

*SUSTAINABLE ENTERPRISE PROMOTION
THROUGH GOOD WORKPLACE PRACTICES
AND HUMAN RESOURCES MANAGEMENT*

Turin, from 26 November to 7 December 2007

Background

Productivity is considered to be the most important factor in improving organizational performance and company competitiveness, as well as a critical long-term resource for national economic and social development. The leading role of productivity in increasing national welfare and economic growth is universally recognised. No organization can exist unless it maintains a competitive level of productivity and quality. Productivity, in its turn, depends on the quality of human resources, as well as their effective use. Productivity should therefore be a starting point for any business decision and a measure of the effectiveness and efficiency of managers and employees. The question is how to upgrade the skills of employees and motivate them to perform better and raise productivity? Human resource management and workplace practices are essential elements in raising productivity.

Human resources management (HRM) is an indispensable component of long-term business strategy, management vision, operational and organisational planning, and the development of competitive capability. HRM policy should be in line with a coherent management philosophy and an organisational culture communicated throughout the organisation. It should involve all management systems and decisions that affect the nature of the relationship between the organisation and its employees.

Objectives:

The general objective of this course is to expose participants to modern concepts and practices in human resource management and workplace practices, from an ILO perspective, for the purpose of raising productivity and improving enterprise performance. Within this context the course will specifically:

- Examine the 'what and the how' of a range of practical tools and approaches to productivity, workplace practices and HRM
- Consider the relevance and application of these tools to individual organisations
- Develop concrete and realistic project plans to enhance productivity and quality of HRM practice in their own workplace

Target Group:

- Executives and managers with influence and responsibilities concerned with Human Resource Management, Human Resource Development and fostering enterprise competitiveness.
- Officials of workers and employers organisations concerned with improving the quality of human resource management and workplace practices in enterprises.
- Officials of public sector agencies concerned with support programmes for enterprise competitiveness upgrading.

The course is intended for a tripartite plus group of participants.

Participation of representatives of both employers' and workers' in the courses is crucially important for:

- facilitating better understanding of each other interests and positions;
- promoting social dialogue and partnership as a core mechanism for appropriate and effective HRM;
- facilitating interesting discussions.

Content:

It is proposed that the programme would be broken down into six themes, each of these themes is then broken down into modules. The six themes are;

Course Overview
Enterprise Performance
Change and transformation
Effective HRM
Culture
Action planning

It is proposed that under each of the themes there are a number of modules, some of which will be core modules, others will be pick and mix and may be selected based on the specific needs of the participants for that programme and the time available.

Theme one – Course Overview

Challenges to enterprises arising from the external environment (globalization, technological innovation, demographic trends...)

Corporate governance and International Labour Standards

Value chains, clusters and local economic development

Theme two - Enterprise Performance (four modules) -

Productivity

Competitiveness

Quality

Theme two – Change and transformation (three modules) –

Change theory

Social dialogue and labour-management cooperation

Communication and knowledge sharing

Theme Three - Effective HRM

Labour-management cooperation and gain-sharing

HR functions and International Labour Standards

Developing good managers and management style

Developing good supervisors

Theme Four – Culture

Organizational culture and values

Working environment and practices

Cross cultural management

Theme Six – Action Planning

Lessons learned about responding to challenges facing enterprises

Action planning

Methodology:

An action-oriented, participative approach will be employed throughout. Much emphasis will be placed on sharing experiences - both local and international - in the search for innovative and practical solutions to problems and challenges, and to discuss and explore the ILO perspective as well as the Government, Workers and Employers' perspectives. Course participants are encouraged to prepare for the course by researching latest trends in small enterprise development in their countries.

Working language: English

Cost of participation:

The cost of participation is US\$ 4,360 payable in advance by the participant's sponsoring organization.

This covers:

- tuition fees
- the use of training facilities and support services
- books and training materials
- accommodation and full board at the Centre's campus
- a standard daily allowance for a total of 12 Euro
- study visits
- routine medical care and insurance

The cost of participation does not include the main travel between the participant's home country, and Turin.

Fellowships for the training programmes conducted by the ILO Turin Centre may become available through development projects sponsored by United Nations Agencies, international or regional funding bodies, bilateral technical co-operation agencies, governments or private enterprises. Candidates are encouraged to contact these organisations and agencies in their countries to enquire about the availability of fellowships.

Application and inquiries

Applications to attend the course, supported by a nomination letter from the sponsoring/funding institution, should arrive not later than 26 October 2007.

THE ILO TURIN CENTRE'S FACILITIES

Located in an attractive park on the banks of the River Po, the Centre's campus provides a congenial environment in which to live and study.

It comprises 21 low-rise pavilions with:

- fully equipped modern classrooms;
- conference halls and meeting rooms fitted out for multilingual simultaneous interpretation;
- a computer laboratory;
- a computerised documentation centre linked to various data banks.






The campus has 288 bed/study rooms all with private bathrooms, telephones and cable television. It also has:

- a reception office open 24 hours a day;
- a restaurant, a self-service and a cafeteria catering for international dietary needs;
- a bank and travel agency;
- a small shop;
- a post office, international telephone exchange, fax and Internet connections;
- a recreation pavilion with reading rooms, television and video rooms;
- facilities for outdoor and indoor sports;
- medical service.

Social events are regularly organised on and off campus to allow participants from different cultural backgrounds to make the most of the stimulating international climate.

For further information, please contact:

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