



HRPL COMPETENCY ASSESSMENT CURRICULUM



RECRUITMENT, SELECTION & PLACEMENT (RSP)

● OVERALL OBJECTIVES

- To develop an expertise in hiring talents to ensure that organizations get the human capital they require.
- To grow the ability to attract, recruit and select high quality personnel at all levels
- To understand the process of identifying, attracting and evaluating potential candidates from within and outside the organization to meet the business needs

● OVERALL PHILOSOPHY

- To establish processes and initiatives that will guide the operations/processes of the recruitment functions thereby enabling organizations to efficiently achieve their stated goals & objectives, Vision and Enterprise Growth

● SPECIFIC OBJECTIVES

- To develop tools and implement strategies for best practice recruitment process
- To hire the best people from anywhere in the world
- To hire outstanding individuals from various cultural and educational background who will bring with them a unique knowledge, expertise, originality/individuality thereby providing unparalleled services

CONTENT

1 ABILITY TO FORCAST LABOUR DEMAND / SUPPLY

- **Supply Planning:** Comparing with supply to identify staff surpluses/ excesses and staff shortfalls.
- **Manpower Audit:** Man Power Audit: - What do you presently have based on information collected on factors such as Age, Length of Service, Sex, Salary, Qualifications, Experience.
- **Demand Planning:** Getting estimate of the manpower require to perform the work as demand in the company objective, which in quantitative terms determine the activities level.

2 TYPES OF MAN POWER FORECASTING

- Short-Term Forecast o Immediate to Medium term manpower requirements / planning
- Long Term Forecast of 3/5 year Strategic Manpower Planning Program.

3. DEFINITION & TYPES OF RECRUITMENT

□ INTERNAL RECRUITMENT

- a. Sources of Internal Recruitment
- b. Process of Internal Recruitment

□ EXTERNAL RECRUITMENT

- a. Sources of External Recruitment
- b. Process of Internal Recruitment

4. THE RECRUITMENT PROCESS

Manpower Planning

- a. Manpower Audit
 - b. Manpower Planning (Demand Planning)
- Job Evaluation/Analysis Process

KEY DEFINITIONS TERMS

(Job, Task, Occupation, Professions, Job Assessment, Man or (person) specifications,

- a. Purpose of the Job
- b. Position in the Organization
- c. Principal duties and responsibilities
- d. Specific task and working relationships
- e. Different types of Job Evaluation Models

Job Description

- a. Definition of Job Description
- b. Two-fold purposes of Job description
 - i. To archive clarity as to what each Job entails
 - ii. For the purpose of the job evaluation
- c. Aspects of a Job Description (Job & Person Specifications)

Vacancy Establishment

- a. Vacancy Type (Permanent, Contract, Expatriate, National)
- b. Determine Placement Window within the year

5. DEFINITION & TYPES OF RECRUITMENT

- Approved Positions & Recruitment Timelines
- Review Job Description
- Recruitment Plan Timelines
- Posting Period
- Recruitment Methods
 - a. Advertisement Model (Board, Newspaper, Agency, Social Media)
 - b. Advertisement Process Types:
 - i. Internet Job website
 - ii. Print advertisement (Local media, National Publications, and other paper advertisement)
 - iii. Social media (LinkedIn, Tweeter and Facebook)
 - iv. Job fairs
 - v. Professional conference and campus recruiting, (involving onsite screening interview and onsite selection interview)
 - vi. Diversity agencies
 - vii. Resume Banks
- Implement Recruitment Plan

6. RECRUITMENT PROCESS

- Shortlist of Applications / Shortlist
- Review of Shortlist with Hiring departments
- Candidate Testing & Interviews
- Types of Testing
 - a. Psychometric Tests
 - b. Occupational Tests
 - c. Behavioural Tests
- Types/Styles of Interview**
 - a. Telephone Interview
 - b. Face to face interview
 - c. Panel interview
 - d. The group interview
 - e. Sequential interview
 - f. The lunch and dinner interview
 - g. Competency based interview
 - h. Formal interview
 - i. Behavioural interview

7. DEFINITION OF SELECTION

- **Selection Process**
 - a. Candidate Data Selection (Quantitative & Qualitative)
- **Types of Selection Process/Models**
 - a. Assessment Centres, Occupational Tests
- **Class of Selection Models**
 - a. Candidate Assessment
 - i. Establish a clear objective before crafting your interview process
 - ii. Structured Interview yield more standardized result.
 - iii. Works samples aid in future performance predictions.
 - iv. Test general cognitive ability
 - v. Include an assessment of integrity and consciousness
 - vi. Include interviews from several department and employments levels
 - b. Candidate Comparison
- **Criteria include: -**
 - i. Technical Ability
 - ii. Leadership skills
 - iii. Interpersonal/ team skills
 - iv. Presentation skills
 - v. Organizational citizenship.

8. PLACEMENT GOALS

What are the Organization's Goals for placing new employees?

- i. Building a stronger talent pool (i.e. attracting higher standard of candidates)
- ii. Strengthening the Bench (attracting candidates with skills currently missing in the organization)
- iii. Employer Brand -Promoting your company as a dynamic place where people want to work

□ **APPOINTMENT DEPLOYMENT AND PLACEMENT**

- i. Advise applicant of success at Interview/Selection process
- ii. Discuss engagement proposal (terms & financials)
- iii. Issue letter offer for successful applicant
- iv. Finalize the employment screening
- v. Confirm start date
- vi. Issue contract

□ **EMPLOYEMENT CHECK AND REFERENCES**

- i. Professional Reference
- ii. Background checks (School & Previous work experience)

□ **INDUCTION AND ON-BOARDING**

- i. General induction “Information on company, HR. policies, employees’ services like canteen, sport, cleaning, parking facilities, union etc.)
- ii. Departmental induction “Introduction to subordinates and explanation to departmental rules and regulations

□ **KNOWLEDGE OF LEGAL FRAMEWORK OF EMPLOYEMENT RIGHT**

- a. What does the Nigerian Labour Law/Act instruct about engagements?
 - i. The name of the employer or group of employers are where appropriate by which the employer is employed
 - ii. The name and address of the worker and the place and date of his engagement
 - iii. The nature of the employments
 - iv. If the contract is for a fixed term the date when the contract expires.
 - v. The appropriate period of notice to be given by the party wishing to terminate the contract
 - vi. The rate of wages and method of calculations thereof and the manner and periodicity of payment of wages
 - vii. Any terms and conditions relating to hours of work, holidays and holiday pay, incapacity for work due to sickness and injury, including provision for sick pay
 - viii. Any special condition of the contract.

