

HUMAN RESOURCES MANAGEMENT FOR PUBLIC SECTOR REFORM, INSTITUTIONAL PERFORMANCE AND GOVERNANCE PROGRAMMES

1. INTRODUCTION AND RATIONALE

Human Resources Management has emerged as a strategic lever for public sector reform, institutional performance and governance excellence. Across Africa, governments and public institutions are confronted with complex challenges including skills shortages, ageing workforces, labour disputes, weak performance management systems, governance failures, low employee morale, and the urgent need to modernise HR systems in line with global best practice.

At the same time, increased scrutiny from citizens, oversight bodies and development partners has elevated expectations around accountability, ethical conduct, compliance with labour laws, performance delivery and value for money. These demands require HR leaders who are not only administrators, but strategic partners, change leaders and governance champions.

NC Consultants, Africa has therefore designed a comprehensive suite of short-term executive HRM programmes that respond directly to these realities. The programmes integrate strategy, compliance, leadership and innovation, equipping senior decision-makers and practitioners with the tools to drive measurable institutional transformation.

2. PROGRAMME OVERVIEW

The Executive Human Resources Management Programme Portfolio is structured around six integrated thematic clusters, ensuring a holistic and coherent learning pathway for participants at different leadership and technical levels.

Programme Clusters

1. Core & Strategic HRM Programmes
2. Talent, Performance & Organisational Effectiveness
3. Labour Relations, Employment Law & Ethics
4. HR Transformation & Change Management
5. Public Sector & Executive HR Specialisations
6. Contemporary & Cross-Cutting HR Programmes

Courses are delivered in 5-day and 10-day intensive formats, allowing institutions to release senior staff without disrupting operations while still achieving deep learning and practical application.

3. TARGET GROUPS

Primary Target Groups

- Ministers, Deputy Ministers and Permanent Secretaries
- Principal Secretaries, Directors and Commissioners
- Chief Executive Officers and Managing Directors
- Board Members and Senior Executives of State-Owned Enterprises
- Heads of Human Resources and HR Directors

Secondary Target Groups

- Senior HR Managers and HR Business Partners
- Labour Relations and Industrial Relations Officers
- Policy Analysts, Workforce Planners and Organisational Development Specialists
- Performance Management and M&E Officers
- Legal and Compliance Officers

Institutional Beneficiaries

- Ministries, Departments and Agencies (MDAs)
- Local Government and Municipal Authorities
- State-Owned Enterprises and Regulatory Authorities

- Regional and Continental Institutions
- Development partners and large NGOs

4. PROGRAMME OBJECTIVES

Overall Objective

To strengthen human resource leadership, governance and institutional performance across Africa by equipping executives and senior officials with strategic, compliant and future-ready HRM capabilities.

Specific Objectives

Participants will be enabled to:

1. Position HR as a strategic partner in public sector reform and governance
2. Design and implement robust HR policies and workforce strategies aligned with organisational mandates
3. Strengthen talent management, succession planning and leadership pipelines
4. Establish effective performance management and accountability systems
5. Manage labour relations, employment law compliance and ethical conduct professionally
6. Lead HR transformation, digitalisation and change management initiatives
7. Align HR systems with institutional performance, service delivery and citizen outcomes.

5. ALIGNMENT WITH PROGRAMME CLUSTERS

5.1 Core & Strategic HRM Programmes

Focus on:

- Strategic HR planning and governance
- HR policy design and institutional accountability
- Executive HR leadership and organisational strategy

Outcome: HR functions that drive institutional mandates and reform agendas.

5.2 Talent, Performance & Organisational Effectiveness

Covers:

- Talent management and succession planning
- Competency-based HR systems
- Performance management, KPIs and organisational design

Outcome: High-performing, results-driven and agile institutions.

5.3 Labour Relations, Employment Law & Ethics

Addresses:

- Labour and industrial relations management
- Employment law compliance
- Dispute resolution, discipline and ethical governance

Outcome: Reduced disputes, improved compliance and enhanced institutional credibility.

5.4 HR Transformation & Change Management

Focus areas include:

- HR digitalisation and HRIS
- Evidence-based HR and people analytics
- Organisational change and culture transformation

Outcome: Modern, efficient and future-ready HR systems.

5.5 Public Sector & Executive HR Specialisations

Targets:

- Public sector HR reform
- HR management in State-Owned Enterprises
- Executive compensation and workforce planning

Outcome: Stronger governance and performance in public institutions.

5.6 Contemporary & Cross-Cutting HR Programmes

Covers:

- Diversity, equity and inclusion
- Gender-responsive HRM
- Employee wellbeing, risk management and future of work

Outcome: Inclusive, resilient and sustainable institutions.

