Media Viability Consultancy Training

Human Resource Management for Media Houses Course Outline

Course dates

Dec 13 – Dec 16, 2021

Course description

This workshop is designed to give media viability consultants (MVCs) an introduction to Employment Law and the basic skills and principles of human resource management. It will equip the participants with the tools required to understand the importance of human resource (HR) processes and what they need to pay attention to when developing HR policies and procedures. They'll also understand their reference guide to get updates on any changes that may have happened in recent legislation. The workshop will also include an introduction to performance management which will give the participants an overview of what performance management and what documentation is required to help monitor and improve performance.

Learning outcomes

- Develop a Human Resources Manual using the template provided
- Draft basic Human Resource processes and documentation
- Design an organogram and suitable job descriptions
- Understand performance management process and adapt performance frameworks
- Evaluate the design and implementation of the media houses' HR policy.

About the facilitator:

Rhona Nantege is a practicing executive Coach, and a Leadership, Management and Governance Consultant. She has a professional human resource management background with over 10 years' experience in practice. She also has experience in managing HR and administrative functions to deliver competitive advantage through increased employee engagement, building high performance teams and exceptionally designing and implementing administrative policies. Rhona has experience in developing and implementing human resource policy in line with labour and safety laws. She has engaged with multi-cultural entities and thus understands the importance of diversity. She is finalising her Masters of Science in Leadership and Governance at Makerere University Business School, where the specialty is leadership, accountability and performance. She holds a Bachelor's degree in Human Resource Management (Hons) from Ndejje University.

Attendance policy

MVCs are required to attend all sessions. In the case of an emergency, MVCs must communicate with Rhona Nantege (rhona@coachafrica.com) the facilitator of the course as well as with Takako Mino (tmino@innovationvillage.co.ug), project lead. The MVCs will be expected to review the course materials, complete all required activities, and submit an assignment to demonstrate mastery of the course content missed. Please note that this applies to MVCs who are unable to join a session or part of a session due to connectivity issues.

Course location

All the sessions will be held on Zoom using this link:

https://us02web.zoom.us/j/3388731157?pwd=NFNRWnM3L09TTWk3eUFOUHFXalVGQT09

Required Tools:

- Hardware - Laptop or desktop with functioning audio and video functions (may need headphones, speaker, microphone, or webcam depending on your computer's features)
- Software - Zoom (for laptop/desktop and on mobile for backup), Gmail account
- Internet - Broadband internet and/or sufficient mobile data. Even if you have broadband internet, please ensure you have sufficient mobile data in case your internet is unreliable and you need to hotspot or connect via mobile.
- Charging devices - If you are using a laptop, please ensure that your laptop is fully charged prior to the start of each training session.
- Mobile - please ensure that your mobile is fully charged, has the required software downloaded and has sufficient data in case you lose power or internet connectivity.

Class Norms:

- Join at least 10 minutes early
- Dress appropriately for each session as video is required unless there are special circumstances
- Set up your workstation in a quiet, well-lit area with a good background
- Keep your video on, but mute your computer's audio unless you are speaking
- Mute notifications on all devices (PC, laptop, mobile) to avoid distractions
- Avoid eating or other distracting behaviors during the training

DAY ONE - 13th Dec 2021: Employment Act, Recruitment, Hiring, Placement

TIME	TOPIC	CLASS ACTIVITIES
9:00-10:30 AM	Intros - Introducing course scope - Trainer and Participant Intros - Training norms Employment Act	Introductions and icebreaker Overview of Employment Act Employment Act Quiz Qn: What surprises have you heard from the Employment Act? Asking questions about Employment Act Introduce HR Manual and Culminating Activity • We will begin the session by introducing what an HR Manual is or otherwise known as Employee Manual/Employee Handbook/Staff Handbook. • You will be introduced to the Employee Life Cycle and its stages from Entry to Exit. This will then help you relate this information to the development of the HR Manual. • We will define what Policies & Procedures (P&Ps) are, and why they are important
10:30-11:30 AM	Recruitment planning and documentation	Organogram • Share the basic template of an organogram • Find a sample media house, agree on a department to use and design a sample organogram • Strategic thinking on required personnel Planning (writing job descriptions) • Brainstorm the components of a job description with clear goals • Identify a position and design its JD following the components above
11:30-11:35 AM	BREAK	

