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## **TRAINING CATALOG**

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# ANNUAL TRAINING CALENDAR

## VIRTUAL & IN-PERSON COURSES (12-18 PDCs)

DATE	TOPIC	DURATION
JANUARY	Business Process Reengineering The HR Business Partner	2-Days 2-Days
FEBRUARY	Compensation & Benefits Bootcamp Planning for a Happy Retirement	3-Days 2-Days
MARCH	HR Strategy & Analytics Bootcamp Finance for Non-Finance Managers	3-Days 3-Days
APRIL	Workforce Management Essentials of Office Administration	3-Days 2-Days
MAY	Performance Management System Management and Supervision Skills	2-Days 2-Days
JUNE	Effective Training & Development HR for Non-HR Managers	3-Days 2-Days
JULY	The HR Business Partner Business Process Reengineering	2-Days 2-Days
AUGUST	Compensation & Benefits Bootcamp Planning for a Happy Retirement	3-Days 2-Days
SEPTEMBER	HR Strategy & Analytics Bootcamp Finance for Non-Finance Managers	3-Days 3-Days
OCTOBER	Workforce Management Essentials of Office Administration	3-Days 2-Days
NOVEMBER	Performance Management System Management and Supervision Skills	2-Days 2-Days
DECEMBER	Effective Training & Development HR for Non-HR Managers	3-Days 2-Days

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# SHRM-CP & SHRM-SCP Certifications (Global Standards for HR Practice)

## OVERVIEW

These credentials focus on the alignment of HR practices with organizational goals. They are accredited by the Buros Centre for Testing and administered by SHRM, the largest HR professional body in the world based in Alexandria, Virginia, USA.

## CANDIDATES

HR professionals who seek to elevate their practice to the next level.



## SCHEDULE

**FORMAT:** Hybrid



**SPRING SESSION:**

**FEB - JUL**



**WINTER SESSION:**

**SEP - FEB**

## FEES & CHARGES

- Includes 72-hour tuition, SHRM Membership, Exam Registration, 1-year access to SHRM Learning System, and Member Benefits

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## COURSE CONTENT

- HR Competencies** - Leadership & Navigation, Ethical Practice, Diversity, Equity and Inclusion, Relationship Management, Communication, Global Mindset, Business Acumen, Consultation, Analytical Acumen
- People** - HR Strategic Planning, Talent Acquisition, Employee Engagement & Retention, Learning & Development, Total Rewards
- Organization** - Structure of the HR Function, Organizational Effectiveness & Development, Workforce Management, Employee & Labor Relations, Technology Management
- Workplace** - Managing a Global Workplace, Risk Management, Corporate Social Responsibility, ~~U.S. Laws~~

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# OFFSITE CORPORATE RETREATS

(Brainstorming, Team building,  
Strategy Review, Fun, & More!)

## OVERVIEW & TAKEAWAY

Embark on a corporate getaway to brainstorm, enhance team cohesion, re-energize, and refocus on pertinent organizational issues in a fun-filled environment.

## TARGET PARTICIPANTS

Groups may consist of the entire or a section of the organization such as the Board of Directors, Executive Managers, Business Units, or any combination of employees.

## RETREAT OUTLINE

- Indoor and outdoor business and fun games
- Individual and Team Assignments
- Performance Reviews
- Performance Improvement
- Increase healthy bonds between employees



Mostly Out-of-Town



1-3 Days (Weekdays or Weekends)

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# TURNING A LAYOFF INTO AN OPPORTUNITY

(Outplacement Workshop for Laid-off Workers)

*"A severance package alone may not be sufficient to alleviate the stress, anxiety, and uncertainties faced by laid-off employees and their families unless there is an effective outplacement service to help them bounce back to normalcy."*

## Overview

Layoffs are life-changing events that affect employees and their families and need to be managed professionally to prepare the affected employees and their families to turn this unpalatable experience into opportunities.

This 2-day seminar would equip participants with the know-how to handle the Psychological, Emotional, and Financial stress that accompanies any layoff, Make decisions about Pension Scheme Benefits, Manage their Personal Finances, identify viable Career Options, and Create New Businesses.



## Course Objectives

- Come to terms with the layoff, mentally and psychologically.
- Be prudent in managing their Personal Finances.
- Assess their Career Options including CV-writing CV and Job Search strategies.
- Gain Entrepreneurial skills needed to start new businesses.

