

HR ACADEMY
DISCOVER OUR PROGRAMS

2023





WELCOME TO THARWAH

Who We Are?

Tharwah is a Saudi firm specializing in Human Capital Advisory Services founded in 2012 to enable clients to empower its human capital to achieve their strategic objectives. We believe that organizational success stems from people success, therefore, we work with our clients to create best-fit organizations aligned with their aspirations. We assist them in selecting and developing their talents and offer advice on how to engage, reward and develop them to achieve sustainable high performance.

Our Vision

By 2030, Tharwah aims to become the center of expertise in Human Capital Advisory Services in the region providing best-in-class solutions delivered with global standards through local talents.

Our Services

We provide specialized services aimed at developing and empowering individuals and organizations to achieve great results using innovative solutions in the following areas:

MANAGEMENT
CONSULTING

TRAINING
ACADEMY

TALENT
ASSESSMENTS

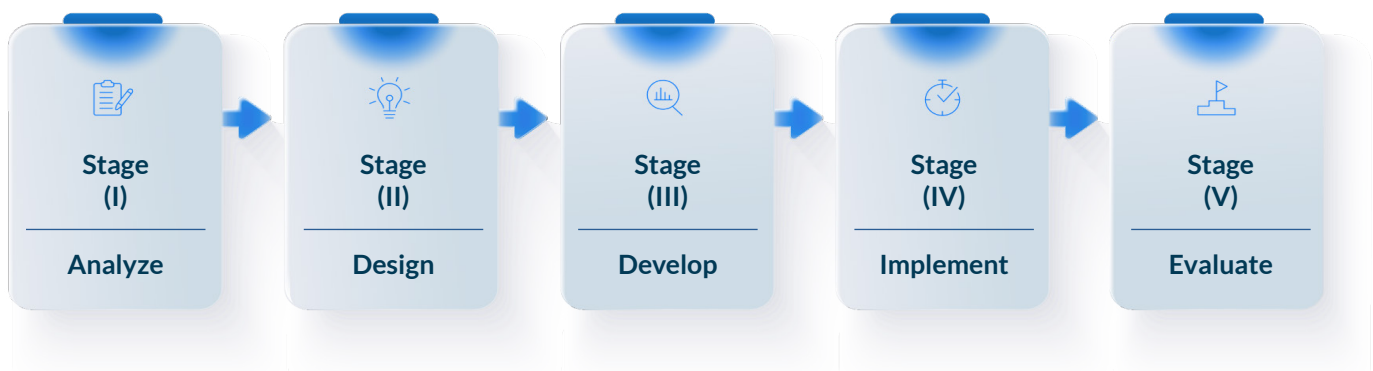
PROFESSIONAL
HR SERVICES



Tharwah aims at unleashing the potentials of individuals and organizations to achieve distinguished performance and remarkable results. Our partnership with our clients stems from our deeply rooted knowledge of the local market and our international affiliations. Our internationally accredited programs enable learners to enhance their professional skills and build their competencies to match their ambitions and career advancement. We have designed our solutions to match the Human Capital Development Program so that we may empower the human factor; hence achieve the Kingdom's aspirations.

We are proud of our partnerships with various pioneering international knowledge hubs in the domain of learning and development in many specialized fields. We continue to expand our efforts to attract the best international practices in the industry; hence contribute to the efforts of national capacities Saudization in support of the Kingdom's Vision 2030.

Tharwah's Academy methodology



Tharwah Academy bases the design of its training programs on global design and implementation methodologies. It uses the SAM and ADDIE models, two of the most frequently employed design models worldwide in the training and development industry.

The brilliance of Tharwah Academy resides not only in the use of these two models, but also in their adaptation to the culture of the trainees and the needs of the development process in the Kingdom in particular.

The Academy Services

We offer specialized services that aim to develop and empower individuals and organizations to achieve great results using innovative and specialized solutions.



**Consultation
Services**



**Future Skills
Academy**



**Human Resources
Academy**



**Leadership Development
Academy**

Our Partners



Our Clients

Government & semi government Sectors



Private Sectors



THARWAH HR ACADEMY



The Human Resources Academy

Depending on the Kingdom's Vision 2030, we consider that human resource management is one of the key capabilities required to fulfill the vision and the programs and initiatives that are associated with it. It is also one of the fundamental functions necessary for achieving organizations' objectives.

