

# What [ really ] counts . . .

## HuMan March 2014

### 1. AGENDA

As regard of the contents, specific „personalization” might be done upon request of the participants by highlighting issues of particular interest or making time-schedules more flexible, according to the needs of the participants.

Topics		FUNDAMENTALS OF HR STRATEGY GAP ANALYSIS		
Session		1		
Day		March 2014		
Venue		Astana/Almaty		
Discussant		Cleofe Guardigli/Vesselin Kantchev		
Co-Discussants		Representatives of the HR communities KZ		
Time		Content	Objectives	Method.
Day 1				
9:00	10:00	<b>Welcome and Introductory remarks.</b> <b>Presentation of HuMan.</b> <b>Presentation of the Trainers and of the Agenda.</b>  <b>HRD assessment Questions (at the strategic level)</b> and the usual model of present official HRD strategy in the business plan documents.	To present the aims and meanings of the domain; To introduce the trainer and the programme.  To explore the state of the art as regard of HR Strategy in the Companies.	Plenary session  Plenary session + Participative Session.
10:00	11:00	<b>The overall purpose of strategic HR:</b> - HR management is myth or logos ? - Which paradigms on people do underlie to and lead our understanding of HR ?	To analyse the backgrounds and requirements for understanding and assessing the present.	Plenary session
11:00	11:15	<b>Coffee Break</b>		
11:15	12:15	<b>Strategic workforce planning and development</b> , the people component of business strategy and planning: human resource management or resource based view?  <b>Exercise:</b> Components of HR development strategy	To learn about the process to define the people needed to deliver company strategic outcomes.  To actively understand which HRDS paradigms, contents and methodology is usually used in practice (deductive method) and compare it with the best practices	Plenary session + Participative Session.  Working group Exercise
12:15	13:00	<b>HRD annual/multiannual planning</b> based on Organization goals  <b>How to implement a Gap assessment.</b>  <b>Setting the gaps list.</b>	To deepen issues about links between business choices and HR planning.  To present and discuss gap assessment methodology To design a first list of gaps under the point of view of the HR Departments	Plenary session + Participative Session  Working group session
13.00	14:00	<b>Lunch</b>		
14:00	15:30	<b>Prioritizing the Gaps:</b> the point of view of line-managers.  <b>Gap Analysis Exercise:</b> preparation of the practical session of interviews.	A few line-managers are invited to attend the session and to discuss their priorities in gap analysis.	Working group session



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15:30	15:45	Coffee Break		
15:45	17:00	<p><b>Tasks:</b> Interviewing the line-managers. The gap analysis includes main topics to be surveyed in the interviews:</p> <ul style="list-style-type: none"> <li>- Do our present employees have the required skills?</li> <li>- Are employees currently in positions that use their strengths?</li> <li>- Are current HR management practices adequate for future needs?</li> <li>- What new jobs will we need?</li> </ul>	To gather first-hand information on existing gaps and to achieve better inter- departmental and inter –personal proximity among HR staff and line-managers in different departments.	<u>Practical session</u>

Topics	SECTORAL COMPONENTS OF HR STRATEGY: TRAINING AND DEVELOPMENT MANAGEMENT DEVELOPING IMPLEMENTATION PLANS			
Session	2			
Day	March 2014			
Venue	Astana/Almaty			
Discussant	Cleofe Guardigli/Vesselin Kantchev/			
Co-Discussants	Representatives of the HR communities KZ			
Time	Content	Objectives	Method.	
Day 2				
9:00	10:00	<p><b>How to implement a TNA</b> /Training need analysis.</p> <p><b>TNA Exercise:</b> preparation of an action plan for implementing TNAs.</p> <p><b>Debriefing</b> of WG session</p>	<p>To present techniques and examples of TNA</p> <p>To draft a TNA</p> <p>To discuss and finalize a TNA</p>	<p>Plenary session + Participative Session</p> <p>Working group session</p>
10:00	11:00	<p><b>Leaders and middle managers</b> /supervisors, the backbone of the company: empowerment plans.</p> <p><b>Tasks:</b> Interviewing the line-managers on the issues of the day</p>	<p>To understand how to highlight the importance of leaders empowerment</p> <p>To gather first-hand information on topics and to achieve better inter- departmental and inter – personal proximity among HR staff and line-managers in different departments.</p> <p>To elaborate feedback on the interviews, both under the point of view of contents and of relational interactions and behaviours</p>	<p>Plenary session</p> <p>Plenary session+ Participative Session.</p> <p>Working group session</p>
11:00	11:15	Coffee Break		
11:15	12:15	<p><b>Communication and awareness promotion</b> of HR change strategies and impacts throughout company structures.</p> <p><b>Overall Strategy Adoption:</b></p>	<p>To highlight burden and challenges in the implementation process linked to communication mistakes</p> <p>To be aware about ownership</p>	<p>Plenary session</p> <p>Plenary</p>



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		Prioritizing Activities for Implementation.	challenges and priority settings	session+ Participative Session.
12:15	13:00	<b>Simulation exercise:</b> Drafting the HR Strategy	To draft a HR Strategy	Working group session
13:00	14:00	Lunch		
14:00	15:30	<b>Debriefing:</b> refining the draft HR Strategy	To discuss the draft and refine it	Working group session
15:30	15:45	Coffee Break		
15:45	17:00	<p><b>Proposal for following steps.</b></p> <p><b>Assessment of the workshop experience.</b></p> <p><b>Conclusive remarks.</b></p>	To bridge to the next step for the preparation of the HR strategy: debriefing and consolidation of common priorities for the Action Plan.	Plenary session

## 2. INTRODUCTION AND BACKGROUND

Workshop for HR participants from different companies in Kazakhstan on the issue of 'Strategy planning for HR development'.

