

LONDON CORPORATE TRAINING

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*LCT equips **Ghana National Petroleum Corporation's** Head of Training with the knowledge to change HR service delivery into a value-generating process.*

Client

Ghana National Petroleum Corporation (GNPC) is a state-owned entity responsible for Oil and Gas exploration and production. With responsibility for the regulation (and licensing) of the petroleum sector having been transferred to Ghana's Petroleum Commission, GNPC's new remit is to build capacity as an Oil and Gas operator by engaging in the exploration and development of Oil fields, first in partnership with other organisations, and ultimately as an independent entity.

GNPC was established in 1983 based on the idea to develop Oil and Gas resources for the benefit of the people of Ghana. With the discovery of Oil, particularly at the Jubilee Field in 2007, with production beginning in late 2010, GNPC has since been re-organised to best serve this function. It has set a strategic imperative to become an independent operator within seven years and a world-class operator within fifteen years. In order to meet this, it has adopted an accelerated growth strategy anchored on four key pillars and underpinned by several core values. One core value, 'Ananse Ntontan', is to "recognise the talents of our people and provide a nurturing environment to develop them to their fullest potential." Training and development therefore plays an important role for GNPC and has led to a strong relationship being forged with London Corporate Training (LCT) in recent years.



There are approximately 300 employees at GNPC.

Delegate

A central activity of the Human Resources department is the organisation of training for employees of GNPC, co-ordinated by the Training and Development unit. A challenge that is common to organisations which send their staff on training is to find out whether it has been effective and whether it has delivered value to the organisation. In an effort to solve this, GNPC put into place three systems.

1. Competency Management System – an online portal which assesses each individual on areas related to their work in order to identify any 'knowledge gaps'; it then matches these with relevant training courses in order to bridge such gaps in knowledge.
2. Knowledge Management System – devised to facilitate the transference of knowledge (accrued from training and experience) from one individual to another.

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3. Performance Management System – concerned with evaluating performance of all employees in the organisation.

In spite of these advancements, there was still the issue of demonstrating the full value of training initiatives to senior management. Consequently, the department was looking to improve the way it could derive insights, measure, and communicate value in a tangible way.

“Our aim is to increase credibility of HR in the organisation to over 85%. We wanted to give it even greater value... and prove what we’ve done in terms of improving organisational performance.”

The central challenge revolved around data analysis, as explained by the HR officer:

“We have a lot of data when it comes to training - how many people have gone for training programmes, what kind of training programmes, how many institutions we have used and so on. But then what? What do we do with the data? How can we make it meaningful when meeting with senior management? How do we effectively explain what is happening? That’s what I wanted to find out.”

LCT, having developed a strong relationship with GNPC over the years, was asked to use its expertise to develop a comprehensive course on this subject, when research into relevant training opportunities proved fruitless:

“I did a lot of searching on the internet but I didn’t get a feel of exactly what I wanted so I contacted LCT to request something more geared towards what we were looking for.”

Course

The training course was scheduled across two weeks in order to provide sufficient time for this complex area to be covered in detail. It was designed especially for HR professionals seeking to measure the contribution of HR towards organisational performance. The learning objectives were as follows:

- To understand the reasoning behind predictive analytics and its benefits
- To explore various levels of analytics and their uses; showing the evolution of metrics into predictive analytics
- To understand predictive management model
- To understand HCM:2I model
- To appreciate risk assessment as a fundamental part of modern human capital management



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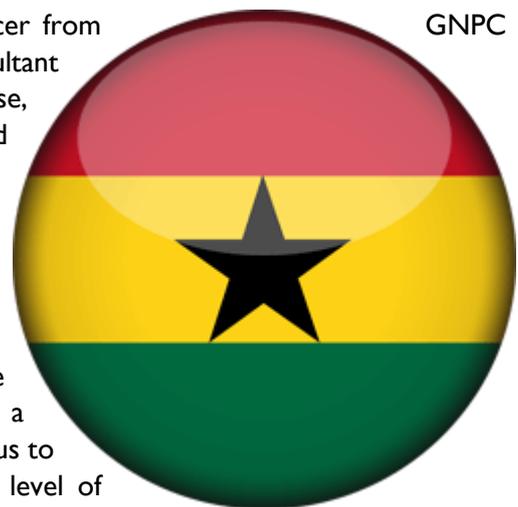
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- To learn an evidence-based approach using advanced analytics in developing a collaborative workplace and with selecting and motivating people
- To develop workforce planning that replaces the industrial-era, gap-analysis, structure-focused practice of filling positions as needed with the concept of generating human capability
- To learn how to change HR service delivery into a value-generating process

