PEOPLE AND CULTURE
strategy institute

POWERED BY **HR**

Certificate Program Syllabus

Fundamentals of Human Resources

(Cohort I: March - June, 2024)

Index

Certificate Program Information

The "Fundamentals of HR'' certificate program is designed to prepare HR generalist professionals and individuals just starting out, covering all Human Resources functions and People Analytics.

Get ready to work through immersive learning experiences that dig deep into the core principles and practices of HR, equipping you with the tools and insights needed to excel in your role. You will have the chance to learn from HR experts in a live virtual format and you will partner up with your fellow participants in group discussion and activities. You will also have an accountability partner to help you navigate through your learning journey. Explore diverse topics, from recruitment and talent management to employee relations and performance evaluation, under the guidance of industry experts.

Through this hands-on certificate program, participants will get the opportunity to show off their knowledge in talent acquisition practices. Successful mastery of talent acquisition practice means an increase in successful hires and a decrease in time-to-fill vacancies. Learners will implement strategies to encourage a positive workplace culture, resulting in happy employees and less turnover. Participants will understand compliance with legal requirements and regulations. Legal aspects of HR are important but it does not have to be scary. Mastery of legal requirements means successful audits and minimal legal disputes. Participants will be able to implement performance management principles, leading to measurable improvements in employee productivity and goal attainment. Participants will facilitate employee growth and development, with measurable increases in employee skill levels and job performance. Learners will receive a deeper understanding of rewards management principles. Rewards management is so much more than a job well done or a pizza party! Data is important as well and we don't have to be afraid of it. Data provides crucial insights that help HR professionals make informed decisions. Participants will learn how to leverage data analytics tools and technology to inform HR decisions.

Summary

The "Fundamentals of HR" certificate program is thoughtfully crafted to transform HR Generalists into prepared HR professionals ready to tackle essential Human Resources functions and People Analytics. Think of this HR certificate program as essential building blocks paving the way for your career in human resources.

Participants will gain foundational knowledge and skills across key areas of HR practice, including talent

acquisition, employee relations, compliance, performance management, training and development, compensation and benefits, and HR analytics and technology. Through interactive learning experiences, learners will gain practical insights and tools to effectively recruit and select top talent, promote a positive workplace culture, navigate legal requirements, implement performance management strategies, facilitate employee growth, understand rewards management principles, and leverage data analytics to inform HR decision-making. Upon completion of the program, participants will be equipped with the essential competencies needed to excel in their roles and contribute to organizational success in the field of human resources.

Description

The "Fundamentals of HR" certificate program is carefully crafted for HR generalists and HR professionals emerging within the HR field. Alternatively, anyone can enroll since the topics covered do apply to all HR professionals if they are seeking a refresher. Begin your HR journey with our essential training program designed specifically for professionals just like you. This comprehensive program covers all aspects of Human Resources functions, providing you with the foundational knowledge and skills needed to excel in your role. From recruitment and employee relations to performance management and people analytics, our training program equips you with the tools and expertise to navigate the dynamic field of HR with confidence and success. Join us to kickstart your career and become a proficient HR practitioner ready to tackle any challenge.

We won't let you leave the program without feeling more comfortable with the HR building blocks that are essential to the field. Our Fundamentals of HR certificate program goes beyond traditional training approaches, offering hands-on experiences and real-world case studies to deepen your understanding of HR principles. This program is delivered 100% live online. You'll have the opportunity to engage with HR industry experts, collaborate with peers, and apply theoretical knowledge to practical scenarios. Whether you're new to HR or looking to improve your existing skills, our program provides a solid foundation to build upon, empowering you to drive positive change and make meaningful contributions to your organization's success. Join us on this transformative journey and unlock your potential as a strategic HR professional.

Important Note: This syllabus, along with class assignments and due dates, are subject to change. It is the student's responsibility to check our Hacking HR Certificate site for corrections or updates to the syllabus. Any changes will be clearly noted in class announcements.

Who should take this program?

This is a HR fundamentals certificate program carefully crafted to prepare HR generalists and aspiring HR professionals to elevate their understanding of all crucial foundational knowledge and skills across key areas of HR practice.

Competency Framework

We provide a structured and comprehensive competency framework as part of this certificate program. This competency framework defines the essential skills and behaviors required for success in a particular field or role. This framework serves as a guide for individuals and organizations to identify, develop, and assess competencies, empowering individuals to excel in their roles and organizations to achieve their strategic objectives.

HR Essentials: Understanding the HR Function

- ❖ Grasp key HR concepts and functions in an organizational context.
  - ➢ Without a strong foundation, any structure will crumble. Understanding key HR concepts and functions as it relates to organization requires understanding fundamental principles and practices within human resources, such as recruitment, employee relations, performance management, and compliance. This skill involves recognizing how these concepts align with organizational goals, policies, and culture, and applying them effectively to support the organization's overall objectives and strategic direction.
- ❖ Apply HR policies and procedures effectively.
  - ➢ Policies and procedures get an unfortunate reputation. They are actually some of the most influential pieces of HR practices. Understanding and implementing the organization's guidelines and protocols related to human resources management involves compliance to established policies, such as those governing recruitment, employee relations, performance management, and compliance, while ensuring consistency, fairness, and legality in their application across the organization.
- ❖ Demonstrate understanding of the HR role in supporting organizational objectives
  - ➢ It is important for us as HR professionals to understand how our practices add value to the organization's goals. Also, being able to clearly articulate that connection to senior leadership is also invaluable. This skill requires comprehending the strategic alignment between HR functions, such as recruitment, talent management, and employee engagement, and the overall mission, vision, and objectives of the organization.
- ❖ Manage HR documentation and records efficiently.
  - ➢ Don't let HR documentation bore you. It is the backbone of HR operations. Managing HR documentation and records requires organization and compliance to privacy & confidentiality standards. It requires organizing, maintaining, and updating various personnel files, records, and documents in accordance with legal and organizational requirements. This skill involves establishing streamlined processes for record-keeping, ensuring data accuracy,

confidentiality, and accessibility, and utilizing digital systems or databases for efficient documentation management.Promote ethical practices within HR operations.

