



HUMAN RESOURCE (HR) ANALYTICS

COURSE OVERVIEW

Employee salaries and HR programmes frequently account for close to half of many organisations operating expenses. One reason for this high level of investment is the recognition that people are the ultimate source of innovation and competitive advantage. To leverage maximum employee value and potential, many leading organisations are turning to people analytics to gain a deeper understanding of their workforces and improve the quality and credibility of HR decision-making.

The need to develop the skills and experience of personnel/staffs involved in this process is paramount to achieving these objectives. This underscores the importance of this course to augment staff's capacity. CCTD has designed this course to prepare you to successfully lead an HR analytics function in your company. It does so by teaching you how other companies are succeeding at people analytics, and by teaching you the key ingredients you need to implement analytics successfully.

COURSE OBJECTIVES

On completion, participants should be able to:

- Link HR and business strategies
- Assess Organisational readiness for analytics initiatives.
- Demonstrate the credibility and value added by HR using analytical insights to improve talent management processes
- Define the roles, capabilities, and structures required to maximise analytics effectiveness.

COURSE CONTENT

1. The Concept of HRM Strategy

- The concept of Human Resource Management.
- Human Capital Management.
- The practice of Strategic HRM
- Types of Human Resource Management strategies

2. Human Resource Planning

- Hard and Soft human resource planning
- Reward, talent strategy

3. HRM Policies

- The concept of HR policies

- Formulation of HR policies

4. Understanding HR analytics

- Predictive HR analytics defined
- Understanding the need (and business case) for mastering and utilizing predictive HR analytic techniques
- Human capital data storage and 'big (HR) data' manipulation
- Predictors, prediction and predictive modelling
- Current state of HR analytic professional and academic training
- Business applications of modelling
- HR analytics and HR people strategy
- Becoming a persuasive HR function

5. HR information systems and data

- Information sources
- Analysis software options
- Using SPSS and Stata
- Preparing the data
- Big data

6. Predicting employee turnover

- Employee turnover and why it is such an important part of HR management information
- Descriptive turnover analysis as a day-to-day activity
- Measuring turnover at individual or team level
- Exploring differences in both individual and team-level turnover
- Using frequency tables to explore regional differences in staff turnover
- Using chi-square analysis to explore regional differences in individual staff turnover
- Using one-way ANOVA to analyse team-level turnover by country
- Predicting individual turnover
- Predicting individual turnover
- Modelling the costs of turnover and the business case for action

Calculate the Return of Investment (ROI) of HR interventions and selection methods

- Human capital metrics and definition
- Human Resource interventions and methods
- ROI and HR

WHO SHOULD ATTEND

- HR Managers/ Directors
- IT specialists
- HR officers
- Management, Statutory and Regulatory Reporting Heads
- Consultants

- HR Professionals

TRAINING APPROACH

The primary objective of our training is to ensure that the knowledge acquired is applied successfully, adding real value and making a visible difference to work performance in the business environment. The course has a strong focus on an outcome-based approach; and is delivered on a highly interactive basis, encouraging active delegate participation using:

- Break-away sessions
- Relevant business exercises
- Presentations
- Demonstrations (with excel, R and SPSS)
- Discussion activities and
- Case studies

NOTE

High emphasis is placed on learning through ‘doing’ where learners are presented with real life and workplace case studies ensuring delegates develop knowledge and confidence to take their enhanced skills back into the business environment and apply them successfully. Every effort will be made to accommodate participants training needs within the general scope of the course



HUMAN RESOURCE MANAGEMENT (HRM) POLICY, STRATEGY AND ANALYTICS

COURSE OVERVIEW

The formulation of right HR policies, programmes and practices frequently account for close to half of many organisations operating expenses. One reason for this high level of investment is the recognition that people are the ultimate source of innovation and competitive advantage. To leverage maximum employee value and potential, many leading organisations are turning to people analytics to gain a deeper understanding of their workforces and improve the quality and credibility of HR decision-making.

