



Training Calendar Overview

Beyond Knowing..... Three Green Apples Consulting Ltd is pleased to announce the following workshops for **June – December 2013**

Program	Duration	Cost	June	July	August	Sept	Oct	Nov	Dec
THE REWARD STORY									
Overview of Reward	1 days	KShs 17,000		4 th July					
Job Description Writing	4 days	KShs 55,000		15 th - 18 th					
Job Evaluation	2 days	KShs 45,000			29 th & 30 th				
Excel for HR & Reward Practitioners	1 days	KShs 21,000				5 th			
Structuring Reward	2 days	KShs 45,000				12 th & 13 th			
Employee Benefits	2 days	KShs 35,000					3 rd & 4 th		
Variable Pay	2 days	KShs 45,000						7 th & 8 th	
Working with Surveys	1 days	KShs 25,000						14 th	
Budgeting & Finance for Reward	1 days	KShs 25,000						15 th	
Aligning Performance & Reward	2 days	KShs 45,000						21 st & 22 nd	
Creating an Employee Value Proposition	1 days	KShs 25,000						29 th	
Reward Strategy & Policy	2 days	KShs 45,000							2 nd & 3 rd
BRAND HR									
Practitioners Forum: HR Competencies & Delivery	½ day (am)	KShs 8,000	26 th (Msa)						
Managers Forum: HR Operations & HR Strategy	½ day (pm)	KShs 12,000	26 th (Msa)						
OPEN PROGRAMS									
Business Etiquette Seminar - Nairobi	1 days	KShs 15,000		27 th (Msa)				10 th (Nbi)	
Business Etiquette Seminar - Mombasa	1 days	KShs 12,000							
Essential Skills for PA's & Office Managers	3 days - Residential (inclusive of accommodation)	KShs 85,000		17 th - 19 th					
HR Metrics	2 days	KShs 40,000							9 th & 10 th
Talent Acquisition	2 days	KShs 45,000				19 th & 20 th			
The Value of Job Descriptions to Line Managers	2 days	KShs 35,000		30 th & 31 st					

Training Calendar Detail

Three Green Apples Consulting Ltd is pleased to announce the following workshops for **2013**

The Reward Story

Program	Duration	Cost Per Participant	Dates
<p>Overview of Reward</p> <p>This course is designed as an introduction to reward and the various components that comprise Reward. The program will acquaint participants with the basic concepts of reward: job descriptions; job evaluation; structuring reward; employee benefits; variable pay; reward surveys; performance and reward; budgeting and finance for reward; employee value propositions and reward strategy and policy. This 1 day overview provides a solid foundation from which to focus on each component of reward.</p>	1 day	KShs 17,000 plus VAT	4 th July
<p>Job Description Writing</p> <p>This is a practical course that will walk participants through the process of writing clear and effective role job descriptions that will add value to the recruitment, training, performance management, reward, and career management of employees and fulfil the statutory requirements stated in The Employment Act 2007. Participants will learn techniques for job analysis and profiling, and how jobs work together in a process efficiently to add value. This program is divided into three section:</p> <ol style="list-style-type: none"> 1. Classroom session on Job Description Writing Techniques (2 days) 2. Practical session in the workplace documenting sample jobs (1 day) 3. Classroom session to review and correct the sample job (1 day) 	4 days	KShs 55,000 plus VAT	15 th -18 th July
<p>Job Evaluation</p> <p>This is a practical course that gives you the overall principles of job evaluation, along with understanding of the different types of job evaluation systems. Specific training will be given on the Paterson method of job evaluation, so that the participant leaves with a practical skill that enables them to grade of roles in their own organisation. Pre-Requisites: Participants must have training and/or practical experience in writing job descriptions.</p>	2 days	KShs 45,000 plus VAT	29 th & 30 th August
<p>Excel for HR/ Reward Practitioners</p> <p>The purpose of the course is to discover the power of MS Excel and its ability to enable HR / reward practitioners to spend more time interpreting the data and less time in calculations. It is ideal for reward practitioners who are involved in detailed data analysis who want to reduce time-consuming ‘number-crunching’. The course uses practical exercises to demonstrate the techniques and teach the skills. Requirements: Participants must bring a laptop with MS Excel to the workshop.</p>	1 day	KShs 21,000 plus VAT	5 th September
<p>Structuring Reward</p> <p>This practical course will provide participants with the principles of salary structuring and the ability to develop salary structures / pay scales. Participants will understand the theory behind the structure of the scale, as well as the technical components of pay slopes, pay ratios, ranges, and broadband pay scales. From this workshop you will understand the integration of salary surveys in a scale, and be able to link into other areas of Human Resource Management. Pre-Requisites: Participants must have training and/or practical experience job evaluation and must be proficient in MS Excel.</p>	2 day	KShs 45,000 plus VAT	12 th & 13 th September
<p>Employee Benefits</p> <p>The practical course will provide participants take participants through an array of employee benefits that can be combined with pay to provide a comprehensive package to employees. An overview of the statutory guidelines and administration rules for generic benefits such as pension and medical will be provided. Alternative benefits will be addressed. Consideration will be given to factors such as the cost/benefit; value vs. cost to employer; ease of administration; lifestyle stage; total package, etc. in the selection and administration of employee benefits. Pre-Requisites: Participants should be proficient in MS Excel.</p>	2 days	KShs 35,000 plus VAT	3 rd & 4 th October
<p>Variable Pay</p> <p>The practical course will address the growing attraction many organisations have now to variable pay, the link to “pay at risk” and some implementation considerations. Participants will gain an understanding of the mechanics, underlying principles and rules, and will the course with guidelines designing and/or selecting variable pay scheme and some of the critical success factors for implementation. Pre-Requisites: Participants must have training and/or practical experience job evaluation and must be proficient in MS Excel.</p>	2 days	KShs 45,000 plus VAT	7 th & 8 th November
<p>Working with Surveys</p> <p>This program is designed to provide participants with the tools, techniques, and knowledge to analyse, interpret, and apply survey results. The program uses practical exercises to demonstrate the techniques and skills required to interpret surveys - what statistics mean in remuneration analysis; and analyse market data - what to look for, how to interpret market data; and how to use technology to interpret survey results. Pre-Requisites: Participants must have training and/or practical experience salary structuring and must be proficient in MS Excel.</p>	1 day	KShs 25,000 plus VAT	14 th November
<p>Budgeting and Finance for HR Practitioners</p>	1 day	KShs 25,000 plus VAT	15 th November



