

RE-IMAGINING, RE-DRAFTING & RE-ALIGNING HRD POLICY IN AN ERA OF COVID AND BEYOND, SUMMER 22 SERIES

JULY 28 & 29, JAMAICA PEGASUS HOTEL (BLENDED LEARNING), 8:30-4:30 PM, JAT.



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WHY THIS LEARNING INTERVENTION FOR SENIOR AND MIDDLE-TIER POLICY, HR, STRATEGIC PLANNING, CORPORATE SERVICES AND GOVERNANCE PROFESSIONALS?

The general objective of this learning experience is to provide senior civil servants and policy professionals with insights into current and emerging developments in policy formulation generally and developing and implementing HR Policies, specifically. Therefore, the specific aim of this learning experience is to ensure that Permanent Secretaries, CTOs Directors and other policy framers and analysts in government as well as HRD professionals in the private sector and NGOs and their teams, master contemporary practices and conventions in drafting, writing and implementing policies that benefit the majority, if not all the people they serve.

This 2-day highly intensive and interactive learning summit covers some of the most relevant, practical and internationally emerging issues in HR policy development and implementation. It explores policymaking and implementation processes and draws on current practices and case-based models from the Caribbean and Latin America, Asia and Africa. The course at each venue includes highly interactive lecture sessions, case studies and networking sessions.

TARGET BENEFICIARIES

1. Permanent Secretaries and Their Deputies
2. Chief Technical Directors/Advisors
3. Senior, Deputy and Assistant Directors at the Ministry and Public Body levels
4. Head of Policy Units and Their Teams of Advisors and Analysts
5. Heads of Public Bodies and their Senior HRD and Talent Managers
6. Strategic Planners
7. Public Sector Reform Technocrats and Implementers
8. Policy Researchers and Consultants
9. Academicians and Aspiring Policy Consultants

KEY LEARNING OUTCOMES

At the end of this workshop, participants should be able to:

1. Understand policy (HR) formulation, development processes and procedures;
2. Understand how best to perform HR policy development and implementation in the public and private environments in response to crisis and uncertainties.
3. Enhance participants' skill of policy formulation, policy writing and Implementation in any context or prevailing environment
4. Apply policy processes in learners own work environment;
5. Be familiar with key HR policy success and failure factors;
6. Structure and develop an HR policy document;
7. Minimize deficiencies and inaccuracies in general policy formulation and Implementation.

WORKSHOP MODULES – OVER TWO DAYS

A.M.	<p>1. Why Policies are important?</p> <ul style="list-style-type: none"> - Understanding Policy, why Policy and who makes policy - The role of the State - Role of policy and legislation - The Need to improve Policy Making - A New Approach to HR Policy Making/Formulation - Making the Vision a Reality - Policies vs Procedures <p>2. Why Policies Succeed and Fail in the Modern World?</p> <ul style="list-style-type: none"> - Change Management - Policy Leadership (varying levels and must be respected) - Communicating Policy 	<p>5. What are some key Policy Considerations?</p> <ul style="list-style-type: none"> - Policy Selection (Risk Analysis: cost-benefit, short, medium & long-term) - Implementation strategies - Strategic Plan <p>6. Why is evidence-based Policy Making the new norm?</p> <ul style="list-style-type: none"> - Undertaking Policy research, tools & resources - generating data - use of data to set goals, inform choices 	<p>8. Writing in the HR Policy Process (Contd.):</p> <p>- Public Consultations and Implementation of Draft HR Policies:</p> <ul style="list-style-type: none"> - The Stakeholders: <ul style="list-style-type: none"> - Public - The Partnerships - International Development Partners - Private sector - NGOs - Varies with policy - Implementation Styles & Constraints - Policy Leadership, - Communicating Policy (reaching different publics) - Policy transfer
P.M.	<p>3. How to Set the HR Policy Agenda and establish need for policy?</p> <ul style="list-style-type: none"> - Issue identification - Problem Definition, Structuring and Priorities - Policy Documents Types - Policy Options Generation <p>4. What is the Policy Development Process like?</p> <ul style="list-style-type: none"> - 10 Steps in the policy formulation/development process - Policy Structure - Policy Drafting Strategies & Procedures - Relationship to legislative process - 	<p>7. Some critical elements in writing in the HR Policy Formulation & Development Process:</p> <ul style="list-style-type: none"> - Elements of a good policy - Drafting interim Statements; - Review and Process Criteria - Reports - Policy Brief – data; options as to proceed (6-10) pages. 	<p>9. How to review and evaluate HR Policy:</p> <ul style="list-style-type: none"> - Monitoring and Evaluation Procedures - Time frame for reviews - Policy Change Issues, Constraints and Strategies (Government Transitions) <p>10. Enforcement</p> <ul style="list-style-type: none"> - Incentives - Regulations