## Course Outline

- Psychological and Emotional Impact of Layoffs
- Living a Healthy Lifestyle
- SSNIT Pensions Scheme Benefits
- The Basics of Personal Finance
- Effective CV Writing
- Job Search & Interviewing Techniques
- Ideas Generation & New Business Creation
- Business Plan Development

## Who should attend?

Employees to be laid-off.

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# BUSINESS PROCESS REENGINEERING

(Effective & Efficient Resource Utilization)

Earn 12 PDCs for SHRM Recertification

*"In order to build a rewarding employee experience, you need to understand what matters most to your people."* – **Julie Bevacqua**

## Overview

In the era of stiff competition and dwindling profits, organizations that will remain in business are those who are able to adapt business processes to meet changing customer demands. Business Process Reengineering is by no means an accident, and organizations seeking to benefit from it have to go through a seamless planning and implementation that will ensure consistent positive results.

Business Process Reengineering (BPR) requires a fundamental rethinking and radical redesign of business processes to achieve dramatic improvements in critical, contemporary measures of performance such as cost, quality, service and speed.

This 2-day seminar will help managers and supervisors to drive the satisfaction of their employee towards higher productivity using effective HR systems that seek to understand the business and its environment, the workforce requirement, employee development, reward management systems, relationships with employees and unions and how to manage business risks.



## Course Objectives

- VRA needs to streamline its processes in line with changing customer demand and position itself as a learning organization that is constantly cutting out waste from its processes to zero.
- Strategies for selling and implementing this change will be developed as part of changing the culture of the organization to embrace the inevitable changes that will occur.

## Course Outline

- Background of BPR
- Information Technology as an enabler
- Performance parameters
- BPR Model
- BPR and Organizational Culture
- BPR and Change Management

## Who Should Attend?

This is a must-have skill for ALL Managers, Supervisors and HR executives with little or no formal HR training.

**DELIVERY:**

**VIRTUAL & IN-PERSON**



**JANUARY & JULY (2 DAYS)**

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# THE HR BUSINESS PARTNER

(Enhancing HR's Strategic Contribution)

**Earn 12 PDCs for SHRM Recertification**

“The effectiveness of the HR Business Partner must be a testimony from the business unit that the model has indeed contributed directly to business results”.

## OVERVIEW

The ideal HR Business Partner (HRBP) is expected to deliver pragmatic solutions and contribute directly to the organization's bottom line in ways that can be demonstrated and measured.

Just providing a plethora of HR services to the organization is not enough. The HR professional is expected to stay closer to or be embedded within the business to understand their unique challenges and be proactive in providing these services in ways that improve the wellbeing of the employees and their ability to deliver on the organization's strategic objectives.

This 2-day program would equip participants with the know-how of the HR Business Partner model, how to align the partner's activities with organizational imperatives and creative ways to demonstrate the effectiveness of the impact.

## COURSE OBJECTIVES

- Understand the ever-changing and “value-adding” role of the HRBP.
- Maximize the value of HR and improve HR services across your organization.
- Distinguish one's self as an effective HR Business Partner.
- Enhance the key leadership abilities of HR business partners.
- Provide effective internal consulting services to the business.
- Make a business case to adopt the HRBP as a viable structure.

## COURSE OUTLINE

- What the Business Wants from HR
- The HR Business Partner Model
- Understanding the Business
- Creating the mindset of a Consulting Firm
- Relationships with key Partners
- Managing Stakeholder Relationships
- HR Expertise & Strategic Initiatives
- Leading and Sustaining Change
- Becoming a Strategic Leader
- Demonstrating Strategic Impact

## Who should attend?

HR Directors, HR Heads, HR Managers, HR Officers, HR Admin, Union representatives, Business Owners.

**DELIVERY: VIRTUAL & IN-PERSON**



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# TOTAL REWARDS BOOTCAMP

*(Aligning Total Rewards & Strategy)*

**Earn 18 PDCs for SHRM Recertification**

"We must achieve the congruence of a Base Pay that is meaningful and an Incentive program that motivates employees to push for higher performance."

## OVERVIEW

The **TOTAL REWARDS BOOTCAMP** seeks to provide guidelines to the following question:

- Are your employees concerned about fairness and equity in salaries when compared with their peers inside and outside of your organization?
- Are you concerned with the effectiveness of your Benefits Program and your Total Payroll Costs?
- Are you able to use MS Excel to develop a model Salary Structure and Total Payroll Budget?

