

## Course Title: Developing Your Company's HR Policies And Procedures ..... Then Assemble Them Into A Manual

### Free Post-Course Consulting

For a period of four weeks after the course has ended, participants may contact PrimeStaff Consultants by telephone, during work hours, for advice on matters related to the course content – this serves as value-add service.

## Introduction

Whether a Company employs a few employees; or, several thousand, it “must-have” Human Resource Policies and Procedures firmly in place and in operation so as to **prevent** people problems and ensure productivity through highly motivated employees who in turn help the Company to achieve its corporate objectives. Compile all these policies and procedures in a HR Policies and Procedures Manual.

Some companies have an Employee Handbook and happily call this the HR Policies and Procedures Manual. The two documents are distinctly different. To believe that the Handbook is the Manual is to invite debilitating people problems for your Company. They both constitute contracts of service with legal implications. This misunderstanding and a badly written document can lead the Company and employees to very serious adverse consequences.

## Learning Objective

On completing this learning, the participant will write (or re-write if the company already has one) the Company's HR Policies and Procedures Manual, complete with process, procedures and forms, that will prevent people problems from breaking out.

## Course Contents

- **Introduction**
  - Introduce facilitator and participants
  - Ice-breaker
  - Lead-in to topic
- **HR Management Policies - Interactive**
  - What is a policy?
  - What constitutes an effective HR policy?
  - Are there legal implications to each policy? – THERE ARE!

- **How To Write Each HR Policy - Practice**
  - Compile relevant information relating to the policy
  - Articulate the policy statement
  - Determine the content and terms and conditions
  - Check against related labour laws and their restrictions
  - Write the policy

*(Participants will actually draft several customised HR policies for immediate use in the Company)*
- **Develop The HR Policies And Procedures Manual - Practice**
  - Write the Pre-amble
  - Assemble the content
  - Check for connectivity of the various policies
  - Include the protection clauses
  - Write the over-riding clause
- **Developing The Staff Employment Handbook - Practice**
  - Extract from the HR Policies and Procedures Manual
  - Write the document

*(Participants will actually begin to draft the Handbook for use in the Company)*
- **The Consequences Of A Bad HR Policy To The Company And Employees – Sharing And Cases**
  - Morale issues
  - Legal implications
- **Pitfalls To Avoid – Advice And Sharing**

## For Whom

Executives and Managers with responsibility for HR Management.

## Method of Learning

A highly participative workshop with a combination of lectures, group discussions, case analysis, practical work, and critique sessions.

## Date and Duration

Date: Wednesday, September 20, 2017

7 contact hours

Course Time: 9am to 5pm

## Course Fee

Course Fee inclusive of GST (7%)

\$340/- (includes 2 Tea Breaks, Course Package Materials. Lunch is excluded)

## Venue

3 Temasek Avenue, Level 21, Centennial Tower, Singapore 039190 (Next to Promenade MRT Station)

## Course Facilitator

### **GEORGE GASPAR (PBM)**

\* *Certified Management Consultant (Fellow)*

\* *Registered Management Consultant*

### **1) Qualification**

George is Fellow (Institute of Management Consultants) through IMC's membership of the international Council of Management Consulting Institutes; such Certified Management Consultants have reciprocal recognition in USA, UK and other participating countries worldwide.

He holds academic and professional qualifications in Economics, Education and Management. He received his education, training and practice in Singapore, Malaysia, China, Japan, the United Kingdom and the United States of America.

Throughout, his education was made possible either by bursary awards or scholarships including a British Commonwealth Scholarship to study in UK.

### **2) Experience**

George taught for 2 years before being sent to UK. Upon his return he was posted to the Ministry of Education as Research Officer and Lecturer at the Institute of Education. The Ministry of Education tasked him with the responsibility to bring programmed learning to Asia through UNESCO and he was sent to Japan and Thailand. He also worked with the then Technical Education Department of the Ministry of Education to start technical education in Singapore. This Department grew to the Industrial Training Board then to the VITB and now to ITE. George was in the team, which pioneered vocational and industrial training for Singapore.