Therefore, Tharwah Academy has partnered with the Society for Human Resources Management (SHRM), embraced its BASK, and implemented it through courses delivered across the KSA. Further, it has developed an integrated methodology which it employs when determining and developing the training courses and programs that will benefit the human resources in the Kingdom of Saudi Arabia.



**EMPOWERING HUMAN
POTENTIAL**

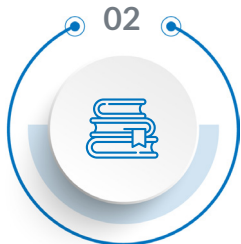
Methodology of Determining the HR Courses and Programs



Vision of 2030

Vision 2030 Objectives relevant to enhancing the performance, productivity and flexibility of governmental authorities.

Outputs of the National Transformation Program in terms of improving human capital efficiency.
Outputs of the Human Resources Development Program.



SHRM BASK

HR Knowledge Competencies

- People
- Organization
- Work Environment

Behavioral Competencies

- Relationships
- Leadership
- Business Acumen



Reviewing the Unified Saudi Occupational Classification and best practices followed in competencies

Divided into 5 Levels

Level (1) (Coordinator)

Level (2) (Specialist)

Level (3) (Senior Specialist)

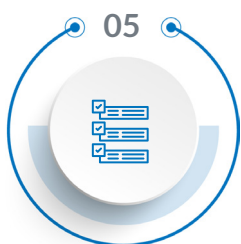
Level (4) (Expert - Manager)

Level (5) (Senior Manager-Executive)



Identify HR key positions

- Talent Acquisition
- Organizational Development
- Talent Development
- HR Operations
- HR Leadership



Segmentation of Competencies

- Core Behavioral Competencies
- Specialized Technical Competencies
- Leadership Competencies



Integrating SHRM BASK and the human resources positions

Determine the competencies of each HR position and the level of its staff member.



Determine Suitable Programs based on the Competencies Model

List of the training programs that will build and develop each level of the competencies required in the HR positions.

تَجْرِبَةٌ THARWAH

IN PARTNERSHIP WITH



We are proud to be an official **SHRM Education Provider** and an official **SHRM Recertification** Provider serving clients in Saudi Arabia.

SHRM Certification Preparation Program (SHRM-SCP®)(SHRM-CP®)

 Online

 In Classroom

 English



Intended Audience
Mid-Level, Senior-Level



Delivery Options
8 Full days In-Class
16 Half days In-Class / Online



Recertification
SHRM: 22-PDCs



HR Competencies

1. Leadership & Navigation
2. Ethical Practice
3. Business Acumen
4. Consultation
5. Critical Evaluation
6. Relationship Management
7. Communication
8. Global & Cultural Effectiveness
9. HR Expertise (HR Knowledge)

PROGRAM OVERVIEW

Establish yourself as a globally-recognized human resource expert by earning the new standard in HR certification: SHRM Certified Professional (SHRM-CP®) and SHRM Senior Certified Professional (SHRM-SCP®). These professional certifications can open doors for professional advancement, serve to harmonize standards with changing expectations and signal to employers advanced professional development.

Ensure you're prepared with our program designed for SHRM credential candidates. Expand and test your knowledge and practical, real-life competencies in areas critical for HR career success.

This intensive program combines expert instruction with the 2022 SHRM Learning System® for SHRM-CP/SHRM-SCP, so you will learn faster, retain more knowledge and stay on track for success on the exam.

By attending, you will be able to identify areas of strength and build on them. You will also see where you need further concentrated study in preparation for either exam.

PROGRAM BENEFITS & FEATURES

- Led by qualified and certified instructors.
- Classroom environment provides networking opportunities
- Outside-the-classroom assignments help reinforce seminar sessions.
- Sample test questions and periodic process checks keep you confident in your breadth of knowledge.
- The virtual seminar delivery option allows real-time Q&As and chats between virtual seminar participants, providing a dynamic virtual classroom experience.
 - » All virtual classes are recorded in their entirety for viewing at your convenience.

