

€ TRAINING

Workforce Planning and Recruitment

A photograph of four smiling professionals (three men and one woman) in a meeting setting, overlaid with a blue curved graphic element.

9 - 13 December 2024
Madrid (Spain)



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REF: H211 DATE: 9 - 13 December 2024 Venue: Madrid (Spain) - Fee: 5300 Euro

Introduction:

This unique course provides participants with all they need to know about the new manpower planning cycle -now called Human Resource Planning HRP. This has become the fastest growing and most dynamic area in today's Human Resources Departments. In some organizations, its value is fully recognized and it becomes a department in its own right. The new manpower planning requires a complete set of new skills, tools, and software. This advanced program will show you what needed and what results can be achieved.

Course Objectives:

At the end of this course the participants will be able to:

- Use the new linear strategic model works for manpower planning
- Calculate and produce convincing results from manpower data including predictive trends
- How each segment of the manpower model works, data collection, analysis, and succession planning
- Design and master the ability to construct organizational charts and ratios
- Know what software to use for predictive trend analysis and forecasting
- Be able to draw a business process map and understand how to do business process re-engineering.
- Apply the basic principles of job analysis and evaluation
- Prepare comprehensive job analysis interviews
- Write clear job descriptions based on thorough job analysis
- Defend the importance of job evaluation as a tool to guarantee internal consistency and fairness

Targeted Audience:

- HR Managers
- HR Supervisors
- HR Professionals
- HR Business Partners

Course Outlines:

Unit 1: Manpower Strategy and Organisational Analysis:

- The critical role of the new manpower planning activity
- Getting strategic timelines for effective manpower planning
- The new strategic model and the 10 critical inputs
- Emergency planning -the critical role of manpower planning
- Predicting when the organization needs to change - use of the land model
- The land model - questionnaire
- Case study on Manpower planning -what should manpower planning do?

Unit 2: Organisational Design, Downsizing, Right-Sizing, and Employee to Manager Ratios:

- How organizations are designed
- Organizational design and its two major faults for the 21st century

- The rules that apply to determine manpower levels
- The value of team working and its impact on management levels and productivity
- Downsizing
- Right-sizing - case study

Unit 3: The Three Key Functions of Today's Manpower Planners:

- The three areas, Strategic focus, Manpower analysis, and predictive forecasting, and Situation fulfillment
- Manpower analysis - data and projections - what is involved
- Critical data needed and software to do the job
- Understanding performance
- Understanding competencies
- Understanding productivity
- Critical software needed to action the above

Unit 4: Situational Fulfillment of Manpower:

- Understanding the "right" principle
- Trend analysis, retrospective, and projective techniques
- Use of Monte Carlo simulation
- Manpower data correlations - the financial advantage to the organization
- Succession planning - the three option approach
- Group development for succession planning
- Individual and deputy selection
- External selection - use of head hunters

Unit 5: The Five Critical Processes That Support Manpower Planning:

- Pay and rewards - the psychological contract
- Recruitment, new techniques = new results
- Innovations in interviewing
- Training - making training effective and measurable
- The critical role of performance appraisal
- Business process re-engineering