LEAD FACULTY MEMBERS

PROFESSOR CAROLYN HEINRICH



Carolyn J. Heinrich (Ph.D., University of Chicago) is a Professor of Public Policy and Education the Department of Leadership, Policy, and Organizations at the Peabody College and a Professor of Economics in the College of Arts and Sciences. Heinrich's research focuses on policy, public management, performance management, education, program evaluation, workforce development and social welfare. Prior to joining the Peabody College and the College of Arts and Sciences at **Vanderbilt University**, she served as Research Professor at the Lyndon B. Johnson School of Public Affairs, University of Texas at Austin. Prior to her appointment as Sid Richardson Professor of Public Affairs and affiliated Professor of Economics and the Director of the Center for Health and Social Policy (CHASP) on July 1, 2011, she was the Director of the La Follette School of Public Affairs at the University of Wisconsin-Madison. Heinrich's research focuses on education, social welfare policy, labor force development, public management and econometric methods for program evaluation. She works directly in her research with governments at all levels, including with the federal government on evaluations of workforce development programs, with states on their social welfare and child support programs, and school districts in the evaluation of educational interventions.

Prof. Heinrich also collaborates with leading private sector learning/consulting firm, **GovStrat Limited (Caribbean)** in training senior public servants in performance management and nongovernmental organizations such as the **World Bank, Inter-American Development Bank, UNICEF** and others in research to improve program and policy design and the impacts and effectiveness of economic and social investments in middle-income and developing countries. She is the past president and a founding board member of the Public Management Research Association and served as the editor of the *Journal of Public Administration Research and Theory* from January 2005 through December 2008. She also served on the Policy Council of the Association for Public Policy Analysis and Management from 2004-2007 and as its chair of the Board of Institutional Representatives through spring 2011. In 2004, Heinrich received the David N. Kershaw Award for distinguished contributions to the field of public policy analysis and management by a person under age 40, and in 2010, she and was elected to the National Academy of Public Administration. She has published more than 70 peer-reviewed books and journal articles.



MRS. ARLENE MC COMIE

Mrs Mc Comie is senior civil servant (retired) with nearly thirty (30) years' experience spanning the private and public sectors with nearly half of this period spanned various capacities within the Trinidad and Tobago Public Service. Mrs. Mc Commie has served for 14 years as a Permanent Secretary and Deputy Permanent Secretary in various Ministries. She is highly experienced in designing and delivering human capacity development interventions for Permanent Secretaries and Deputy Permanent Secretaries, specifically in relationship building and public policy planning and implementation; and in coaching, guiding, settling government in transition. Mrs. Mc Commie since retirement has been actively engaged in lecturing graduate students at the Arthur Lok Jack Business School, Trinidad and Tobago in innovation, governance, public policy and leadership. Some of her key engagements include, inter alia:

- Managed programmes, projects and training pertinent to non-reimbursable technical co-operation offered by the Government of Trinidad and Tobago form multi-lateral and bi-lateral donors.
- Formulated, researched and coordinated functional activities toward the establishment of the Human Resource Management Unit in the Ministry of Finance, including Performance Management and Strategic Planning.
- Established and managed the Human Resource Management Unit in the Ministry of National Security.
- Worked assiduously with HR to attract and retain the best talent for the position, especially for senior management.
- Successfully initiated and transformed the Personnel Unit of the Ministry of National Security into a functional Human Resource Management Unit.
- Brought to fruition the building of a database and the computerization of the Social Welfare Division of the Ministry of Social Development.
- Established a robust decentralized procurement system in the Ministry of Works and Transport
- Lead the preparation of Strategic Plans for the Ministries of Local Government, National Security and Social Services Delivery
- Lead the transition of the Public Sector Investment Programme (PSIP) from a one year programming cycle to a three year programming cycle.

Mrs. Mc Comie is the holder of an Executive Masters in Business Administration (EMBA); Post-graduate Diploma in Human Resources; BBA (Industrial Psychology); BSc (Sociology) and has completed various professional development training in Leadership, Alternate Dispute Resolution, Ethics and Integrity in government and Productivity Management.



DR. LOIS PARKES

Dr. Lois Parkes is currently the Regional Project Manager with the Caribbean Leadership Project since January 2016. Prior to that, she served for over twenty (20) years in the Public Service in Jamaica, in varying capacities, in the Office of the Prime Minister, the Office of the Cabinet and the Office of the Services Commissions. Some of the key positions she has held include that of Chief Technical Director with responsibility for the development of the Strategic HR capacity of the public sector, and Chief Personnel Officer in the Office of the Services Commissions, where she had overall responsibility for Providing leadership to the Office of the Services Commissions to ensure the provision of quality policy advice to the Police, Public, Judicial, Municipal and Parish Councils Services Commissions in relation to appointments, training, discipline and retirement of employees in the Public Service, the Jamaica Constabulary Force, the local authorities and the Judiciary.

She has been integrally involved in a number of public sector transformation initiatives since 1999, including the establishment of the output-focused Performance Management and Appraisal System for the Public Sector, the decentralisation of several HR functions, and the transformation of numerous Executive Agencies. Dr. Parkes has also served on a number of inter-ministerial committees, including the Values and Ethics and the Public Sector Transformation Sub-Committees of the Permanent Secretaries Board, the Public Sector Transformation Committee, the Whole of Government HR strategy Committee, the Advisory Board of the Management Institute for National Development, the CXC National Committee, and the Caribbean Leadership Project Action Research Round Table.

She is a graduate of the University of the West Indies, where she earned the M.Sc. in Human Resource Development with Distinction, and of the first cohort of the Caribbean Leadership Project. In 2007, she was awarded the Commonwealth Scholarship tenable in New Zealand, where she completed her doctoral studies in Human Resource Management and Industrial Relations at the Victoria University of Wellington. She is also a published researcher, and included in her publications are the “State of Industrial Relations in the Jamaican Public Sector”, commissioned by the Inter-American Development Bank, and “Gender: The Not-So-Hidden Issue in Language Arts Materials Used in Jamaica” in Caribbean Journal of Education, Vol. 17, No. 2, September 1995, along with numerous conference papers on public sector reform, HR, and vocational education and training.

She has lectured in the field of HR and Public Sector Management for the past 17 years, at the post graduate levels at the Management Institute for National Development, and the University College of the Caribbean, and have presented and facilitated numerous workshops and conferences across the Caribbean and in Australasia. She is also an Executive Coach, and currently serves as Lead Coach with the Government of Antigua and Barbuda Senior Leadership and Management Development Programme.

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- B. **Fees include all learning aids, course material, a Certificate of Participation, refreshment breaks and lunches.**
- C. **Full payment or payment arrangement should be confirmed at least one week before carded date of the event.**
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- G. **Only a limited number of participants will be admitted to facilitate a high level of participatory learning.**
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