

Workforce Training
& Development
Public/Open Programmes

Training Brochure 2009



Over twenty-four hundred years ago, Confucius declared; “What I hear, I forget. What I see, I remember. What I do, I understand.”

Workforce Management Centre Limited is a Business/Human Resource Consulting Firm based in Lagos, Nigeria. Our core objective lies in assisting our clients in improving human capital performance, such that clients' overall objectives can be effectively met. One of our areas of focus is in delivering customized training to meet our clients' needs.

Training is a method of enhancing human performance. Whenever a person's ability to perform a job is limited by a lack of knowledge or skill, it is extremely important to bridge the gap by providing the right training & development interventions.

However, for training to truly be effective and achieve desired result, learning activities have to be designed in such a way that participants acquire knowledge and skills rather than merely receive them. To guarantee training effectiveness, training has to be active and highly engaging. It must involve the learner's own mental involvement and doing. Only training that is designed as a result of identified needs and stated objectives, with lots of activities to ensure training is active, will deliver desired results.

At Workforce Management Centre, this is our guiding principle for designing, developing and delivering training and development interventions. Our training goes beyond simply instructing our participants, to the actual creation of high energy group discussions, video simulations, case studies based on the Business School approach, along with a host of other tools and techniques to create a multi-cerebral learning experience and opportunities to absorb information from different angles.

The more the exposure of your employees to cutting edge learning and development opportunities, the better their performance on the job and hence the more productive they are. Exposing your employees to the right training on a consistent basis has the following benefits for your organization;

- Attracts and retains talent
- Builds organizational capabilities
- Develops your next generation of leaders
- Builds your desired culture and
- Helps you build an employer brand

Workforce is a **people development organisation** with an unrivalled capability of applying experiential learning to individual, team and organisation development.



PUBLIC/OPEN TRAINING PROGRAMMES

Our expertise and proven track record in the practices of designing and delivering high impact and effective learning interventions guarantees that participants on our public programmes will benefit from increased individual performance and this will ultimately impact positively on businesses. We have carefully researched and developed high impact, high expert led and value laden courses for our suites of open training programmes:

UNIQUE TRAINING CONTENT DEVELOPMENT SOLUTION

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We can also supply innovative, practical and competitively priced training content, making it possible for you to train hundreds of people within your organisation as cost effectively as possible.

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2.	STRATEGIC BUSINESS PLANNING & EXECUTION SKILLS – Tools & Techniques	10 - 12 February	N150,000	p.06
3.	PITCHING FOR NEW BUSINESSES & RELATIONSHIP BUILDING SKILLS	24 - 26 February 28 - 30 September	N75,000	p.08
4.	FUNDAMENTALS OF THE TRAINING & DEVELOPMENT FUNCTION	3 - 5 March	N95,000	p.09
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9.	DYNAMICS AND FUNDAMENTALS OF FACILITIES MANAGEMENT	23-25 June	N95,000	p.15
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UNIQUE TRAINING CONTENT DEVELOPMENT SOLUTION

Are you looking for well designed and customized course materials/content?

Do you have your own in-house trainers and facilitators?

Maybe all you need is course content that can be used to cost effectively train hundreds of your participants in-house.

We have just the right solution for you! Workforce Management Centre is the supplier of innovative, practical and competitively priced training content. With over 50 organizational, management and employee development modules available, we have made it possible for you to train hundreds of people as cost effectively as possible.

All of our training content has been designed and tested by senior executives who have successfully positioned their high performance organisations for the future by maximizing internal capacity. The content is designed for organisations that have their own preferred trainers but want world-class, expert-end and professionally developed training content.

WHAT YOU GET

- Complete Learning Files (Microsoft PowerPoint and Microsoft Word)
- Detailed Learning Presentations
- Participant Manual
- Detailed facilitators guide
- Post Course Action Plans For Participants
- Training Icebreakers
- Training Games
- Training Guides
- Pre-Course Tests
- Course Evaluation Form
- Recommended Reading

BENEFITS

- Permission to add your own logos and deliver the learning material as your own as often as required
- Unlimited rights to use where, when and as often as required for your organization
- Permission to customize, adapt or modify to meet your exact training requirements
- Detailed learning material developed and tested by subject matter experts
- Save time, money & considerable effort

OUR TRAINING CONTENTS

We have the following training content available for your immediate use:

Change Management Programme	Effective Marketing Skills Training
Coaching and Mentoring Programme	Exceptional Negotiation Skills Training
Creative Problem Solving Skills Training	Organizational Behavior Programme
Customer Relationship Management Programme	Organizational Culture Programme
Effective Complaint Handling Programme	Performance Appraisal Skills
Effective Meetings Skills Training	Personal Productivity Programme
Effective Teamwork Skills Training	Presentation Skills Training
Employee Motivation Programme	Project Management Programme
Facilitation Skills Training	Quality Management Systems Programme
Group Dynamics Programme	Selling Professional Services Programme
Recruitment And Selection Skills	Strategic Decision Making Programme
Human Resource Management Programme	Strategic Management And Measurement
Interpersonal Skills Training	Strategy, Leadership And Culture Programme
Interviewing Skills Training	Stress Management Programme
Introduction To Strategy Programme	Technical Report Writing Skills Training
Job Analysis Programme	Telesales - Selling Over The Phone
Job Design Programme	The Customer Driven Organization Programme
Leadership Skills Training	The New Change Leader Programme
Leadership And Delegation Programme	The New Manager Programme
Leadership And Influence Programme	Time Management Programme
Managing Conflict Programme	Training Needs Analysis Programme

WORKFORCE SCHOOL OF BUSINESS COMMUNICATIONS

– Speaking, Writing, Listening & Presentation Skills

COURSE INTRODUCTION

What is the most important skill everyone must possess to succeed in today's working environment? It is hard to single out just one, but surely one skill on everybody's list is "Exceptional Business Communications Skills". Communication Skills are so important and their ability to shape the world is unprecedented. Consider for instance that the success of the President Elect of the United States Barack Obama was attributed to Obama's personal charisma, his listening and public speaking skills, his consistently positive and unruffled demeanor and his compelling ability to connect with his words'. (Source Harvard Business Review).

There is one thing you can't hide in life; your ability to communicate effectively (the only way to hide it is by keeping quiet)! In a recent survey of recruiters from companies with more than 50,000 employees, communication skills were cited as the single most important decisive factor in choosing managers. The survey points out that communication skill, including written and oral presentations, as well as an ability to work with others, are the main factor contributing to job success.

In spite of the increasing importance placed on communication skills, many individuals continue to struggle with this, unable to communicate their thoughts and ideas effectively whether in verbal or written format. This inability makes it nearly impossible for them to compete effectively in the workplace, and stands in the way of career progression.

Vibrant and forward looking organizations value the importance of good writing and excellent presentation that can promote their image by correctly conveying the outcome of their programmes and activities. They appreciate the use of effective and communicative writing and documentation to enhance their business and productivity, and the use of brilliant presentation technique to sell the organization and their services. To achieve this, it is necessary for their management and research personnel to acquire skills in effective writing and presentation through appropriate training. The workshop will focus on helping the participants gain thorough knowledge and skills in every area of business communications skills.

COURSE BENEFITS

At the end of the programme, participants will be able to:

- Speak better and grammatically correct English
- Improve speaking skills by using five grammatical parts of speech correctly
- Increase ability to pronounce words more distinctly and professionally
- Pay attention to the image they convey through their tone of voice
- Acquire new sets of vocabularies
- Understand simple and essential elements for effective presentation
- Learn the skills and develop the confidence to speak effectively in Public
- Learn practical rules of grammar, punctuation, and usage
- Update knowledge of current rules with numerous practice exercises
- Increase ability to use these rules when writing, editing, and proofreading documents
- Learn the latest techniques of technical and business writing through informal, participative, and user-friendly methods; and master simple and modern practice for competent presentations
- Understand fundamental principles and methods of report writing, adopt logical thought process, sift to organize writing material efficiently and produce well-structured reports
- Refine public speaking and presentation skills
- Strengthen your business writing techniques while learning how to draft reports, memos, e-mails, and PowerPoint presentations
- Learn how to seamlessly incorporate writing, speaking, listening, and teamwork

WHO SHOULD ATTEND?

- Anyone who speaks on the job: over the phone, in meetings, during sales situations, as well as with co-workers and management. Everyone who wants to speak, present and write better.

COURSE CONTENT

- Report Writing
- What is writing
 - Myths about writing
 - Characteristics of a good writer
 - What is good writing
 - How to develop writing skills
 - Thinking Process
 - Writing Process
 - Paragraphing
 - Editing
 - Writing Applications
 - Documentation
 - Critiquing Major Sections of a Research Report
- Presentation Skills
 - Preparing for a Presentation
 - Presentation Formats
 - Making your presentation
 - Use of visual aids
 - Qualities to strive for in presentation
 - Stage Fright
 - How to design effective PowerPoint presentation slides
- Speaking & Listening Skills
- Delivery
 - Understand non-verbal messages
 - Practice effective delivery skills
 - Learn the behavior skills that establish trust
- Listening
 - Consequences of poor listening
 - Listener Assessment- Understanding your listening style
 - Active listening
 - Barriers to effective listening
- Probing
 - Uncovering the real needs and issues of the physician
 - Understanding the physician's resistance
 - Developing trust and rapport with the physician
- Non-Verbal Communication Skills
- Managing grooming, comportment/composure to project a professional image
- Acquiring basic business, social & office etiquette

Duration: 5 Days

Date: 26-30 January

6-10 July

Fees: N165,000

Time: 9.00am - 5.00pm daily

This course can also be delivered in-house and tailored to meet the specific needs of your organisation

“Sessions were interactive, stimulating and adult oriented. The programme exposes the theories that back up daily HR practices.”