❖ Promote ethical practices within HR operations.
  ➢ What does it really mean to be ethical in HR management? HR must advocate and uphold principles of integrity, fairness, and transparency in all aspects of human resources management. This means promoting a culture of ethical behavior, compliance with laws and regulations, and respect for the rights and dignity of employees. Through promotion of ethical practices within HR operations, HR professionals can build trust, credibility, and reputation for the organization, while also ensuring fairness, equity, and accountability in HR processes and decisions.

Recruitment and Selection: Basics of Talent Acquisition

❖ Execute effective recruitment and talent acquisition strategies.
  ➢ Bring your recruitment & talent acquisition strategies to life! Developing and implementing plans to meaningfully attract, assess, and hire top talent aligned with organizational needs and objectives is crucial. This skill requires identifying sourcing channels, crafting compelling job descriptions, conducting thorough candidate assessments, and making strategic hiring decisions.
❖ Conduct efficient and fair selection processes.
  ➢ In this everchanging hiring climate, HR professionals must harness a fair & efficient selection process. Conducting efficient and fair selection processes calls for the design and implementation of procedures to evaluate candidates objectively and consistently while ensuring compliance with legal and organizational standards. This skill requires creating clear job criteria, utilizing appropriate assessment methods, conducting interviews with professionalism and integrity, and making data-driven hiring decisions.
❖ Develop clear and accurate job descriptions and specifications.
  ➢ Without clear and accurate job descriptions, organizations may face challenges in effectively communicating job expectations, attracting suitable candidates, and aligning employee roles with organizational objectives.
❖ Utilize various recruitment channels and techniques effectively.
  ➢ This skill involves leveraging a combination of traditional and innovative methods to reach and attract diverse talent pools. It means deeply understanding the strengths and limitations of different channels, such as job boards, social media platforms, networking events, and employee referrals, and tailoring recruitment strategies accordingly.
❖ Implement unbiased and legally compliant interviewing practices.
  ➢ Conducting interviews in a fair, objective, and non-discriminatory manner while adhering

to relevant laws and regulations is crucial. This skill includes using standardized interview questions, avoiding biased language or behavior, and treating all candidates with respect and professionalism. By implementing these practices, HR professionals can minimize the risk of discrimination, ensure a level playing field for all candidates, and maintain legal compliance throughout the hiring process.

Employee Relations and Engagement: Creating a Positive Workplace

❖ Build and maintain positive employee relations.
  ➢ Building and maintaining positive employee relations lays a strong foundation of trust. Without trust, a positive employee environment is not possible. By promoting positive employee relations, HR professionals can enhance morale, increase employee engagement, and contribute to a productive and harmonious workplace culture.
❖ Implement strategies to enhance employee engagement.
  ➢ What really makes employee engagement successful? Developing and executing initiatives aimed at encouraging a sense of connection, motivation, and commitment among employees towards their work and the organization is crucial to implementing employment engagement strategy. This skill centers activities such as conducting regular feedback sessions, recognizing and rewarding achievements, promoting opportunities for professional growth and development, and creating a positive work environment.
❖ Address and resolve common workplace issues.
  ➢ Workplace issues and conflict is never a fun topic but we will intentionally prepare you for it. You will obtain the knowledge to address and resolve common workplace issues involving acquiring the necessary skills, understanding, and strategies to effectively manage conflicts, address employee grievances, and promote a balanced work environment.
❖ Promote a culture of diversity and inclusion.
  ➢ Promoting a culture of diversity and inclusion is crucial to promoting an environment where all individuals feel valued, respected, and empowered to contribute their unique perspectives and talents.
❖ Facilitate effective internal communication channels.
  ➢ Without strong internal communication channels, operations and trust within the organization will falter. Facilitating effective internal communication channels involves establishing and maintaining systems, processes, and platforms within an organization to ensure smooth and transparent communication among employees, teams, and departments.

HR Compliance and Legal Issues: Navigating the Legal Landscape

❖ Ensure HR practices comply with relevant laws and regulations.

- ➢ Ensuring compliance involves conducting regular audits of HR policies and procedures, staying updated on changes in employment laws, providing ongoing training to HR staff, and seeking legal counsel when needed to interpret complex regulations.
- ❖ Manage legal risks associated with HR decisions.
    - ➢ Navigating risk management is key to managing the legal risks related to HR decisions. This involves staying informed about relevant laws and regulations, conducting thorough reviews of policies and practices, seeking legal guidance when necessary, and proactively addressing compliance gaps to minimize the organization's exposure to legal liabilities.
- ❖ Stay informed about changes in employment laws.
    - ➢ Staying informed about employment law will help you make informed decisions. This process requires regularly monitoring updates from government agencies, attending training sessions and seminars, subscribing to legal publications, and collaborating with legal counsel to interpret and understand the implications of new legislation.
- ❖ Develop policies and procedures that reflect legal requirements.
    - ➢ Policy and Procedure development calls for drafting, reviewing, and implementing HR policies in accordance with relevant laws and regulations.
- ❖ Conduct HR activities with a high standard of ethics and compliance.
    - ➢ Without a strong standard of ethics and compliance to support HR operations, organizations risk facing legal consequences, reputational damage, and employee dissatisfaction. Upholding ethical principles and compliance standards ensures fairness, integrity, and accountability in HR practices, promoting trust among employees and stakeholders.

