

# GULF INSTITUTE



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# Policy Initiatives to Transform HR

## INTRODUCTION

- This Policy Initiatives to Transform HR training course is designed for the HR Professional who wishes to move to the next step. This training course will extend knowledge beyond the basic aspects of HR into more advanced techniques such as Employee Engagement and Knowledge Management.
- The concentration in this training course will be on the development of policy initiatives. The intention is to ensure that HR is moving on from an administrative function and maximising its contribution to the success of the organisation.
- This Policy Initiatives to Transform HR training course will be lead by an experienced HR Director and will be highly interactive with group and individual exercises, case studies and discussions.
- Delegates will be provided with the opportunity to experience new techniques, to reflect and to formulate new approaches that will make a measurable improvement.
- Each day will end with each delegate reflecting on the messages from the day and completing a summary of what has been learned that day and how the learning will be transferred back to the workplace.

### This training seminar will highlight:

- The Use of Competencies
- Improvements to Recruitment Processes
- The Use of the Knowledge Management Technique
- Techniques for Employee Engagement and Empowerment
- The Development of a Learning Organisation
- The concentration throughout this training course will be on the relationship between the HR function and the line management team.

## OBJECTIVES

### Participants will learn how to:

- Define a competency and understand the distinction between competencies, skills and tasks
- Differentiate between Leadership competencies, Technical competencies and Behavioural competencies
- Link competencies to organisational objectives and values – manage not only what staff do but how they do it
- Use competencies for recruitment and assessment
- Develop a learning organisation using the technique of knowledge management
- Develop ideas for the introduction of techniques for employee empowerment and engagement
- Develop a healthy relationship between HR and the line management team

## TRAINING METHODOLOGY

- This Policy Initiatives to Transform HR training course will be highly interactive with group and individual exercises, case studies and discussions.
- Delegates will be provided with the opportunity to experience new techniques, to reflect and to formulate new approaches that will make a measurable improvement.
- Each day will end with each delegate reflecting on the messages from the day and completing a summary of what has been learned that day and how the learning will be transferred back to the workplace.

## ORGANISATIONAL IMPACT

The results of attending this training seminar will be as follows:

- Employees will be “engaged”, morale and productivity will be improved
- Employees will be empowered to make their own decisions, building strong relationships
- The overall quality of the workforce will be improved
- Relationships between HR and line management will be strong and healthy

## PERSONAL IMPACT

Delegates will learn:

- How to attract the best applicants; make good selection decisions
- How to create a culture of sharing
- How to develop a “learning organisation”
- How to motivate employees positively to be team players
- How to ensure departments initiate knowledge sharing and reciprocate to initiatives from elsewhere
- How to build systems that recognise contribution

## WHO SHOULD ATTEND?

This training course is suitable to a wide range of professionals but will greatly benefit:

- HR, ER and Personnel professionals who have previously attended a course covering the essential parts of HR
- Professionals in Training and Development
- Those who want to learn the skills involved in improving relations at work, improving productivity or improving behaviour at work
- Those who want to strengthen the relationship between HR and the line management team

## Course Outline

### The Links Between HR and Competencies

- What are Competencies?
- What support should Managers; Team Leaders and Supervisors get from HR?
- What should they take responsibility for themselves?
- Values, Strategy and HR
- Different Methods of Developing a Competency Framework – behavioural event interviewing, repertory grid interviews, top management judgement, focus groups
- Getting “buy-in”
- An HR Management Framework Based on Competencies
- Technical, Behavioural and Leadership Competencies

### Competencies and Recruitment

- Competency Design – definitions, negative indicators, positive indicators
- Recruitment and Selection
- Adapting a Competency Framework for Use in Recruitment
- The Use of Assessment Centres in Recruitment
- Examples of Assessment Centres
- Induction, Orientation and Personal Development

### What is meant by Knowledge Management; Empowerment and by Engagement?

- Definition of a Learning Organisation: People, Teams, Organisation
- Understanding Competitive Advantage, Productivity and Profit
- Characteristics of Engaged Employees and of Disengaged Employees
- Characteristics of Empowered Employees and Un-empowered Employees
- Motivation – Intrinsic and Extrinsic

### Techniques for Engaging Employees

- Informal Participative Decision-making Programmes
- Job Enrichment
- Self-managed Work Teams
- Informal and Formal Consultation Processes
- Enterprise Social Networking, Blogs Multimedia

## The Role of the Supervisor and Team Leader in Knowledge Management

- Getting the “Quid pro Quo” – initiative vs. reciprocation
- The Interpersonal Skills Involved – listening, communicating, assertiveness and influence
- The Responsibility for People
- Delegation
- Recognition for Efforts to Share Knowledge

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