11:35-1:00 PM	Hiring/Placement	Hiring (different hiring methods) • Brainstorm: What are the most common hiring methods in media houses? • What are their pros and cons? • Long listing and short listing Interviewing Placement

DAY TWO - 14th Dec 2021: Orientation, Induction, Salary, and Remuneration

TIME	TOPIC	CLASS ACTIVITIES
9:00-10:30 AM	Orientation	Day 1 Recap – key lessons Reflection on key takeaways and surprises Orientation lecture • understanding culture of media houses, people, and systems
10:30-11:30 AM	Induction	Understanding job, tools of work Reporting lines (Following the organogram) Relationships New entrants agree to 3 months target (probation period)
11:30-11:35 AM		BREAK
11:35-1:00 PM	Salary/remuneration	Definition of salary grade and range What strategies can be put in place to manage salary grades and ranges Why do we need to establish salary scales Steps in developing salary scales including collecting and analyzing data Documenting a salary structure and renumeration package

TIME	TOPIC	CLASS ACTIVITIES
DAY THREE - 15th Dec 2021: Performance Management, Staff engagement/relationship management and Staff capacity building		
9:00-10:30 AM	Staff engagement/ relationship management	Day 2 Recap Support media houses in aligning expectations of management team and staff Staff engagement Sexual harassment Handling grievances
10:30-11:30 AM	Performance evaluation/media house productivity	Monitoring performance (Focusing on KPIs and targets) Documenting performance (Continuous process throughout the performance period) Evaluating performance (Sample evaluation tool and best practice during performance appraisals MVCs shall have a role play on how to conduct a performance evaluation conversation). This shall be from two volunteers. Giving and receiving feedback The implications of poor performance and how to improve productivity of media houses shall also be discussed.
11:30-11:35 AM		BREAK
11:35-1:00 PM	Staff capacity building/employee development	Use performance evaluation to determine needs of staff capacity building Introduce the different methods of developing staff skills. Engage MVCs in an individual exercise to each list all the tasks they do in their jobs, the knowledge required to do them, and the skills required to do them effectively. They should also consider how they would impart these skills to a new employee. In the groups, ask for volunteers to share some of the tasks, skills, and knowledge required and how they

		would transfer these skills. Also ask how they might map out skills for other categories of staff and how the media houses can build skills of their staff. Collective decision-making – staff meetings

DAY FOUR - 16th Dec 2021: Separation and retirement/Closing		
TIME	TOPIC	CLASS ACTIVITIES
9:00-10:30 AM	Separation/retirement	Recap of Day 3 Questions and Answers How to handle separation/retirement being associates, procedure
10:30-11:30 AM	Culminating activity	The culminating activity shall be an individual exercise. Participants shall finalise the draft policies and procedures started on during the different HR Processes (organogram, recruitment, induction and orientation, staff remuneration, sexual harassment, grievance policy, performance appraisal, capacity building, separation/exit). They will compile these and insert them in the different sections of the HR Manual. We shall have at least 5 presentations to receive feedback and modify the HR Manual drafts.
11:30-11:35 AM		BREAK
11:35-1:00 PM	Presentations Final Q and A Conclusion	Feedback on presentations Compilation of the draft HR manual from the draft policies and procedures developed during the culminating activity. Reflections

Culminating activity

The culminating activity shall be the compilation of the HR Manual. Participants shall finalise the draft policies and procedures started on during the different HR Processes (organogram, recruitment, induction and orientation, staff remuneration,

sexual harassment, grievance policy, performance appraisal, capacity building, separation/exit). They will compile these and insert them in the different sections of the HR Manual. We shall have at least 5 presentations to receive feedback and modify the HR Manual drafts.