



Human Resources Management (Certified
HR Professional)



9 - 20 September 2024
Milan (Italy)



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REF: H222 DATE: 9 - 20 September 2024 Venue: Milan (Italy) - Fee: 10100 Euro

Introduction:

This program deals with the latest innovations and direction of today's Human Resource Departments. This essential program will provide you with the best in new techniques, processes, and direction that leading HR departments need to take to be world-class.

Rapid and radical change is affecting the whole of the world. Some parts of the Middle East are facing significant challenges in terms of growth and competition. In other places, the key to prosperity as an organization is seen as controlling costs and maintaining market competitiveness. In these circumstances, companies are increasingly searching for a source of competitive advantage through HR.

Course Objectives:

At the end of this course the participants will be able to:

- Use a strategic model to build an HR strategy, and know where strategy fits into corporate business.
- Be able to use the 6 S process to translate strategy into HR action.
- Write business action plans to delegate strategic tasks.
- Build and produce high-level management information.
- Know what HR trends to report on and be able to master emergency planning.
- Do executive briefings to gather and disseminate information.
- Show the added value of HR to your business.
- Translate current trends to maximize Human Capital investment.

Targeted Groups:

- Managers or Supervisors acquiring responsibility for the HR or Personnel Function
- HR or Personnel Generalists
- Specialists returning to, or moving to, a generalist role
- Established HR Professionals wishing to obtain new ideas
- Newly appointed HR professionals
- Managers or Supervisors or Team Leaders who wish to improve their knowledge of professional HR

Course Outlines:

Unit 1: The Formulation of Strategy, How it Works - The Process Explained:

- Introductions and program objectives.
- Why taking HR to executive level is such a good idea - greater opportunities, bigger job - long term security & its what world-class businesses want.
- Where strategy fits with the Vision, mission, and operating plans.
- The traditional approach to strategic planning.
- The new HR model -10 steps needed to form an HR strategy.
- The strategic model of how it works.

Unit 2: Translating Strategic Requirements into Business Action Plans - Including the Formation

of HR Budgets:

- The formation of Strategic objectives and how to translate them into the HR 6 S model.
- Building Business action plans.
- Building Strategic action plans - getting others committed; No SAP - what can happen.
- Producing Executive financial information - unit costs and spend analysis.

Unit 3: Mastering Predictive Trends & Management Information - Getting the Big Picture:

- Why executives need predictive information.
- The executive must be good at predictive information - trend analyses.
- Software for predictive planning and trend analysis.
- Other predictive factors to review, succession planning, emergency planning.

Unit 4: Key Performance Factors - Maximising Human Capital:

- Measurement tools -organizational maturity, corporate culture, etc.
- Relationship between performance and competence.
- Valuing human capital - how to do it.
- Critical performance indicators.
- Presenting at the executive level.

Unit 5: Understanding and being able to Act on High-Level HR Trends:

- World trends - employment, inclusion, new employee expectations.
- World business trends - leadership, team working, employment/ supervision ratios.
- Changing Trends relating to HR.

Unit 6: The Context for Change:

- The big picture - Free Trade Agreements, World Trade Organisation, single currency, social changes, etc.
- The strategic response.
- Leadership and management style.
- Recruitment and retention.

Unit 7: Managing Performance, Behaviour, and Culture:

- Performance Management for grown-ups.
- Improving managerial performance.
- The Psychological Contract.
- Climate and Culture.
- Coaching, Mentoring; Counselling; Giving Feedback.

Unit 8: Implications for Employment Practice:

- Work Organisation.
- The use of Competencies.
- Human Capital Management.

Unit 9: Employee Relations:

- Rights versus responsibilities.
- Poor performance procedure.
- Disciplinary procedure.
- Grievances.
- Equal Opportunities.

Unit 10: The Future for Employment Practices:

- Industrial Democracy.
- The role of employee representatives.
- Communications.
- Consultation.
- Involvement.
- Program review and presentation of certificates.