

COURSE BRIEF

COURSE ON HUMAN RESOURCES MANAGEMENT

Name of the course

Human Resources Management

Brief background of the course

Recent decades have witnessed dramatic shifts in the role of HR. Traditionally managers saw the human resources function as primarily administrative and professional. The top manager focused only on administering payroll and certain operational functions such as training and didn't think of other critical human resources interventions as playing an important part in the organisation's overall strategy. This course moves beyond just the personnel and compensatory perspective and views human resources as a system that is embedded within the larger system of the NGO and Government's strategy implementation.

The overarching objective of this course is to help managers anticipate long term human resources supplies and demands relative to changing conditions inside and outside of their organization. This course will also help managers design and craft various human resources programs and initiatives in order to meet their organisations need for knowledge capital.

Some key objectives of this programme are as follows:

- Determine linkage between human capital development and organisational strategic planning objectives;
- To develop an understanding of current and the future of HR Development and Management in the context of organizational growth & renewal;
- To develop HR facilitation and managerial skills among the participants; and,
- To help develop some basic skills in diagnosing and solving organisational problems involving human dynamics.

Who is it for?

Middle and senior level managers working in tobacco control who have responsibilities for management and administrative aspects of tobacco programme implementation. Since the role of the manager covers many skills, it is possible that a range of professionals may have the appropriate and necessary background to undertake the training. Participants could be from national/ provincial/international non-governmental organisations (NGOs) or governmental agencies. Following are some examples of participants' profile:

- Project Leaders, Finance Managers, Project Managers and Grant Managers in private sector organizations
- Coordinators and Managers of national and regional tobacco control programmes and networks, alliances and resource centres

What is in it for me and my organisation?

This course will help the participants to determine their organisation's major human resource needs, strategies and philosophies by doing an organisational HR audit. Participants will be able to identify specific weak HR areas within their organisation and to develop an action plan to strengthen them. They will also be able to identify various organisational development interventions that are low cost and can practically be implemented within their settings. Various tools and techniques that are valid, reliable and measurable will be provided so that participants can recommend and implement same in their countries. Organisations will gain in increased employee productivity and motivation when they implement the various creative and innovative HR tools.

What will I do during the course?

- Undergo and interpret various valid and reliable HR instruments for extensive understanding of various organisational development interventions.
- Conduct an organisational HR audit
- Identify weak HR areas and develop action plans
- Create an HR scorecard
- Learn how to forecast HR needs and do manpower planning
- Learn how to create job descriptions
- Learn and create various HR efficiency measures and indicators
- Learn how to recruit personnel and develop interviewing skills.
- Learn how to conduct a performance appraisal
- Learn how to conduct employee orientation and training
- Do a training needs analysis

Participants will also interact with faculty and fellow participants through a variety of instruments and simulations to learn, share best practices, debate experiences and will develop better understanding on how to use effective HR practices to lead their teams.

What will I be able to do after participating that I could not do before?

- Be able to determine the organisation's major human resource needs, strategies and philosophies
- Be able to define how tasks, authority, and systems will be organised and integrated across organisational units and in individual jobs
- Match people and their career needs and capabilities with jobs and career paths
- Apply the principles of performance management and conduct effective performance appraisals to their own staff
- Able to analyse performance needs and design training interventions.
- Learn how to instruct and facilitate training program
- Conduct effective training evaluation
- Understand the human resources information system (HRIS) and its role in organisational effectiveness

Management level definitions

Supervisors and new managers:

Management, team leaders and supervisors are those who implement organisational strategy at the first line (with up to 3 years of management or supervisory experience)

Middle managers:

Managers are those who contribute to the formulation of organisational strategy and are responsible for its implementation within their departments/functions. This includes departmental and functional heads with people management responsibility, project managers, and experienced managers (with 4 to 7 years of management experience)

Upper-mid managers

Senior executives are those who are responsible for, or participate in, the formulation of organisational strategy and who lead strategy execution. This includes senior functional heads, general managers, regional or area directors, unit/division directors and senior project managers (with more than 8 years of management experience)

Senior and top managers

Strategic organisational leaders, organisational decision makers and thought leaders within their field, who are responsible for the formulation of organizational or programme strategy and who lead organizations at regional, national, and international levels. These include CEOs, Executive Directors, CFOs, other C-functions, presidents, vice presidents, board members, managing directors and international directors.

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