READING LIST:

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2. Edenborough, R A (1996) Effective Interviewing Kogan Page London
3. Edenborough R. A. (2008) Assessment Methods in Recruitment, Selection and Performance
4. Wagner, R (1949) The Employment Interview: Critical Summary, Personnel Psychology, 2 pp. 17 – 46
5. Nelson Temienor Tuedon (2006) Human Resource Management on –the –job- Perspective
6. A.K Ubeku (1975) Personnel Management in Nigeria
7. Dave Ulrich (1997) Human Resource Champions
8. Oladosu Ogunniyi (2004) Nigerian Labour and Employment Law in Perspective
9. A.C. Atiomo (2000) Practical Human Resource Management
10. Bramham John (1978) Practical Manpower
11. Bawker Roger, H The Recruitment Function Princeton, American Management planning Second Edition Management paperbacks
12. Bawker Roger, H (1967) The Recruitment Function, Princeton American Association INC. Princeton Press
13. Joy O. Ekwoaba, Ugochukwu U. Ikejie, Ndubisi Ufoma (2015) The Impact of Recruitment and Selection on Organizational Performance
14. B. Oladosu Omisore (Ph.D) Bernadette I. Ofoku (2014) Staff Recruitment and Selection in the Nigerian Public Service: What is to be done?
15. SHRM The New Standard for Global HR – Global Talent Acquisition & Mobility

LEARNING AND DEVELOPMENT (L&D)

Overall Objectives:

To acquaint practitioners with emerging trends and contemporary issues in learning, training and development community of practice to facilitate and sustain currency in the value offerings through licensing process.

“What’s worse than training your workers and losing them? Not training them and keeping them.”

—Zig Ziglar, success speaker

1. ADVANCED COMPARISON OF EDUCATION, LEARNING, TRAINING AND DEVELOPMENT (LTD) FOR THE 21ST CENTURY:

- Fundamentals of Education, training, learning and development concepts
- Human Resources Development - Learning, Workforce, and Workplace Issues
- Competence and confidence building techniques
- Continuous Professional Development
- Skills for Employability and Wealth Creation

2. BUSINESS JUSTIFICATIONS FOR TRAINING INTERVENTION TO SUPPORT ORGANISATIONS’ GOALS

- Business Strategy and the training context
- Training Needs Identification and Gap Analyses
- Organisational Climate
- Learning Style
- Learning Cycle and Process
- Virtual Learning
- Action Learning
- Lifetime Learning

2b. MANAGEMENT DEVELOPMENT

- Management development process
- Succession Planning
- Management Training and Development Techniques (as in 5 to include University-related programs, Role Play, Behavior Modeling, Job Rotation, Corporate Universities, Professional Learning System)
- Organizational Renewal
- Communication Training and Inclusive environment

3. SETTING UP LEARNING ENTERPRISE AS A DEVELOPMENTAL TOOL FOR GROWTH IN BOTH PUBLIC AND PRIVATE SECTORS OF THE ECONOMY

- Training Strategy
- Business Plan (for the Training Department)
- Resources – Staffing, budgets and training spends
- Training Policy
- Training Design
- Training Plans
- Training Service Providers
- Quality Control of delivery and cost
- Training Logistics – Facility and Infrastructure

4. LEARNING ORGANISATION / ORGANISATION LEARNING

- Why be a Learning Organisation?
- Becoming a Learning Organisation
- Learning Organisation Versus Organisation Learning
- What being a Learning Organisation involves?
- Codes of learning, training and development practice
- The partnering roles and alignment of training with enterprise

5. TRAINING METHODS, STRATEGIES AND TECHNIQUES

- Workshop
- Lecture
- Onboarding
- Apprenticeship Training
- Informal Learning
- Job Instruction Training
- Seminars
- Conference / Syndicate
- In-Basket Tray
- Forums/Fora
- Coaching and Mentoring
- Webinars and other e-learning
- Management Game
- Shadowing
- Simulation
- Role play
- Sitting by Nellie
- Vestibules
- Video/audio Tapes.
- In-Plant and In-Service
- Case studies
- Scenario building

6. PROGRAMME FACILITATION AND TECHNIQUES

- Planning and Preparation of Checklist
- Managing Presentation Spices – Ice Breakers, Technology, Environment etc
- Owning ‘crocodile’ arena/space – Self check
- Tools and Techniques – Technology in the Classroom
- Implementing Training Event
- Roles and Responsibilities of Team Facilitation.

7. EFFICIENT ADMINISTRATION OF LEARNING, TRAINING AND DEVELOPMENT (LTD) MANAGEMENT FRAME WORK:

- Preparation of Training proposal
- Learning Contracts: Techniques and Developmental Process
- Stakeholders' Roles - Pre and post training interface
- Managing and Developing Internal and External Faculty
- Training Aid
- Curriculum Development and Deployment
- Training Implementation

8. ELECTRONIC LEARNING PLATFORM:

- The Technology of e-learning
- The Business Case for e-learning
- Developing e-learning Processes
- Web-based training
- Interactive PC based programme

9. EVALUATION OF TRAINING FOR EFFECTIVENESS

- Theoretical Models
- Evaluating Training Programme Donald L. Kirkpatrick's Approach
- Practical methods of evaluation
- Measuring Training Gain
- Measuring Return on Investment (RoI)

10. THE ROLE OF LEARNING, TRAINING AND DEVELOPMENT (LTD) TO THE NATIONAL DEVELOPMENT OF NIGERIA - PROSPECTS, PROBLEMS AND CHALLENGES

- Overview of Nigerian economy
- Learning and Business Activities
- Enhancing high productivity and performance
- Effectiveness and efficiency of training and development
- Training and development: effects on national productivity

11. COMPARATIVE TRAINING MODELS - FACILITIES IN BOTH PRIVATE AND PUBLIC SECTORS:

i) Corporate Learning Facilities:

- Learning Centres;
- Academies – Sales, Supply Chain, Technical Schools
- Business Schools

ii) Public Training Agencies/Institutes:

- Industrial Training Fund
- Administrative Staff College of Nigeria
- Nigerian Institute for Policy and Strategic Studies.
- State Public Service Staff Development Centre (PSSDC).

12. WAY FORWARD: PROSPECTS OPPORTUNITY AND CHALLENGES OF PRACTICING LEARNING, TRAINING AND DEVELOPMENT IN THE DEVELOPING WORLD.

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- Rae, L. (2000)**, Effective Training Planning in Training and Development, Kogan Page Limited, 120 Pentonville Road, London N1 9JN, UK
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PERFORMANCE MANAGEMENT (PM)

Overall Objectives

- To teach principles that help improve the overall performance of the organisation
- To teach the process of setting objectives, assessing progress and providing ongoing coaching
- To focus people on doing the right things by clarifying their goals.
- To teach feedback mechanisms
- To establish principles for building a high-performance culture.
- To identify the barriers to effective performance and resolving those barriers through constant monitoring, coaching and development interventions.
- To identify various performance measurement tools and methods
- To create a basis for several administrative decisions, strategic planning, succession planning, promotions and performance reward

PLAN

1. DEVELOPMENT OF ROLE & MISSION STATEMENT

- Corporate Vision, Mission, Values & Roles

2. ESTABLISH STRATEGIC GOALS & PERFORMANCE OBJECTIVES

- Corporate Strategies & Objectives
- Divisional or Departmental or Team Objective
- Individual Tasks & Targets

3. DEFINE KEY RESULTS AREAS & INDICATORS

- What is Performance Management?
- Goals of Performance Management
- The Performance Management Cycle
- Major Areas of Responsibility
- Individual Priorities
- Key Performance Indicators

4. PERFORMANCE AGREEMENT

- Agree Individual Employee Objectives
- Development Plan
- Reaching Agreement

5. ESTABLISH PERFORMANCE STANDARDS

- Knowledge, Skills & Behaviours
- What and Why Performance Management?
- Why Set Performance Standards?
- Organisational Alignment & Performance Management.