The need to develop the skills and experience of personnel/staffs involved in this process is paramount to achieving these objectives. This underscores the importance of this course to augment staffs' capacity development. CCTD has designed this course to prepare you to successfully lead in the formulation of human resource policies and procedure with the help with key interest in an HR analytics function in your company. It does so by teaching you how other companies are succeeding at people analytics, and by teaching you the key ingredients you need to implement analytics successfully.

COURSE OBJECTIVES

On completion, participants should be able to:

- Link HR policies and business strategies
- Assess Organisational readiness for analytics initiatives.
- Demonstrate the credibility and value added by HR using analytical insights to improve talent management processes
- Define the roles, capabilities, and structures required to maximise analytics effectiveness.

COURSE CONTENT

The Concept of HRM Strategy

- The concept of Human Resource Management.
- Human Capital Management.

- The practice of Strategic HRM
- Types of Human Resource Management strategies

HR Strategies 1

- High-performance strategy
- Employee engagement strategy
- Reward strategy

HR Strategy 2

- Talent management strategy
- Learning and development strategy
- Knowledge management strategy

HRM Policies 1

- The concept of HR policies
- Formulation of HR policies
- Types HRM Policies and functions
- Benefits of HRM Policies

HRM Policies 2

- General Human Resource Policies
- Leave Policies
- Insurance and Pension Policies
- Career Development Policies

Understanding HR analytics

- Predictive HR analytics defined
- Understanding the need (and business case) for mastering and utilizing predictive HR analytic techniques
- Human capital data storage and 'big (HR) data' manipulation
- Predictors, prediction and predictive modelling
- Current state of HR analytic professional and academic training
- Business applications of modelling
- HR analytics and HR people strategy
- Becoming a persuasive HR function

HR information systems and data

- Information sources
- Analysis software options
- Using SPSS and Stata
- Preparing the data
- Big data

Predicting employee turnover

- Employee turnover and why it is such an important part of
- HR management information
- Descriptive turnover analysis as a day-to-day activity
- Measuring turnover at individual or team level
- Exploring differences in both individual and team-level turnover
- Using frequency tables to explore regional differences in staff turnover
- Using chi-square analysis to explore regional differences in individual staff turnover.
- Using one-way ANOVA to analyse team-level turnover by country
- Using one-way ANOVA to analyse team-level turnover by country
- Predicting individual turnover
- Modelling the costs of turnover and the business case for action

WHO SHOULD ATTEND

- HR Managers/ Directors
- IT specialists
- HR officers
- Management, Statutory and Regulatory Reporting Heads
- Consultants
- HR Professionals

TRAINING APPROACH

The primary objective of our training is to ensure that the knowledge acquired is applied successfully, adding real value and making a visible difference to work performance in the business environment. The course has a strong focus on an outcome-based approach; and is delivered on a highly interactive basis, encouraging active delegate participation using:

- Break-away sessions
- Relevant business exercises
- Presentations
- Demonstrations (with excel, R and SPSS)
- Discussion activities and Case studies

NOTE

High emphasis is placed on learning through ‘doing’ where learners are presented with real life and workplace case studies ensuring delegates develop knowledge and confidence to take their enhanced skills back into the business environment and apply them successfully. Every effort will be made to accommodate participants training needs within the general scope of the course.



COURSE OVERVIEW

Talent management and succession planning is a critical aspect of strategic human resource management function in organisations. It involves the planning, identification, selection from both external and internal sources as well as putting the necessary structures in place to ensure that the organisation attracts and maintain quality human resource that fosters the growth of the entity.

The course provides know-how on individual and organisational development in response to a changing and complex operating environment. It is not just limited to attracting the best people from the industry but it is a continuous process that involves sourcing, hiring, developing, retaining and promoting them while meeting the organisation's requirements simultaneously.

This training course will equip the participant with the necessary skills and knowledge required for talent recognition, management, retention and development as well as developing the right succession plan for employees which serves as a sure way to ensure continuity and success with an organisation.

COURSE OBJECTIVES

On completion, participants should be able to:

- Demonstrate understanding of the basics of career development and succession planning.
- Distinguish succession planning and management from replacement planning, talent management and human capital management.
- Compare traditional and career-planning-oriented HR focus.
- Explain employee and employer career development roles.
- Examine innovative corporate career development initiatives.
- Close the developmental gap by operating and evaluating a succession planning and management programme.
- Prepare individual development plans and manage career choices.
- To define the key concepts associated with talent management and identify types of talents.
- Identify key phases for implementing a talent management programme and its importance.