This document presents a proposal of workshop program to be implemented over two days period in Astana/Almaty.

'Strategy planning for HR development' is a very large domain, which overall purpose would be in principle related to:

- > Ensure adequate human resources to meet the strategic goals and operational plans - the right people with the right skills at the right time
- > Keep up with social, economic, legislative and technological trends that impact on human resources
- > Remain flexible so that the company can manage change if the future is different than anticipated

Strategic HR planning predicts the future HR management needs of the organization after analyzing the organization's current human resources, the external labor market and the future HR environment that the organization will be operating in. The analysis of HR management issues external to the organization and developing scenarios about the future are what distinguishes strategic planning from operational planning. The basic questions to be answered for strategic planning are:

- > Where are we going?
- > How will we develop HR strategies to successfully get there, given the circumstances?
- > What skill sets do we need?

The strategic HR planning process has four main steps:

- > Assessing the current HR capacity
- > Forecasting HR requirements



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- > Gap analysis
- > Developing HR strategies to support organizational strategies.

Once the strategies in the organization have been developed they should be documented in an HR plan.

Implementing the strategic HR plan is finally the critical phase, as many different strengths might resist or facilitate the process of putting into practice.

So far as, also a constantly reviewing process of what has been set in the Strategy and in the Operation Plan should be taken in account, after evaluation of intermediate results achieved and check of input analysis and frame conditions set at the base of the strategy & plan.

Given these conditions of the HR strategic planning domain, it seems clear that the workshop would have a long-standing impact on the HR participants if a strong ownership and commitment of their high-level company managers is supporting it.

The issues, to come in touch with during the training, are highly critical for any company, as investments on “people” are at the core of the assets for achieving success and sustainability of all companies investments.

## 3. SCOPE OF THE WORKSHOP

2.1 - The working days are considered as a concrete empowerment of participants to be achieved via training, working groups and individual work, and it will be conducted and facilitate with a participative approach and with following objectives :

- > To present the standard content and process for drafting a HR Strategy
- > To present what is a Gap Analysis/ Assessment in the domain of HR
- > To offer an opportunity to the participants to consult with Company managers on which priorities should be set in the elaboration of HRD strategy and action plan based on a pragmatic approach
- > To draw and draft a first exercise of the HRStrategy and – if the participants work smoothly – also a first draft of the action plan
- > To analyse which competences are needed in the domain of HR strategy planning;
- > To set the base for preparing a TNA for HR strategy for future coordination in the implementation of HR Strategy and Plans.

2.2 - The Trainers recommend to foresee a preliminary briefing correspondence/short survey before the opening of the workshop with the different companies high-level managers to discuss, harmonize and focalize the training approaches with the main choices of the companies as regard of policies and practices in the domain of HR. The preliminary briefing might focus on the issues listed below:

- > Problems or deficits. Are there problems in the organization which might be solved by training or other HRD activities?
- > Impending change. Are there problems which do not currently exist but are foreseen due to changes, such as new processes and equipment, outside forces (new laws, etc.), and/or changes in staffing?
- > Opportunities. Could the company gain a better efficiency / effectiveness by taking advantage of new technologies, training programs, consultants or suppliers?
- > Strengths. How can the company take advantage of its organizational strengths, as opposed to reacting to its weaknesses? Are there opportunities to apply HRD to these areas?



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- > New directions. Could the company take a proactive approach, applying HRD to move the organization to new levels of performance? For example, could team building and related activities help improve productivity?
- > Mandated training. Are there internal or external forces dictating that training and/or organization development will take place? Are there policies or management decisions which might dictate the implementation of some program? Are there governmental mandates to which the company must comply?
- > Is systematic organization restructuring, performance management and effective team building evaluation applied?

2.3 - The Trainers warmly suggest and recommend to invite at the workshop opening session also managers. Sharing common basic knowledge is a way to facilitate a dialogue between companies and workers and a friendly way to better learn about partners' convictions.

### 4. METHODOLOGY

A blended mix of training methods will be applied, in order to allow the participants to gain the best from the training experience. In particular:

- > Short theoretical presentations to set the scene and have common understanding as a base for tasks to be implemented in the practical and working group session.
- > Working group sessions, prepared by briefing and followed by debriefing in plenary
- > Practical sessions, coached by the Trainers
- > On demand, individual meeting with each participant for clarifications, Q&A, orienteering.

The participants will be provided with copy of presentations, exercises, tool-kits, support manual for self-learning.

The working language is English.

### 5. PARTICIPANTS

HR managers and experts of central HR units for planning and programming, staff of the relevant HHRR departments.

