# Human Capital Management Training Course: Productivity, Retention and Board Reporting

20 – 24 December 2026
Muscat

# Human Capital Management Training Course: Productivity, Retention and Board Reporting

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## Programme Summary

Human capital management is the subject of this one-week training course for CHROs, HR directors, finance directors and business unit heads, ending in a human capital investment and reporting pack for one business unit. Organisations spend most of their operating budget on people yet judge that spend with cost figures alone. The programme moves from value measures and productivity analysis to retention, skills investment, board reporting and the link between people spending and business results. Mars Training Centre UK delivers this programme on human capital management to mixed-organisation cohorts.

## The Business Case

Banks, manufacturers, public bodies and service companies carry payroll as their largest cost, but few leaders can say which people spending raises output and which does not. When measures are scattered across HR and finance, investment follows habit and boards receive headcount tables rather than evidence. Leaders who share one set of measures can direct spending where it changes results.

- Workforce Productivity: Rises when investment follows measured gaps in output and capability.
- Voluntary Turnover Cost: Falls when retention actions target the roles that cost most to lose.
- Board Confidence: Improves when workforce reporting is consistent and tied to business outcomes.

## Principles and Evidence Base

- ISO 30414: Gives guidelines for internal and external human capital reporting, applied in Session 4 to select and define the measures a board receives.
- Workforce Gap Analysis: Compares the skills the strategy needs with those available, applied in Session 3 to rank skills investment.
- Investment Appraisal Logic: Weighs cost against expected benefit over time, applied in Sessions 3 and 4 to people spending cases.
- Productivity Ratios: Relate output and cost to workforce size, applied in Session 2 to unit comparison.

## Intended Participants

- Chief human resources officers who set people strategy and answer to the board.
- HR directors who own workforce data, retention and capability programmes.
- Finance directors who appraise people spending and workforce cost.
- Business unit heads who decide hiring, development and pay within their units.

Typical settings include banks, manufacturers, public authorities and professional services firms.

## Learning Outcomes

1. Participants will be able to evaluate which workforce measures describe value rather than only cost.
2. Participants will be able to diagnose productivity differences between units using agreed ratios.
3. Participants will be able to prioritise retention actions by the cost of losing particular roles.
4. Participants will be able to construct an investment case for a skills programme.
5. Participants will be able to design a board report on the workforce that uses defined measures.
6. Participants will be able to justify a people investment plan to executive colleagues.

## Programme Structure

## Day 1: Human Capital Management Foundations and Value Measures

Which measures show what the workforce is worth, not only what it costs?

- Workforce Cost and Value Map
- Human Capital Measure Long List
- Data Source Quality Check
- Revenue and Cost per Employee View
- Measure Definition Sheet

## Day 2: Productivity Analysis Across Units

Why does output per person differ between similar units?

- Productivity Ratio Set
- Unit Comparison Grid
- Capacity and Absence Analysis
- Span of Control Review
- Productivity Gap Log

## Day 3: Retention and Skills Investment Decisions

Where does an extra unit of people spending change results most?

- Critical Role Cost of Loss Estimate
- Retention Driver Review
- Workforce Skills Gap Analysis
- Skills Investment Appraisal Template
- Spending Priority Ranking

## Day 4: Board Reporting on Human Capital

What should a board see about the workforce, and how is it defined?

- ISO 30414 Measure Selection
- Internal and External Reporting Split
- Board Workforce Dashboard
- Narrative and Evidence Notes
- Reporting Calendar and Ownership Table

## Day 5: Human Capital Investment and Reporting Pack for One Business Unit

Do the earlier tools join into a pack that executives can approve?

- Applying the Session 1 Measure Definitions
- Testing the Session 2 Productivity Gaps
- Checking the Session 3 Spending Priorities
- Reviewing the Session 4 Board Dashboard
- Completing the Human Capital Investment and Reporting Pack

## Methodology

The programme uses a data workshop built on prepared workforce data for two organisations, a retail bank with branch networks and a manufacturer with plant sites. Participants compute measures, compare units, rank spending cases and defend a reporting pack to peers acting as an executive committee.

- Suggested activity: Recalculating output per employee after removing a unit with unusual hours.
- Suggested activity: Comparing two retention actions on cost per person retained.
- Suggested activity: Cutting a twenty-measure workforce report down to the six a board will use.

## Capstone Output

Each participant completes a human capital investment and reporting pack for one business unit. It holds defined measures, a productivity comparison, a retention priority list, a skills investment case and a board dashboard with notes. At work it frames budget discussions, supports bids for development funds and sets the workforce report that leaders review each quarter.

## Frequently Asked Questions

### Is a human capital management programme suitable for finance leaders with little HR background?

Yes. Human capital management is taught through prepared data and templates. The programme assumes responsibility for people spending, workforce data or a business unit, but no earlier experience of workforce analytics or board reporting.

## Which standard does human capital management rest on in this programme?

Human capital management rests on ISO 30414 for internal and external workforce reporting, supported by workforce gap analysis, investment appraisal logic and productivity ratios.

## How is the pack from human capital management study used at work?

You use the human capital investment and reporting pack to frame budget talks, justify development spending, agree measure definitions and brief the board each quarter.

## How does human capital management differ from a programme on talent acquisition?

Human capital management concentrates on measuring workforce value, productivity, retention and reporting, while a talent acquisition programme concentrates on sourcing, selection and hiring processes.