Performance Management: Principles and Practices

- ❖ Implement effective performance management systems.
    - ➢ Implementing effective performance management systems requires establishing processes and tools to monitor, evaluate, and enhance employee performance within an organization. This means defining clear performance objectives and expectations, providing regular feedback and coaching to employees, conducting performance reviews or appraisals, identifying areas for improvement, and recognizing and rewarding achievements.
- ❖ Conduct goal-setting and performance evaluation processes.
    - ➢ Performance evaluation and setting goals requires defining clear objectives and expectations for employees, aligning individual goals with organizational objectives, and regularly assessing progress and achievements.
- ❖ Provide constructive and regular performance feedback.

➤ Employees need to know how they are performing. Providing constructive and regular performance feedback involves offering specific, actionable, and timely insights to employees about their strengths, areas for improvement, and progress toward specific goals. This involves acknowledging achievements, addressing concerns or performance gaps, and offering guidance and support for professional development.

❖ Link performance management to career development opportunities.

➤ Linking performance management to career development requires integrating performance assessments with discussions about employees' career aspirations, goals, and development needs. This includes identifying areas for skill enhancement or advancement based on performance evaluations, providing relevant training, mentorship, or coaching opportunities, and aligning employees' career paths with organizational objectives.

❖ Utilize performance data for organizational planning.

➤ Performance data can tell organizations a revealing story. Using this data for organizational planning calls for analyzing and leveraging data from performance evaluations and metrics to inform strategic decision-making and resource allocation. This includes identifying trends, strengths, and areas for improvement in employee performance, talent management, and workforce productivity.

Training and Development: Facilitating Employee Growth

❖ Identify and address employee training needs.

➤ Training and Development cannot begin without intentional training needs analysis. This process calls for conducting assessments to determine skill gaps, knowledge deficiencies, and development opportunities among employees. This includes analyzing performance evaluations, feedback, and organizational goals to identify areas requiring improvement or enhancement.

❖ Design and deliver effective training programs.

➤ Once employee training needs are identified, it is time to take it a step further. This process requires developing curriculum, materials, and delivery methods that meet specific learning objectives and address identified training needs.

❖ Evaluate the effectiveness of training interventions.

➤ Once training is successfully delivered, it is time to evaluate the training. Evaluating the effectiveness of training interventions calls for assessing the impact of training programs on employee performance, skills acquisition, and organizational goals. This process includes collecting and analyzing data before and after training to measure changes in knowledge, behavior, and performance indicators. Feedback from participants and

stakeholders can provide directly valuable insights into the program's strengths and areas for improvement. What better way to gather and determine training effectiveness than to receive feedback from your learners.

❖ Promote a culture of continuous learning and development.
  ➢ Training and developments doesn't come without calls to continuous learning and improvement. This means employees are encouraged and supported to pursue ongoing growth and improvement. The process includes providing access to learning resources, opportunities for skill development, and incentives for participation in training and development activities.

❖ Align training initiatives with organizational goals.
  ➢ Ensuring that training programs are designed and implemented to directly support the achievement of strategic objectives. The next steps include identifying key performance areas and skill gaps that align with organizational priorities, and developing training content and delivery methods that address these specific needs. This process will keep training initiatives relevant with organizational goals.

Compensation and Benefits: Understanding Rewards Management

❖ Develop competitive compensation structures.
  ➢ Compensation is a crucial employee motivator. Developing competitive compensation structures require designing and implementing pay systems that attract, retain, and motivate employees while remaining competitive within the industry and market. This process calls for conducting market research to benchmark salaries and benefits against competitors, analyzing internal job roles and responsibilities to ensure equitable pay practices, and establishing clear salary ranges and incentive programs based on performance and market trends. It is important to note that compensation structures should be aligned with organizational goals and values, promoting fairness, transparency, and internal equity.

❖ Administer benefits programs effectively.
  ➢ What makes a benefits program effective and properly administered? This process involves managing all aspects of employee benefits, including health insurance, retirement plans, paid time off, and other perks or incentives. This means overseeing enrollment processes, coordinating with benefit providers, communicating plan details to employees, and ensuring compliance with relevant regulations such as the Affordable Care Act (ACA) or the Employee Retirement Income Security Act (ERISA).

❖ Align compensation and benefits with market standards.
  ➢ Staying current with market standards may be challenging. Staying ahead in the

competitive job market calls for continuously aligning compensation and benefits packages with industry standards and market trends. This process requires regularly conducting benchmarking studies to compare salary levels, benefit offerings, and incentive programs with competitors and industry peers.

❖ Manage payroll operations accurately and efficiently.
  ➢ Managing payroll operations accurately and efficiently requires a combination of compliance, accuracy, data management, automation, timeliness, and effective communication to ensure smooth and error-free payroll processing for all employees.

❖ Communicate compensation and benefits information clearly to employees.
  ➢ Clearly communicating compensation and benefits information to employees requires effectively conveying details about their total rewards package, including salary, bonuses, health insurance, retirement plans, and other perks or incentives. This process includes providing comprehensive explanations of each component, such as eligibility criteria, coverage options, contribution rates, and enrollment procedures, in a manner that is easily understandable and accessible to all employees. Remember that clear communication also means addressing common questions, concerns, and misconceptions about compensation and benefits, and offering support and guidance to help employees make informed decisions about their financial and wellness benefits.

HR Analytics and Technology: Leveraging Data in HR

❖ Utilize HR analytics to support decision-making.
  ➢ Utilizing HR analytics to support decision-making involves leveraging data-driven insights and statistical analysis to inform and guide HR-related decisions and strategies. This includes collecting, analyzing, and interpreting HR data from various sources, such as employee demographics, performance metrics, engagement surveys, and turnover rates, to identify trends, patterns, and correlations. HR professionals can then use this information to make informed decisions about recruitment, talent management, training and development, compensation and benefits, employee engagement, and organizational culture.