- To develop skills and methodology in carrying out talent management and succession planning.

COURSE CONTENT

Talent Management Definition

- Define talent
- Identify types of talent.
- Define skills and knowledge.
- Differentiate between talent, skill, and knowledge.

Understanding Talent Management

- Key phases for implementing a talent management program
- Guidelines for managing talent.
- The importance of talent management
- Benefits of talent management
- Compare talent management with replacement planning.
- Challenges in managing talent
- Key elements in developing a winning talent strategy

Clarifying Talent

- Methods to determine talent for a position.
- Guidelines for drafting a good job profile
- Questions that help you to recognize talent.
- Ways to reward employees
- Reasons for employees leaving an organisation.
- Reasons for retaining talent.
- Measures to retain talent

Retaining Top Talent: The Big Challenge

- Common Mistakes Made by Companies and How to Avoid Them
- Integrating compensation with Talent Management
- Twelve recommendations to keep your talented people

The Basics of Career Management and Succession Planning and Management

- Careers Today: The Importance of Development
- Definition of Career Development
- Essential Elements in an Integrated Career Development System

- Definition of Succession Planning
- Main Aims and Reasons for Establishing a Succession Planning and Management System
- Organizational Readiness for Change

Promoting a Development Culture

- Characteristics of a Development Culture
- Career Development as a Change Agent
- Roles and Responsibilities in a Development Culture
- Role of Human Resources
- Role of Line Managers
- Role of Top Management
- Role of Developers

Career Development: Tools and Methodologies

- Competencies: The Foundation for Career Development
- Coaching: An Essential Managerial Function
- Mentoring: A Must Have System for Career Development
- Career Counselling Services

WHO SHOULD ATTEND

This innovative course is designed for HR professionals who are responsible for designing and implementing the talent management strategy within their organisation. Appropriate job titles include:

Talent Management Managers

Career Development Specialists

Recruitment Managers/Executives

Leadership and Management Development Professionals

Mid to Senior HR Professionals responsible for developing HR strategies



TRAINING OF TRAINERS

COURSE OVERVIEW

The training functions demand a solid understanding of the creative and contextualised ideas, theories and systems that shape its development. Today's training professionals must also be prepared to absorb, assimilate, and put into perspective an astonishing amount of new information and techniques. Learning for them does not come to an end. Not if they want to be effective. The Training of Trainers course contributes yet more to that learning process. At the end of the course, participants will be able to meet the demands in the workplace, improve production, solve problems, diffuse crises, and strengthen quality of work output through delivery of training. It will also help participants to transfer skills and knowledge for trainers in diverse projects and assignments.

COURSE OBJECTIVES

On completion, participants should be able to:

- Link training to business solutions
- Assess learners and prefer better training outcomes
- Promote skill and knowledge transfer
- Create congenial environment for corporate training sessions.

COURSE CONTENT

1. BASICS IN CORPORATE TRAINING ENVIRONMENT

- Understanding & motivating the adult Learner
- Improving Training Room Instruction
- The Changing World of Training (Technology – Delivered Training)
- Action Learning and training transfer
- Performance Technology
- Competency Models
- Training Evaluation (Measuring Training's ROI)
- Competency Models

2. CREATIVE TRAINING TECHNIQUES

- Using Creative Resources
- Customer Service Training
- Teamwork Skills
- Product/Service Knowledge
- Managing the Front end of Training

- Training Content Review
- Computer and Audiovisual skills
- Openers and Energizers

3. DESIGNING TRAINING FOR RESULTS

- The most Efficient, Cost-Effective Ways to Design Training
- Rebuilding content for Technology – Delivered Options
- Writing Better Instruction Objectives
- Customizing Off the shelf Training
- Designing Powerful Leadership Training
- Budgeting