This **3-day** program would equip participants with the know-how to assess, design, develop, implement and evaluate a fair, transparent and equitable Grading, Salary, Benefits & Incentive Systems, backed by a sound policy, and can be explained senior management and employees.

## COURSE OBJECTIVES

- To conduct Job Evaluation and market Salary Survey to address pay equity concerns.
- To develop a logical and explainable Salary Structure using the following parameters: Compa-ratio, Grade Midpoint, Range Spread, Midpoint Differential, Overlapping Ranges
- To design and implement an effective Incentives Program that is aligned with organizational mission and values.
- To develop an MS Excel model that gives you the Total Payroll (Compensation and Benefits) Cost.

## COURSE OUTLINE

- Total Rewards Philosophy, Strategy and Policy
- The Role of HR, Managers, Supervisor and Employees
- Internal & External Surveys & Job Evaluation
- Grading, Salary, Benefits & Incentive System
- Total Compensation Model

## Who Should Attend?

HR, Comp & Benefits Professionals, Line managers and supervisors who make pay decisions, Union representatives, SME owners.

**DELIVERY:**

**VIRTUAL & IN-PERSON**



**FEBRUARY & AUGUST (3 DAYS)**

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# PLANNING FOR A HAPPY RETIREMENT

(Getting Ready for a Happy Retirement)

Earn 12 PDCs for SHRM Recertification

"The quest to remain an employer of choice and to attract top talent in today's marketplace is function of how well you treat your employees and how well they live into their retirement."



## OVERVIEW

Retirement Planning involves intentional efforts by all employees to ensure their health and financial well-being are planned in their early careers so they can enjoy a happy retirement.

Many employees become overly anxious as they approach retirement age, and this may be the onset of a series of health problems.

Organizations that are interested in the welfare of their employees during and after their working lives are finding creative ways of helping them deal with this inevitable event.

This 2-day seminar would equip participants with the know-how to handle the emotional and psychological stress that accompanies retirement, set their individual retirement goals and expectations, and have a structured approach to achieving them.

## COURSE OBJECTIVES

- ▶ To come to terms with retirement mentally and psychologically.
- ▶ To identify viable retirement options and increase employee commitment to a dream retirement
- ▶ To make decisions about pension schemes, manage their personal finances, and develop Individual Retirement Plans.

## COURSE OUTLINE

- ▶ Overview of Retirement Planning
- ▶ Managing the transition into retirement
- ▶ Statutory Retirement Benefits
- ▶ The Basics of Personal Finance
- ▶ Healthy Lifestyles
- ▶ Post-retirement activities
- ▶ Networking for Success
- ▶ Individual Retirement Plans

## WHO SHOULD ATTEND?

ALL employees, especially those in their mid-careers or close to retirement.

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# HR STRATEGY & ANALYTICS BOOTCAMP

*(Crafting & Executing Your HR Strategy)*

**Earn 18 PDCs for SHRM Recertification**

“The success of a performance management system must be based on the extent to which individual and team rewards are tied to organizational commitments.”

## OVERVIEW

The HR Strategic Planning process involves formulating a clear vision for HR and outlining specific objectives and activities that would enhance the performance and productivity of the organization and its people.

Many HR departments are overwhelmed with the delivery of a plethora of HR services and initiatives that do not deliver the outcomes desired by management and employees. This is often the result of the lack of strategic planning that seeks to align HR activities directly to the organization's strategic goals.

This 3-day program would address the “why and how” to develop and implement an HR Strategic Plan that emphasizes the alignment with the strategic objectives of the organization and the appropriate metrics to measure the effectiveness of the plan.

## COURSE OBJECTIVES

- Develop a keen knowledge of the strategic planning process, how to formulate SMART objectives, and develop strategies, action plans, and evaluation mechanisms.
- Recognize and appreciate the ever-changing role of HR and identify “value-adding” services that link all HR activities to organizational strategy.

## COURSE OUTLINE

- The Strategic Role of the HR Executive
- Need for, and benefits of, HR strategic planning
- Overview of Strategic Planning Process
- The organization's HR mandate, vision, mission and values
- Using SWOT analysis in the HR environment.
- Aligning HR strategy to the organizational objectives.
- Developing HR's Long term objectives
- Developing HR short-term objectives
- Action plans
- Strategies for Implementation
- HR Budget and complimentary systems
- Measuring and Evaluating HR Strategy
- Measurement, monitoring, and feedback
- Measures, Metrics and Analytic

## Who Should Attend?

HR Directors, Heads, Managers, and those with key HR responsibilities.

