



Human Resources Management (Certified HR Professional)



2 - 20 September 2024



Madrid (Spain)

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course code: H3026 From: 2 - 20 September 2024 Venue: Madrid (Spain) - course Fees: 6750 Euro

The Course

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 organisation is seen as controlling costs and maintaining market competitiveness. In these circumstances, companies are increasingly searching for a source of competitive advantage through HR.

The Structure

Module 1 - **Leading Strategic HR Transformation**

Module 2 - **The Business of HR**

The Goals

You will learn how to:

- Master the new HR strategic process
- Be able to transform strategic requirements into HR objectives using the 6 S model
- Be able to create HR strategic action plans to achieve business objectives
- Be able to provide innovative predictive information
- Have practiced business information interviews and presenting results
- See the big picture for the future of employment and performance through people
- Build your professional confidence
- Identify the context for change - the economic and social changes that are driving employment change
- Identify current employment practices and establish an agenda for change
- Look at international developments in employment practices
- Establish a series of best practices covering such issues as Leadership and Management Style, Recruitment and Retention, Performance Management, Work Organisation, Equal Opportunities, Industrial Democracy, Employee Relations and Communications, Consultation and Involvement

The Benefits

Upon completion of this seminar, you will know how 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 maximise Human Capital investment

Those attending the programme will return to their organisation equipped with up to date knowledge of the full range of issues which are involved in the development of the HR function as a competitive advantage.

Delegates will be able to develop an operational response to the issues raised by the strategic issues as there will be a concentration on practical steps.

The Results

- Demonstrate the HR strategic model to others
- Perfect high level interviewing skills
- Develop social skills for use at executive level (via EQ measurement)
- Future focus
- Manage a HR team to produce strategic results
- Be able to deliver strategic objectives on time and on budget
- Demonstrate self development and CPE record
- Self starting to achieve business objectives
- Demonstrate leadership qualities
- Demonstrate fiscal control and creating ROI
- Be able to improve HR practices
- Demonstrate self development
- Set and achieve business objectives for performance management
- Demonstrate leadership qualities
- Demonstrate the HR strategic model to others
- Perfect high level behavioural interviewing skills
- Role model use of the disciplinary process
- Manage a HR team to produce results

The Core Competencies

- Practice at developing strategic thinking using the 10 step model
- Forward planning
- Analytical thinking
- Creativity and step innovation
- Writing outlines for the 6 S process
- Mastery of the construction of Business action plans
- Use and mastery of HR statistical packages
- Personal presentation skills
- International HR law
- Manpower planning
- Use and mastery of different leadership styles
- Personal presentation skills
- International HR law
- Manpower planning
- Practice strategic planning
- Forward planning
- Review recruitment and selection

- Use performance management tools
- Review the use of competencies
- Mastery of the construction of Business action plans

The Programme Content

Module 1:

Leading Strategic HR Transformation

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
- Traditional approach to strategic planning
- The new HR model -10 steps needed to form a HR strategy
- The strategic model how it works

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 actions plans
- Building Strategic action plans – getting others committed; No SAP – what can happen
- Producing Executive financial information – unit costs and spend analysis.

Mastering Predictive Trends & Management Information - Getting the Big Picture

- Why executives need predictive information
- Executive must be good at predictive information – trend analyse
- Software for predictive planning and trend analysis
- Other predictive factor to review, succession planning, emergency planning

Key Performance Factors - Maximising Human Capital

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

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

Module 2:

The Business of HR

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

Managing Performance, Behaviour and Culture

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

Implications for Employment Practice

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

Employee Relations

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

The Future for Employment Practices

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

Assessment leading to ILM Endorsed Certification:

Delegates attending this program will be able to complete their course assignment while actually on the course. This is a massive advantage as delegates will be able to build their assignment while completing one of the integral case studies which is a unique feature of this innovative programme.

Delegates who successfully complete this assignment and an end of course questionnaire will gain Endorsed Certification from the Institute of Leadership & Management.