# 2-Week HR Management Professional Training Course

17 – 28 May 2027
Addis Ababa

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**Ref:** 1642_221320 **Date:** 17 – 28 May 2027 **Location:** Addis Ababa **Fees:** 6400 Euro

## Overview

2-Week HR Management Professional Training Course is an extended professional programme for HR officers, HR generalists, supervisors, and managers who need an integrated view of people practice and HR operations. Participants build an Integrated HR Operating Plan that connects workforce requirements, job and capability design, recruitment, onboarding, employee relations, performance, learning, talent, reward, wellbeing, people data, service delivery, risk, and governance. The course develops practical HR management capability without claiming an MBA degree or professional certification. Agile Leaders Training Center develops evidence-based people practice.

## Who Should Attend

- HR officers and coordinators expanding into generalist responsibilities
- HR generalists seeking a structured end-to-end operating model
- Line managers with substantial delegated people responsibilities
- Learning, talent, reward, resourcing, and employee-relations specialists broadening their practice
- Business and operations managers working closely with HR services

Participants should have workplace exposure to people processes. The course excludes jurisdiction-specific legal advice, payroll calculation, psychometric certification, degree credit, and preparation for a named professional examination.

## Learning Objectives

- Translate business and service requirements into workforce and capability plans
- Design roles, recruitment, selection, and onboarding as one resourcing chain
- Apply fair employee-relations, performance, wellbeing, and inclusion practices
- Connect learning, talent, mobility, succession, reward, and retention decisions
- Use people data and evidence to diagnose problems and measure outcomes
- Define HR service standards, technology controls, policy ownership, and risk routes
- Build an integrated annual HR operating plan with accountable priorities

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## Course Agenda

### Day 1: HR Purpose, Ethics, and Operating Context

- HR Value and Stakeholder Map
- People Practice Ethics and Professional Judgment
- Business Acumen for HR Decisions
- Employee Lifecycle and Practice Dependencies
- HR Operating Model Diagnostic

### Day 2: Workforce and Capability Planning

- Demand, Supply, and Scenario Planning
- Critical Role and Capability Map
- Skills Inventory and Gap Analysis
- Build, Buy, Borrow, Move, and Automate Options
- Workforce Action and Risk Register

### Day 3: Job Design, Recruitment, and Selection

- Job Purpose, Outcomes, and Role Profile
- Recruitment Plan and Stakeholder Responsibilities
- Sourcing, Candidate Experience, and Inclusion Controls
- Structured Assessment and Decision Matrix
- Recruitment Measure and Learning Review

### Day 4: Onboarding and Employee Experience

- Preboarding and Role Readiness Plan
- First-Day, First-Month, and Probation Roadmap
- Manager, Buddy, Access, and Training Coordination
- Employee Listening and Experience Journey
- Onboarding Quality and Early-Turnover Review

### Day 5: Employee Relations, Policy, and Wellbeing

- Policy Architecture and Manager Guidance
- Early Concern, Conflict, and Grievance Triage
- Fair Process, Documentation, and Escalation
- Work Design, Wellbeing, and Psychosocial Risk
- Inclusion and Flexible-Work Decision Check

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## Day 6: Performance and Manager Practice

- Performance Purpose, Standards, and Evidence
- Objectives, Feedback, and Review Rhythm
- Manager Coaching and Support Conversation
- Performance Concern and Improvement Plan
- Performance System Fairness and Outcome Measures

## Day 7: Learning, Talent, and Succession

- Capability Need and Learning Analysis
- Learning Design, Application, and Evaluation
- Talent Criteria, Review, and Development
- Internal Mobility and Career Pathways
- Succession Readiness and Continuity Plan

## Day 8: Reward, Recognition, and Retention

- Reward Purpose and Total Reward Map
- Pay Structure, Benefits, and Internal Equity
- Recognition and Nonfinancial Reward
- Retention Driver and Workforce Segment Review
- Reward Governance, Communication, and Measures

## Day 9: People Analytics and HR Service Delivery

- HR Question, Measure, and Data Definition
- Data Quality, Privacy, and Access Controls
- Workforce Dashboard and Decision Narrative
- HR Service Catalogue and Service Levels
- Technology, Case, Vendor, and Process Controls

## Day 10: Strategy, Governance, and Integration

- People Priorities and Annual Planning Cycle
- Policy Ownership, Risk, and Assurance Map
- HR Portfolio Prioritization and Resource Plan
- Outcome, Cost, and Stakeholder Review
- Capstone Exercise: Integrated HR Operating Plan

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## Practical Exercises

- Convert a business scenario into workforce and capability requirements
- Design a fair recruitment-to-onboarding workflow
- Prepare a manager response to an employee-relations and performance case
- Build a connected learning, talent, reward, and retention intervention
- Present an HR operating portfolio using evidence, cost, risk, and outcomes

## Course Outputs

- Workforce and Capability Planning Pack
- Recruitment and Onboarding Process Design
- Employee Relations and Performance Practice Pack
- Learning, Talent, Reward, and Retention Portfolio
- Integrated HR Operating Plan

## FAQs

### Is this course an MBA or professional certification?

No. It is a practical two-week professional training course and does not award an academic degree, professional designation, examination credit, or external certification.

### How is a two-week HR management course different from a short overview?

The extended format allows participants to examine dependencies across the employee lifecycle, practise tools, work through cases, integrate specialist decisions, and build an operating plan rather than receive a high-level introduction.

### Does the course cover employment law?

It covers the need for compliant policy, fair process, documentation, escalation, and qualified advice, but it does not provide jurisdiction-specific legal advice. Participants must apply current local law and organizational policy.

### What people analytics skills are included?

Participants define decision questions, measures, populations, periods, data quality, privacy, access, interpretation, limitations, and action. The course does not teach advanced statistical programming.

### What is the final practical output?

The Integrated HR Operating Plan combines priorities, processes, owners, service standards, measures, risks, dependencies, resources, and a review calendar for a defined organization or business unit.

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## Conclusion

Participants leave with an Integrated HR Operating Plan and supporting tools across ten connected days. The plan turns separate HR activities into a coherent, evidence-based, ethical, and measurable people-practice system aligned with workforce requirements and organizational outcomes.