Program	Duration	Cost Per Participant	Dates
<p>From this practical workshop, participant will receive and work through a toolkit that will help them budget staff costs comprehensively in line with planned business growth, headcount changes, promotions, reward reviews, statutory requirements, etc. Participants will understand how to integrate staff budgets into the overall business budgeting cycle; understand the purchase order process, analyse monthly cost centre statements; manage accruals; interpret a profit and loss statement and a balance sheet. Pre-Requisites: Participants must have training and/or practical experience salary structuring and should be proficient in MS Excel.</p> <p>Aligning Performance & Reward</p> <p>This program will provide a practical link between performance management and reward. Participants will work through principles of performance based reward; understand the rationale for performance related pay and the considerations for designing pay progression based on performance. Trends in performance related pay will be reviewed, together with best practice for implementing performance related pay schemes at the workplace. Pre-Requisites: Participants must have training and/or practical experience in salary structuring and have working knowledge of performance management.</p>	2 day	KShs 45,000 plus VAT	21 st & 22 nd November
<p>Employee Value Proposition</p> <p>This program will provide participants a framework within which to design an Employee Value Proposition that is based on the organisations human resource philosophy and policy; the business strategy and life cycle; and market trends. Participants will examine Employee Value Propositions outside the spectrum of Compensation and interrogate the alternatives and what implication they have on leadership, management and organisation culture. Attraction, retention and motivation of talent will be a central theme of this program. Pre-Requisites: Participants must have training and/or practical experience in salary structuring, employee benefits and variable pay; must have a strong appreciation of the organisations overall HR policy and have visibility of HR Strategy and overall business strategy.</p>	1 days	KShs 25,000 plus VAT	29 th November
<p>Reward Strategy & Policy</p> <p>This is a practical workshop that gives you several toolkits to design a remuneration strategy and policy that will drive and underpin organisation strategies. It will outline the principles of remuneration strategy design as well as the trends and lessons learnt from the practical application of the principals. Participants will leave with practical methodologies that can be applied immediately. Pre-Requisites: Participants must have a strong appreciation of the organisations overall HR policy and have visibility of HR Strategy and overall business strategy.</p>	2 days	KShs 45,000 plus VAT	2 nd & 3 rd December