IDRIS ALI of Dangote Pasta Limited



STRATEGIC BUSINESS PLANNING & EXECUTION SKILLS

– Tools & Techniques

COURSE INTRODUCTION

The inspiration behind this programme is simple, to provide managers with a “strategic toolkit” of tools, techniques, models and applications that they can apply in their business role in order to define, build and execute a robust strategic framework.

Strategy is an area that can easily be overlooked by managers lacking formal training in strategic issues. However, imagine the benefits of developing the core skills and competences in your people to enable them to implement and apply strategic principles within a department or function.

In the modern corporate arena many managers spend so much time working in the business (functional) that they neglect the importance of actually working on the business (strategic).

This course is designed to introduce you to the major issues around strategy, planning & execution. The programme assumes no formal academic training in Strategy, and will instead focus on how participants can apply strategy, planning & execution techniques in the real world. The programme will equip participants with a battery of toolkits of concepts and techniques that they can utilize and apply in the place of work.

COURSE BENEFITS

At the end of the programme, participants will be able to:

- Gain the knowledge needed to formulate, execute and monitor the strategic planning & execution for your organization based on proven analytical techniques and models.
- Formulate strategic plans to help your organization advance and grow
- Detect the strengths, weaknesses opportunities and threats (SWOT) that drive strategy
- Identify strategies to better position your organization for long-term competitive advantage
- Translate strategy into action
- Execute strategy and deliver results through people and processes
- Establish strategic planning, monitoring and controlling mechanisms that ensure positive results

WHO SHOULD ATTEND?

- Professionals committed to high performance and results
- Managers responsible for executing organisations goals and objectives

COURSE CONTENT

- Fundamentals of Strategic Planning
- Detecting Opportunities and Threats
- Recognizing Strengths and weaknesses
- Identifying Strategic Options
- Formulating your Strategic Plan
- Introduction to Balance Score Card
- Overview of the '5' Balanced Perspectives
- Strategy Thinking and Mindset
- Setting the Strategic and Business Planning Framework
- People and Culture
 - Corporate Value assessment & culture surveys
 - Richard Barrett's 7 levels of Human Consciousness
 - Strategic Frameworks & Strategic Tools
 - Development stages of the Strategic Evolution Framework
 - Linking 'Corporate Value to Individual Values'
 - Scenario Planning
 - Storytelling
 - McKinsey 7Ss framework
 - Kaplan & Norton Strategy Maps
 - PESTEL Analysis
 - SWOT Analysis
 - Strategy Activity Trees
- Products and Markets Strategy
 - Boston Consulting Group (BCG) matrix
 - GE/McKinsey multi-factor matrix
 - Porters competitive strategies
 - The marketing mix 4 Ps
 - Competitor profiling
 - Gap analysis and perceptual mapping
 - Porter's fine forces matrix
- Execution Skills - Executing your strategy for Success
- Monitoring and Controlling Implementation

Duration: 3 Days

Date: 10 - 12 February

Fees: N150,000

Time: 9.00am - 5.00pm daily

*** Nomination of 3 or more Delegates attracts 10% discount!**

This course can also be delivered in-house and tailored to meet the specific needs of your organisation

“The programme was fantastic; very relevant to my career. It was enlightening and very detailed. I appreciate the opportunity to be a part of the training programme and I appreciate all the facilitators”

TOLUWANI ADARA of Bank PHB



PITCHING FOR NEW BUSINESSES & RELATIONSHIP BUILDING SKILLS

COURSE INTRODUCTION

Getting new business is a constant and never-ending process. No matter how good your organisation and your products are, in business, you simply can't rest on past laurels.

When you sell to customers you have a minute amount of time to make a good first impression so that they feel confident in what you have to say. You need to radiate authority and a sense of being in charge, no matter how trying or difficult the circumstances.

Gaining clients' confidence and trust in your frontline personnel or representatives and your company is essential to developing good business relationships. Too often, consultants, sales people or other company representatives go into meetings unsure of how to perform and end up deluging clients (or potential clients) with too much information and confusing them or barely making a good impression at the end of the day.

Business Relationship Building Skills is all about the fact that it's the 'person they buy' at instinct level. Clearly, they are interested in what your company has to offer or you wouldn't be having meetings with them in the first place, but for the duration of those meetings, you must understand that 'the person representing the company is the company'. This means that it's less about your product and a whole lot more about how your company representatives connect and engage with your client. They need to be a 'safe pair of hands' and at the same time have the skills to engender trust, understand the client's needs and get under the skin of what is going on in the client's company.