6. PROGRAMME EXPECTATIONS

Participant Expectations

Participants are expected to:

- Actively engage in executive-level discussions and case studies
- Share institutional challenges and best practices
- Develop a **practical HR action plan or reform roadmap**
- Apply acquired tools and frameworks in their organisations

Institutional Expectations

Participating institutions are encouraged to:

- Nominate staff with decision-making or implementation authority
- Support post-training institutional reforms
- Monitor and evaluate impact after training

7. PROGRAMME OUTCOMES

Strategic Outcomes

- Strengthened **HR leadership and governance frameworks**
- Improved alignment between HR strategy and institutional goals
- Enhanced compliance with labour laws and ethical standards

Operational Outcomes

- Effective talent management and succession systems
- Improved performance management and accountability
- Reduced labour disputes and grievance cases

Institutional Outcomes

- Modernised HR systems supporting service delivery
- Increased organisational efficiency and staff morale
- Sustainable internal capacity for HR reform

Individual Outcomes

- Executives and managers with strong strategic HR competence
- Enhanced leadership credibility and decision-making capability
- Improved career progression and professional standing

8. VALUE PROPOSITION OF NC CONSULTANTS, AFRICA

NC Consultants, Africa offers:

- Deep expertise in **public sector reform and governance**
- Trainers with hands-on executive and policy experience
- Practical, context-specific and results-oriented learning
- Flexible delivery modes tailored to senior officials
- Measurable institutional impact beyond the classroom

9. CONCLUSION

The **Executive Human Resources Management Programme Portfolio** is a **strategic investment in people, performance and governance**. Institutions that participate will gain the leadership

capacity required to **translate reform policies into operational excellence and citizen-centred service delivery.**

NC Consultants, Africa invites **governments, state-owned enterprises, regional institutions and development partners** to nominate their executives and senior officials to participate in these programmes and partner with us in building **high-performing, ethical and future-ready public institutions across Africa.**

HUMAN RESOURCES MANAGEMENT: CORE & STRATEGIC HRM PROGRAMMES

CODE	COURSE	DURATION	JAN 2026 –JAN 2027
HRM 01	Strategic Human Resources Management for Executives	5 Days	12 Jan –16 Jan 2026 11 May–15 May 2026 13 Jul–17 Jul 2026 07 Dec–11 Dec 2026 11 Jan–15 Jan 2027
HRM 02	Advanced HR Policy Design & Implementation	5 Days	19 Jan–23 Jan 2026 08 Jun–12 Jun 2026 14 Sep–18 Sep 2026 14 Dec–18 Dec 2026 18 Jan–22 Jan 2027
HRM 03	Human Capital Planning & Workforce Analytics	5 Days	26 Jan–30 Jan 2026 04 May–08 May 2026 12 Oct–16 Oct 2026 07 Dec–11 Dec 2026 25 Jan–29 Jan 2027
HRM 04	HR Governance & Institutional Accountability	5 Days	05 Jan–09 Jan 2026 01 Jun–05 Jun 2026 07 Sep–11 Sep 2026 14 Dec–18 Dec 2026 11 Jan–15 Jan 2027
HRM 05	Executive HR Leadership & Organisational Strategy	10 Days	19 Jan–30 Jan 2026 18 May–29 May 2026 14 Sep–25 Sep 2026 07 Dec–18 Dec 2026 11 Jan–22 Jan 2027
HRM 06	Talent Management & Succession Planning	5 Days	05 Jan–09 Jan 2026 15 Jun–19 Jun 2026 02 Nov–06 Nov 2026 07 Dec–11 Dec 2026 18 Jan–22 Jan 2027
HRM 07	Performance Management Systems & KPIs	5 Days	19Jan–23 Jan 2026 01 Jun–05 Jun 2026 05 Oct–09 Oct 2026 14 Dec–18 Dec 2026 25 Jan–29 Jan 2027
HRM 08	Competency-Based HR Systems	5 Days	26 Jan–30 Jan 2026 08 Jun–12 Jun 2026 21 Sep–25 Sep 2026 07 Dec–11 Dec 2026 11 Jan –15 Jan 2027
HRM 09	Organisational Design & Job Evaluation	5 Days	05 Jan –09 Jan 2026 11 May –15 May 2026 12 Oct –16 Oct 2026 14 Dec–18 Dec 2026 18 Jan–22 Jan 2027
HRM 10	High-Performance Work Systems	10 Days	05 Jan–16 Jan 2026 01 Jun–12 Jun 2026 14 Sep–25 Sep 2026 07 Dec–18 Dec 2026 11 Jan–22 Jan 2027
HRM 11	Labour Relations & Industrial Relations Management	5 Days	05 Jan–09 Jan 2026 18 May–22 May 2026 07 Sep–11 Sep 2026 07 Dec–11 Dec 2026 25 Jan –29 Jan 2027

