Danida Capacity Development Support Programme

Course in

Using Strategic Human Resource Management to Achieve Desired Organizational Results

16-27 November, 2015

Danida Fellowship Centre

Sustaining development through research and learning
INTRODUCTION

The course in Using Strategic Human Resource Management to Achieve Desired Organizational Results will be held at Ghana Institute of Management and Public Administration (GIMPA) in Accra, Ghana during the period 16th to 27th November, 2015. The course is held under the Danida Capacity Development Support Programme (DCDSP) and is open for applications from Danida’s priority countries.

BACKGROUND

Organisations are daily confronted with a myriad of HR challenges including recruitment of the right candidate for a job, retention of talents, low productivity, disengaged and demotivated workforce among others. Most organizations are dominated by an entitlement-driven culture without linking reward to performance. How to transit into a performance-driven culture is a monumental challenge organizations are grappling with.

The major contributory factor to these challenges is that the HR functions, processes and practices of these organizations remain at the tactical level which does not address strategic HR issues confronting these organizations. The main elements to be dealt with in HRM can be illustrated as follows:
COURSE OBJECTIVES

The overarching aim of this course is to equip participants with Strategic Human Resource Management (SHRM) tools, models and practices that will empower participants to address these HR challenges in their organizations.

More specifically, the course objectives are to:

• provide participants with key elements in Strategic Human Resource Management (SHRM) and how they are linked to an organisation’s business strategy.
• provide participants with cutting edge knowledge on motivational strategies that can be deployed to enhance organizational performance.
• expose participants to how to develop and implement recruitment strategies to attract talents into their organizations.
• provide participants with the knowledge on how to deploy cutting edge performance management systems to develop a performance management organizational culture.
• equip participants with knowledge in training and development strategies that support the execution of organizational and business strategies.
• introduce participants to retention strategies to improve workforce engagement to deliver superior organizational results.

EXPECTED LEARNING OUTCOMES

At the end of the course, participants are expected to be able to:
• Develop Strategic HR initiatives to address organizational-wide people management problems.
• Develop HR plans to meet the current and future capital needs of the organization and adopt state of the art recruiting processes and strategies to recruit the best talents.
• Deploy tools in best practice performance management systems to grow a performance management organizational culture.
• Design, develop and implement retention strategies to retain the critical talents in the organization to deliver improved productivity.
• Craft and implement training and development strategies that support the execution of the organisation’s business strategy.
APPROACH

The learning process will engage participants through lectures, case studies, simulations, role plays, visits, field trips, syndicate/group discussions and development/presentation of Action Plans.

COURSE CONTENT

To support the achievement of the course objectives the course will include the following main sessions:

**Strategic Human Resource Management**

Strategic Human Resource Management (SHRM) is a major tool in achieving organizational goals. It involves linking human resource functions (such as recruitment and selection, training and development, performance management, employee motivation, HR planning etc) with the strategic missions of the organization. The purpose of SHRM is to align the management of the human resources with the strategic intent of the organization.

This session focuses on the key elements in Strategic HRM and how they are linked to an organisation’s business strategy.

**Recruitment and Selection**

Recruitment and Selection are two interrelated and key human resource functions that seek to attract people with the requisite skills and choosing the best to fill in available vacancies within an organization. Adopting a strategic approach to recruitment ensures that the real needs of the organization are identified and those needs fulfilled. The needs are in terms of number, quality, and specialized skills and talents in every area of the organization’s activities.

This session touches on best recruitment and selection techniques such as the use of social media and various selection systems for testing of applicants’ aptitude and attitude that can be employed to ensure that the right people are selected for the right jobs.

**Employee Motivation**

Motivation of employees is indeed important to deliver sustained results. Only when employees are motivated can they give off their best. Motivation can be financial or non-financial. It is therefore pertinent that organizations blend the two approaches to improve employee as well as organizational performance. Having a motivated workforce provides the competitive advantage that an organization needs.