PROGRAM OUTLINE

This program includes the following:

INTRODUCTION

- The SHRM Body of Competency and Knowledge™ (BoCK)
- The SHRM-CP and SHRM-SCP Certifications
- The SHRM Learning System® for SHRM-CP/SHRM-SCP

HR COMPETENCIES

- Behavioral Competencies
 - » Leadership and Navigation
 - » Ethical Practice
 - » Relationship Management
 - » Communication
 - » Global and Cultural Effectiveness
 - » Business Acumen
 - » Consultation
 - » Critical Evaluation

DOMAIN 1: PEOPLE

- Functional Area #1: HR Strategic Planning
- Functional Area #2: Talent Acquisition
- Functional Area #3: Employee Engagement and Retention
- Functional Area #4: Learning and Development
- Functional Area #5: Total Rewards

DOMAIN 2: ORGANIZATION

- Functional Area #6: Structure of the HR Function
- Functional Area #7: Organizational Effectiveness and Development
- Functional Area #8: Workforce Management
- Functional Area #9: Employee and Labor Relations
- Functional Area #10: Technology Management

DOMAIN 3: WORKPLACE

- Functional Area #11: HR in the Global Context
- Functional Area #12: Diversity and Inclusion
- Functional Area #13: Risk Management
- Functional Area #14: Corporate Social Responsibility

FINAL EXAM/REVIEW/DISCUSSION



SHRM Advanced Certificate in Human Resources Management

Program Content

- | | | | |
|---|--|---|---------------------------------|
| 1 | STRATEGIC WORKFORCE PLANNING | 5 | TOTAL REWARDS |
| 2 | HUMAN RESOURCE DEVELOPMENT | 6 | EMPLOYEE ENGAGEMENT & RELATIONS |
| 3 | CREATING A TALENT ACQUISITION STRATEGY & SUCCESSION PLANNING | 7 | HR BUSINESS PARTNERS |
| 4 | HUMAN CAPITAL ANALYTICS | 8 | STRATEGIC HUMAN RESOURCES |

Benefits of registration in this program



Adding great value to your resume



Getting further depth in applied Human Resources and HR Competencies



Understanding SHRM global professional HR standards

SHRM Advanced Certificate in HR Management

MODULE 1: Strategic workforce planning

 Online

 In Classroom

 English / عربي



Intended Audience

Early-Career Senior-Level
Mid-Level Professionals



Delivery Options

2 Full days In-Class
4 half days In-Class/online



HR Competencies

1. Communication
2. Critical Evaluation
3. Leadership and Navigation
4. HR Expertise (HR Knowledge)

PROGRAM OVERVIEW

Strategic Workforce Planning enables the organization to meet its talent needs and close critical skill gaps using data-driven processes that inform HR initiatives. HR demonstrates strategic value by facilitating financial and operational growth, continuity, or stability. This module outlines a comprehensive, step-by-step approach to designing, implementing, administering, and maintaining an effective strategic workforce plan. This module uses a real-world case study capstone lesson to reinforce the learning objectives.

PROGRAM OBJECTIVES

This program is designed to provide you with the knowledge and skills necessary to:

- Analyze your organizational environment, including future business challenges and their likely impact on your organization's workforce
- Integrate workforce planning into the strategic plan of your organization
- Describe the key steps to developing a strategic workforce plan, including analysis, forecasting, strategy development and cost modelling
- Create or refine a framework for your organization's workforce planning strategy

PROGRAM OUTLINE

This program includes the following:

SECTION 1: UNDERSTANDING THE NEED FOR WORKFORCE PLANNING

- The Organizational and HR Planning Process Connecting Workforce Planning to the Organisation

SECTION 2: CREATING A BUSINESS CASE FOR WORKFORCE PLANNING

- The Importance of Workforce Planning
- Business Case Creation

SECTION 3: SUPPLY AND DEMAND ANALYSIS

- | | |
|------------------------------------|-----------------------|
| • Supply Analysis | • Employee Attitudes |
| • Workforce Profile | • Demand Analysis |
| • Data Types | • Strategic Direction |
| • Historical Workforce Trends | • Staffing Trends |
| • Competency Assessments Measuring | • Workload Analysis |