Whether it's a tender presentation, an informal meeting or a straightforward pitch for business, the better your Business Relationship Building Skills, the better your chances are of convincing them to 'buy you'.

COURSE BENEFITS

At the end of the programme, participants will:

- Learn how to effectively pitch for and win new businesses
- Learn the importance of first impression and how to create a lasting one
- Learn to understand the personality of customers and the role this plays in buying decisions
- Learn effective and result producing questioning skills
- Develop an in-depth understanding of relationship management dynamics
- Learn how to build client confidence
- Learn the importance of asking the right questions
- Learn how to handle clients objection creatively and learn how to support clients aliveness

WHO SHOULD ATTEND?

- Marketing and Sales Executives/Managers, Key Accounts Executives/Managers, Business Development Executives/Managers and individuals who wish to hone their sales and marketing skills

COURSE CONTENT:

- Understanding relationship dynamics
- It's You They Buy
- Creating empathy
- Effective Research & Planning Skills, Tool & Techniques
- Effective questioning skills
 - Problem Need Questions
 - Implication Questions
 - Payoff Questions
- Uncovering unspoken needs Goldmine of opportunities
- Objection Handling
- Art of Client's meeting management
- Gaining new confidence
- Creating Customers for Life Innovative ideas for boosting sales & Outsmarting Competition
- Supporting Client's aliveness
- Continuous improvement

Duration: 3 Days

Date: 24 - 26 February
28 - 30 September

Fees: N75,000

Time: 9.00am - 5.00pm daily

*** Nominations of 3 or more Delegates attracts 10% discount!**

This course can also be delivered in-house and tailored to meet the specific needs of your organisation

FUNDAMENTALS OF THE TRAINING & DEVELOPMENT FUNCTION

COURSE INTRODUCTION

Organisations today function in a dynamic and complex environment. Faced with increased competition, expanded regulations, sophisticated technology and limited resources, organisations must respond to extraordinary demands for quality, productivity, and cost efficiency. All organisations must implement processes to continuously develop their most important resource - their people.

This 3 day programme is designed to highlight the importance of attending to business strategy and organisational development, the psychology of learning, training and change, the key elements of day-to-day training management, and course selection and delivery. It determines what is required to manage a successful training operation and how to make it relevant to an organisation's objectives within a change environment. The programme aims to motivate participants to take home workable ideas and plans to enhance their management of training events and the training and development function.

This course is a comprehensive coverage of the training and development function; best practice approaches, providing grounds in needs analysis, training plan development, budgeting and evaluation.

COURSE BENEFITS

At the end of the programme, participants will be able to:

- Apply a coherent and holistic approach to the management of your training and development function
- Show ways to harness training and development, and learning initiatives to raise individual and organisational performance
- Design leading-edge training, development and learning strategies, policies and events, marketing approaches, and evaluation processes
- Raise the credibility of your training and development function to take on a change agent role
- Facilitate learning through tailored research and case study development
- Manage training and development operations in order to make a contribution to the achievement of an organisation's strategic goals
- Identify organisational training and development requirements
- Develop appropriate policy and strategy on training and development issues

WHO SHOULD ATTEND?

- Officers and supervisors in the Training/learning and development functions within organisations
- HR Managers and Line Supervisors with people development responsibilities
- Training consultants and those interested in Training & development professional careers

COURSE CONTENT

- Overview of the training and development function
- The strategic role of Training & Development
- The Training and Development function in terms of organisational structures and cultures
- The training Cycle: 5-step approach
 - Needs Identification and assessment
 - Objectives
 - Programme Design
 - Delivery
 - Evaluation
- Training transfer back to the place of work
- In-depth programme evaluation
- Linking training to performance measures
- The limitations of training, and the value in alternative learning strategies and techniques
- The Management of financial and technological resources
- Policy and strategy issues
- Mapping Training & Development to organisational strategy

Duration: 3 Days
Date: 3 - 5 March
Fees: N95,000
Time: 9.00am - 5.00pm daily

This course can also be delivered in-house and tailored to meet the specific needs of your organisation

FINANCIAL MODELING AND FORECASTING TECHNIQUES USING EXCEL

COURSE INTRODUCTION

Effective and realistic financial models and forecasts are critical tools in today's value-driven organisation. As shareholders are increasingly concerned with the value of their investments, organisations are continually driven to ensure the optimum use of resources.

Using Excel, the Financial Modelling and Forecasting process provides an effective tool with which the potential outcomes of various strategic and tactical initiatives can be projected.

The ability to answer the question "What are the potential results?" is critical.