**DELIVERY:**

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**MARCH & SEPTEMBER (3 DAYS)**

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# FINANCE FOR NON-FINANCE MANAGERS

*(Financial Literacy for Effective Decision-making)*

*"Whilst finance is not rocket science, it is nevertheless a challenge for many managers especially those who perceive themselves not to be good at math." - Unknown*

## Overview

It is imperative for managers to communicate with authority using the subject and language of finance in any business. Finance is often viewed as difficult and bewildering, especially for those managers not schooled in accounting, as they struggle to operate as effectively as they could.

Managers are expected to enhance their financial literacy so that they can help make sound decisions affecting the business by presenting them in financial contexts.

This 3-day program will teach participants to be more fluent in the language of finance, enable them to present business ideas clearly in financial terms, and improve the chances of getting their ideas accepted and implemented.

## Course Objectives

- To understand, appreciate, and interpret the financial objectives and financial statements of the firm.
- To interpret key financial ratios that measure the financial performance of the firm and others.
- To deal more effectively with budgets—how they're formulated, implemented, and evaluated.

## Course Outline

- Overview of Regulatory Structure
- Understanding Financial Statements
- Interpreting Financial Statements
- Understanding and Analyzing Costs for Decision Making
- Creating and Analyzing Budgets
- Working Capital Management
- Evaluating Investment Proposals through Capital Budgeting

## Who should attend?

Managers who manage budgets, make financial decisions or have little or no financial training.

**DELIVERY:**

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**MARCH & SEPTEMBER (3 DAYS)**

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# WORKFORCE MANAGEMENT

*(Achieving Optimum Staffing Levels)*

## Earn 18 PDCs for SHRM Recertification

*"Removing the perils of under or over-staffing, and the lack of the required KSAs is the thrust of workforce management."*

### OVERVIEW

Workforce Management is a system used to establish the right staffing levels by ensuring that "the right numbers of the right people are in the right jobs with the right skills at the right time". Businesses need to determine the required numbers and skills needed by employees at the right place and time to meet its strategic goals and budgets. This may include flexible staffing, outsourcing, succession planning.

This 3-day hands-on seminar equips participants with a practical approach to develop a Workforce Management Plan, set workforce goals, conduct a demand and supply analysis, generate a Staffing Plan and using workforce analytics to evaluate success.

### COURSE OBJECTIVES

- Develop a Staffing Plan that is aligned with company strategy.
- Analyze and make realistic staffing projections to meet budgetary allocations.
- Use of Metrics and Analytics to evaluate your staffing plan.

### WHO SHOULD ATTEND?

This is a must-have skill for ALL Managers, Supervisors and HR Executives.



### COURSE OUTLINE

- Workforce Management Plan
- Setting Workforce Goals
- Demand, Supply, Gap and Solutions Analysis
- Staffing Plan and Organizational Profile
- Long-term Strategies - Talent Management, Succession Planning
- Short-term Strategies - Flexible Staffing, Outsourcing, Resizing
- Workforce Analytics and Decision-making

**DELIVERY:** VIRTUAL & IN-PERSON



APRIL & OCTOBER (3 DAYS)

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# ESSENTIALS OF OFFICE ADMINISTRATION

(Effective Office for Optimum Productivity)

"No one is more cherished in this world than someone who lightens the burden of another." - Johnson Addison

## Overview

*Office Administration involves essential services such as clerical, administrative and reception duties, stationery, record keeping, internet searches, organizing events, making payments and purchases, handling customers and many more.*

*This 2-day seminar covers the ins and outs of office management, key roles and responsibilities as well as the "must-have" skills for high performance.*

## Course Objectives

- To increase productivity by providing effective and efficient service in handling the day-to-day office activities.
- Enhance the professionalism and confidence of frontline workers to project the organization's image.

## Course Outline

- The Office and Management
- Office Activities and Responsibilities
- The Office Reception, Stationery and Printing
- The Management of Personnel
- Office Equipment & Software
- Event Planning
- Forms and Business Documents
- Letters, Memos, Reports, Meetings
- Document Management
- Financial Matters, Final Accounts, Cash and Cashiering, Budgets

## Who Should Attend?

Frontline employees such as Office Managers, Administrative Officers, Personal/Executive Assistants, Front Desk Officers and Secretaries.

