Strategic Human Resource Management

9 - 11 November 2011
Trinidad and Tobago

Overview

Strategic HRM is the managerial process requiring human resource policies and practices to be linked with the strategic objectives of the organisation.

During this 3 day course delegates will gain the knowledge to be able to effectively distinguish traditional HR management whilst meeting business objectives in a strategic manner.

On completion of this course delegates will be able to deliver effective HR strategies within the organisation creating efficiencies in:

- Usage of practical tools for application in the workplace
- Know how to become a strategic partner within an organisation
- Having an enhanced ability to positively impact an organisation’s bottom line

For more information about this course, or to register, contact us on:
Tel: +44 (0) 208 600 3800
Fax: +44 (0) 208 600 3819
Email: programmes@cto.int

www.cto.int
Objectives

At the end of the course participants should:

- Know the difference between Strategic HRM and HRM
- Understand the link between Strategic HRM and business goals and realities
- Understand the seven step HRM process
- Learn practical tools for application within the workplace
- Gain knowledge and understand how to become a strategic partner within any organisation
- Learn and develop the ability to positively have an impact on the organisation’s bottom line

Target Audience

Management Level HR Practitioners

Expected Outcome

- Critical understanding of the link between Strategic HRM and business goals and realities
- Knowledge of how to become a strategic partner within an organisation
- Enhanced ability to positively impact the organisation’s bottom line
- Tools for practical application in the workplace
- Understanding of the core management skills necessary to be effective Strategic HRM practitioner
- Action plan for improving skill set

Course Outline

Key Topic Areas:

Day 1

- Defining organisational strategy
- Key components of good organisational strategy
- Linking HR strategy to organisational strategy

Day 2

- Implementing HR strategy
  - Key HR functions
  - Tool and practices
- Choosing the right fit for your organisation
  - Identifying and overcoming obstacles

Day 3

- Measurement and monitoring tools
  - Goal setting
  - Performance management
  - Benchmarking
- Self assessment

About the Programme for Development & Training (PDT)

Managed by the CTO, the PDT is a unique low-cost membership programme providing professional training and capacity building courses on telecommunications policy, regulation, technologies and business management.

The PDT has delivered over 3700 bilateral training and consultancy projects, covering every aspect of the telecommunications industry, training over 36,000 professionals in 33 countries of the Commonwealth.

About the CTO

The Commonwealth Telecommunications Organisation (CTO) is an international development partnership between Commonwealth and non-Commonwealth governments, business and civil society organisations.

It provides the international community with effective means to help bridge the digital divide and achieve social and economic development through the use of Information and Communication Technologies (ICT) in the specific areas of telecommunications, IT, broadcasting and the internet.
Jacqueline, Yorke-Westcott

Jacqueline Yorke-Westcott has over thirteen years experience in organizational development, facilitating interventions with a wide range of public and private sector clients locally and regionally. Jacqueline’s formal qualifications include a BEng (Hons) Civil Engineering Degree and a Masters Degree in Training and Human Resource Management. She is also a Certified Trainer (Arthur Lok Jack GSB), and part-time lecturer in Human Resource Management at the Cipriani College of Labour and Cooperative Studies.

Jacqueline is currently completing a Certificate in Organisational Development with the NTL Institute for Applied Behavioural Science. Jacqui is a member of several professional organizations including: the Institution of Civil Engineers; Society for Human Resource Management (SHRM) and the Human Resource Management Association of Trinidad and Tobago (HRMATT).

Jacqueline offers a wealth of experience and expertise in several developmental areas including:

- Strategic Planning and Visioning
- Strategic Human Resource Management
- Manpower Planning
- Recruitment and Selection
- Training and Development
- Employee and Industrial Relations
- Compensation, Pension and Group Benefits Administration
- Policy and Procedure Development and
- Performance Management Systems.

Professional Memberships

- Institution of Civil Engineers
- Society for Human Resource Management (SHRM)
- Human Resource Management Association of Trinidad and Tobago (HRMATT)

Directorships

- Yorke Structures Limited
- Mount Irvine Bay Hotel
- Wasteco (Trinidad) Limited
**Registration form**

Strategic Human Resource Management  
9 - 11 November 2011, Trinidad and Tobago  
ID: 7212

Please fill in this application form and fax it back to +44 208 600 3819 or return it to the CTO at the address below. Please use CAPITAL LETTERS.