Applying financial modelling techniques can help you to overcome the "what if" scenarios and the complexity of devising your forecasts in order to make more meaningful strategic business decisions.

This Seminar is a hands-on & practical exercise that enhances delegates' ability in building financial models and forecasts, such that the overall aims & objectives of the Business can be met.

COURSE BENEFITS

At the end of the programme, participants will learn:

- How to use Excel spreadsheet to build, analyse and interpret financial models
- The techniques for developing long-term & short-term financial models to assess and evaluate the reasonableness of market projections and key operational assumptions
- How to analyse, present & forecast financial data
- Perform risk & sensitivity analysis of financial models

WHO SHOULD ATTEND?

- Staff in Financial Control Function
- Staff in Accounting Function/Analysts
- Staff in Strategic Planning
- Staff in Corporate Finance Function
- Other persons within an organisation with commercial responsibilities

COURSE CONTENT

- Understanding the economics of value creation in the context of financial statement analysis
- Overview of balance sheet, profit & loss and cash flow statement
- Understanding concept of financial ratios
- The use of Excel's financial modelling tools & capabilities
- Targeting & Optimization with Goal Seek & Solver
- Evaluating alternatives using Scenario Manager
- Preparation of financial forecasts using Excel profit and loss account, balance sheet, cash & funds flow statements
- Creating cash budgets using Excel
- Capital budgeting techniques
- Articulating profit volumes & break-even analysis
- Working capital applications, analysis & sensitivity testing
- Investment return appraisal
- Financial model design & construction
- Understanding the Time value of money principle (Calculating present & future values)
- Company valuations using multiple and DCF techniques
- The use of macros & basic VBA scripting

Duration: 5 Days
Date: 16 - 20 March, 15 - 19 June
7 - 11 September
Fees: N195,000
Time: 9.00am - 5.00pm daily

*** Please note that a pre-requisite to this course is a good understanding of Financial Statements and working knowledge of basic Microsoft Excel.**

This course can also be delivered in-house and tailored to meet the specific needs of your organisation

FUNDAMENTALS OF HUMAN RESOURCES MANAGEMENT

– Human Resources Skills & Best Practices

COURSE INTRODUCTION

The role of Human Resource Management has evolved into a highly visible strategic partner in the business world by making contributions that provide new and innovative ways of developing people and managing processes for overall company's success. The situation where people working in the HR Department without any formal training can be counterproductive and should be avoided at all cost.

This course seeks to address this undesirable gap, by providing those with limited knowledge in HR Management with insight into the key areas of recruitment, manpower planning, employee relations, performance appraisal, learning & development, etc.

This highly participative and practical programme will ensure that participants gain 'hands-on' experience through role play, classroom facilitation, individual/group exercises and discussions.

COURSE BENEFITS

At the end of the programme, participants will be able to:

- Identify the principal activities of the HR function, its responsibilities, aims and objectives
- Fulfil their role with greater confidence and maximise their contribution to the department and the quality of service it provides
- Understand the principal aspects of employment law which affect their organisation and impact upon the activities of the HR department
- Expand their contribution to the recruitment and selection process
- Understand the essential information and records which must be maintained by the department and identify areas for improvement within existing system and processes
- Build stronger relationships with internal customers
- Communicate effectively with colleagues and internal customers and handle sensitive information with discretion

WHO SHOULD ATTEND?

- HR Personnel with less than three years experience
- HR professionals/practitioners with less than three years experience
- Individuals who currently specialize in one HR discipline and who are interested in learning about other disciplines
- Individuals interested in exploring HR as a possible profession
- Long-time professionals looking for an HR management refresher

COURSE CONTENT

- HR Introduction
 - Identifying the role of the personnel function
 - Where do you fit in?
 - Who are your customers/clients? What do they expect?
 - Defining the knowledge, skills and aptitudes which lead to success
- HR - The Role and Responsibilities
 - How the function can assist business aims and goals
 - The current and changing role - internal consultant and adviser
 - Objectives for HR specialists
- HR Best Practice - An Overview
 - Planning to meet the people needs of your organisation
 - Managing successful recruitment and selection
 - Finding the right people
 - Offers of employment and employment contracts
 - Performance management and appraisals
 - People development function
 - Training needs identification and analysis Tools & Techniques
 - Putting value on jobs and rewarding appropriately
 - Record keeping and the data protection act
 - Computerised personnel information systems
 - Security and confidentiality
 - HR policies & Procedures
- Employment Law

Duration: 3 Days

Date: 14 - 16 April

24 - 26 November

Fees: N95,000

Time: 9.00am - 5.00pm daily

This course can also be delivered in-house and tailored to meet the specific needs of your organisation

PERFORMANCE BUDGETING AND FINANCIAL MANAGEMENT PROGRAMME

COURSE INTRODUCTION

The Performance Budgeting and Financial Management programme is designed to cover both knowledge and practical aspects of strategic objective setting, financial planning, budgeting, and performance management. This course will also equip managers with the necessary knowledge and practical skills to take advantage of the developments in the business environment.