❖ Collect and analyze HR data effectively.
  ➢ Once HR data is collected, it is time to interpret that information. Collecting and analyzing HR data effectively requires gathering relevant information about employees, processes, and organizational performance, and then applying analytical techniques to derive meaningful insights. This process includes identifying key metrics and data sources, such as employee demographics, performance evaluations, turnover rates, and engagement surveys, and implementing systems to capture and store this data

accurately and securely. HR professionals use statistical analysis, data visualization, and other analytical tools to interpret the data, identify trends, patterns, and correlations, and draw actionable conclusions.

❖ Implement HR technologies to enhance departmental efficiency.
   ➢ The process of successful HR Technology implementation includes selecting and implementing technology solutions such as human resource information systems (HRIS), applicant tracking systems (ATS), payroll software, performance management platforms, and employee self-service portals.

❖ Interpret data to inform HR strategies and policies.
   ➢ What is next after implementing HR technology? We need to make sense of the data and then analyze and retrieve insights from various HR metrics, such as employee turnover rates, performance ratings, engagement survey results, and demographic data.

❖ Communicate data-driven insights to management and stakeholders.
   ➢ Facilitating clear understanding of data-driven insights to management and stakeholders can be challenging. Communicating data-driven insights to management and stakeholders requires effectively presenting and explaining key findings, trends, and recommendations derived from HR data analysis. This process includes translating complex data into clear and understandable narratives, visuals, and reports that resonate with the audience's interests and priorities. It also means providing context, implications, and actionable insights to help decision-makers understand the significance of the data and its implications for organizational strategies and goals.

You will meet the program outcomes through a combination of the following activities in this certificate program:

☐ Complete assigned readings and assignments
☐ Collaborate with your accountability partner and utilize the **accountability partner checklist**
☐ Actively Participate in class discussion and activities
☐ Successfully pass the final assessment

Top Skills

This section explains the top skills to learn in this certificate program. This certificate program covers foundational knowledge of HR principles not limited to but including recruitment, employee relations, performance management, and compliance, crucial for supporting organizational objectives and legal requirements. Recruitment and Selection focuses on attracting and hiring talent through strategies like job analysis, interviews, and candidate evaluation, crucial for building a skilled workforce. Employee Relations and Engagement emphasizes encouraging a positive workplace culture, addressing conflicts, and boosting morale to enhance retention and satisfaction. HR Compliance and Legal Issues ensure compliance to employment laws, navigating legal frameworks, and implementing risk-mitigating policies to manage disputes effectively.

Essential HR Functions

➢ HR Essentials: Understanding the HR Function centers crucial foundational knowledge of human resources principles, policies, and practices, including recruitment, employee relations, performance management, and compliance. This skill involves grasping the core concepts and functions within HR to effectively support organizational objectives and meet legal and regulatory requirements. By mastering HR essentials, professionals can contribute to creating a positive work environment, promoting employee engagement, and ensuring the organization's HR practices align with strategic goals.

Recruitment and Selection

➢ Recruitment and Selection: Basics of Talent Acquisition involves understanding fundamental strategies and techniques for attracting, assessing, and hiring top talent to meet organizational needs. This skill entails proficiency in job analysis, sourcing candidates, conducting interviews, and evaluating candidates' qualifications and fit. By mastering recruitment and selection practices, HR professionals can effectively build a skilled and diverse workforce that contributes to organizational success and growth.

Employee Relations and Engagement

➢ Employee Relations and Engagement: Creating a Positive Workplace calls for encouraging positive interactions, promoting a supportive culture, and addressing conflicts or concerns to enhance employee satisfaction and retention. This skill covers implementing strategies to boost

morale, recognize achievements, and encourage open communication between employees and management.

HR Compliance and Legal Issues

➢ HR Compliance and Legal Issues: Navigating the Legal Landscape entails staying updated on employment laws, regulations, and compliance requirements to ensure organizational practices align with legal standards. This skill involves making sense of complex legal frameworks, implementing policies and procedures to mitigate risks, and effectively navigating legal challenges or disputes.

Performance Management

➢ Performance Management: Principles and Practices involves establishing clear goals, providing regular feedback, and assessing employee performance to optimize productivity and development. This skill calls for implementing performance appraisal systems, identifying areas for improvement, and recognizing and rewarding high performance to drive continuous improvement and achieve organizational objectives

Training and Development

➢ Training and Development: Facilitating Employee Growth entails designing and delivering effective learning programs to enhance employees' skills, knowledge, and capabilities. This skill requires successfully assessing training needs, developing relevant content and materials, and facilitating engaging learning experiences to support professional development and career advancement. By supporting the training and development initiatives, organizations can encourage a culture of continuous learning, improve employee performance, and retain top talent.

Innovation Design

➢ Innovation Design refers to the process of creating and implementing novel approaches, practices, and solutions to address challenges and capitalize on opportunities within the human resources function. This process typically incorporates elements of design thinking, collaboration, and continuous improvement to develop HR initiatives that are user-centric, effective, and adaptable to changing needs and circumstances.

Compensation and Benefits

➢ Compensation and Benefits: Understanding Rewards Management requires comprehending the principles and practices of designing and administering employee compensation and benefits packages. This skill focuses on analyzing market trends, benchmarking against industry standards, and aligning rewards with organizational goals to attract, motivate, and retain top talent. By mastering compensation and benefits management, HR professionals can certify equitable and competitive reward structures that support employee satisfaction, engagement, and overall organizational success.

HR Analytics and Technology

➢ HR Analytics and Technology: Leveraging Data in HR calls for utilizing advanced analytical tools and technology platforms to collect, analyze, and interpret HR-related data for strategic decision-making. This skill covers identifying key metrics, implementing data-driven solutions, and translating insights into actionable HR strategies to optimize workforce management practices.