SECTION 4: GAP ANALYSIS AND SOLUTION DESIGN

- Gap Analysis
- Solutions Design
- Scenario Planning

SECTION 5: IMPLEMENTATION AND EVALUATION

- Implementation and Communication
- Evaluation Using Metrics

SECTION 6: CASE STUDY

FINAL EXAM

SHRM Advanced Certificate in HR Management

MODULE 2: Human resource development

-  Online
-  In Classroom
-  English / عربي



Intended Audience

Early-Career Senior-Level
Mid-Level Professionals



Delivery Options

2 Full days in-class
4 Half days in-class/online



HR Competencies

1. Communication
2. (HR Knowledge)
3. Leadership & Navigation
4. Critical Evaluation
5. HR Expertise (HR Knowledge)

PROGRAM OVERVIEW

Human Resource Development (HRD) aligns organizational business needs with employees' competencies, knowledge, and skills, effectively closing the gap between them. HR demonstrates strategic value by identifying and creating learning opportunities that increase employee capability and organizational knowledge. This module outlines a comprehensive, step-by-step approach to analyzing, designing, developing, implementing, and evaluating an effective HRD strategy and plan which is also aligned with both career and leadership development.

PROGRAM OBJECTIVES

This program is designed to provide you with the knowledge and skills necessary to:

- Explain the relationship between organizational culture, strategic vision, and Human Resource Development
- Describe the scope and trends in Human Resource Development
- Assess the Human Resource Development needs in your organization
- Describe how your career development strategy links to organizational needs
- Describe the role of leadership development in your organization
- Apply Human Resource Development activities to support development
- Apply appropriate learning methodologies to employee training and development

PROGRAM OUTLINE

This program includes the following:

SECTION 1: UNDERSTANDING THE ORGANIZATIONAL CONNECTION

- The HR Strategic Plan
- Human Resource Development - The Strategic Connection

SECTION 2 ASSESSING ORGANIZATIONAL NEEDS

- Needs Assessment
- Gather
- Analyse
- Devise
- Achieve

SECTION 3: LEARNING METHODOLOGIES

- Adult Learner Characteristics
- Elements of a Formal Learning Program
- Elements of an Informal Learning Program
- The ADDIE Model

SECTION 4: DEVELOPMENT ACTIVITIES

- The Business Case for Skill
- Development Approaches to Development

SECTION 5: DEVELOPMENT ACTIVITIES

- Components of Career Development
- How to Develop Employees
- Roles in Managing Career Development
- Individual Development Plans

SECTION 6: LEADERSHIP DEVELOPMENT

- Leadership and Management
- Understand Your Leaders
- Preparing Potential Leaders

SECTION 7: CONCLUDING COURSE ACTIVITIES

- Topical Role Playing
- HR in the News

FINAL EXAM

SHRM Advanced Certificate in HR Management

MODULE 3: Creating a talent acquisition strategy & succession planning

 Online
 In Classroom
 English / عربي



Intended Audience

Early-Career Senior-Level
Mid-Level Professionals



Delivery Options

3 Full days In-Class
5 half days In-Class/online



HR Competencies

1. Communication
2. Critical Evaluation
3. HR Expertise (HR Knowledge)

PROGRAM OVERVIEW

Talent acquisition and succession planning encompass the activities involved in building and maintaining a workforce in addition to identifying high-potential employees, evaluating and honing their skills and abilities, and preparing them for advancement into positions which are key to the success of the organisation.

This module outlines a comprehensive, step-by-step approach to designing, implementing, administering, and maintaining a modern talent management system and an effective succession planning programme.

