire and why?

What do differences in leadership mean for HR?

## Motivation

- HR's role in motivating staff
- Motivation theories and ideas -Maslow – MacGregor – Ardo
- What motivates staff and what does not
- Management and Leadership – the differences
- How motivation fits together with leadership and management

### Workshop

Three case examples

Self-analysis – Are you a motivator?

## Competencies

- Defining competencies
- Competencies in measuring performance, job description, and reward
- Using competency to standardise reporting in appraisal and performance management

### Workshops

Defining competency at five levels

Communicating to staff how their work is measured

Fitting competency to reward

## Problem Solving

- Applying problem solving techniques to HR
- SWOT – Force Field Analysis – Fishbone diagrams

### Workshop

Practise the techniques applied to HR problems

## Reward

- Benefits – financial and non- financial
- Relating performance to pay – Performance Related Pay (PRP)
- Reward as a motivator and a de-motivator
- Basis of financial reward – introduction to: pay, allowances, savings schemes, bonus, increments, End of Service Benefits (EOSB)

### Workshop

Discussion – HR's role in Reward Management

## Improving Communications – Staff As Customers Of HR

- Plan to improve personal communications
- Lines of communication
- What are job holders' needs?
- The demands, restrictions and choices in jobs
- Customer care in HR – Staff as customers of HR

### Workshops

Completion of personal 'Role Maps'

Exercise "PERFECT"

## Audit Of HR

- Getting high quality management information and using it
- Real costs of employees
- Choosing critical HR functions/areas to examine
- Age curves and planning
- All in-house or outsource?
- Preparing a three-stage planned approach

### Workshops

Discuss ways of getting and presenting Management Information

SWOT the HR function

## Preparing your plan

### Recruitment And Placement

- Designing competency-based job descriptions
- The Person Specification – (Prof. Alec Rogers)

- Interview techniques – focused interviewing – seeking
- evidence
- Types of question and how to put them to candidates
- Securing the ‘Five Rights’ – Person – Place – Time – Role –
- Price
- Induction (On-boarding) – placing selected staff correctly
- Introduction to Assessment/Development Centres

### **Workshops**

Interview questioning practice

Designing induction

Assessment centre practice

### **Final Workshop**

“The Way Ahead





# Registration Form

PLEASE COMPLETE THIS FORM AND EMAIL BACK TO [INFO@0SEASONSEVENTS.CO.ZA](mailto:INFO@0SEASONSEVENTS.CO.ZA) TO SUCCESSFULLY COMPLETE YOUR BOOKING

Company Name \_\_\_\_\_ Country \_\_\_\_\_

Tel Number: \_\_\_\_\_ Fax: \_\_\_\_\_

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

(This booking is not valid without a signature)

## DELEGATES DETAILS (PLEASE FILL IN USING BLOCK CAPITALS)

### 1st Delegate Details:

Title	Surname	First Name
Job Title	Email (required)	Telephone

### 2nd Delegate Details:

Title	Surname	First Name
Job Title	Email (required)	Telephone

### 3rd Delegate Details:

Title	Surname	First Name
Job Title	Email (required)	Telephone

## AUTHORIZATION

I wish to register the delegate(s) indicated above

Title	Surname	First Name
Job Title	Email (required)	Telephone

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

(This booking is not valid without a signature)

## TERMS AND CONDITIONS

**1. Payment Terms:** On the return of the registration form, full payment is required within 14 working days. Payment must be received prior to the conference date O-Seasons Events reserves the right to refuse entry into the conference should full payment not have been received prior to this date. Cancellation will be charged under the term set out below. **2. Cancellations, No shows & Substitutions:** Cancellations received in writing more than 21 days prior to the event being held carry a 50% cancellation fee. Should cancellations be received between 21 days and the date of the event, the full conference fee is payable and non-refundable. Non-payment or non-attendance does not constitute cancellation. No show will be charged the full registration fee. Cash alternatives will not be offered, however, substitutes at no extra charge are welcome. **3. Alterations to advertised package:** O-Seasons Events reserves the right to alter this programme without notice or penalty and in such situations no refunds or part-refunds or alternative offer will be made. Should O-Seasons Events permanently cancel an event, for any reason whatsoever, the Client shall be provided a credit of the equivalent amount paid towards the cancelled event. In the case of a postponed or cancelled event, O-Seasons Events will not be responsible for covering airfare, accommodation, or other travel cost incurred by Clients. **4. Copyright:** All intellectual property rights in the materials distributed by O-Seasons Events in connection with this event are expressly reserved and any unauthorized duplication, publication or distribution is prohibited.

## Bank Details

**Name of account:** O-Seasons Events (PTY) LTD

**Registration Number:** 2012/060287/07

**Bank:** The Standard Bank of SA Ltd

**Branch code:** 001255

**Branch Name:** Rivonia

**Account Number:** 370463854

**Type of acc:** Business Cheque

**Swift code:** SBZAJJ

## Conference Fees

Please select your venue by ticking the boxes below

Please select your options by ticking the boxes below

Conference and Workshop (5 days)

\$ 2,500

Airport Transfer (both ways)

\$ 100

Accommodation Per Night

\$ 110

Optional Tour

\$ 150

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