Class Topics and Schedule

The class topics will cover a range of essential HR competencies, including talent management, organizational culture, data analytics, and strategic alignment. Each class will have four unique learning objectives. These objectives will be your roadmap to success during the certificate program.

Important Note: Refer to the class schedule for specific meeting dates and times. Activity and assignment details will be explained in detail within each week's corresponding learning module. If you have any questions, please contact the program manager: Clara Adams (clara@hackinghr.io)

Week 0: Preparation

Program Preparation - Getting Ready involves the initial setup and organization of the program environment to ensure a smooth and effective start. This includes accessing the program dashboard, assigning participants to their respective groups or teams, configuring communication channels, and providing necessary resources or materials for participants to familiarize themselves with the program structure and objectives

Week 01: HR Essentials: Understanding the HR Function

This class focuses on introducing the fundamental roles and responsibilities of the HR function in an organization. The four learning objectives of this class include: understanding the scope and importance of HR, learning key HR processes and practices, exploring the role of HR in supporting organizational goals, and developing basic skills in HR management. This class specifically addresses challenges such as grasping the breadth of HR responsibilities, applying HR practices effectively in the workplace, and understanding how HR contributes to the overall success of the organization. By mastering these foundational aspects, participants will be able to effectively support HR functions, providing a solid base for their growth and development in the HR field.

By the end of this class, you will be able to answering the following crucial questions:

- ☐ What is the scope of the HR function, and why is it important within organizations?
- ☐ Can you identify and explain key HR processes and practices commonly used in the workplace?
- ☐ How does HR support organizational goals, and what are some examples of HR's contributions to organizational success?
- ☐ What are some fundamental skills required for effective HR management?

☐ What challenges might individuals face when grasping the breadth of HR responsibilities, and how can they overcome these challenges?

☐ Provide examples of how HR practices are applied effectively in the workplace to address various HR-related issues.

☐ How do HR professionals ensure compliance with legal and regulatory requirements in their practices?

☐ Discuss the role of HR in talent acquisition, development, and retention within organizations.

☐ How does HR contribute to promoting a positive workplace culture and employee engagement?

☐ Can you explain the importance of HR metrics and analytics in evaluating HR effectiveness and informing decision-making?

☐ What are some strategies for developing basic skills in HR management for individuals new to the field?

☐ How can mastering foundational aspects of HR support individuals in their growth and development within the HR profession?

Week 02: Recruitment and Selection: Basics of Talent Acquisition

This class focuses on the essential processes and strategies of recruitment and selection. The four learning objectives of this class include: understanding the recruitment life cycle, mastering basic techniques for effective candidate selection, learning to develop job descriptions and specifications, and exploring best practices in interviewing and evaluating candidates. This class specifically addresses challenges such as identifying suitable candidates, ensuring a fair and effective selection process, and aligning recruitment strategies with organizational needs. By acquiring these skills, participants will be able to contribute to the talent acquisition process, ensuring that the organization attracts and selects the best candidates.

By the end of this class, you be able to answering the following crucial questions:

☐ What are the key stages in the recruitment life cycle, and why is understanding this process important for HR professionals?

☐ Can you explain basic techniques for effective candidate selection?

☐ How do HR professionals develop job descriptions and specifications that accurately reflect the requirements of a position?

☐ What are some best practices in interviewing and evaluating candidates during the selection process?

☐ What challenges might organizations face when identifying suitable candidates, and how can these challenges be addressed?

☐ Discuss the importance of ensuring a fair and effective selection process in recruitment.

☐ How can HR professionals ensure that recruitment strategies are aligned with organizational needs and goals?

☐ What role does employer branding play in attracting top talent, and how can organizations strengthen their employer brand?

☐ Can you provide examples of strategies for sourcing candidates through various channels?

☐ How do HR professionals leverage technology in the recruitment and selection process?

☐ What are some ethical considerations HR professionals should keep in mind during the recruitment and selection process?

☐ How can mastering the basics of talent acquisition contribute to the overall success of an organization's recruitment efforts?

Week 03: Employee Relations and Engagement: Creating a Positive Workplace

This class focuses on the development and maintenance of positive employee relations and engagement strategies. The four learning objectives of this class include: understanding the fundamentals of employee relations, learning strategies to enhance employee engagement, identifying and addressing common workplace issues, and building a supportive and inclusive work environment. This class specifically addresses challenges such as managing employee grievances, promoting a positive workplace culture, and maintaining high levels of employee satisfaction and motivation. By mastering these aspects, participants will be able to contribute to a positive and productive workplace, which is essential for both employee well-being and organizational success.

By the end of this class, you will be able to answer the following crucial questions:

☐ What are the fundamental aspects of employee relations, and why are they important for organizations?

☐ Can you discuss strategies for enhancing employee engagement within the workplace?

☐ How do HR professionals identify and address common workplace issues that may affect employee relations?

☐ What steps can organizations take to build a supportive and inclusive work environment?

☐ What challenges might HR professionals face when managing employee grievances, and how can they be addressed?

☐ Discuss the significance of encouraging a positive workplace culture in organizations.

☐ How can HR professionals promote open communication and transparency in employee relations?

☐ What role do employee recognition and rewards play in enhancing employee engagement and morale?

☐ Can you provide examples of strategies for resolving conflicts and promoting harmony in the

workplace?
☐ How do HR professionals measure and assess employee satisfaction and motivation levels?
☐ What are some potential consequences of poor employee relations and engagement within organizations?
☐ How does creating a positive workplace contribute to both employee well-being and organizational success?