4. THE TRAINING MIX

- Matching the Right Delivery Method to Training Needs
- Combining Technology – Delivered & Instructor – Led Training for Greater Impact.
- Choosing among: self – study or on – the Job Training Participatory Group Approaches
- Choosing & working with Vendors & Consultants

5. MANAGING TRAINING IN THE ORGANISATION

- Tying Training & Performance consulting to Corporate Strategy
- Winning Line Management Support for Training
- Centralised or decentralised? Building Training Structuring
- Interpreting Business Trends, Politics & Practices
- Measuring Training's ROI
- Skills & Tools of the Effective Training Manager
- Hiring, Motivating & Developing a Training Staff
- Working with Suppliers, consultants & Contractors.

6. DELIVERING TRAINING

- Managing & Motivating Trainees
- Developing & Delivering Powerful Presentations
- Using Role Plays, Case Studies, Games, Group Approaches
- Creating Audiovisuals with more Impact
- Tactics for Training New Trainers

7. THE EFFECTIVE PERFORMANCE TRAINING CONSULTANT

- Performance Technology: Separating Training from Non-Training Solutions
- The Internal Consultant's Toolkit: Needs Assessment, Data Gathering and Interpreting Performance Data, Training Design and Evaluation
- Partnering with Line Management
- Understanding workplace Trends and Issues

8. MAKING TRAINING PAY OFF ON THE JOB

- Transforming Training into Lasting Performance
- Making Soft –Skills Training Stick
- Effective Job Aids and Action Planning

- Getting Managers to Reinforce Training Back on the Job
- Action plan

WHO SHOULD ATTEND

- Training Managers Trainers
- Consultants
- Human Resource Managers/Officers
- Personnel Managers/Officers
- Administration Managers/Officers
- Newly – appointed Managers
- Line Managers
- Other Development Agents.

TRAINING APPROACH

The primary objective of our training is to ensure that the knowledge acquired is applied successfully, adding real value and making a visible difference to work performance in the business environment. The course has a strong focus on an outcome-based approach; and is delivered on a highly interactive basis, encouraging active delegate participation using:

- Break-away sessions
- Relevant business exercises
- Presentations
- Demonstrations
- Discussion activities and
- Case studies

NOTE

High emphasis is placed on learning through ‘doing’ where learners are presented with real life and workplace case studies ensuring delegates develop knowledge and confidence to take their enhanced skills back into the business environment and apply them successfully. Every effort will be made to accommodate participants training needs within the general scope of the course.



ESSENTIAL SKILLS FOR HUMAN RESOURCE PROFESSIONALS

Course outline

Overview

This course is designed to provide Human Resource Professionals with knowledge and skill in important areas in Human Resource functions from, the beginning of employment to ending employment contract by either reason of misconduct, poor performance or due to absence. The course will empower Human Resource Personnel to confidently handle Human Resource related issues themselves while also recognising when some issues should be escalated within the organisation.

Course Objective

By the end of the course, the participant will be able to:

- Understand communication and explain its importance to the work of HR professionals.
- Explains the main principles of business and report writing
- Produce written HR correspondence and sample HR reports
- Apply the basic skills of conflict resolution including influencing
- Apply basic coaching and counselling techniques in Human Resource specific situations.

Who should attend?

- HR Professionals
- Line managers
- Supervisors and Team Leaders

Course Contents

Communication and Human Resources

- Definition of Communication

- Communication in HR
- Characteristics of an Effective HR Communicator
- Questioning Techniques
- Listening and Empathy
- Interviewing Techniques

Human Resource Reports and Human Resource Business Communication

- Writing Human Resource Reports
- Business Writing
- Common Mistakes in Writing HR Correspondence and Reports
- Examples of Human Resource Correspondence and Reports

Conflict Resolution

- Definition of Conflict
- Sources of Conflict in Human Resource management
- Conflict Model by Thomas Kilmann
- Influencing Skills
- Practical Applications in Human Resource Management

Customer focused Human Resource Departments

- Customer Service explained
- Internal Customers versus External Customers
- The Importance of Customer Service in Human Resource Management
- Human Resource Customers
- Building a Customer Service Mentality in the Human Resource Department

Emotional Intelligence (EI)