MONITOR

1. ON-GOING FEEDBACK

- Observing Work Performance
- Behavioural Feedback
- Guidelines for Giving Feedback

2. COACHING

- Handling Performance Issues

3. INTERNAL REVIEWS

- Peer Review
- 360* Feedback

4. COMMUNICATION

- Communicating Performance Expectations
- Communicating Performance Outcomes

5. REVIEW & REFINE OBJECTIVES

- Reframing Performance Objectives
- Reviewing Individual Tasks & Targets

DEVELOP

1. TARGETED LEARNING SOLUTIONS

- Performance Development Methods
- Addressing Competence Gaps

2. BROADENING EXPERIENCE & WORK ATTACHMENTS

3. WORK PLACE LEARNING

- On-the-Job Learning Strategies

4. IMPROVING WORK PROCESSES & SYSTEMS

5. KNOWLEDGE SHARING

REVIEW

1. END OF CYCLE REVIEW

- Annual Performance Appraisal
- Mid-year or Quarterly Review

2. INTERPRETATION OF STANDARDS

- Continuous Progress and Development
- Biases to Performance Appraisal
- The Appraisal Form

3. APPLICATION & ANALYSIS OF RATINGS

- Designing an Acceptable Rating System
- Ranking vs. Point System

4. MEASUREMENT TECHNIQUES & METHODS

- Quantitative vs. Non-Quantitative Measures
- Benchmarking
- Balanced Scorecard
- Developing Performance Metrics

5. USE OF MEASUREMENT RESULTS

- Performance Reports
- Use of Measurement Tools

REWARD

1. LINKING PERFORMANCE TO REWARD

- Establishing a Merit System
- Team vs. Individual Reward Strategy

2. FORMS OF REWARD & RECOGNITIONS

- Monetary & Non-monetary Rewards
- Types of Recognition
- Performance Based Pay System

3. MANAGING HIGH PERFORMANCE

- Identifying Excellent Performance
- Options & Strategies for managing Hippos
- Rewarding & Motivating Hippos

4. MANAGING POOR PERFORMANCE

- Managing Individual Underperformance Guidelines
- Performance Improvement Process

5. FORMAL CORRECTIVE & CONSEQUENCE ACTION

- PIP – Activation, Deactivation and Reactivation
- PIP Outcomes: Retain; Counsel; Warn or Release

RECOMMENDED BOOKS & REFERENCE MATERIALS

1. **Performance Management – A Roadmap for Developing, Implementing & Evaluating Performance Management Systems** by Elaine .D. Pulakos (2004), - SHRM Foundation Publication
2. **The Complete Guide to Performance Appraisal** by D. Grote (1996), American Management Association Publication
3. **Armstrong’s Performance Management Toolkit** by Michael Armstrong (October 2015) – A CIPD Publication
4. **Armstrong on Reinventing Performance Management** by Michael Armstrong (January 2017) – A CIPD Publication
5. **Human Resource Management in Nigeria** by Dr. Oladimeji Alo (1999)

COMPENSATION & BENEFITS (CAB)

Objective

The objective of this paper is to provide a curriculum which will serve as a guide for HR practitioners at all levels to acquire necessary techniques and competencies in the field of Compensation and Benefits. Intending HR Compensation and Benefits practitioners will find this curriculum very useful in setting them on the right pedestal to become thorough-bred HR Compensation and Benefits specialist.

Structure

This curriculum is designed for three levels: **Beginner, Intermediate and Expert**. The following three major areas of Compensation and Benefits shall be covered.

- Compensation Strategy
- Pay Design
- Salary Surveys

1.1.Compensation strategy

1.1.0. Overall Objective

- To provide an understanding of total rewards, its elements and various approaches
- To understand the design and implementation of a compensation strategy

1.1.1.Beginner

1.1.1.1. Understanding of the various pay types i.e. bonus, allowances, profit sharing etc.

- Base Salary
- Fixed Pay
- Variable Pay
- Incentives

1.1.1.2. Concept of Compensation administration

- Different concepts of wages
- Basic wage plans

1.1.1.3. Compensation policy

- Basic elements of a compensation policy

1.1.1.4. Total compensation: reward, benefits, recognition and remuneration

- Definition of total reward
- Elements of total reward
- Total rewards approach and strategy
- Intrinsic (intangible) and Extrinsic (tangible) rewards

1.1.1.5. Performance and Reward

- Linking Performance with Reward
- Pay-for-service and Pay-for-performance

1.1.2. Intermediate

1.1.2.1. Concept of Compensation administration

- Basic wage plans
- Overview of Executive Compensation

1.1.2.2. Compensation Plans

- Understanding compensation plans
- Objectives of compensation plans
- Characteristics of compensation plans
- Design and implementation of compensation plans

1.1.2.3. Team/individual reward

- Differentiating between team and individual rewards
- Compensating Individual Employees
- Compensating Groups

1.1.2.4. Pay for Service vs Pay for performance

- Understanding the pay-for-performance philosophy
- Understanding Pay-for-service
- Application of the pay-for-performance philosophy
- Differentiating between pay-for-service and pay-for-performance
- Driving performance with appropriate reward

1.1.3. Expert

1.1.3.1. Market position setting

- Understanding percentiles
- Concept of market positioning

1.1.3.2. Budgeting and cost control

- Business life cycle
- Budget allocation to remuneration programs

1.1.3.3. Develop equitable (legally compliant and externally competitive) policies and systems - to encourage people to join, contribute, and remain with the organization

- Developing a compensation policy
- Taking labour laws into consideration

1.1.3.4. Equality management

- Understanding equality management
- Internal equity in compensation

1.1.3.5. Share Incentive Schemes

- Understanding Share Incentive Schemes
- Types of share incentive schemes
- Managing share incentive schemes

1.1.3.6. Executive Compensation

- Understanding Executive Compensation
- Strategies for designing executive compensation plans
- Executive Compensation Design

1.2. Pay structures

1.2.0. Overall Objective

- To understand pay structure and payroll components
- To understand the management of various employee benefits

