THE HUMAN RESOURCE CERTIFIED ONLINE PROGRAM (HRCOP)

STRATEGIC HR MANAGEMENT

Module 1: The Evolution of HR Management (HRM)

- HRM from transactional work to transformational one.
- Evolution of HR effectiveness 1995 through 2020
- A modern-day definition of HRM.
- The infrastructure of modern HRM.
- 7 HR domains, 33 HR activities and 3 sets of HR competencies for HR professionals.
- Anatomy of modern HR challenges and the corporate talent system.
- Is it human resources (HR) or human capital (HC)?
- The risks associated with modern human capital.
- The pervasiveness of the job description.

Module 2: Competency Based HR Management

- The exact nature of a competency.
- The competency iceberg.
- Core competencies vs. technical competencies.
- From vision and mission to competency framework and behavioral indicators.
- Examples of competency frameworks.
- Competency based HR management.
- Examples of applying competency frameworks in hiring and training.

Module 3: Strategic Management and Business Alignment

- What is a strategy?
- Goals vs. objectives and targets.
- The hierarchy of goals and the cascading of objectives.
- 7 steps to strategic management.
- A strategy three critical success factors.
- Scanning the macro and micro-environments.
- Writing a vision and mission statements for the HR function.
- Strategy examples.
- HR strategic business alignment.

Module 4: Strategic HR Management – HR KPIs and Dashboarding

- Setting objectives, measuring, and tracking performance.
- Definition of a key performance indicator (KPI).
- From metrics to KPIs.
- Characteristics of smart KPIs.
- Key result areas and key performance indicators.
- Turning the KPI into a SMART objective.
- A survey of the most important HR KPIs.
- Lagging and leading HR indicators.
- Dashboarding and building the HR balanced score card.
- HR strategic business alignment revisited.

FROM WORKFORCE PLANNING TO TALENT ACQUISITION & MANAGEMENT

Module 1: Workforce Planning and Optimization

- The difference between workforce planning and workforce optimization.
- Workforce planning aims and phases.
- An operational model for workforce planning and analysis.
- Static vs. dynamic workforce planning.
- Common techniques for forecasting the demand for employees.
- The role of data in workforce optimization.
- Examples of workforce optimization.
- Strategies for workforce optimization.

Module 2: Recruitment and Selection

- Recruitment vs. selection.
- Strategic recruitment.
- The costs of poor selection.
- Recruitment methods.
- Selection methods.
- Reliability and validity of selection methods.

Module 3: Effective Interviewing

- Types of interviews and their relative effectiveness.
  - Biographical interviews.
  - Situational interviews.
  - Behavioral interviews or competency-based interviews.
  - Panel interviews.
- How to prepare and conduct a structured interview.
  - Why interviews need to be structured.
  - The different phases of a structured interviews.
- Applying the S.T.A.R technique in conducting behavioral interviews.
- Using a selection decision matrix for hiring the right person for the right job.

Module 4: Talent Acquisition and Management

- Definition and scope of proactive talent acquisition and management.
- What talent management is all about.
- The talent management problem.
- The potential-performance grid.
- Best practices of talent master organizations.
- Four modern principles for talent acquisition and management.
- Twelve recommendations for acquiring, developing, and retaining talent.

THE TOTAL COMPENSATION MANAGEMENT SYSTEM & REWARD STRATEGY

Module 1: The Total Compensation Management System

- Total compensation and the hierarchy of needs.
- Characteristics of a total compensation management system.
- The compensation and benefits cycle.
- Internal vs. external consistency in designing a compensation system.
- The total compensation management system: an overview.
- Components of compensation:
    - Direct compensation.
    - Indirect compensation.

Module 2: Job Analysis and Job Descriptions

- The job analysis explained.
- Job analysis methods.
- Carrying out the job analysis process.
- Conducting the job analysis interview.
- Writing effective job descriptions:
    - Components of a typical job description with the job evaluation in mind.
    - Characteristics of an effective job description.
    - Examples of results-based job descriptions.

Module 3: Job Evaluation, Job Grading, and Salary Structures.

- The concept of job evaluation.
- Job evaluation methods with focus on the factor points system.
- Guidelines to follow in moving from job evaluation to job grading.
- Salary structure concepts.
- Job grades and pay ranges:
    - Mid-point differential.
    - Range width.
    - Broad band vs. traditional structures.
- General guidelines for designing a salary structure.
- Benefits programs:
    - Nature and scope.
    - Benefit needs analysis.
    - Work-life balance benefits.