When it came to the training, LCT and GNPC agreed that this course would be best run as an open course, in order that delegates benefit from the experience of others on the course. This resulted in four participants attending the training – two from GNPC and two others.

“We were able to learn from others in class. We would understand what they were doing in their organisation and they would listen to us when we were talking about our organisation. It gave us a sense of understanding what is currently happening in this area.”

Asked what she liked most about the training, the HR officer from commented, “The way it has been structured. The consultant started from the beginning and, over the duration of the course, proceeded to the more advanced methodologies and approaches, all the time building our interest. This meant that when we came to the end of the course, we had a really good understanding of the subject and were filled with inspiration and know-how to implement HR analytics on return to our organisation.”



Another important aspects which stood out was the consultant’s training style. A step up from the role of a traditional consultant, “his style was more to do with getting us to understand how to make it work ourselves.” With a high level of experience in this area, he was able to guide participants to a greater understanding: “We were invited to consider how it could work in our own organisations and, during the course of these discussions, he would advise us and recommend how we can go about it to make it work.”

This was reinforced through extensive use of practical training techniques such as case studies and videos: “You have all these different resources so even though you haven’t actually implemented anything yet within the workplace, you have a sense that you’ve already done it.”

Reflecting on the two weeks of training, the HR officer enjoyed the dynamism of the training which was evident not only through the varied training material, but also in the lively interactions with the consultant: “The training was just so interesting! The consultant was fun and we all had a ball!”

On the final day of the course, participants were required to give a fifteen minute presentation on learnings from the previous two weeks and the changes they would seek to implement on return to their organisations. This was designed to help participants think about how the learning could be applied in practice and ensure clarity of thought towards the end of the training. It also helped GNPC’s HR officer directly since she would have to present a report to the HR team on her return.



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Result

Having been nominated by senior management in GNPC as one of two people to lead the transition of HR service delivery into a value-generating model, the participant felt she came away with a strong understanding of the subject, as well as the inspiration to be at the forefront of this process: “The training has made clear the path ahead for HR within my organisation. Now I understand where we are currently, where we need to be, and how to get there.”

Thanks to LCT’s training course, she also now feels comfortable delivering a presentation to the HR team, outlining this complex area and informing them of various aspects which, she feels, can be implemented by GNPC. Furthermore, the course has helped bring her team one step closer to delivering on the ultimate objective of increasing credibility of the HR department to over 85%. She is confident that upcoming changes will enable the department to make HR strategy even more effective: “I now know how to convert generic data into more useful information necessary for the design of a comprehensive Human Resources Strategy.”

One unexpected development came from the module on Workforce Planning, which proposed an alternative system that replaces traditional ‘gap analysis’ with the concept of generating human capability. This was particularly interesting given that GNPC’s current training and development assessment makes extensive use of gap analysis. The HR officer found the concept to be highly interesting to the point where she felt the adoption of this within her organisation was a distinct possibility: “This is an area where I think I can make a difference. I can actually pitch this to the management team and see them taking it and running with it.”

Asked if she would recommend LCT to others, the answer was a resounding yes: “**I have already recommended this training to some of my team members. It will be useful for them to attend so hopefully next year they will have this experience as well.**”

Offering some final words, she commented. “The training has been really good. Really, really good.”

About LCT

LCT is a leading UK training provider offering short, professional courses in a number of different fields. Amongst our many areas of expertise, we specialise in Human Resources training. Courses last from one to three weeks depending on the subject area and include: Strategic Human Resources Management, Managing Organisational Change, Strategic Organisational Change, Recruitment and Selection, Performance Management, Training and Development, Conflict Resolution, HR Analytics, Training the Trainer, and Succession Planning. For more information, visit www.lct.co.uk/courses/human_resources.

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