

ESSENTIAL SKILLS FOR HUMAN RESOURCES MANAGERS

PROGRAMME OUTLINE

Job Descriptions

- Advantages of Job Descriptions
- What a Job Description Should Contain
- Determining Key Responsibilities
- How to Write, Rewrite or Update a Job Description

Human Resource Concepts

- Job Analysis
- Job Evaluation
- Salary Grading
- Succession Planning
- Career Development

Selection Techniques

- Analysing the Curriculum Vitae (CV)
- Advantages of Reference Checking
- The Four Methods of Reference Checking
- How to conduct a Reference Check
- Role Plays: Reference Checking by Telephone

- Using a Personnel Agency/ Management Recruitment Firm
- Campus Recruiting
- Advertising
- In-house Recruiting
- Using Employees as Recruiters
- Pirating
- Using the internet

Interviewing Skills

- Rapport Building
- Open-ended Questions
- Allowing Silence
- Seeking Disconfirming Evidence
- Controlling the Interview
- Gaining Behavioural Examples
- Case Studies
- Practice Interviews
- Video Feedback

Retention Strategies

- Why employees stay
- Retention – Team task
- Retention commitment process
- Career job options
- Job enrichment
- The role of mentoring in retention

Performance Management Systems

- The Essentials of a Performance Management System
- Deciding what's the best for your own organization
- Primary Uses of Appraisals
- Rating Scales
- Components of a Good System
- Types of Systems
 - Objective Based
 - Criteria Based
 - Standard Based
- Errors in Performance Appraisal

Duration: 3 days

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