### Personal details

<table>
<thead>
<tr>
<th>Mr/Mrs/Ms/Other</th>
<th>First name</th>
<th>Last name</th>
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Job title  
Organisation  
Address  
City  
Postcode  
Country  
Tel  
Mobile  
Fax  
Email  
Authorising line manager's name  
Authorising line manager's email  

### Payment options

1. **Select delegate rate** (please refer to the list of CTO members/PDT Partners provided overleaf)

   **Standard rate**
   - CTO members  
   - PDT partners  
   - Others  
   - £799  
   - £1,199

2. **Payment mode** (choose one option only)

   - Invoice  
   - Cheque  
   - Bank transfer  

   Invoice me at the above address (Discounts do not apply, payment must be received by us prior to event).
   
   Cheque enclosed, payable to “CTO HQ”  
   
   Make payments to: Coutts & Co.
   440 Strand, London, WC2R OQS, UK
   A/C Name: CTO; A/C Number 083675071
   SWIFT Code: COUT GB22
   IBAN Reference: GB72COUT18000208367507

   - Credit Card: Visa / Mastercard (delete as appropriate)

   Card holder’s name  
   Card holder’s billing address (if different from above)  
   Card number  
   Valid from  
   Expiry date  
   3 digit security code on back of card

### Signature

Date  
Name  
Signature

### Additional information

To help us improve our services to you and your organisation, please tell us more about yourself and your organisation.

<table>
<thead>
<tr>
<th>Your role in the organisation</th>
<th>Your area of work in the organisation</th>
<th>Your organisation type</th>
<th>Your organisation's service areas</th>
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<tbody>
<tr>
<td>Strategic / executive</td>
<td>Business development</td>
<td>Government</td>
<td>Fixed network / services</td>
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<td>Planning</td>
<td>Corporate affairs</td>
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<td>Broadcasting</td>
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<td>Control</td>
<td>Customer service and care</td>
<td>Regulator</td>
<td>Mobile / wireless network / services</td>
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<tr>
<td>Operational</td>
<td>Engineering and technical management</td>
<td>Other</td>
<td>Satellite network / services</td>
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<td>Financial, purchasing &amp; investor relations</td>
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<td>Internet</td>
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<td></td>
<td>IT / IP management</td>
<td>Other</td>
<td>Other</td>
</tr>
</tbody>
</table>

**Registration Deadline**

4th November 2011

**3 SIMPLE WAYS TO REGISTER**

- Fill in and fax this form back to +44 208 600 3819
- Call the programme team at +44 208 600 3800
- E-mail the programme team at programmes@cto.int, quoting the course ID above

**NEED HELP?**

Call us now on +44 208 600 3800 or e-mail the programme team at programmes@cto.int

**Summary Terms and Conditions**

The CTO will endeavour, as can be reasonably expected, to ensure that the course is delivered to meet delegates' expectations. Registration is subject to availability and payment received by the deadline where specified for each course. Dates may be subject to changes. Travel, accommodation, daily transportation to venue, subsistence and other costs are the sole responsibility of the delegate and are not included in the above fees. Applicants are responsible for their visa arrangements and other formalities wherever required. Course bookings may be cancelled at the discretion of the CTO or its partners. Applicants paying by bank transfer are responsible for bank charges and any other such costs and should ensure the exact amount in GBP Sterling is credited in the CTO bank account. Applicants requiring additional information prior to their booking should ensure they provide sufficient time before the booking deadline. Cancellation rules apply, as summarised below. For a full version of our Terms and Conditions, please visit our website at www.cto.int.

**Cancellations / Refunds**

For delegate cancellations/withdrawals, the following refund rules apply:

- 31 days or more prior to event: the full amount less a handling charge of 10% or a minimum of £55, whichever applies
- 30 days or less prior to event: no refund

For CTO cancellations/withdrawals, delegates are entitled to a 100% refund within 60 days of the withdrawal/cancellation. Refunds will be made by bank transfer only.

**Data Protection / Privacy**

The CTO does not sell, rent or lease its customer information to third parties. We may, from time to time, contact you on behalf of a third-party partner about a particular offering that may be of interest to you. In those cases, your unique personally identifiable information (email, name, address, telephone number) is not transferred to the third party/partner. In addition, we may share your information with trusted partners to help us perform statistical analyses, send you by e-mail or postal mail, provide customer support, or arrange for deliveries or other such services. All such third parties are prohibited from using your personal information except to provide these services to the CTO and they are required to maintain the confidentiality of your information. For more information about our privacy policy, visit our website at www.cto.int.
**CTO Member Countries**