**DELIVERY:** VIRTUAL & IN-PERSON



APRIL & OCTOBER (2 DAYS)

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# PERFORMANCE MANAGEMENT

*(The Balanced Scorecard Approach)*

## Earn 12 PDCs for SHRM Recertification

*"The success of a performance management system must be based on the extent to which individual and team outcomes are tied to organizational commitments."*

### OVERVIEW

A PMS is a strategic initiative to nurture and sustain a high-performance culture by evaluating employee performance based on previously agreed targets and measurement criteria.

This 2-day seminar covers the overview of the Balanced Scorecard, setting SMART objectives for employees, providing ongoing feedback, evaluating performance and taking decisions based on the outcomes.

### COURSE OBJECTIVES

- Develop or revise a Performance Management System Framework and Policy.
- Develop or revise PMS tools and templates for target setting, performance review and feedback.
- Complete the Target Setting and Review Forms for oneself and others.

### COURSE OUTLINE

- Overview of PMS – The Strategy Continuum, PMS Framework and Policy
- Overview of the Balanced Scorecard and Target Setting
- Tools and Templates – Target Setting, Target Review and Feedback Forms
- Setting Targets – Cascading, Results, Behaviors & PDP
- Performance Review – Outcomes, Calibration, Scoring, Rewards, T&D, PIP
- PMS Implementation guidelines – Activities, Timelines and Analytics

### WHO SHOULD ATTEND?

This is a must-have skill for ALL Managers, Supervisors, Employees and HR Executives.

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# LEADERSHIP, MANAGEMENT & SUPERVISION

(Enhancing Workplace Productivity)

“So much of what we call management consists in making it difficult for people to work”. *Peter Drucker*  
American (Austrian-born) management writer (1909 - 2005)

## OVERVIEW

Carrying out management responsibilities has become an increasingly complex undertaking and requires managers and supervisors to equip themselves with the knowledge, skills, and abilities needed to lead themselves and their teams to achieve peak performance consistently.

The primary goal of this program is to help managers and supervisors to prevent the under performance of their teams by motivating individuals and teams to pursue a common purpose.

This 2-day seminar has been designed to equip participants with the know-how to lead and motivate individuals and teams to sustain a high-performance culture.

## COURSE OBJECTIVES

- To hone in the knowledge, skills, and abilities to nurture and sustain a highly engaged workforce with a common mindset.
- To enhance leadership and managerial effectiveness for the delivery of optimum results and a high-performance culture.

## COURSE OUTLINE

- Organizational and Role Clarity
- Leadership and Management
- Leading Organizational Change
- People Management Skills
- Building Great Teams
- Managing Employee Performance

## Who should attend?

Managers, supervisors, team leaders, and individuals with key responsibilities.

**DELIVERY:**

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**MAY & NOVEMBER (2 DAYS)**

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# HIGH-IMPACT TRAINING & DEVELOPMENT

*(Aligning Competencies & Strategy)*

## Earn 18 PDCs for SHRM Recertification

*"Train people well enough so they can leave.  
Treat them well enough so they don't have to." – Sir Richard Branson*

## OVERVIEW

The HIGH-IMPACT TRAINING & DEVELOPMENT is a premium course for managers and supervisors to enhance their ability to develop employee competencies for optimum performance.

HR and line managers have the responsibility of ensuring that training activities must be planned for each employee regardless of position to meet current and future job demands.

This 3-day program would equip participants with the know-how to assess, design, develop, implement, and evaluate training programs that are aligned with your organization's mission, values and stated goals.

## COURSE OBJECTIVES

- How to formulate a Training & Development Policy to achieve strategic alignment.
- Determine the roles of leadership, human resource professionals, line managers and employees in the training implementation process.
- Develop ROI framework to evaluate and demonstrate how the training programs have impacted the achievement of the stated objectives.

## COURSE OUTLINE

- Overview of Adult Learning and Motivation
- Training & Development Policy
- The Role of HR, Managers, Supervisor and Employees
- Needs Assessment, Design & Development
- Implementation & Evaluation (Analytics & ROI)

## WHO SHOULD ATTEND?

HR professionals, Line managers and supervisors, Union representatives, Key employees, Business Owners.