Week 04: HR Compliance and Legal Issues: Navigating the Legal Landscape

This class focuses on the legal and compliance aspects relevant to HR. The four learning objectives of this class include: understanding key employment laws and regulations, learning to navigate legal compliance in HR practices, developing skills to manage legal risks in HR, and staying updated with changing legal requirements. This class specifically addresses challenges such as ensuring HR practices are compliant with laws, handling legal issues in the workplace, and mitigating legal risks associated with HR decisions. By acquiring knowledge in HR legal compliance, participants will be able to protect the organization from legal liabilities and ensure that HR practices adhere to the required legal standards.

By the end of this class, you will be able to answer the following crucial questions:

☐ What are some key employment laws and regulations that HR professionals need to be aware of?
☐ How do HR professionals navigate legal compliance in various HR practices such as recruitment, selection, and performance management?
☐ Can you discuss strategies for managing legal risks associated with HR decisions?
☐ Why is it important for HR professionals to stay updated with changing legal requirements?
☐ What are the potential consequences of non-compliance with employment laws and regulations?
☐ How can HR professionals ensure that HR practices are compliant with laws while balancing organizational needs?
☐ What steps should HR professionals take when handling legal issues in the workplace, such as discrimination or harassment complaints?
☐ How do HR professionals ensure that policies and procedures are aligned with legal standards?
☐ Can you provide examples of proactive measures organizations can take to mitigate legal risks in HR?
☐ What resources or tools are available to HR professionals to stay informed about changes in legal requirements?
☐ What role do HR professionals play in ensuring ethical conduct and legal compliance within organizations?
☐ How does acquiring knowledge in HR legal compliance contribute to protecting the organization

from legal liabilities?

Week 05: BREAK

During week five, we will engage in a light-touch activity where all learners will have the opportunity to share at least one notable thing they have learned thus far in the program. This activity aims to encourage reflection, promote peer learning, and reinforce key concepts covered in the earlier weeks and prepare for the upcoming weeks. Miro (or whiteboard) will be utilized in this activity.

Week 06: Performance Management: Principles and Practices

This class focuses on the basics of performance management and its role in driving employee performance and organizational success. The four learning objectives of this class include: understanding the performance management cycle, mastering goal-setting and performance evaluation techniques, developing skills in providing effective feedback, and learning to link performance management with employee development. This class specifically addresses challenges such as setting clear and achievable performance goals, conducting fair and productive performance appraisals, and using performance management as a tool for employee growth and motivation. By mastering these principles and practices, participants will be able to contribute to an effective performance management system that not only evaluates performance but also encourages continuous development and improvement.

By the end of this class, you will be able to answer the following crucial questions:

- ☐ What are the key components of the performance management cycle, and why is it important for organizations?
- ☐ Can you discuss techniques for setting clear and achievable performance goals?
- ☐ How do organizations conduct fair and productive performance evaluations?
- ☐ What are some effective strategies for providing constructive feedback to employees?
- ☐ How can performance management be linked with employee development effectively?
- ☐ What challenges might organizations face when setting performance goals, and how can they overcome these challenges?
- ☐ Discuss the significance of aligning individual performance goals with organizational objectives.
- ☐ How do organizations ensure that performance evaluations are conducted objectively and fairly?
- ☐ Can you provide examples of performance appraisal methods commonly used in organizations?
- ☐ What role does ongoing coaching and mentoring play in performance management?
- ☐ How can organizations use performance management as a tool for employee growth and motivation?
- ☐ What are some best practices for implementing and maintaining an effective performance

management system within organizations?

Week 07: Training and Development: Facilitating Employee Growth

This class focuses on the fundamentals of employee training and development within organizations. The four learning objectives of this class include: understanding the training and development process, learning to identify training needs, exploring methods for designing and delivering effective training programs, and assessing the impact of training on employee performance and organizational goals. This class specifically addresses challenges such as aligning training initiatives with organizational needs, creating engaging and relevant training content, and measuring the effectiveness of training programs. By acquiring these skills, participants will be able to support the development of employees, contributing to a culture of continuous learning and improvement in their organizations.

Competencies:

- ❖ Identify and address employee training needs.
    - ➢ Training and Development cannot begin without intentional training needs analysis. This process calls for conducting assessments to determine skill gaps, knowledge deficiencies, and development opportunities among employees. This includes analyzing performance evaluations, feedback, and organizational goals to identify areas requiring improvement or enhancement.
- ❖ Design and deliver effective training programs.
    - ➢ Once employee training needs are identified, it is time to take it a step further. This process requires developing curriculum, materials, and delivery methods that meet specific learning objectives and address identified training needs.
- ❖ Evaluate the effectiveness of training interventions.
    - ➢ Once training is successfully delivered, it is time to evaluate the training. Evaluating the effectiveness of training interventions calls for assessing the impact of training programs on employee performance, skills acquisition, and organizational goals. This process includes collecting and analyzing data before and after training to measure changes in knowledge, behavior, and performance indicators. Feedback from participants and stakeholders can provide directly valuable insights into the program's strengths and areas for improvement. What better way to gather and determine training effectiveness than to receive feedback from your learners.
- ❖ Promote a culture of continuous learning and development.
    - ➢ Training and developments doesn't come without calls to continuous learning and improvement. This means employees are encouraged and supported to pursue ongoing

growth and improvement. The process includes providing access to learning resources, opportunities for skill development, and incentives for participation in training and development activities.

❖ Align training initiatives with organizational goals.
    ➢ Ensuring that training programs are designed and implemented to directly support the achievement of strategic objectives. The next steps include identifying key performance areas and skill gaps that align with organizational priorities, and developing training content and delivery methods that address these specific needs. This process will keep training initiatives relevant with organizational goals.

By the end of this class, you be able to answering the following crucial questions:

☐ What is the training and development process, and why is it important for organizational growth?

☐ How do organizations identify training needs effectively?