- **Bangladesh**
  Bangladesh Telecommunication Regulatory Commission
- **Barbados**
  LIME
- **Botswana**
  Ministry of Transport and Communications
- **Cameroon**
  Telecommunications Regulatory Board
- **Cyprus**
  Ministry of Communications and Works
- **Fiji**
  Ministry for Justice, Electoral Reform, Public Enterprises and Anti-Corruption
- **The Gambia**
  Public Utilities Regulatory Authority
- **Ghana**
  Ministry of Communications
- **Guyana**
  Ministry of Public Works and Communications
- **India**
  Ministry of Communications and Information Technology
- **Jamaica**
  Office of Utilities Regulation
- **Kenya**
  Communications Commission of Kenya
- **Lesotho**
  Lesotho Communications Authority
- **Malawi**
  Malawi Communications Regulatory Authority
- **Malaysia**
  Malaysian Communications and Multimedia Commission
- **Mauritius**
  Ministry of Information Technology and Telecommunications
- **Mozambique**
  Instituto Nacional das Comunicações de Moçambique
- **Nigeria**
  Ministry of Information and Communications
- **Pakistan**
  Pakistan Telecommunication Authority
- **Papua New Guinea**
  National Information and Communication Technology Authority
- **Seychelles**
  Ministry of Information Technology and Communication
- **Sierra Leone**
  National Telecommunications Commission
- **Solomon Islands**
  Department of Transport, Works and Communications
- **South Africa**
  Department of Communications
- **Sri Lanka**
  Telecommunications Regulatory Commission
- **Swaziland**
  Swaziland Posts and Telecommunications Corporation
- **Tanzania**
  Tanzania Communications Regulatory Authority
- **Trinidad & Tobago**
  Ministry of Public Administration
- **Uganda**
  Uganda Communications Commission
- **United Kingdom**
  Ofcom
- **Vanuatu**
  Telecom Vanuatu Ltd.
- **Zambia**
  Zambia Information and Communications Technology Authority

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**Important:** Member rates apply to nominated CTO Full Member Country delegates, as well as delegates from CTO Sector Members as listed below. With the exception of delegates from organisations listed under ‘PDT Partners and CTO Sector Members’ below, delegates from Associated National Member Countries (Antigua Barbuda, Dominica, Grenada, Maldives, St. Christopher Nevis, St. Lucia, St. Vincent and the Grenadines, Tonga) and Associated Territories (Anguilla, Ascension, Bermuda, Cayman Islands, Falkland Islands, Gibraltar, Montserrat, St. Helena, Tortola, Turks Caicos Islands) do not benefit from CTO Member Country rates.

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**PDT Partners and CTO Sector Members**

- **Bangladesh**
  Bangladesh Telecommunication Regulatory Commission
- **Bermuda**
  Department of Telecommunications
- **Botswana**
  Botswana Telecommunications Corporation
- **Cameroon**
  Telecommunications Regulatory Board
- **Canada**
  Alliances Consulting Group Inc, ESI
- **Fiji Islands**
  Fintel
- **Finland**
  Microtak, Nokia, NSN
- **The Gambia**
  Gambia Telecommunications Company, Public Utilities Regulatory Authority
- **Ghana**
  Kasapa, Ministry of Communications, Vodafone
- **Gibraltar**
  Gibraltar Regulatory Authority
- **India**
  BSNL, Eagle Photonics
- **Jamaica**
  Office of Utilities Regulation
- **Kenya**
  Communications Commission of Kenya
  Safaricom
- **Lesotho**
  Lesotho Communications Authority
- **Malawi**
  Malawi Telecommunications Ltd.
- **Malaysia**
  Telekom Malaysia Berhad
- **Mauritius**
  Exigy
- **Mozambique**
  Telecomunicações de Moçambique
- **Nigeria**
  Ministry of Information and Communications,
  Nigerian Communications Commission, Airtel*
- **Papua New Guinea**
  Telkom PNG
- **Seychelles**
  Cable Wireless Seychelles
- **Sierra Leone**
  National Telecommunications Commission,
  Sierra Leone Telecommunications Company
- **Solomon Islands**
  Solomon Telekom
- **South Africa**
  Independent Communications Authority of South Africa,
  Pygma Consulting, Sentech, Telkom
  South Africa, Universal Service and Access Agency of South Africa
- **Southern Sudan**
  Government of Southern Sudan
- **St. Vincent & the Grenadines**
  National Telecommunications Regulatory Commission
- **Swaziland**
  Swaziland Posts and Telecommunications Corporation
- **Sweden**
  Ericsson
- **Tonga**
  Tonga Communications Corporation
- **Trinidad & Tobago**
  Development Consulting Centre,
  Telecommunications Services of Trinidad and Tobago
- **United Kingdom**
  GSCA, SGS International
  Vanuatu
  Telecom Vanuatu Ltd.
- **Zambia**
  Zambia Telecommunications Company*

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**www.cto.int**