1.2.1. Beginner

1.2.1.1. Payroll processing

- Understanding Payroll
- Payroll management

1.2.1.2. Incentive pay, Incentive compensation plans

- Concept of Incentive plans
- Types of Incentive plans
- Non-monetary incentives
- Guidelines for effective Incentive Plans

1.2.1.3. Retirement, benefits and savings programs

- Why must we have retirement plans?
- Employee retirement plans

1.2.1.4. Healthcare plans

- Why healthcare plans?
- Types of healthcare plans

1.2.2. Intermediate

1.2.2.1. Understanding of the various pay structures

- Designing a pay structure and other incentives
- Management of a pay structure and other incentives

1.2.2.2. Payroll software/ systems management (including taxation)

- Understanding the various softwares for managing payroll

1.2.2.3. Benefits

- Life Insurance Schemes

1.2.2.4. Medical Benefits

- Importance of medical benefits
- Monetizing medical benefits

1.2.2.5. Pensions

- Understanding pension
- Pension as a reward element
- The PENCOM Act
- Voluntary Contributions

1.2.3. Expert

1.2.3.1. Outsourcing

- Understanding Outsourcing
- Reasons for Outsourcing
- Pros and Cons of Outsourcing
- Managing compensation for outsourced employees

1.2.3.2. Fixed and variable pay schemes

- A deep dive into fixed and variable pay schemes

1.2.3.3. Non-monetary benefits

- Development and Career Opportunities
- Healthcare plans
- Satisfaction and Engagement
- Recognition
- Work-life programs

1.2.3.4. Relocation support

- Definition of relocation support
- Reasons for relocation support
- Determining relocation allowance

1.3. Salary surveys

1.3.0. Overall Objective

Salary surveys have become a tremendously powerful tool for compensation and benefits. This course will assist students in setting the right compensation strategy for monitoring desired pay market.

1.3.1. Beginner

1.3.1.1. Remuneration Survey

- What is a Remuneration Survey?
- Why Remuneration surveys?
- Data gathering for Remuneration Survey
- Use of a Remuneration Survey

1.3.1.2. Welfare and recreational benefits

- Concept of welfare and recreational benefits
- Types of welfare benefits
- Types of recreational benefits

1.3.1.3. Remuneration for special groups

- Who are special groups?
- What are the needs of special groups?

1.3.2. Intermediate

1.3.2.1. Knowledge of global salaries and employee benefits

- Determining the right survey for an organisation
- Providing data for remuneration surveys
- Understanding the results from remuneration surveys

1.3.2.2. Job Evaluation

- Definition of Job Evaluation
- Objectives of job Evaluation
- Benefits of Job Evaluation to an organisation

1.3.2.3. Awareness of needs of special groups - executives, handicapped,

- Recognising special groups in designing compensation plans
- Strategies for designing compensation plans for special groups

1.3.3. Expert

1.3.3.1. Knowledge of global salaries and employee benefits

- Optimizing value from remuneration surveys

1.3.3.2. Develop/implement/administer strategies and programmes

- Developing Remuneration Strategies and programmes
- Implementing Remuneration Strategies and programmes
- Administering remuneration strategies and programmes

1.3.3.3. Job pricing and Job evaluation

- Reasons for Job Evaluation
- Process and techniques of job evaluation
- Advantages and Limitations of Job evaluation

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Ojimba, E., 2017. Pay Structures. s.l.:s.n.

INDUSTRIAL & EMPLOYEE RELATIONS (IER)

OVERALL OBJECTIVES:

To expose participating candidates to contemporary challenges in industrial & Employee Relations and conflict resolution approach in order to understand Industrial and Employee Relations, its Policies and how they affect business organizations in the 21st Century.

CONTENTS

1. INTRODUCTION TO LABOUR RELATIONS

- What is Industrial Relations
- Emergence of Industrial Relations as a field of study
- The evolution of industrial Relations in Nigeria
- Strategic Importance of Industrial Relations Practices
- Industrial Relation Practice, Roles & Responsibilities of parties
- What is Employee Relations
- Employee Relations Practice, Roles and Responsibilities of parties
- Strategic Importance of Employee Relations In Nigeria
- Similarities and Differences between Industrial & Employee Relations
- Difference Between Private & Public Sector Labour Relations

2. CONTRACT OF SERVICE/EMPLOYMENT, PROBATION, WAGES, HOURS OF WORK, LEAVE ETC.

- Contents of a Contract of Employment.
- .. Written Particulars of terms of employment.
- Medical Examination.
- Transfer to other terms of Employment.
- Termination of Contracts by Notice.
- Employee Code of Conduct
- Hours of Work and Overtime.
- Duties of Employers Under The Common Law.
- Duties of Employees.
- Annual Holidays Pay.
- Breach of Employment Contract.

- The Nigerian Labour Act into Law
- Formation of Contract of Employment.
- Factors that are Essential for the Formation of a Valid and Enforceable Contract.

3. EMPLOYMENT LAW (LABOUR LAW)

What are the Labour Laws/Guide to Labor Law.

- What is Industrial Law?
- Wage and Hour Laws.
- Discrimination in the Work Place.
- The Civil Rights Act of 1964.
- Federal and Local Laws.
- Employment Laws in Nigeria in the 21st Century.
Labour Act 1971.
- Statutes Applicable to Labour and Employment in Nigeria.
- (Labour Act, Trade Dispute, Trade Union, Employee Compensation Act, Pension Reforms Act, Industrial Training Fund (ITF).
- The National Industrial Court.
- Factors that are Essential for the Formation of Valid and Enforceable Contracts.

4. NOTICE/RETIREMENT/TERMINATION/SEVERANCE

- Contracts of Employment
- Labour Act.
- Payment in Lieu of Notice.
- Employers Right to terminate or Lay off in Nigeria
- Minimum Obligations of an Employer.
- Special Pre-Retirement Training.
- Role of Ministry of Labour.
- Fair Hearing / Breach of Contract.
- Reasons for Termination.
- Remedies for Wrongful Dismissal/Termination.
- Criteria for the Award of Compensation

5. NEGOTIATION (BARGAINING)

- Negotiating Employment Agreements
- Preparing for Negotiation.
- Outcomes of Negotiation “weighing your option”-BATNA, MLATNA, WATNA

- * Negotiation Tactics for Improving Employee Satisfaction
- * Using a Negotiation Approach to Resolve a Conflict
- * Interacting in a world of Conflict
- * Dispute Resolution.
- * Conflict Management.