In this session, the facilitator will discuss theories of motivation as well as the various motivational strategies an organization can utilize to enhance performance at the workplace.
**Human Resource Planning**

This session focuses on human resource planning as an important function that ensures that an organization has adequate human resources to meet the current and future human capital needs of the organisation - having the right people with the right skills in the right place at the right time.

Reviewing human resource requirements is essential to ensure that the organization has the required number of employees with the necessary skills to meet its goals. Relevant factors for HR forecasting such as retirements, organizational expansion as well as issues of succession management will be discussed in this session.

**Employee Retention**

In our current competitive working environment, it is important for every organization to retain its hardworking and efficient staff. By this, the organization is able to maintain its competitive advantage and sustainability. It is expensive to recruit and the worst aspect is to lose your best employees to your competitor. Hence, it is imperative for an organization to adopt good retention strategies to retain its key staff.

This module will discuss the reasons for employee turnover, what an organization can do to become an employer of choice and how employee loyalty can be built. Participants will be exposed to the various retention strategies an organization can utilize to retain its best talents. Important factors to take into consideration when designing job satisfaction surveys will also be discussed.

**Training and Development**

Training and Development is an integral part of the Human Resource Development activity. Training helps employees to master skills, knowledge, behaviours, sense of self-worth and confidence upon which they are able to perform efficiently to improve on the performance of the organisation.

Training and development is now an important tool of human resource management which helps in motivating employees by enabling them to achieve professional and personal goals increasing their level of job satisfaction and commitment to the organisation. In effect, training and development builds a more effective, efficient and highly motivated team which enhances the organisation’s competitive position.

Salient topics to be considered under this module include training needs assessment, content development, delivery methods, training evaluation among others.
Performance Management

As people work, it is prudent to keep their performance at acceptable levels so that they are able to improve upon their current outputs. Indeed performance management is a day-to-day process, and should not be limited to an annual activity. Employee performance management includes planning work and setting goals, continually monitoring and reviewing performance, developing the capacity to perform, periodically rating performance in a summary fashion and rewarding good performance.

Managers have an important role to play in the implementation and success of performance management systems and processes. To be effective, performance management process must be firmly linked to and rooted in the organisation’s core strategy and business goals. Effective performance management ensures that compensation is linked to performance.

This module will help participants identify gaps in the current system of performance management as practiced in their organizations, and equip them with the tools in addressing such gaps. Performance appraisal as a major tool in performance management will be discussed in this session.

Action Planning

To strengthen the learning process and thus maximizing the outcome of the course, the participants will as part of the programme develop an Action Plan individually or in a group, if the participants work within the same organization. There will be follow-ups on the plans. The plans will be presented to the class before the closing ceremony for discussion and review.
TARGET GROUP / SELECTION CRITERIA
Participants are expected to be Human Resources Managers or senior management in private, public or civil society organisations. The course will be conducted in English and participants should thus have a good command of the English language. In order to qualify for the course, applicants should at least have completed secondary education, but preferably tertiary education (Bachelor level or above). Especially applicants from organisations planning a major upgrade of their HR strategy and/or procedures may benefit from this course.

APPLICATION PROCEDURES
Application procedures are stipulated in ‘Guidelines for Danida Fellowships’ 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 responsible Danida programme/project 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 forms to the Danish Embassy is 4 September, 2015.

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

Course Fee
The course is co-funded by Danida Capacity Development Support Programme. After selection of course participants, the Danida programmes/projects will be charged a non-refundable amount of DKK 1,500 per participant per tutorial week. Thus, total funding needs are DKK 3,000. This includes study fee, accommodation and allowances as well as international air ticket for participants coming from other African countries.

Danida Fellowship Centre (DFC)
DFC manages and implements the Danida Capacity Development Support Programme, which a.o. organise 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.dk

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 NGOs both in Ghana and internationally to manage their institutions and enterprises efficiently and effectively. Additional information can be found at www.gimpa.edu.gh
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