Module 4: Employee Engagement, Recognition and Total Rewards.

- Understanding employee engagement.
- The business case for employee engagement.
- The drives of employee engagement.
- Gallup's 12 questions for measuring engagement.
- Rewards and recognition:
    - Rewards vs. recognition.
    - Examples of employee recognition.
    - Building employee recognition and rewards programs

TRAINING, DEVELOPMENT AND CAREER MANAGEMENT

Module 1: Training vs Learning and Development

- Training vs. Learning.
- Characteristics of a Development Culture.
- The training cycle and identification of training needs
- Five approaches to identify training needs.
- Training methodologies and their relative effectiveness.
- How to measure training effectiveness:
    - The Kirkpatrick approach.
    - The ROI of training.
- The various processes for training and developing people:
    - Teaching
    - Training.
    - Coaching.
    - Developing
    - Counseling.
    - Mentoring.

Module 2: Performance Management as a Development Tool

- Characteristics of high-performance business environment.
- The traditional performance management system: job accountability
    - Cascading objectives.
    - Role of HR in designing and rolling out a performance management system.
    - Role of line managers and of individual employees.
    - The link between performance management and individual development.
    - Designing a competency-based performance management system: the 'what' and 'how' of a job.
    - Performance appraisal as extension of job description.

- Common traps in evaluating individual performance.
- The modern performance management system: moving from accountability to development.
- The new performance management culture.

Module 3: Career Development and Management

- Definition of career development.
- Importance of career development
- Foundations of a career development culture.
- Designing career development systems.
  - Objectives of career development systems
  - Components of career development systems.
  - Benefits of career development systems.
  - Indicators of career program effectiveness.
- Career ladders and career paths.
- Employment counseling.
- Career paths past and present.
- Career development as a change agent.
- Roles and responsibilities in a development culture.

Module 4: Succession Planning and Management (SP&M)

- Frequently asked questions about SP&M.
- Definition of succession planning.
- Aims and reasons for establishing a SP&M system.
- From traditional succession planning to strategic talent management.
- Setting up a SP&M program: phases and action plans.
- Succession planning and management policy and procedures.
- Systematic succession planning and management in organizational setting: 7 steps.
- Methods for grooming individuals for advancement.
- Assessment questionnaire for effective succession planning and management
- A sample of an individual development plan.

HR TRANSFORMATION: FROM TRADITIONAL HR MANAGEMENT TO STRATEGIC BUSINESS PARTNER

Module 1: HR's Ever-Evolving Contribution and the New Role of HR Business Partner

- The HR business partner (HRBP) model: Roles, Skills, and Capabilities.
    - The fundamental Ulrich models.
    - Four distinct jobs for modern HRBP.
        - Strategic partner
        - Operations manager
        - Emergency responder
        - Employee mediator
    - HRBP job description and required capabilities.
    - Top success factors for HRBP.
- The 13 new dimensions of HRBP 2.0

Module 2: HR's Reinvention

- Moving from benchmarking and best practices to guidance.
- HR's unique contributions to business success.
- HR's most important contribution to employees.
- HR from the outside in six competencies for the future.
- 7 lessons learned from the HRBP model.

Module 3: HR Leadership

- Results based leadership.
- True leaders are multipliers not diminishers.
- Leadership soft skills for HR and personal success.
    - Why soft skills matter.
    - Soft skills are really the hard ones.
    - Soft skills required for the future of work.
- Emotional intelligence: the sine qua non of leadership.

Module 4: HR Analytics: Financial and Business Intelligence for Modern HR.

- Aligning the business of HR with finance and business intelligence.
- Why you should develop your financial and business intelligence.
- Some of the most important financial ratios for HR consideration:

  - Gross profit margin.
  - Operating profit margin percentage.
  - Net profit margin.

  - Return on equity.
  - The ROI
  - The current ratio.
  - The quick ratio

- The era HR analytics: managing tomorrow today:

  - What is analytics.
  - Key purpose of HR analytics.
  - Tools of HR analytics.
  - The five steps of HR analytics.

  - Evolution of human capital metrics.
  - Advantages of predictive analytics.

- Building a three-point integrated HR system:

  - Strategic level.
  - HR operations.
  - Leading indicators.