€TRAINING

Certified Human Resources Professional: From Traditional HR Role to Business Partner

21 - 25 October 2024
Munich (Germany)

Introduction:

HR professionals have to stop 'doing' and start 'delivering'. Therefore, HR has to transform itself into a credible business partner deserving a seat at the decision-making table. The door is wide open for human resources to become the business partner it always wanted to be rather than remaining just another service function.

Now more than ever, HR professionals need new skills and a whole new set of competencies: technical, behavioral, and emotional, in order to be able to deliver strategic and tangible results. Participants in this course will go through the various HR functions, the key results that HR has to deliver, the key performance indicators for measuring HR performance, and the various competencies necessary for the success of HR as a business partner.

In the end, this course will enable you to transform yourself and your HR department into a business partner capable of delivering results and adding value to your organization.

Course Objectives:

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

- Demonstrate a thorough understanding of the nature of HR as a managerial function
- List all HR functions and responsibilities and identify their contributions to organizational success
- Play the four new roles that make HR a credible business partner in a modern organization
- Create an HR strategy that is aligned with the overall organizational strategy
- Measure the contribution of HR to the bottom line in both profit and nonprofit organizations
- Assess the effectiveness of the human resources function through the use of 'SMART' Key Performance Indicators KPIs and indices
- Demonstrate how a competency framework can increase the effectiveness of the HR function
- List the core competencies for an HR professional.

Targeted Audience:

Human resources managers, business partners, team leaders, and specialists.

Course Outlines:

Unit 1: Human management: An Overview:

- Definition and objectives of modern HR management
- HR management now and then
- The main functions in HR management
  - Organization
  - Resourcing
  - Climate and culture
  - Training and development
  - Performance management
  - Personnel administration
- Competency-based HR management: An overview

Unit 2: HR Business Partner:

- Four new roles to play
  - Management of strategic HR
  - Management of firm infrastructure
  - Management of employee contribution
  - Management of transformation and change
  - Basic HR competencies required to play the four roles
- HR business partner and emotional intelligence
  - The fundamental emotional intelligence framework
  - The emotionally intelligent HR business partner

Unit 3: Job analysis, Description, and Evaluation:

- The pervasiveness of the job description
- Four approaches for conducting job analysis
- Job Key Result Areas KRAs
- Writing job descriptions using the job key result areas approach
- Characteristics of effective job descriptions
- Guaranteeing 'internal consistency' through job evaluation
- A bird's eye view of the Meirc job evaluation system

Unit 4: Fundamentals of Strategic HR Management:

- Analysis of the environment
- From SWOT analysis to vision and mission statements
- The link between strategy and performance
- Organizational vs. HR key result areas
- Measuring HR KRAs through SMART Key Performance Indicators KPIs
- Turning key performance indicators into SMART objectives
- The balanced scorecard: an overview

Unit 5: Competency-Based HR Management:

- Competency definition
- Types of competencies
- The different competency components
- Competency-based recruitment and selection
- Competency-based training and development
- Competency-based performance management
- Benefits of a competency-based HR

Unit 6: Measuring HR Performance:

- The predominance of business results over HR results
- Five steps of analytics
- Measuring recruitment and selection
- Measuring compensation and benefits
- Measuring performance management
- Designing the HR balanced scorecard