☐ Can you discuss methods for designing and delivering effective training programs?

☐ What are some strategies for creating engaging and relevant training content?

☐ How can organizations assess the impact of training on employee performance and organizational goals?

☐ What challenges might organizations face when aligning training initiatives with organizational needs, and how can they address these challenges?

☐ Discuss the significance of providing ongoing training and development opportunities for employees.

☐ How do organizations ensure that training programs are accessible and inclusive for all employees?

☐ Can you provide examples of different training delivery methods and their respective advantages and disadvantages?

☐ What role does technology play in modern training and development initiatives?

☐ How can organizations measure the effectiveness of training programs beyond traditional metrics such as attendance and completion rates?

☐ What are some best practices for promoting a culture of continuous learning and improvement within organizations?

Week 08: Compensation and Benefits: Understanding Rewards Management

This class focuses on the essential elements of compensation and benefits management in HR. The four learning objectives of this class include: understanding the components of a compensation and benefits package, learning to design competitive and fair compensation systems, exploring benefits administration, and understanding the impact of rewards on employee motivation and retention. This

class specifically addresses challenges such as balancing internal equity and market competitiveness, navigating the complexities of benefits offerings, and ensuring compensation and benefits strategies align with organizational objectives. By mastering these aspects, participants will be able to contribute to the development of compensation and benefits programs that attract, motivate, and retain employees, thereby supporting the overall strategic goals of the organization.

Competencies:

- ❖ Develop competitive compensation structures.
  - ➢ Compensation is a crucial employee motivator. Developing competitive compensation structures require designing and implementing pay systems that attract, retain, and motivate employees while remaining competitive within the industry and market. This process calls for conducting market research to benchmark salaries and benefits against competitors, analyzing internal job roles and responsibilities to ensure equitable pay practices, and establishing clear salary ranges and incentive programs based on performance and market trends. It is important to note that compensation structures should be aligned with organizational goals and values, promoting fairness, transparency, and internal equity.
- ❖ Administer benefits programs effectively.
  - ➢ What makes a benefits program effective and properly administered? This process involves managing all aspects of employee benefits, including health insurance, retirement plans, paid time off, and other perks or incentives. This means overseeing enrollment processes, coordinating with benefit providers, communicating plan details to employees, and ensuring compliance with relevant regulations such as the Affordable Care Act (ACA) or the Employee Retirement Income Security Act (ERISA).
- ❖ Align compensation and benefits with market standards.
  - ➢ Staying current with market standards may be challenging. Staying ahead in the competitive job market calls for continuously aligning compensation and benefits packages with industry standards and market trends. This process requires regularly conducting benchmarking studies to compare salary levels, benefit offerings, and incentive programs with competitors and industry peers.
- ❖ Manage payroll operations accurately and efficiently.
  - ➢ Managing payroll operations accurately and efficiently requires a combination of compliance, accuracy, data management, automation, timeliness, and effective communication to ensure smooth and error-free payroll processing for all employees.
- ❖ Communicate compensation and benefits information clearly to employees.
  - ➢ Clearly communicating compensation and benefits information to employees requires

effectively conveying details about their total rewards package, including salary, bonuses, health insurance, retirement plans, and other perks or incentives. This process includes providing comprehensive explanations of each component, such as eligibility criteria, coverage options, contribution rates, and enrollment procedures, in a manner that is easily understandable and accessible to all employees. Remember that clear communication also means addressing common questions, concerns, and misconceptions about compensation and benefits, and offering support and guidance to help employees make informed decisions about their financial and wellness benefits.

By the end of this class, you be able to answering the following crucial questions:

- ☐ What are the key components of a compensation and benefits package, and why are they important for employee retention and motivation?
- ☐ How do organizations design competitive and fair compensation systems?
- ☐ Can you discuss the role of benefits administration in employee rewards management?
- ☐ What is the impact of rewards on employee motivation and retention?
- ☐ What challenges might organizations face when balancing internal equity and market competitiveness in compensation and benefits?
- ☐ Discuss the importance of ensuring that compensation and benefits strategies align with organizational objectives.
- ☐ How can organizations conduct benchmarking to determine competitive compensation levels?
- ☐ What strategies can organizations use to effectively communicate compensation and benefits packages to employees?
- ☐ Can you provide examples of non-monetary rewards and their role in employee motivation?
- ☐ How do organizations navigate the complexities of benefits offerings, such as health insurance and retirement plans?
- ☐ What are some best practices for managing compensation and benefits programs to support organizational goals?
- ☐ How do compensation and benefits programs contribute to attracting, motivating, and retaining employees within organizations?

Week 09: HR Analytics and Technology: Leveraging Data in HR

This class focuses on the introduction to HR analytics and the use of technology in modern HR practices. The four learning objectives of this class include: understanding the basics of HR analytics, learning to collect and analyze HR data, exploring the role of technology in enhancing HR functions, and developing skills to interpret and communicate data insights. This class specifically addresses challenges such as effectively utilizing HR data to inform decision-making, choosing the right HR technology tools,

integrating technology into everyday HR processes, and making data-driven recommendations to improve HR strategies. By gaining proficiency in HR analytics and technology, participants will be able to leverage data to enhance HR practices, contribute to strategic decision-making, and increase the overall efficiency and effectiveness of HR operations.

Competencies:

❖ Utilize HR analytics to support decision-making.
   ➢ Utilizing HR analytics to support decision-making involves leveraging data-driven insights and statistical analysis to inform and guide HR-related decisions and strategies. This includes collecting, analyzing, and interpreting HR data from various sources, such as employee demographics, performance metrics, engagement surveys, and turnover rates, to identify trends, patterns, and correlations. HR professionals can then use this information to make informed decisions about recruitment, talent management, training and development, compensation and benefits, employee engagement, and organizational culture.