Brand HR

Program	Duration	Cost Per Participant	Dates
<p>HR Practitioners Forum – HR Competence & Delivery</p> <p>The focus of this session is competence not qualification in human resource management; delivery of HR services and an understanding of business to create the context for that delivery. Topics discussed and debated: Service Offering; Competence; Delivery Model; Customer Experience, and Business.</p>	½ day	KShs 8,000 plus VAT	26 th June (Msa)
<p>HR Managers Forum – HR Operations & HR Strategy</p> <p>The focus of this session is to differentiate operational HR – the things that get HR appreciated in an organisation and strategic HR – the things that get you a seat at the table to drive the organisation forward. Topics discussed and debated: Service Offering; Service Delivery; Customer Experience; Business; People Risk; and Operating Horizon. Pre-Requisites: Participants should have visibility of HR Strategy and overall business strategy.</p>	½ day	KShs 12,000 plus VAT	26 th June (Msa)

Open Program

Program	Duration	Cost Per Participant	Dates
<p>Business Etiquette Seminar</p> <p>Good business etiquette is about presenting yourself with the kind of polish that obliges your clients and colleagues to take you seriously. To survive and thrive in today's ever-changing, competitive environment, good business etiquette is a vital, powerful, and profitable skill to acquire. The seminar will explore various forms of etiquette: office etiquette, communication etiquette, meeting etiquette, business entertaining etiquette, dining etiquette and wardrobe etiquette. By the end of the program participants will understand how to be appropriate in various business and social environments, making certain that you leave good impressions in every situation that affects you and your business.</p>	1 day	KShs 15,000 plus VAT – Nbi KShs 12,000 plus VAT - Mbs	10th October 27th June
<p>HR Metrics</p> <p>At the end of the program, participants will leave with a basic HR metric model which they will have tested using the sample data from their work environment. Metrics designed will include ROI/Impact metrics; effectiveness metrics; volume metrics; cost metrics; satisfaction metrics, etc.; as well as a reporting and presenting framework which they can implement back at the workplace.</p>	2 days	KShs 40,000 plus VAT	9 th & 10 th

Three Green Apples Consulting Ltd – Annual Training Plan
NITA Registration Number: NITA/TRN/773.



Program	Duration	Cost Per Participant	Dates
Talent Acquisition: Manpower Planning and Competency Based Interviewing	2 day	KShs 45,000 plus VAT	19 th & 20 th December

This program will take participants through the factors that a manager should consider in the manpower planning process: determining the skills gap, skills need, source of skill, timing, cost of talent; the relevance of job description and person specification; determining which competencies to assess and methods of assessment to use; the interviewing process: assessing, evaluating, documenting and deciding and the induction/on-boarding process.

Essential Skills for Executive Assistants & Office Manager:	3 days Residential	KShs 85,000 plus VAT	17 th – 19 th June
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The role of an executive in any organizations has changed significantly. The breadth and scope of an executive’s responsibility has become wider, more complex and time consuming. Consequently Executive Assistants and Office Managers should possess flexibility, be able to adapt to constantly changing demands and be capable of taking on new and unfamiliar tasks, be competent at multi-tasking, as they will frequently find themselves in the centre of everything happening in the office. Participants of the workshop will develop or refresh the skills and attributes required to be a highly effective Executive Assistants and Office Managers and come away with a toolkit that they can put to immediate use back at work.

Value of Job Descriptions to Line Managers	2 days	KShs 35,000 plus VAT	30 th & 31 st July
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This is a practical course that will take Line Managers through of value having clear Job Descriptions, and how job descriptions make them effective managers of people and make them comply with fulfil the statutory requirements stated in The Employment Act 2007. Line Managers will understand what should be contained in a job description, how a job description is documented and their role in the process. We will explore the contribution that job descriptions make in:

- Defining the processes and deliverables of a department or section
- Job grading
- Identifying and recruiting the right talent
- Coaching and developing talent
- Performance management and reward
- Career growth and Succession plan

We can run all the above programs **In-house** for companies that may be interested. In addition we can facilitate the following programs on request:

Communication Programs:	Managing Communication; Communicating for Impact; Business Writing; Relationship Building & Networking; Presentation Skills
Efficiency Programs:	Planning, Organizing and Time Management
Leadership Programs:	Leading People, Women in Leadership

To obtain further details on any of the programs visit www.tgagroupea.com. To register on any program contact on Mercy Kilel: email – training@tgagroupea.com

Terms & Conditions: Payment for the workshop will need to be settled in full by **10 working days before the workshop begins** to register as delegate. No delegates will be allowed to attend the workshop should any fees be outstanding. Cancellation needs to be done by 7 working days before the workshop begins or delegate will be responsible for full payment. A delegate who is registered and does not attend the seminar will still be liable for the full payment.

NITA Registration Number: NITA/TRN/773.