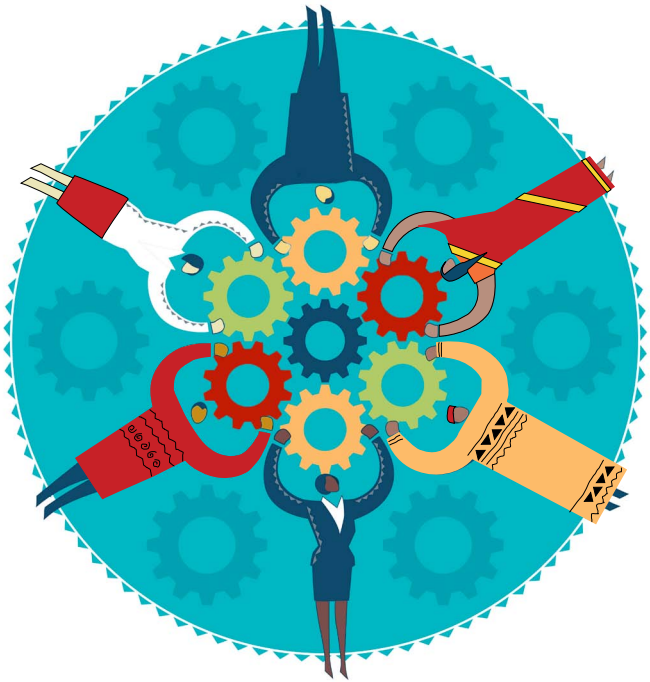

Managing Complexity

Trento, 27th - 30h March 2015

CFSI TCIC
Centro per la Formazione alla Solidarietà Internazionale
Training Centre for International Cooperation

# Competency-based HR Management

## Human Resources Management in an International Context

# TCIC Training Centre for International Cooperation



The mission of TCIC - Training Centre for International Cooperation is to enhance knowledge and skills of those involved in international development. Our goal is to provide high quality training by focusing on active learning based on participants' experiences and to facilitate sharing of expertise and practice in order to generate knowledge.
Besides training, we are also engaged in research, information and awareness raising. We seek to facilitate the creation of networks among different people and organisations involved in development cooperation, in order to improve relationships, increase knowledge in the field and ensure that activities are more sustainable.

The Centre is an association that was founded in 2008 by the Autonomous Province of Trento, the Trentino Federation of Cooperation, the Peace Bell Foundation and the University of Trento, with the participation of OECD-LEED Trento Centre, the Trentino Forum for Peace and Human Rights and international development associations.

*Accepted that we all are human resources,*
*but we are humans first and resources later*
Rutvik Oza

Given the multicultural nature of today's workforce, it is increasingly important for managers to take into account how cross-cultural differences may affect their Human Resource Management practices. It becomes paramount to understand how to recognise, value, develop and effectively manage competences in an international and multicultural environment. We understand competencies as the combination of knowledge, skills, abilities and personal characteristics that help distinguish between outstanding performance and average performance.

The Training Centre for International Cooperation is dedicating its third edition of the Human Resources Management workshop to (cross-cultural) competency management. Competency-based HR Management creates a win-win situation, both for the employee and the employer.

The effective planning and consolidation of competency-based Human Resources Management systems in organisations or companies that operate internationally requires a joint effort by HR managers at head office and abroad. In order to ensure alignment of the management of human resources with organisational priorities and at the same time strengthen the capacity to select and retain competent staff at headquarters and in the field, the workshop is open to those who manage staff in Italian and European NGOs or companies together with an expatriate staff or representative from a local partner.

## Objectives

At the end of the workshop participants will have experimented with and learnt how to map competencies in their own organisation, and based on this how to design a Human Resources Management system that is competency-based. The training will strengthen capacities in how to recruit and evaluate staff and how to elaborate a rewarding system in a competency-based way. What makes the workshop unique is that it takes working in a multicultural and international environment as a starting point.

## Methodology

The workshop is an opportunity for participants to immerse themselves in an intense learning process of 4 days. An important characteristic of this training is that it combines theory and hands-on practice. Participants will try out and apply the concepts learnt immediately to their own organisation during the workshop. In order to ensure an optimal linkage between the training and real life practice, prior to the workshop participants will receive a short assignment to prepare in advance of arrival. The training is residential and English will be the working language.