Participants on the program will learn and master the necessary skills to prepare an annual budget and conduct forward projects of the budget in line with the medium-term expenditure and delivery framework. By attending this course, participants will also gain knowledge of the link between an annual budget and cash flow plans and will be able to conduct cash flow rolling forecasts over a given financial year in line with the service delivery schedules and legislative requirements.

The management of organizational and individual performance is crucial if organizations are to achieve their goals and objectives. This course will equip participants with tools that they need to contribute to the development of a performance management system that ensures that individual and organizational performances are linked.

COURSE BENEFITS

At the end of the programme, participants will be able to:

- Identify and evaluate the different approaches to budgeting
- Demonstrate awareness of the features of and contribute to the development of a programme plan and performance budget for an organisation
- Demonstrate the ability to cost activities and outputs
- Develop cash flow management frameworks and conduct cash flow projections
- Demonstrate awareness of the features of and contribute to formulation and preparation of a multi-year budget and delivery framework
- Contribute to the development and implementation of performance management systems that integrate individual and organizational performance

WHO SHOULD ATTEND?

- Senior management teams
- Chief Financial Officers
- Treasury and budget office officials
- Line managers involved in strategic decisions having financial implications
- Service Delivery managers
- Financial Personnel within service delivery departments
- Any manager charged with implementing budgets and managing performance

COURSE CONTENT

- Budgeting and financial management systems
- Basic budgeting concepts and introduction to performance budgeting
- Programme planning and structure
- Developing measurable objectives and outcomes
- Performance measures and indicators
- Allocating costs to activities and outputs
- Service delivery schedules and cash flow projections
- Medium-term expenditure and delivery framework: design issues
- Medium-term expenditure and delivery framework: implementing the new system
- Budget formulation and preparation in line with the New Economic Reporting Format
- Performance management and systems

PRACTICAL EXERCISES

- Performance budgeting
- Programme planning
- Costing activities and outputs
- Developing service delivery schedules and conducting cash flow projections
- Developing a medium-term expenditure and delivery framework
- Compiling an annual budget in line with the New Economic Reporting Format
- Developing tools for performance management

Duration: 5 Days
Date: 20 - 24 April
19th - 23rd October
Fees: N195,000
Time: 9.00am - 5.00pm daily

*** Nominations of 3 or more Delegates attracts 10% discount!**

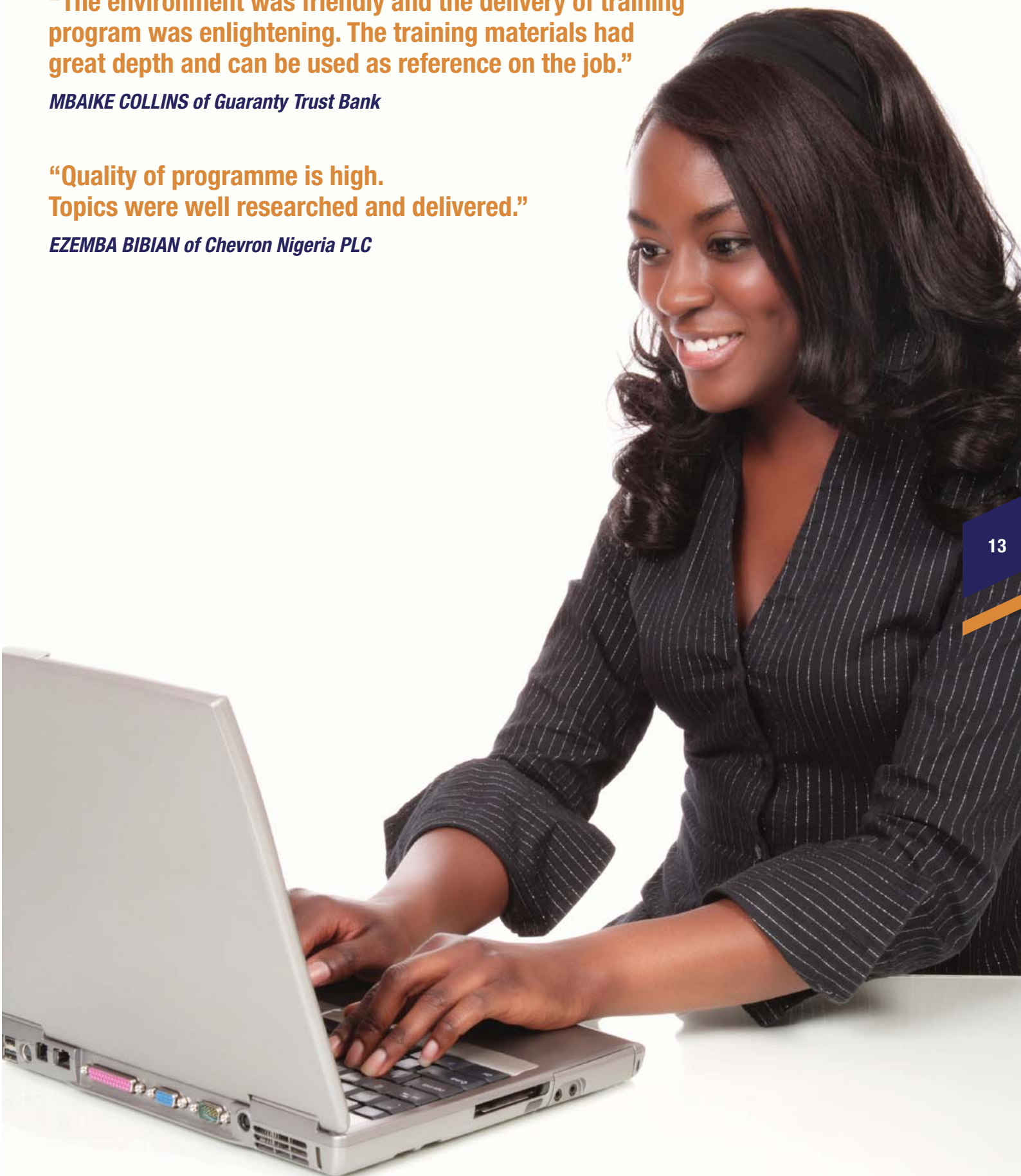
This course can also be delivered in-house and tailored to meet the specific needs of your organisation