6. COLLECTIVE BARGAINING

- * Collective Bargaining: Scope, types and processes.
- * Types of Collective Bargaining.
- * Collective Bargaining and Labour Relations.
- * ILO Declaration on Fundamental Principles and Rights at Work
- * Collective Bargaining and Collective Argument
- * Advantages and Importance of Collective Bargaining
- * Stages in Collective Bargaining Compromise, Adjournment, Reporting Back, Developing a Presentable Package in Bargaining.
- * Role of Joint industrial Council and that of the Government.
- * Conditions for Effective Collective Bargaining
- * Legal Frame Work of Collective Bargaining.
- * Constraints to Collective Bargaining.
- * Sidney and Beatrice Webbs' views on Collective Bargaining (CB)

7. EMPLOYEE ENGAGEMENT (RECRUITMENT & SELECTION)

- * Employee Development. (Training & Development)
- * Employee Relationship Management.
- * Employee Retention
- * Career Development
- * Talent Management

8. INTERNATIONAL PERSPECTIVE ON EMPLOYEE RELATIONS

- * Internationalization and Globalization of Employee
- * Work Force Diversity and Inclusion
- * Major Issues and Objectives of HR Diversity Management. E.g. Recruitment & Selection, Training & Development, Performance Appraisal (P.A.)
- * Regulation of the employment relationship in different Institutional and National

- Global Employee Relations Issues.
- Approaches to International Recruitment.
- Foreign and Local Businesses: A Comparative Analysis, Japan, USA, Germany, India, Saudi Arabia.
- International Organizational: ILO, OA TUU, WFTC (world federation of trade unions)
- The Similarities and Differences between Industrial relations in Nigeria and other Countries.

9. PARTICIPATIVE MGT, EMPLOYEE ATTITUDE/OPINION/SURVEY SATISFACTION

- Participative Management: Concepts, Theory and Implementation.
- Employee Participation in Decision Making and its Impact.
- Importance of Participatory Management.
- Features of Participative Management.
- Pre-revisits of Participate Management.

10.AWARENESS OF ORGANIZATIONAL CULTURE AND MANAGEMENT STYLE.

- Different Styles of Management and the Role of Management and Functions of Managers.
- Relationship between Management Styles and Organizational Culture.
- Environmental Constraints (Internal and External)
- Recent Development: Globalization, Quality, Management, Change, Business Ethics.
- Effect of Organizational Culture and Leadership Style on Job Satisfaction and Organizational Commitment

11. KNOWLEDGE AND COMPLIANCE WITH LEGISLATION EMPLOYMENT.

- Policies, Procedures and Compliance
- The Importance of Employment Laws and Compliance with Intensions of the Laws.
- Importance of Compliance in Business.
- Consequences of Violating Employees Rights.

12.DISCIPLINARY AND GRIEVANCE HANDLING PROCEDURE

- Industrial Disputes: Concept of Industrial Disputes

- The ILO and classification of industrial disputes.
- Types and Causes of Industrial Disputes.
- The Labour Relations and Industrial Disputes Act.
- Prevention, Methods, machinery for the Settlement of Industrial Disputes

13. CONSULTATIVE BODIES

- The Nigerian Employees Consultative Association (NECA).
- Principal Objectives of Consultative Bodies.
- Overseas Employers Federation (OEF).
- Relationship Between NECA and OEF.
- Distinction Between NECA and Employers Association.
- Main Functions of Consultative Bodies e.g. NECA.
- Describe Employers' Associations their Development Objective and Structure.

14. INDUSTRIAL ACTIONS

- Explanation Industrial action
- Effects of the Industrial Action.
- Strikes and Industrial Actions
- Reasons/Causes for Industrial Actions.
- Major contemporary industrial Dispute in Nig.
- Nature and Scope of Nigerian Industrial court.

15. COUNSELING SUPPORT AND WELFARE

- Benefits and Services
- Types of Benefits.
- Special Problems of Development Countries.
- Safety and Health Programs.
- Employment Assistance programs (EAPs)
- Wellness/Health program.

16. PRODUCE AND ENFORCE TERMS AND CONDITIONS OF EMPLOYMENT

- Reasons for Terms and Conditions of Employment.
- Enforcement Agencies and other Resources.
- Nigerian Labour Law 2014

17. PRODUCE AND ENFORCE DISCIPLINARY AND GRIEVANCE PROCEDURES

- Disciplinary procedure, types of Discipline
- Possible Causes of Disciplinary Action.
- Manager's Steps in Handling a Grievance
- HR Policies, Procedure and Rules.

18. DISPUTE/CONFLICT RESOLUTION AND CORRECTIVE ACTION.

- Meaning & Interpretation Causes and Forms
- Disputes settlement machinery: Merits & Demerits of conflicts.
- Grievance at Work Place and its Manifestations.
- Mechanisms of Dispute/conflict resolution.
- Joint Consultation
- Works Committee
- Conciliation
- Court of Inquiry
- Voluntary arbitration
- Adjudication
- What Causes conflicts/Nature and Causes of Industrial conflicts
- Dispute resolution Process and Grievance
- Conflict Management and Work Place Mediation.
- Difference Between Dispute and Grievance

19. RECOMMEND/IMPLEMENT/MONITOR INDUSTRIAL RELATIONS AND EMPLOYEE RELATIONS STRATEGIES (STAFF CONSULTATION AND PARTICIPATION).

- Employee relationship Management.
- Challenges in ERM. Theoretical Frame Work of Industrialization
- Employee Engagement. Scope of industrial Relations'
- Healthy Employee Relationship.
- Involve your Team Members
- Motivation in Employee Relationship.
- Employee Communication
- Employee Health Safety & Security
- Distinguish Between the Concept of IR, HR mgmt., and HCM.
- The problems hampering Union Administration in Nigeria.
- Development of Trade Union

- Growth and Role of NLC in Industrial Relations.

20 UNION MANAGEMENT RELATIONSHIP

UNION MANAGEMENT: Theories of Trade Unionism.

- The role of Trade Union in an Industrial Setting.
- Concept of Industrial Rels, labour Mgt and HCM.
- Strategies for Union Security.
- Public Sector Unions and Private Sector.
- Nigeria: Current Trends and practices.
- Approaches to Managing Employment Relations in Unionized and non-unionized Organizations.
- The problems hampering union administration in Nigeria.
- Development of Trade Union.
- Growth & role of NLC in Industrial relation.

21. DEAL WITH UNION REPRESENTATION AND COLLECTIVE BARGAINING

Nigeria: Current Trends and Practice

- Union management Collaboration
- Advantages and Benefits of Unions
- Union and Collective Bargaining
- Legislation, collective Bargaining and Enforcement.

22. ETHICAL APPROACH (CODE OF CONDUCT FOR PRACTITIONERS)

- Fundamental Ethical Issues: Integrity and trust
- Compliance and Governance Issues.
- Effects of Lack of Ethics on a Business Environment.
- How to Evaluate the Social and Ethical Impact of Business.

23. DESIGN, IMPLEMENTATION AND EVALUATION OF COMMUNICATION.

- Role of Communication in ERM.

