



## Essential HR Practices for Key Personnel

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# Essential HR Practices for Key Personnel

## Introduction:

Careers, jobs and the work experience have changed dramatically in the last twenty years. The practice of Human Resource Management has changed as well in order to support managers and employees effectively and efficiently. Human Resources Practice covers a range of key activities which will be examined in this five day program. The candidates will be equipped with the necessary skills and knowledge to deliver the practices professionally and efficiently whether they are HR Professionals or Line Managers who wish to ensure that their people get the most out of their working experience. Highlights of the course:

- Stimulating exercises and role plays which are planned carefully to allow delegates to examine and study and resolve real-life situations and experiences
- Active participation to practice and apply different skills and styles – experience which can be taken back to the workplace
- Opportunities are available to discuss and deal with situations delegates are experiencing in their workplace
- Extensive and constructive feedback throughout the course from the tutor, from fellow delegates and from self-review

## Who Should Attend?

Human Resource Professionals at team leader, supervisory and middle management level wishing to progress, Managers at all levels who wish to consolidate, refresh and reinforce their knowledge and skills, those who are

intending to move into Human Resource management after a period of experience in line management, Line Managers wishing to develop a more thorough understanding of the key Human Resource practices so that they can manage their team more effectively.

## Course Objectives:

**By the end of this course delegates will be able to:**

- Demonstrate & understand the key activities of HR to support the achievement of the organization's objectives
- Recognize that managing people is a shared activity with Line Managers and HR
- Identify and develop critical skills in crucial areas to ensure the right people in the right place at the right time
- Develop people to their optimum capability
- Illustrate & deal constructively with any performance/behavioral issues at an early stage and ensure maximum contribution from all employees
- Develop an in-depth understanding of the human factor at work
- Recognize the need to treat all employees as individuals
- Develop practical skills in handling motivation, reward and enhanced performance
- Develop core skills required to select and develop the 'right' people for the organization
- Demonstrate an ability to identify talent and plan succession to ensure continuity
- Demonstrate enhanced skills and knowledge to underpin the soft skills required for managing people

## Course Outline:

### **The Foundation: Effective Recruitment & Selection**

- The role of effective Recruitment and Selection in helping the business achieve its objectives
- Attracting candidates, use of different media, achieving employer of choice status
- Creating job descriptions, person specifications and competencies required to prepare for the process
- Utilizing all the relevant documentation effectively
- Combining selection techniques to achieve better predictive accuracy
- Appreciate the issues of bias and prejudice and minimizing their impact
- The differences between biographical, critical incident and criteria based interviewing
- Plan & conduct a 'fair' interview and other assessments
- Arriving at a considered decision

### **Talent Management & Succession Planning**

- Defining Talent
- What is Talent Management?
- Why is it important?
- The Perils and Pitfalls
- Recruiting & Selecting Talent
- On-boarding Talent
- Role of Employee Engagement and fostering it
- Development of Talent – tools and techniques
- Succession Planning – tools and techniques

## **Training & Development**

- Key role of Learning to the success of the organization
- The Learning Organization
- Identifying Learning Needs
- Learning Styles
- Training and Development Solutions
- Coaching and Mentoring
- Management Training
- Leadership Training

## **Performance Management**

- Why Performance Management?
- The Performance Management Cycle
- Setting Objectives and Performance Standards
- Holding Effective Review Conversations
- Giving and Receiving Feedback
- Causes of Poor Performance
- Dealing with Poor Performance
- Performance Management and the Disciplinary Process

## **Motivation, Reward & Incentives**

- Problems of Understanding Motivation
- Theories of Workplace Motivation
- What's wrong with the Theories
- Calculating the M.P.S. of Jobs
- Which Rewards Do People Value?
- What Makes People Committed?
- Employee Engagement