

€ TRAINING

The HRM & Training Program



9 - 20 December 2024
Madrid (Spain)



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REF: H210 DATE: 9 - 20 December 2024 Venue: Madrid (Spain) - Fee: 7950 Euro

Introduction:

In today's tough global market, it is vital that HR and Training instigate the best practices and take advantage of recent innovations to add value to the organization. During the course, you will find out not only what's new but also how innovative practices can be implemented and the way they will benefit your organization in either the public or private sectors.

Course Objectives:

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

- Summarize the main theories surrounding the development of effective HR
- Practice using new techniques to transform any training activity
- Develop an understanding of human resources development and personnel management practices
- Develop awareness of the advantages of effective human resource management
- Develop an awareness of key HR and HRD strategies for improving the organizational success
- Demonstrate trends and do efficiency analysis
- Set up and effectively measure any element of delivered training & be able to demonstrate training efficiency
- Measure skills, knowledge, behavior, competency, style, self-belief, attitudes, and personality
- Find out how to analyze and evaluate - everything
- Produce hard data on training effectiveness and individual application
- Know how to critically evaluate current HR practices
- Introduce an effective recruitment process
- Understand how to get people to work more effectively
- Learn from practices in top companies that surpass "Best Practice"

Targeted Audience:

- HR Personnel
- Training Managers and Training Personnel
- Training Budget Holders
- Succession Planners and those responsible for People Development
- HR Practitioners and Line-Professionals
- Professionals with an interest in People Management and Development

Course Outlines:

Unit 1: Introduction to HRM, HRD, and HRP:

- The context for HR
- Change management
- Human Resource Management V Personnel Management
- Human Resource Development HRD
- Human Resource Planning HRP
- Strategic HRM - the new HR Strategic Model

- Outsourcing

Unit 2: Resourcing & Recruitment:

- The employment psychological contract
- Why do good people leave?
- The process approach to interviewing
- Induction, job descriptions, and references
- Personality Questionnaires and forms of testing
- Methods of detecting when applicants don't tell the truth
- The new recruitment process to avoid litigation
- The value of using assessment centers

Unit 3: Pay & Employee Reward:

- Employee motivation
- Salary, bonuses & benefits
- Understanding competencies
- Competency-based Assessment
- Competency and performance-based pay
- Different structures - different pay and rewards
- Total pay concept
- Salary surveys

Unit 4: Training Learning & Development:

- Career management
- Personal development
- Coaching
- Mentoring
- E-learning
- How flat organizational structures and empowered teams affect training and development
- Self Development
- 360-degree feedback as a development tool

Unit 5: Value For Money From HR:

- The new HR structure
- New roles within HR
- HR Business Partners
- Value of trend analysis and HRP
- Internal and External Frameworks
- Proving ROI on HR activities

Unit 6: The Added Value Role of Today's Training Analyst:

- What value does a training offer?
- The need for training to produce measurable results
- It's vital to know who your customer is
- Establishing a training process that works and is auditable -the new schema
- Mastering training costs and budgets

- Managing and being accountable for training expenditure
- Adding value through training activities
- The role of the training analyst

Unit 7: How People Learn and Barriers To Learning:

- Learning style and their impact on training courses
- How we can inexpensively measure learning style -demonstration
- Personality and its impact on training results -the big five explained
- What can training realistically achieve?
- Can you overcome learning difficulties?
- Critical times to get the best from training - more time in the classroom is not always the answer - demonstration
- Retention and its critical role in what we can remember
- Motivation factors in learning - what can we do differently?

Unit 8: Specifying and Constructing Training Properly:

- What are learning outcome objectives and why do we need them?
- How to write learning outcome objectives
- The document needed for any training course -three critical documents
- Maximizing the use of visual aid and other aids
- How to calculate room size needed and screen size
- Sound and it's part in aiding learning
- The benefit of using specific training videos
- Use of "clipped" video sequences

Unit 9: Training Analysis - The Key Areas of Measurement:

- Budget spent and the monitoring of costs
- Creating value from training -examples
- Understanding fully how competency frameworks work
- Setting standards for competency and measuring competency improvement
- What is performance - is it related to competency?
- Measuring improvements after training -how to do it
- Competence + performance = productivity
- Software needed to measure competence and performance - also automating TNA

Unit 10: Measuring and Reporting Training Results:

- Formulas needed added value and unit costs
- Maximizing but controlling training activities
- The new leadership role of training
- Dealing with uncertainty during training
- Case studies showing training success
- Should training functions be profit centers?
- What is the role of end of course questionnaires?