REFERENCES

- i. Fajana, Sola. (1995) Industrial Relations in Nigeria: Theory And Features, Lagos: Labofin and Coy.
- ii. Fashoyin; Tayo. (1992) Industrial Relations in Nigeria: Development and Practice, Lagos: Longman, Nigeria.
- iii. Otobo, Dafe. (2000). Industrial Relations: Theory and Controversies, Lagos: Malthouse Press Ltd.
- iv. Oginni, B O & Faseyiku, I.O (2012) Dynamics Of Industrial Relations, Lagos: Mankore Prints
- v. Elufiede, B. (2010). Labor Unions and Politics: The Experience of Nigerian Working Class. Xlibris Corporation
- vi. Friedrich, E. & Adewunmi, F. (1998). Trade unions, national development, and military rule: Friedrich Ebert Foundation
- vii. Wood, G. (2008). Introduction: employment relations in Africa.
- viii. Edwards, P. (2009) Industrial Relations: Theory and Practice, 2nd Edition. Wiley Blackwell

ORGANISATIONAL DEVELOPMENT & CHANGE MANAGEMENT (OD/CM)

Module 1. INTRODUCTION TO ORGANIZATIONAL DEVELOPMENT

- Overview and conceptual frameworks
- History and evolution of Organizational Development
- The role of an OD practitioner
- The key objectives of Organizational Development Initiatives
- Current and future forces that shape OD practice
- Types of organizational development interventions
- Organizational Development as a consultancy process
- Diagnostic tools for assessing organizational effectiveness

Module 2. MODELS FOR ORGANIZATIONAL DEVELOPMENT

- Organizational Development models
- Using models to diagnose organizational health
- Review of planned and systemic organizational frameworks
- Organizational Development interventions
- Evaluating the effectiveness of Organizational development interventions
- Feeding back the diagnosed information

Module 3. DIAGNOSING, COLLECTING AND ANALYZING DATA

- Group Level Diagnosis
- Individual Level Diagnosis
- Data collection methods and processes
- Techniques for Analyzing Data

Module 4. ORGANIZATIONAL ASSESSMENT TOOLS AND TECHNIQUES

- Process mapping
- SWOT Analysis
- PESTLEE Analysis
- Fishbone Analysis
- The 5 Whys

Module 5. ORGANIZATIONAL DEVELOPMENT INTERVENTIONS

- Organizational design and restructuring
- Work design and responsibility charting
- Collaborative strategies
- Team Interventions
- Large group, inter-group and third part interventions
- Structural Intervention
- Performance management
- Employee development and executive coaching
- Workforce diversity and wellness programs
- Process Reengineering
- Mergers and acquisitions
- Socio technical systems approach

Module 6. THE HR PROFESSIONAL AS AN OD CONSULTANT

- The Internal/External OD consultant
- Inter and Intra personal skills
- Consulting Models

Module 7. CRITICAL ISSUES IN ORGANIZATION DEVELOPMENT

- Consultant-client Relationship
- Power and Organizational Politics
- Leadership
- Poor Communication

CHANGE MANAGEMENT

CONTENTS

Module 1. FUNDAMENTALS OF CHANGE MANAGEMENT

- Basics of change management
- Understanding levels, types and stages of organizational change
- Identifying misconceptions about change
- Importance of change to organizations
- Building capacity for change

- Understanding the benefits of change
- Identifying essential areas of change
- Drivers for Change
- The change Adept Organization
- Promoting successful change interventions
- Internal and External Factors of Change

Module 2. UNDERSTANDING THE CHANGE PROCESS

- External environment as drivers of change
- Steps in the change process
- Analyzing a situation
- Understanding the aspects of change
- Determining and implementing the action plan
- Business cycles, industry cycles, technology and strategic change
- Creating a sense of urgency
- Motivating employees to embrace change
- Preventing failure
- Monitor the progress of change interventions

Module 3. DIMENSIONS OF CHANGE

- Leader Driven
- Process driven
- Improvement driven
- Organizational Renewal

Module 4. CHANGE MANAGEMENT MODELS

- Kurt Lewin's Unfreeze-Change-Refreeze model
- The ADKAR model
- John Kotter's 8-step process for change
- The Kubler-Ross model

Module 5. MANAGING THE OBSTACLES TO CHANGE

- Understanding Resistance to change
- Strategies to reduce resistance to change
- Stakeholder involvement

- Understanding negative reactions
- Easing the tension
- Identifying causes of complacency
- Managing Complacency
- Managing Crises

Module 6. CREATING NEW OPPORTUNITIES THROUGH CHANGE

- The relationship between change, improvement and innovation
- Cultures that support change
- Continuous improvement

Module 7. LEADING CHANGE: -Mobilizing Support and Executing Change

- Initiating and leading change
- Pre-empting change
- Four approaches to change
- Parallel organization, ownership and involvement in change
- Dealing with political aspects of change
- Communicating to influence and negotiating change
- Developing cross functional linkages, aligning policies and removing structural impediment
- Developing new routines for innovation and improvement
- Current practices in Leading Change
- Competencies and Characteristics of Change Agents

Module 8. MONITORING AND EVALUATING CHANGES

- Implementing change
- Analyzing and assessing impact.
- Monitoring and sustaining success

Module 9. IDENTIFYING & WORKING WITH STAKEHOLDERS

- Stakeholders- What, Why & Types
- Stakeholders Objectives
- Stakeholders Identification
- Stakeholders Plotting

- Assessing Stakeholders Influence & Power
- Stakeholders Progression
- Stakeholders Action and Management Planning
- 7 Steps to Stakeholders Management

Module 10. ORGANIZATIONAL DEVELOPMENT AND CHANGE MANAGEMENT

- Understanding the link
- The imperatives for successful implementation
- The challenges: How organizations can manage them
- Global Trends in Organizational Development and Change Management

FURTHER READING

1. Brenda B. Jones, Michael Brazzel, The NTL Handbook of Organization Development and Change; Principles, Practices and Perspectives, 2nd Edition.
2. Peter Block, Flawless Consulting- 3rd Edition
3. Susan J. Thomas, Designing Surveys That Work; A Step-by-Step Guide.
4. APA Dictionary of Statistics and Research Methods, Editor-in-Chief: Sheldon Zedeck, PhD, September, 2013
5. Publication Manual of the American Psychological Association, Sixth Edition
6. Thomas G. Cummings and Christopher G. Worley, Organization Development & Change 10th edition
7. Ciprian Tripon and Marius Dodu, Change Management and Organization Development.

DIVERSITY & INCLUSIVENESS (D&I)

1.0 DIVERSITY AND INCLUSIVENESS (D&I)

Objective:

HR professionals increasingly have a role to lead and help organizations leverage the benefits of creating an inclusive work environment where differences are celebrated. They have a role to create an awareness and understanding of extrinsic and intrinsic differences between individual and develop programs and interventions to create an environment where all individuals' needs are valued, respected and harnessed for the collective benefit of the organization.

This is by demonstrating the value of D&I to the business and review HR processes, culture and systems to integrate D&I and coach and develop others to support and champion D&I.