❖ Collect and analyze HR data effectively.
   ➢ Once HR data is collected, it is time to interpret that information. Collecting and analyzing HR data effectively requires gathering relevant information about employees, processes, and organizational performance, and then applying analytical techniques to derive meaningful insights. This process includes identifying key metrics and data sources, such as employee demographics, performance evaluations, turnover rates, and engagement surveys, and implementing systems to capture and store this data accurately and securely. HR professionals use statistical analysis, data visualization, and other analytical tools to interpret the data, identify trends, patterns, and correlations, and draw actionable conclusions.

❖ Implement HR technologies to enhance departmental efficiency.
   ➢ The process of successful HR Technology implementation includes selecting and implementing technology solutions such as human resource information systems (HRIS), applicant tracking systems (ATS), payroll software, performance management platforms, and employee self-service portals.

❖ Interpret data to inform HR strategies and policies.
   ➢ What is next after implementing HR technology? We need to make sense of the data and then analyze and retrieve insights from various HR metrics, such as employee turnover rates, performance ratings, engagement survey results, and demographic data.

❖ Communicate data-driven insights to management and stakeholders.
   ➢ Facilitating clear understanding of data-driven insights to management and stakeholders

can be challenging. Communicating data-driven insights to management and stakeholders requires effectively presenting and explaining key findings, trends, and recommendations derived from HR data analysis. This process includes translating complex data into clear and understandable narratives, visuals, and reports that resonate with the audience's interests and priorities. It also means providing context, implications, and actionable insights to help decision-makers understand the significance of the data and its implications for organizational strategies and goals.

By the end of this class, you be able to answering the following crucial questions:

- ☐ What are the basics of HR analytics, and why are they important for modern HR practices?
- ☐ How do organizations collect and analyze HR data effectively?
- ☐ Can you discuss the role of technology in enhancing various HR functions?
- ☐ What skills are required to interpret and communicate data insights effectively in HR?
- ☐ What challenges might organizations face when utilizing HR data to inform decision-making, and how can they address these challenges?
- ☐ How do HR professionals choose the right HR technology tools for their organizations?
- ☐ Discuss the process of integrating technology into everyday HR processes for maximum efficiency.
- ☐ How can organizations ensure data privacy and security when collecting and analyzing HR data?
- ☐ Can you provide examples of how HR analytics and technology have been used to improve HR strategies and practices?
- ☐ What role does predictive analytics play in HR decision-making, and how can organizations implement it effectively?
- ☐ How do HR professionals make data-driven recommendations to improve HR strategies?
- ☐ What are the potential benefits of gaining proficiency in HR analytics and technology for HR professionals and organizations?

Week 10: Final Assessments

At the conclusion of the certificate program, participants will undergo a final assessment consisting of between 50 and 100 questions. To successfully pass, learners must achieve a score of 80% or higher on the assessment, demonstrating their comprehensive understanding of the class material and readiness to apply their knowledge in real-world scenarios.

Week 11: Graduation

The certificate's virtual commencement ceremony will be a celebratory virtual vent recognizing the

accomplishments of all participants, featuring remarks from program facilitators and special guests. Attendees will have the opportunity to virtually connect, share achievements, and commemorate their completion of the program.

Schedule Summary

Get ready to embark on an exciting learning adventure. Our journey starts with 8 lively virtual live class sessions filled with interactive group activities, engaging readings, and plenty of fun. Cap off our learning chapter with a fantastic commencement ceremony to celebrate your incredible achievements!

Week	Faculty	Topic	Readings	Activities	Due Date
1	Lauri Green Linkedin	Class: HR Essentials: Understanding the HR Function, LIVE on Thursday, 03/28/2024 from 8 a.m. to 10 a.m. Pacific Time Zone	TBD	Assessments Group Work	TBD
2	Kim Lee Linkedin	Class: Recruitment and Selection: Basics of Talent Acquisition, LIVE on Thursday, 04/04/2024 from 8 a.m. to 10 a.m. PST	TBD	Assessments Group Work	TBD
3	Elias Ehrheart Linkedin	Class: Employee Relations and Engagement: Creating a Positive Workplace, LIVE on Thursday, 04/11/2024 from 8 a.m. to 10 a.m. PST	TBD	Assessments Group Work	TBD
4	Lauri Green Linkedin	Class: HR Compliance and Legal Issues: Navigating the Legal Landscape, LIVE on Thursday, 04/18/2024 from 8 a.m. to 10 a.m. PST	TBD	Assessments Group Work	TBD
5	Break and Collaborative Whiteboarding	Enjoy!	Collaborative work		TBD
6	Sarika Lamont Linkedin	Class: Performance Management: Principles and Practices, LIVE on Thursday, 05/02/2024 from 8 a.m. to 10 a.m. PST	TBD	Assessments Group Work	TBD

7	Jen Jonas Linkedin	Class: Training and Development: Facilitating Employee Growth, LIVE on Thursday, 05/09/2024 from 8 a.m. to 10 a.m. PST	TBD	Assessments Group Work	TBD
8	Richard Burtner Linkedin	Class: Compensation and Benefits: Understanding Rewards Management, LIVE on Thursday, 05/16/2024 from 8 a.m. to 10 a.m. PST	TBD	Assessments Group Work	TBD
9	Tracie Sponenberg Linkedin & Alexandre Seiler Linkedin	Class: HR Analytics and Technology: Leveraging Data in HR, LIVE on Thursday, 05/23/2024 from 8 a.m. to 10 a.m. PST	TBD	Assessments Group Work	TBD
10	Assessment Week	Final Assessment: Good luck! 5/28/2024	TBD	Final Assessment	TBD
11	Commencement Week	Commencement Ceremony 6/4/2024	TBD	Commencement	TBD