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CODE	COURSE	DURATION	JAN 2026 –JAN 2027
HRM 12	Employment Law for HR Managers & Executives	5 Days	26 Jan –30 Jan 2026 15 Jun –19 Jun 2026 02 Nov–06 Nov 2026 14 Dec –18 Dec 2026 11 Jan–15 Jan 2027
HRM 13	Collective Bargaining & Dispute Resolution	5 Days	12 Jan –16 Jan 2026 08 Jun–12 Jun 2026 28 Sep–02 Oct 2026 07 Dec–11 Dec 2026 18 Jan –22 Jan 2027
HRM 14	Ethics, Discipline & Grievance Handling	5 Days	19 Jan -23 Jan 2026 01 Jun–05 Jun 2026 12 Oct–16 Oct 2026 14 Dec–18 Dec 2026 25 Jan–29 Jan 2027
HRM 15	HR Transformation & Change Leadership	10 Days	05 Jan-16 Jan 2026 06 Jul –17 Jul 2026 14 Sep–25 Sep 2026 07 Dec–18 Dec 2026 11 Jan–22 Jan 2027
HRM 16	Managing Organisational Change & Culture	5 Days	12 Jan –16 Jan 2026 11 May–15 May 2026 19 Oct–23 Oct 2026; 14 Dec–18 Dec 2026 18 Jan –22 Jan 2027
HRM 17	HR Digitalisation & HR Information Systems (HRIS)	5 Days	19 Jan-23 Jan 2026 08 Jun–12 Jun 2026 28 Sep–02 Oct 2026 07 Dec–11 Dec 2026 25 Jan–29 Jan 2027
HRM 18	Evidence-Based HR & People Analytics	5 Days	26 Jan–30 Jan 2026 04 May–08 May 2026 14 Sep–18 Sep 2026 30 Nov–04 Dec 2026 11 Jan–15 Jan 2027
HRM 19	Public Sector HR Management & Reform	5 Days	05 Jan-09 Jan 2026 06 Jul–10 Jul 2026 21 Sep–25 Sep 2026 07 Dec–11 Dec 2026 18 Jan–22 Jan 2027
HRM 20	HR Management in State-Owned Enterprises	5 Days	12 Jan–16 Jan 2026 15 Jun–19 Jun 2026 12 Oct–16 Oct 2026 14 Dec–18 Dec 2026 25 Jan–29 Jan 2027
HRM 21	Executive Compensation & Reward Strategy	5 Days	05 Jan –09 Jan 2026 20 Jul–24 Jul 2026 05 Oct–09 Oct 2026 07 Dec–11 Dec 2026 11 Jan–15 Jan 2027
HRM 22	Strategic Workforce Planning for the Public Sector	10 Days	05 Jan–16 Jan 2026 07 Sep–18 Sep 2026 02 Nov–13 Nov 2026 07 Dec–18 Dec 2026 11 Jan –22 Jan 2027

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CODE	COURSE	DURATION	JAN 2026 –JAN 2027
HRM 23	Diversity, Equity & Inclusion in the Workplace	5 Days	12 Jan–16 Jan 2026 02 Mar–06 Mar 2026 06 Jul–10 Jul 2026 07 Dec–11 Dec 2026 11 Jan –15 Jan 2027
HRM 24	Gender-Responsive Human Resources Management	5 Days	19 Jan–23 Jan 2026 04 May–08 May 2026 03 Aug–07 Aug 2026 14 Dec–18 Dec 2026 18 Jan –22 Jan 2027
HRM 25	Occupational Health, Safety & Employee Wellbeing	5 Days	26 Jan–30 Jan 2026 01 Jun–05 Jun 2026 07 Sep–11 Sep 2026 07 Dec–11 Dec 2026 25 Jan–29 Jan 2027
HRM 26	HR Risk Management & Compliance	5 Days	05 Jan–09 Jan 2026 09 Mar–13 Mar 2026 05 Oct–09 Oct 2026 14 Dec–18 Dec 2026 11 Jan –15 Jan 2027
HRM 27	Coaching, Mentoring & Leadership Development	5 Days	12 Jan –23 Jan 2026 04 May–15 May 2026 07 Sept–18 Sep 2026; 07 Dec–18 Dec 2026 11 Jan–22 Jan 2027
HRM 28	Future of Work & Strategic HR Leadership	10 Days	12 Jan–23 Jan 2026 21 Sep–02 Oct 2026 09 Nov–20 Nov 2026 07 Dec–18 Dec 2026 11 Jan–22 Jan 2027

Why these HR Programmes:

- Direct relevance to **public sector reform, institutional performance and governance**
- Strong appeal to **executives and senior decision-makers**
- Balances **strategic leadership, compliance and modern HR practices**
- Flexible, well-spaced scheduling across the year
- Addresses **future-of-work, digital HR and workforce transformation**