1.1 Team membership skills

- Understand cross-cultural and diverse team dynamics
- Understands and Articulates and understand the Business impact of D&I
- Systems thinking and organizational dynamics
- Critical reasoning
- Facilitation skills
- Coaching and training
- Change Management Skills
- Strategy and planning
- Creating and managing organizational culture
- Building Inclusive Work Teams
- Communication Skills
- Understanding and Managing Biases

1.2 Understanding Diversity & Inclusiveness

- Meaning of Diversity & Inclusiveness
- Articulate the business case for Diversity & Inclusiveness
- Comparing Affirmative Action & Managing Diversity
- Impact of culture
- Understand cross-cultural and diverse team dynamics

- Understands
- Systems thinking and Organizational Development
- Culture development
- Understands and draws out underlying differences between individuals
- Can review HR Systems, processes and culture from a D&I perspective
- Can influence Policy development and programmes to enhance the D&I culture in an organisation
- How to implement a Diversity Process
- Acquiring the Diversity Mindset
- Barriers to Implementation

1.3 Equality

- EEO, Affirmative Action & Valuing Diversity
- EEO Background
- Affirmative Action Today
- Differences between EEO, AA & Valuing Diversity
- The Diversity Curriculum
- Develops & Advocates for Programs to enhance equally opportunity in the work place
- Identifying some of the key Diversity issues in Corporate Nigeria
- Understand the barriers to Inclusion
- Champions & Investigates cases of work place discrimination
- Develops policies & systems to support equal opportunities
- The Costs to the organization of doing nothing
- Developing Change Agent Networks
- Developing the Diversity Assurance process

NOTE: EEO (Equal Employment Opportunity); AA (Affirmative Action)

References (Books):

1. Implementing Diversity: Marilyn Loden
2. Developing Competency to Manage Diversity: Taylor Cox Jnr & Kuby L Beale
3. Valuing Diversity. New Tools for a New Reality by Lewis Brown
Griggs/Lente-Louise Louw
4. Ridding The Waves of Culture: Fons Trompenaars
5. Leading Change: John P. Kotter
6. Making Inclusion Happen by Anne Hayward

Videos:

[How to Increase Workplace Diversity - Management - WSJ.com](#)

guides.wsj.com/management/building-a.../how-to-increase-workplace-diversity/

Promoting workplace diversity has many bottom-line benefits. But you ... A leadership guide featuring step-by-step how-tos, Wall Street Journal stories and video ...

[Diversity management: making the difference - YouTube ▶ 4:13](#)

<https://www.youtube.com/watch?v=PKiTEog37NY>

Apr 13, 2011 - Uploaded by sebacultuur

Mister Average no longer exists! Diversity brings the outcome of a team from $3+3+3=9$ to $3 \times 3 \times 3=27$.

STRATEGY & PLANNING (SAP)

Introduction

For organizations to meet their strategic goals, they must recognize that their employees are their most important asset. HR Strategy and Planning serves as the foundation of all human resources initiatives. It is essential to maintaining a competent workforce in the right numbers that will achieve the organization's business objectives.

HR Strategy and Planning serves to:

- Assess business needs, organizational goals and business priorities and translate business objectives into workforce strategy
- Cascade business goals into HR functional goals
- Identify talent and organizational factors that impact business strategy and goals
- Build a relationship with business leaders to understand the strategic priorities of the business
- Create a formalized process to review HR processes and practices when business conditions change
- Ensure that all HR investments are relevant to business
- Provide talent data and analytics to improve business decision making

Definition

HR Strategy & Planning refers to all the activities necessary for developing, implementing and managing the strategic direction required to achieve organizational success.

Key Concepts & Proficiency Indicators

	Context	Proficiency Indicators
1.0	BUSINESS KNOWLEDGE & UNDERSTANDING <ul style="list-style-type: none"> o Business Awareness – understanding: o Organization Mission, Vision, Values o Business goals and objectives, strategic priorities o Business terms and concepts o Understanding business value chain o Business operating cycle 	A HR practitioner should be able to: <ul style="list-style-type: none"> o Relate an organization's mission statement and values to its objectives and goals;

<ul style="list-style-type: none"> o Business Analysis o Evaluating Business Challenges o Analysing and interpreting business documents o Build a business case for a HR project <ul style="list-style-type: none"> . Elements of a Business case o Customer Interaction 	
<p>2.0 STRATEGIC PLANNING PROCESS</p> <ul style="list-style-type: none"> o Strategic Alignment o Company's Strategy Versus Its Business Model <ul style="list-style-type: none"> i. Strategy and its importance ii. Relationship between Strategy and Business Model iii. Developing an HRS (Human Resource Strategy) o Translating business objectives into workforce strategy o Organizational Analysis/Organizational Talent Review o Techniques for organizational analysis o Assessing business needs - Present and future human capital needs o Prioritising initiatives based on current and projected staffing levels & competency gaps using designed competency frameworks o Workforce Planning Approaches & Techniques o Workforce Forecasting o Succession Planning: <ul style="list-style-type: none"> □ Talent Planning & Talent Management □ Employee Retention □ Flexibility at Work □ Employee Wellness Programs o Cost Benefit Analysis o Budget Planning & Development o Know the new HR initiatives versus the Essentials o Budgeting approaches: top down or bottom up o Budgeting methods – incremental & zero based budgeting 	<ul style="list-style-type: none"> o Link an organization's mission, values and objectives with strategy; o Use insights gained from understanding of the organization's operations and performance and knowledge of basic financial concepts to appreciate the drivers of revenue and costs for the company; o Provide strategic alignment by translating business objectives into HR/Workforce strategies; o Use benchmarks, internal/external metrics, competitive data and workforce trends to understand the organization's market position and competitive advantage;

3.0 ENVIRONMENTAL SCANNING/COMPETITOR ANALYSIS

- o Techniques & Approaches
- o Sources of Information for environmental scanning
- o Scanning organization's internal environment
- o Process
- o Tools/techniques
- o Scanning organization's external environment
- o SWOT; PESTEL
- o Competitor behaviour & Market share
- o Social trends, labour market trends
- o Political, Legal and regulatory issues
- o Technological issues

- o Provide HR and other functional leadership with timely and accurate information for decision making.

4.0 RESEARCH, MONITORING & EVALUATION

- o Types of Research
 - o Experiment
 - o Surveys
 - o Questionnaires
 - o Interviews
 - o Case studies
 - o Participant and non-participant observations
- o Data gathering & Data Analysis
- o Project monitoring and reporting methods
- o Basic Statistical Analysis

- o HR Metrics and Analytics
- o HR Metrics selection/Formula
 - o Basic statistical analysis
 - o Applying business judgement to Talent metrics
 - o Tracking and reporting Talent metrics aligned to business strategy.