- What is Emotional Intelligence?
- Self-Awareness and Self-Management
- The Importance of Emotional Intelligence for Human Resource Professionals.
- Developing EI Competencies
- Daily Applications in the Human Resource Environment

Coaching and counselling of staff and managers

- Coaching, Counselling and Mentoring
- Importance of Coaching and Counselling to HR Professionals
- Difference between Coaching, Counselling and Mentoring
- The 5 Principles of Coaching

TRAINING APPROACH

The primary objective of our training is to ensure that the knowledge acquired is applied successfully, adding real value and making a visible difference to work performance in the

business environment. The course has a strong focus on an outcome-based approach; and is delivered on a highly interactive basis, encouraging active delegate participation using:

- Break-away sessions
- Relevant business exercises
- Presentations
- Demonstrations
- Discussion activities and
- Case studies

NOTE

High emphasis is placed on learning through 'doing' where learners are presented with real life and workplace case studies ensuring delegates develop knowledge and confidence to take their enhanced skills back into the business environment and apply them successfully. Every effort will be made to accommodate participants training needs within the general scope of the course



HUMAN RESOURCE AUDIT

Overview

Human Resource auditing is all about investigating in-depth of an organisation to find out where and why problems come from, or how to optimise human and other resources. Service quality dimensions, productivity and cost are revised in order to find ways for a better outcome. Different methods such as self-auditing questionnaires are used which contain a number of questions related to organisational work. Human Resource audits help organisations to identify whether their Human Resource policies, procedures and practices are effective and they meet legal requirements. They ensure that an organisation remains compliant with national and Human Resource legislations This course will provide you with a good understanding of audits and the role of the Human Resource audit including how to run Human Resource audit and the challenges Human Resource Professional are confronted with. The course will show you how to run an audit and provide you with the templates and processes of the proprietary Human Capital Assessment methodology, including what you have to do to gain the buy-in of managers and executives. We will also investigate risk assessment and the financial impact of what Human Resource does.

Objectives

- Identify the contribution of human resources in running an organisation successfully
- Enables identifying and taking corrective measures towards the gap identified during the Human Resource Audit
- Directs Human Resources department towards refining their duties and responsibilities as they are the drivers of the Human Resource function in the organisation
- Helps identify unique/ unconventional personnel issues, and proactively find solutions to the problems
- Human Resource Audits can lead to enhanced employee engagement and a greater sense of belonging.
- Organise employee records and files cost-effectively
- Identify areas of weaknesses in their organisation's processes: recruitment and selection, employee records keeping, performance appraisal, and payroll.

- Create a plan of action to improve the HR processes in their organization etc.

COURSE CONTENTS

Introduction to Human Resource Audit

- What is Human Resource Audit?
- Importance of Human Capital
- People and Organisational Goal Alignment
- Need for HR to become Business Partners
- Track initiatives, Assess and quantify results and devise a roadmap for course correction
- Elevating Human Resource Department

Human Resource Audit: Rationale and Objectives

- Review all aspects of human resources
- Find reasons for success and failures
- Evaluate employee performance
- Identify and work on the area of improvement

Human Resource Audit: Scope

- People at all levels
- Policies and procedures
- Results, Achievements and Failures of policies
- Human Resource Policies and Human Resource Programmes

Advantages of Human Resource Audit

- Gap Identification
- Streamline HR department
- Helps Cost reduction

Human Resource Audit Approach

- Comparative Approach
- Outside Authority Approach
- Statistical Approach
- Compliance Approach
- Management by Objective

Human Resource Audit: Steps

- Determining the scope
- Developing a plan
- Production of report
- Creation of an action plan
- Evaluate the progress

Human Resource Audit: Concerns

- Recruitment and Selection Process Audit
- Employee Discipline Audit
- Organisation Development Audit
- Analyse each function to identify challenges and things that might hinder

TRAINING APPROACH

The primary objective of our training is to ensure that the knowledge acquired is applied successfully, adding real value and making a visible difference to work performance in the business environment. The course has a strong focus on an outcome-based approach; and is delivered on a highly interactive basis, encouraging active delegate participation using