George worked at Esso for slightly over 3 years. He was Esso's HRD Advisor for Singapore and Malaysia from 1971 to 1973. He set up the Esso Regional Training Centre and the

training management system for Singapore and Malaysia covering non-executive and executive employees in technical, administrative, managerial and professional training and development. He introduced career planning and succession planning.

From 1974 to 1976, when George was in Hewlett Packard (HP) as Personnel Manager and then Regional Personnel Manager for Singapore and Malaysia, he institutionalized HR in HP and introduced career planning and the succession planning to be equally successful.

In both companies, his structured HRM efforts resulted in human resource management being better organized to bring stability and growth to the companies. The human resource management departments developed the HR strategies, processes and procedures for the line managers to implement. For example, employee relations were between line managers and the staff or workers. This saw in Esso and HP the conversion from union – management antagonism to sound labour-management relations resulting in productivity growth, greater employee morale and motivation and teamness; and, performance planning, management and evaluation was installed as the system of management.

He joined POD in 1977 tasked with being Adviser, Consultant, Mentor and Coach to countless Chief Executives and Senior Managers and Entrepreneurs of local and international companies in the area of Human Resource Management.

Currently, George heads the HR Consulting Division of PrimeStaff Management Services Pte. Ltd.

Consultancy and training work took him all over the world. So he brings to his consulting, seminars and training invaluable local and international experience contemporary with the times. With George's extensive experience in Employee-Employer Relations, he helped clients resolve employee relations cases in Company, Ministry of Manpower (MOM) and Industrial Arbitration Court levels involving the Unions of the National Trades Union Congress (NTUC). His experience in employee relations covers not only training but also consulting and conciliation and arbitration.

In consultancy work, George got involved, several times over, in the following projects.

- Compensation and Benefits, Survey and Development of structure – for local and expatriate staff
- Climate Surveys / Organizational Health Surveys
- Organization Development / Change Management
- Development of Corporate Mission, Corporate Vision, Corporate Objectives and Core Values
- Company reorganization and re-engineering
- Job Competency Framework
- Industrial Relations including CA negotiations, Conciliation and Arbitration
- Performance Management including installing the Performance System

- Development and use of Psychometric Tests
- Restructuring of local enterprises
- Business Excellence Niche Standard (People)
- Total Employee-Management System
- Talent Management

In employee learning and development, he continues to do the following for clients in the private and public sectors and Statutory Boards.

- Training all levels of employees from Workers to CEO
- Train and certify trainers for companies and organizations
- Develop training materials and training programmes
- Develop training management system
- Develop total training plan
- Conduct research work in Human Resource Management

### **3) Professional Positions:**

George holds membership in the American Management Association; British Institute of Management; American Society for Training and Development; Institute of Training and Development (UK); Society for Human Resource Management (USA); HRM Consultants Forum (USA), Singapore Human Resource Institute. He held office in the Association of Small and Medium Enterprises – 3 years as Hon. Secretary and the last year as President.

He is Lead Assessor of the Institute of Management Consultants (Singapore) to qualify Management Consultants for the “Registered Management Consultant” (RMC).

### **4) National Honours:**

In 1982, George was awarded the PBM – Public Service Medal for community service, by the President of Singapore. He also held positions in Government feedback groups and social and community groups.

### **5) Clients**

Among his long list of Clients are:

- Automobile Association of Singapore
- C-Leanship
- Changi International Airport Services
- Cogent Singapore
- Ebel Industries
- En Frozen
- EZ-Link
- Fortune Travel
- Inland Revenue Authority of Singapore

- Kemsas Far East
- Laticrete
- Leader Energy
- Mazda Singapore
- Menicon Singapore
- Ministry of Education
- Ministry of Finance
- Ministry of Manpower
- Ministry of Trade & Industry
- Ministry of Transport
- Mitsubishi Corporation
- Mount Alvernia Hospital
- Nihon Superior (Singapore)
- Norton Rose Fulbright
- Pratt & Whitney Canada (SEA)
- Singapore Land Authority
- Singapore Turf Club
- SMSDome
- SystemTechnic Engineering

## Contact

Please contact Mike Lin at +65 6222 3310 ext 510 or [mike@primestaff.com.sg](mailto:mike@primestaff.com.sg)