SUGGESTED READING LIST:

- Rothwell, W.J & Kazanas, H.C (2003.) Planning and Managing Human Resources: Strategic Planning for Personnel Management. 2nd Ed. HRD Press. Amherst, Massachusetts.
- Rothwell, W.J & Kazanas, H.C (2003). The Strategic Development of Talent: A Framework for Using Talent to Support your Organizational Strategy. HRD Press. Amherst, Massachusetts
- Currence, J. (2016). Developing Business Acumen. SHRM Competency Series.
- Strobel, K.R, Kurtessis, J.N, Cohen, D.J, & Alonso, A. (2015) Defining HR Success: 9 Critical competencies for HR professionals. SHRM Publishers.
- Director, S. (2014). Financial Analysis for HR Managers: Tools for Linking HR Strategy to Business Strategy. Pearson FT Press.
- Smith, T. (2013). HR Analytics: The What, Why and How. CreateSpace Independence Publishing Platform.
- Thompson, A.A, Strickland, A.J., & Gamble, J.E. (2010) Crafting and Executing Strategy: The Quest for Competitive Advantage, 17th Ed. The McGraw-Hill Companies, New York.
- Pilbeam, S. & Corbridge, M. (2010) People Resourcing and Talent Planning: HRM in Practice, 4th Ed. Pearson Education Limited, England.
- Fitz-enz, J. (2010). The New HR Analytics: Predicting the Economic Value of Your Company's Human Capital Investments. New York: Anacom

HUMAN RESOURCE INFORMATION SYSTEMS (HRIS)

The impact of information and communication technology did not skip the activities of human resource function. A productive effort of the human resource that add value to other resources is information. At all times, this effort needs to be accurate, complete, timely and effective for use by decision makers at all levels of the organization. This value creation expectation is technology-driven. Thus, the idea of information systems. Information Systems involve people as well as technologies. It requires management of technology, resources and people.

OBJECTIVES:

Our objective is to provide the HR Practitioner and Leaders of organizations with a framework that will apply on matter the year, size and location of their organization. The framework will guide them on

- The understanding and meaning of HRIS, what it can do
- What questions to ask
- How to get comparable data on HRIS
- Concepts, methods and techniques for evaluating HRIS technology
- How plan and ensure successful implementation of HRIS
- How maintain and sustain HRIS data
- How to use HRIS information for Enterprise management now and in the future.

CONTENTS:

- 1.0 OVERVIEW: Evolution of Technology and Human Resource function
- 1.1 Definition of Human Resources Management
- 1.2 Technology issues and impact on
 - i. Human Resource Management
 - ii. Other Business processes
- 1.3 Factors influencing the use of Technology to deliver Human resource services
- 1.4 Rationale for Human Resource Information System
- 1.5 Basic Concepts
 - Definitions:
 - i. a System
 - ii. data
 - iii. an Information

- iv. an HRIS
- v. Key terms explained: Internet, Intranet, Extranet, ERP, e-HRM, HR Metrics and Analytics, Web-based HR - The basic equation that expresses an HRIS

1.6 Justification for Human Resource Information System

- i) Core benefits
- ii) Specific benefits

1.7 Common Application for Human Resource Information (HRIS)

- Employee information
- Recruitment and Selection
- Training and Development
- Performance Appraisal
- Compensation and benefits
- Skills inventory
- Organization structure
- Leave Management
- Time and attendance
- Workforce Planning
- Medical records
- Succession planning
- HR metrics and workforce analysis

2.0 Nature and Scope of HRIS

2.1 Parts and features of an HRIS:

- Components of HRIS: IT and HR angles
 - i) Hardware
 - ii) Software
 - iii) Data
 - iv) Procedures and Users
- Features of an HRIS explained:
 - i) Input
 - ii) Processing
 - iii) Output
 - iv) Feedback

2.2 HRIS Architectural Configuration/Design

- Configurations:
 - i. Centralised HRIS
 - ii. Decentralised HRIS
 - iii. Stand-alone HRIS
 - iv. Comprehensive HRIS

2.3 Types, uses and significant of Human Resource Information System

- Types:
 - i. Paper based
 - ii. Electronic Data Processing (EDP)
 - iii. Management Information System (MIS)
 - iv. Decision Support System (DSS)
- HRIS users:
 - People
 - Organization
 - i. Operations Management
 - ii. Tactical Management
 - iii. Strategic Management

3.0 Creating an Environment of an HRIS

3.1 Requirements and Preliminary analysis

- Needs Analysis:
 - Conducting needs of HR Department and the organization
 - Conducting Systems need assessment
 - Determining Systems specifications
 - Select an HR Information System software
 - Examples of HRIS software providers – Local and International
 - Issues to consider when selecting and implementing HRIS Software

3.2 Planning and Implementation Framework

Design and Develop:

- Steps to plan and ensure successful implementation
 - Critical considerations for each step
 - Desired Specific outcomes for each step
-

Implementation of HRIS:

- Use of project management tools e.g PERT CHART, GNATT CHART to HRIS Implementation
- Framework for successful implementation
- Critical areas to be considered for each step
- Desired Specific outcomes for each step
- Implementation Matrix

3.3 Systems evaluation

- Procedural framework
- Sensitivity issues
- Checks and balance

3.4 Issues in HRIS implementation

- Change Management
- Global context
- The Nigerian environment context
 - Culture
 - Infrastructural development
 - Organisational structure/management
- HRIS challenges: Why HRIS fails

4.0 Using HR data for Enterprise Management:

- Information as a Resource
- Integration of information
- Purpose of information integration
- Characteristics of integrated information systems
- Stages of systems integration

4.1 Database management

- Why HR Database should be flexible
- Data integrity
- Data maintenance

4.2 Security of data and information

- Security indices
 - confidentiality
 - integrity
 - availability

- Risk Assessment
 - value of data
 - threat to data
 - cost effective
 - security plan
- Security policies and procedures:
 - information technology policy and procedures -Security policy awareness
 - Password policy of database
 - Password change interval
 - User lockout
 - Security updates
- Backups:
 - Backup procedures
 - Storage e.g. CD, VCD, etc.
 - data retrievable
 - Removables
 - Restorable
- Security Access Controls
 - physical
 - automated control
 - ID Passwords
 - restricted access
 - audit trail
 - encryption of data
- Data accident and losses
 - fraud
 - theft
 - hacking
 - viruses.
- Security Contingency plan

5.0 Reporting:

- Types and uses, e.g.
 - Payroll reports
 - Diversity
 - Age bands
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- 6.0 HRIS Development - Redefining Human Resource Management and the future of the function
- Impact on roles
 - Skills requirement and development
 - Why the slow pace of Computer-based systems in HR Department

Reading list:

- Pieter Grober, Surette Warnich, et al** (3rd edition) Human Resource Management in South Africa UK: Thomson
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 - James A Cashin and Ralph S Polimeni** (1983) Cost Accounting: McGRAW-HILL International Book Co.
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 - Foreit K, Moreland S, LaFond A** (2006), Data Demand and Information Use in the Health Sector: A Conceptual Framework
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