“The environment was friendly and the delivery of training program was enlightening. The training materials had great depth and can be used as reference on the job.”

MBAIKE COLLINS of Guaranty Trust Bank

“Quality of programme is high. Topics were well researched and delivered.”

EZEMBA BIBIAN of Chevron Nigeria PLC



INTRODUCTION TO COMPETENCY MODELLING

– How to Design and Implement Competency Framework

COURSE INTRODUCTION

Competency frameworks are increasingly used by organisations for recruitment and selection, training and development, performance management and reward systems. This course provides an overview of the latest trends in the competency field. It also enables participants to begin to refine their own competency framework. Those without existing frameworks will be given practice in writing competency statements and describing behaviours.

Competencies are now part of the standard toolkit for all HR professionals, but many organisations could be deriving far more benefit from them. If you don't yet have a competency-based framework up and running in your organisation or if you want to extend its use, or if you simply want to benchmark your framework against current best practice, this programme is for you.

COURSE BENEFITS

At the end of the programme, participants will be able to:

- Design and review a competency-based framework to suit your organisation
- Get to grips on how to convert the 'what' from job descriptions into the 'how' of competency frameworks and discover how to best define competency evidence
- You will also get an insight into how to best launch the frameworks and integrate it into other HR processes such as Training Needs Analysis, Performance Management, Recruitment & Selection, etc

WHO SHOULD ATTEND?

- HR managers and officers
- Learning and development specialists
- Recruitment specialists
- Internal HR/personnel consultants who are developing their role

COURSE CONTENT

- Introduction
 - What are competencies
 - What they are intended to do
 - Why the competency approach is needed
 - Case studies
- Designing competency-based frameworks
- Converting the 'what' from job descriptions into the 'how' of competency frameworks
 - Examining successful skills
 - Attitudes
 - Behaviours
 - Aptitudes
- Defining competency evidence
 - Customising generic competencies with localised application
 - Seeking measurable examples
 - Agreeing organisation norms
 - Reaching management standards and consensus
- Putting competency frameworks to use
 - Launching the project
 - Securing employee buy-in
- Integrating with other HR processes
 - Recruiting
 - Appraising
 - Identifying potential
 - Developing individuals
 - Correcting performance
- Assessing competence
- Competency evaluation for training needs analysis
- Using competency evidence for organisational review and audit

Duration: 3 Days
Date: 5 - 7 May
Fees: N150,000
Time: 9.00am - 5.00pm daily

This course can also be delivered in-house and tailored to meet the specific needs of your organisation

DYNAMICS AND FUNDAMENTALS OF FACILITIES MANAGEMENT

COURSE INTRODUCTION

Companies in all industries realize that their second-biggest expense, following employee costs, is managing and maintaining their facilities. As a result, they want facilities managers who are skilled at providing the best environment for employees, clients and visitors while holding down costs. In an increasingly competitive Business environment, today's facilities manager is faced with significant challenges in meeting and surpassing performance targets.

