Danida Fellowship Course

in

BETTER BUSINESS USING STRATEGIC HUMAN RESOURCE MANAGEMENT

10 – 21 November, 2014
INTRODUCTION
The fellowship course in Better Business Using Strategic HRM is to be held at Ghana Institute of Management and Public Administration (GIMPA) in Accra, Ghana during the period 10 – 21 November, 2014. The fellowship course is open for applications from Danida’s priority countries in Africa.

COURSE OBJECTIVES
The course is designed to help companies best meet the needs of their employees and for their employees to best meet the needs of the company. Specifically, participants will after the course:

- Be able to analyse staffing implications of their company strategy; further, participants should be able to carry out a job-analysis and subsequently develop a job description based on a standard format
- Be able to forecast demand for various job functions based on the developed strategy or the strategic direction of their company as well as on planned improvements in production
- Be able to develop a strategic Human Resources Plan
- Be able to screen applicants using a scoring or ranking methodology linked to requirements in job-postings
- Be able to relate theories on motivation to methods for retention of staff such as remuneration, benefits and career development
- Be able to specify requirements for a HRIS matching the company strategy, including Key Performance Indicators in a strategic Human Resources Plan
- Be able to plan for redundancies based on strategic considerations, including establishing objective criteria for whom to dismiss as well as how to develop succession plans linked to a HR Plan

LEARNING OUTCOME
At the end of this course, participants will have increased their ability to strategically apply key human resource management techniques with special focus on recruitment, retention and development. Further, they should after the course be able to:

- Develop a strategic HRM plan including specification of Key Performance Indicators
- Develop a Human Resources Plan supporting the implementation of the participants’ company strategies
- Specify needs for a Human Resource Information System (HRIS) in relation to strategy implementation and performance appraisals related to organisational strategy

APPROACH
This course will engage the participants through relevant and dynamic training methods. A strong focus will be on practical exercises relevant for the participants’ work situation and also case studies will be employed to exemplify the various knowledge areas and skills.

COURSE MODULES
Strategic Recruitment
Adoption of a strategic recruitment approach is an HR function that supports accomplishment of the business strategy. A business strategy can change and must change in response to changes in the business and economic environment. The strategies adopted during times of plenty differ from those during recessions. Recruitment strategy must change accordingly.
The use of strategy in recruitment is intended to attain the objective "Matching People with Jobs." With the absence of this approach, your organization may have to change its plan and may end up "Matching Jobs to People." Strategic Recruitment means identifying the real recruitment needs of your organization and fulfilling those needs. The organizational needs are tied to the overall strategic business plan. The needs are in terms of number, quality, and specialized skills and talents in every area of the organization's activities. The organization's people needs range from the immediate to medium and long terms needs. These are considerations to make in recruitment.

Human Resource Development

HRD has gained prominence within the field of HRM over the past decades as a key component of the organisational development school of thought within management. Especially development of staff and management has received much attention but the full HRD toolbox also includes elements such as performance appraisals, 360 degrees feed-back, coaching, mentoring, etc. This module will help participants to know the principles for effective learning and transfer of learning to work situation. They should be able to carry out a performance appraisal of staff based on the company’s strategy after the course. Participants should know the methods for procuring training services from external training providers. Participants should be able to draft a module description which can form the basis for tendering of training. In addition, they should be able to monitor and evaluate training. The main contents of this module should be exercises on performance appraisals and on development of module descriptions.

Retention

Retention strategies aim to ensure that key people stay with the organization and that wasteful and expensive levels of employee turnover are reduced. The strategies will be based on an analysis of why people stay and why they leave. This session will help participants to know the overall theories on motivation and enable them to relate these theories to concrete methods for retention of staff such as remuneration, benefits and career development. This session will also enable participants to develop succession plans linked to the strategic human resource plan. The facilitator and participants will discuss the important factors to take into consideration when designing job satisfaction surveys.

Retirement

Ideally, staff leaving a company should be ambassadors for the company. Circumstances, especially for staff that have been made redundant mean that this is not always realistic. In order to avoid the situation whereby departing staff leave with a grudge, the company should ensure that layoffs are considered necessary and selection of those to be made redundant fair. This session examines the difference between planned redundancies and dismissals caused by disciplinary issues. After this session, participants will be aware of the benefits in re-training and identifying alternative job functions and the importance of debriefing of resigning staff in order to reduce future loss of talent.

Action Planning

A key component of the course is the preparation of a draft Action Plan taking its starting point in a work-related issue of the individual participant or a group of participants from the same organization. The purpose of the action planning is to provide the participants with an opportunity to reflect on the new knowledge and skills presented to them through application of relevant tools etc. in a concrete case from their own working situation. The action planning process will be supervised by the course tutors.
TARGET GROUP / SELECTION CRITERIA
Intended participants for this course are Human Resource Managers or management senior staff, including owners of Small and Medium Enterprises (SMEs) involved in Danida Business Partnerships and in Danida Private Sector Support Programmes. The course is conducted in English and participants should have a good command of the English language. In order to benefit from the course, participants should have completed at least secondary education, but preferably tertiary education (Bachelor level or above). Especially participants from companies planning a major upgrade of their system for recruitment, remuneration, and development of staff based on new business opportunities can benefit from this course.

APPLICATION PROCEDURES
Application procedures are stipulated in ‘Guidelines for Danida Fellows’ which together with the application forms can be downloaded from www.dfcentre.com. The fellowship application form should be filled by the applicant and must be endorsed by the Danida programme or project supporting the applicant and the Embassy Desk Officer in order to ensure that the training is within the framework of national sector plans for capacity development. The Danish Embassy will forward the application form to Danida Fellowship Centre. Deadline for submitting the application form to the Danish Embassy is September 5, 2014.

COURSE FEE
The course is free for participants from the private sector affiliated with Danida development programmes/ activities. For participants from other sectors, the course is co-funded by Danida Fellowship Programme; programmes/projects supporting this category of participants will be charged a non-refundable amount of DKK 1,500 per participant per tutorial week (in total DKK 3,000). This includes study fee, accommodation and allowances as well as international air ticket for participants coming from outside Ghana.

CERTIFICATION
A Course Certificate will be issued upon successful completion of the course.

COURSE ORGANISATION
Danida Fellowship Centre (DFC) DFC manages and implements the Danida supported Fellowship Programme, which supplies training in support of capacity development in Danida’s development programmes. DFC is responsible for the educational, administrative and practical aspects of the training. Additional information can be found at www.dfcentre.com

Ghana Institute of Management and Public Administration (GIMPA) GIMPA’s mission is to maintain a Centre of Excellence for training in public and business administration, by continuously enhancing capacity of middle and top level executives in public and private sectors, as well as Non-Governmental Organizations both in Ghana and internationally to manage their institutions and enterprises efficiently and effectively. Additional information can be found at cmd@gimpa.edu.gh

For further information on the course please contact:

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