**DELIVERY:**

**VIRTUAL & IN-PERSON**



**JUNE & DECEMBER (3 DAYS)**

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# HR FOR NON-HR MANAGERS

*(Bridging the Gap between HR and Line Managers)*

**Earn 18 PDCs for SHRM Recertification**

“In order to build a rewarding employee experience, you need to understand what matters most to your people.” – **Julie Bevacqua**

## OVERVIEW

Non-HR managers agree to the contributions of operations, finance and accounting, sales and marketing and information technology functions to the success of the organization. But they often doubt HR's direct impact.

This 3-day seminar will help managers to understand how effective HR systems such as Workforce Management, Competency Management, Performance Management, Rewards Management and Risk Management are used to motivate employees towards higher productivity.

## COURSE OBJECTIVES

- To understand the core HR functions and how it delivers superior services to the organization and its members.
- The complimentary role of HR and the line managers in the pursuit of strategic objectives.

## COURSE OUTLINE

- Perceptions and realities about the HR function
- Overview of the HR and its functions
- The Role of HR, Managers, Supervisor and Employees and Board of Directors
- HR's Role in the Strategic Planning Process
- HR and Change Management
- Organizational restructuring
- Workforce Management
- Competency Management
- Performance Management
- Compensation and Benefits
- Essential HR Policies
- Employee Engagement

## Who Should Attend?

This is a must-have skill for ALL Managers, Supervisors, Union Reps and HR Executives

**DELIVERY:**

**VIRTUAL & IN-PERSON**



**JUNE & DECEMBER (2 DAYS)**

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# MICROSOFT OFFICE BOOTCAMP

*(Document Sharing, Collaboration, Productivity)*

**“What new technology does is create new opportunities to do a job that customers want done.”**

*Tim Riley*

## ●●● OVERVIEW

Seek to be more productive and professional by using and Microsoft Outlook, Word, Excel, and PowerPoint to create, format, manipulate, store, retrieve and share data and documents.

Bring your **laptops** for this **2-day hands-on** seminar that covers the new features and topics from the **Beginner, Intermediate, and Advanced** levels of **Word, Excel, PowerPoint, and Outlook**, which are the most widely used of the Microsoft Office Suite.

## ●●● COURSE OBJECTIVES

- Get the ability to create and share professional-looking documents and collaborate more with coworkers and clients.
- Understand file storage and sharing, email and calendaring, and PC and mobile device management.



## ●●● COURSE OUTLINE

### DAY 1

- **OFFICE 365** Tour, Formats, Features, Interface, Themes, Smartart®, Adjusting Images, Distributing Files
- **OUTLOOK** - Inbox, Calendar, Journal, Contact List, Mail Merge, Content, Settings, Working Remotely, Customising Outlook
- **WORD** - Fonts, Formatting, Tables, Smart Art, Page Breaks, Lists and Styles, Images, Spell/Grammar Check, Mail Merge, Document Properties using Word

### DAY 2

- **POWERPOINT** - Creating a Presentation, Formatting Text, Add Graphical Objects, Tables, Design Template, Adding SmartArt Graphics, Special Effects
- **EXCEL** - Functions & Formulas, Color and Auto formats, Graphics, Charts and graphs, Data forms, Analyzing Data, Formatting worksheets, Advanced Formulas, Charts, Pivot Tables, Slicers, and Pivot Charts

## Who should attend?

ALL employees who have not had formal training or who want to enhance their skills in Microsoft Office.



The CITAM Learning Place at Circle



1<sup>ST</sup> (TUE&WED) of each month

**Call and Register Today!**

**(020) 422-4826 | (020) 605-9616**

**info@citamgh.com | www.citamgh.com**

**DTD, Ofewaah House, Ground Floor; 16 Kanfla Close, Asylum Down - Accra.**

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## OIL & GAS COURSES

- Upstream Petroleum Valuation
- Cash Calls in Oil & Gas Joint Ventures
- Assets Reliability & Integrity Management
- Integrated Reservoir Management

## CONSULTING SERVICES

- Strategic Planning / Business Planning
  - Workforce Management
  - Performance Management System
  - Conditions of Service & HR Policies
  - Organizational Restructuring & Design
  - Competency Management
  - Compensation & Benefits System
  - Human Resource Audit
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