Such Key Performance Indicators include; better value for money spent on facilities acquisition and maintenance, greater reliability of such facilities in assisting and delivering on overall objectives, as well as delivering a higher level of service within specified cost constraints. Thus, the creation of a high performance facilities operation requires the application of management tools and techniques for identifying the true nature of problems facing facilities management.

This three day seminar will explain the use of these techniques and show how their application in Facilities Management can bring about sustainable and effective benefits.

COURSE BENEFITS

At the end of the programme, participants will:

- Gain a holistic perspective of the Facility Management Function and its role as a change agent within the organization
- Learn what organizations expect from Facility Managers cost effectiveness, consistent performance, timeliness and working towards corporate goals
- Identify the functions of facilities management
- Appreciate the management skills involved
- Clarify the stages of facilities management implementation
- Understand the specification for contracts
- Understand the effect of legislation on facilities management
- Become aware of risks in buildings
- Develop a maintenance strategy for premises and services
- Provide input and advice at the design stage

WHO SHOULD ATTEND?

The seminar is intended for those moving into, or developing, a facilities management role. It will be of particular benefit to:

- Facilities Managers
- Premises Managers
- Office Managers/ developers
- Other persons within the Administrative Function of Organisations.

COURSE CONTENT

- FM Planning: Overview of the Strategic Facilities Management
- Business Continuity and Disaster Planning
- Strategies for managing risk
- Assessing the Long-term Financial Needs of Your Facility
- Assessing and Managing Information Needs
- Leadership traits as applied to the facility manager
- Building Condition Assessments
- Environmental Issues Facing Facility Managers
- Maintenance Operations
- Promoting Energy Efficiency Measures
- Reliability Centred Maintenance
- Alternative Service Delivery
- Setting Up an Effective Organization to meet FM Needs
- Building Performance Indicators and "Best Practices"
- A set of practical tools and techniques that can be applied immediately upon return to work
- Formulating Your FM Strategic Plan
- Practical Solutions
- On-Site visits
- Video Simulation

Duration: 3 Days
Date: 23-25 June
Fees: N95,000
Time: 9.00am - 5.00pm daily

This course can also be delivered in-house and tailored to meet the specific needs of your organisation

MANAGING THE HUMAN RESOURCE FUNCTION

COURSE INTRODUCTION

Professional human resources (HR) management is an increasingly vital & strategic function in any organisation. This is because HR is primarily responsible for identifying & developing talents and building other organisational capabilities that create cutting edge competitive advantage through hiring, training, and rewarding people, and designing and managing organisation processes.

With HR's increasing importance to the success of every business and as businesses push into the future and adapt to new realities, we believe it is practitioners and managers who can adapt to the future that will determine the success or otherwise of their enterprise.

This four-day intensive seminar is designed to provide a comprehensive overview of the Human Resources function. Its purpose is to meet the direct needs of those who are 'time squeezed' and need an overview of the work, role and key functions of an HR department.

COURSE BENEFITS:

- The highly participative and practical programme will ensure that participants gain 'hands-on' experience through role play, classroom facilitation, individual and group exercises and discussions.

WHO SHOULD ATTEND?

- The course is designed for persons setting up an HR function, managers who have been recently transferred into HR from other functions, persons at the outset of their HR career and persons who have been handling HR function at all levels without any formal HR training. If you have less than five years experience in HR, this course is for you.

COURSE CONTENT:

- Understanding and formulating Human Resource Strategy
 - Evolution of Human Resource Management
 - Changes and challenges facing organisations today & the role of HR in managing these issues
 - HR's role in executing organisational goals and objectives
 - How organisations gain competitive advantage and the role of HR
 - How HR adds value to Organisations
 - Seven step approach to developing HR Strategy
- Recruitment & Selection
 - Role of HR Planning in Organisational Strategy
 - Approaches/methodologies for identifying HR needs
 - Recruitment & Selection Skills, Tools & Techniques
- Recognition & Reward (Retention Strategies)
 - Description of different motivational theories & the role of HR
 - Best place to work initiatives and implementation strategies
 - Methodologies for motivation and retaining talents
- Managing & Supporting Performance
 - The use & importance of Appraisals
 - Appraisal methods & information sources to inform content of appraisal forms
 - Performance Management Systems & their uses
 - Introduction to Performance Support Systems
 - Possible reasons for poor employee performance & suggestion on ways to handle them
- Human Resource Development
 - The role of people development in organisational strategy
 - Training needs identification and analysis Tools & Techniques
 - Strategies for addressing needs
 - The features of a learning culture and how to develop it

Duration: 3 Days
Date: 25-27 August
Fees: N125,000
Time: 9.00am - 5.00pm daily

This course can also be delivered in-house and tailored to meet the specific needs of your organisation



For further information please contact Vayen, Oyinade or Leye
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www.wfmcentre.com

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