## Who

The workshop is aimed at decision-makers and managers, project and programme coordinators of Italian and European NGOs or private companies and at personnel in the field in charge and involved in the management of human resources.
It is preferred that participation is in "pairs" with a headquarters based staff person and the local partner or expatriate.
To facilitate the participation of NGOs' local partners and expatriate staff, TCIC will reimburse travel expenses (international flight; internal transport excluded) of the foreign partner or expatriate person.

## Participants prerequisites

Practical experience in and responsibility for managing staff (in Italy and/or abroad); good knowledge of English.


QUALITY
TEAM SPIRIT
INNOVATION
IDEAS
EFFICIENCY
SUCCESS
PLANNING
STRATEGY
MOTIVATION

## Programme

**Friday 27th March 2015**
10.00 am - 6.30 pm

- Welcome and introduction
- Competency-based HR Management

What does it mean?
How to design and elaborate a competency framework
How to take into account cross-cultural competencies

**Saturday 28th March 2015**
9.00 am - 5.00 pm

- Competency-based Planning and Recruitment

Mapping of competencies: what exists and what is missing?
Planning of competencies
Competency-based recruitment techniques: from theory to practice

**Sunday 29th March 2015**
9.00 am - 5.00 pm

- Staff Evaluation and Rewarding based on competencies

Evaluation of competencies
How to develop a competency-based rewarding system

**Monday 30th March 2015**
9.00 am - 5.00 pm

- Competency Development

Training and strengthening of competencies
Taking into account the cross-cultural environment

Action planning for the future
Evaluation of the workshop and closure

## The Trainer

**Nancy Jaspers**, Trainer and Consultant, Camino Consult



She has extensive experience in consultancy, facilitation and training particularly on topics such as strategy development, Human Resource Management in an international context, organisational and institutional strengthening, and structural learning and change processes. She is also an expert in evaluating development projects and programmes, and in designing Planning-Monitoring-Evaluation systems for development organisations.
She has achieved a Masters in Agriculture (CULeuven, BE) and a Masters of Science in Human Resource Development (UTwente, NL). Moreover she has worked in the international development sector for more than 17 years, first in Guatemala for the Belgian NGO ACT and more recently in Belgium for TRIAS, an international NGO with regional offices in Africa, Latin America and the Philippines. Since 2010 Nancy works as a trainer, consultant and facilitator, first for MDF Training and Consultancy, and currently for Camino Consult (co-founder), where she carries out consultancy, facilitation and training assignments for organisations working within an international environment.

## Camino Consult

Camino Consult offers consultancy and training services to organisations in the Development and International Cooperation Sector in Europe, Africa and Latin America, contributing in this way to a more inclusive, sustainable and equitable world. Core business of Camino Consult is the facilitation of social change and learning processes within and between organisations, institutions, platforms, and networks. As process facilitator, expert and trainer, the consultants of Camino Consult realise: 1. formulation, evaluation and systematization of development projects and programmes; 2. facilitation of team, organisational and institutional capacity building and 3. tailor made trainings.
(www.caminoconsult.be)

## How to apply

The workshop will be held with a minimum of 8 and a maximum of 16 participants. Online application forms (available at www.tcic.eu) **must arrive by 25th January 2015.** In the event of overbooking, provided experience in the management of human resources is equal, priority will be given to those participating in pairs (Italy or Europe based person and foreign or expatriate staff), allocating 75% of the places to international development cooperation workers and 25% to private business people.

## Cost

Participation fee of Euro 300,00. The fee must be paid after receiving confirmation of selection to the workshop, which will be communicated by January 29th, 2015. It covers participation fee, workshop materials, lunches and coffee breaks at the Centre. Please note that for NGOs, in order to facilitate the participation in pairs (Italy or Europe based person and foreign or expatriate staff), TCIC will cover the cost of the flight of the foreign or expatriate participant, if he/she participates together with the headquarters based person.

## Where

Training Centre for International Cooperation, Vicolo San Marco, 1 - 38122 Trento, Italy

## Work team

**Nancy Jaspers**, workshop trainer, *Camino Consult;*

**Sara Franch**, co-ordinator and tutor of the workshop and **Giovanna Dell'Amore**, *TCIC - Training Centre for International Cooperation;*

**Onorio Clauser**, *University of Trento*

## Contacts

Sara Franch
Training Centre for International Cooperation
Vicolo San Marco, 1 - 38122 Trento
Tel. 0039 0461 093022
sara.franch@tcic.eu