PROGRAM OBJECTIVES

This program is designed to provide you with the knowledge and skills necessary to:

- Identify the importance of Talent Acquisition and where it fits into the overall human resources and organisational strategies
- Describe how to develop and implement a talent acquisition strategy
- Describe how a strong employment brand attracts the most qualified applicants
- Identify how to effectively source, interview, and evaluate candidates through interviewing, testing, and background investigations
- Work through a succession planning model, step by step

PROGRAM OUTLINE

This program includes the following:

SECTION 1: Talent And Organisational Connection

- Defining talent acquisition
- Connecting talent acquisition to the “big picture”
- The talent acquisition plan and approach
- Trends in talent acquisition

SECTION 2: EMPLOYMENT BRANDING

- Why have an employment brand?
- Goals of an employment brand?
- Building an employment brand

SECTION 3: RECRUITING

- Why is an effective recruiting approach important?
- Influences that impact recruiting
- Creating a strategic recruitment plan

SECTION 4: SOURCING AND TARGETING

- Types of job seekers
- Recruiting sources
- Creating a sourcing plan

SECTION 5: INTERVIEWING

- Setting the selection criteria
- Goals of interviewing
- How to conduct interviews

SECTION 6: EVALUATION AND SELECTION

- Formulating a selection philosophy
- Selecting the finalist

SECTION 7: ONBOARDING

- What is onboarding?
- How onboarding impacts the organisation
- Key onboarding activities
- Sample onboarding model

SECTION 8: SUCCESSION PLANNING

- Understanding the organization and the succession planning relationship
- Developing and implementing a succession plan

FINAL EXAM

SHRM Advanced Certificate in HR Management

MODULE 4: Human capital analytics

 Online
 In Classroom
 English / عربي



Intended Audience

Early-Career Senior-Level
Mid-Level Professionals



Delivery Options

2 Full days In-Class
4 half days In-Class/online



HR Competencies

1. Business Acumen
2. Critical Evaluation
3. HR Expertise (HR Knowledge)

PROGRAM OVERVIEW

Human Capital Analytics is about understanding the power of Human Capital to transform businesses by applying simple logic, and not just numbers. It is imperative of HR departments of today to have hands-on knowledge and experience on tools to deliver data-driven decisions at organizations. This program will help participants gain the necessary skills and tools to make the transition to predictive analytics and deliver actionable business solutions using HC Analytics.

Participants will be able to apply HR Analytics for strategic decision making. They will also be able to aid in creating or enhancing a strategic analytics roadmap for HR in their organization.

PROGRAM OBJECTIVES

This program is designed to provide you with the knowledge and skills necessary to:

- Appreciate the relevance of Analytics in HR functions and build association to their organization's functioning.
- Understand the range of tools / techniques that can be used to carry out in-depth analytics
- Learn and apply several exploratory screening techniques for day to day decision making in specific workforce issues such as recruitment, turnover, diversity, business outcomes etc.
- Conduct structured analytics in HR.

PROGRAM OUTLINE

This program includes the following:

SECTION 1: INTRODUCTION TO HUMAN CAPITAL ANALYTICS

SECTION 2: WHAT TO MEASURE AND HOW TO COLLECT DATA

- Measurement and data requirements
- Defining research questions
- Key performance indicators

SECTION 3: ANALYSING DATA AND INTERPRETING RESULTS

- Workforce analytics highlights
- Application of HR analytics
- Data visualising and modelling

SECTION 4: COMMUNICATING AND PRESENTING FINDINGS

- Preparing and presenting results

SECTION 5: HUMAN CAPITAL MATURITY

- Analytics maturity

SECTION 6: CONCLUDING COURSE ACTIVITIES

- Topical role playing
- HR in the news

FINAL EXAM

SHRM Advanced Certificate in HR Management

MODULE 5: Total rewards

 Online

 In Classroom

 English / عربي



Intended Audience

Early-Career Senior-Level
Mid-Level Professionals



Delivery Options

3 Full days In-Class
5 half days In-Class/online



HR Competencies

1. Communication
2. Critical Evaluation
3. HR Expertise (HR Knowledge)

PROGRAM OVERVIEW

Total Rewards encompasses direct and indirect remuneration approaches that employers use to attract, recognize, and retain workers. HR demonstrates value by designing and administering systems and programs (e.g. base pay, benefits, incentive pay, leave, perquisites, retirement) that support recruitment and retention efforts. This module outlines a comprehensive, step-by-step approach to designing, implementing, administering, and maintaining a compensation system.

PROGRAM OBJECTIVES

This program is designed to provide you with the knowledge and skills necessary to:

- Identify compensation and non-compensation elements of total rewards
- Define job evaluation and its use to develop internally equitable compensation systems
- Identify the implications of using salary surveys to ensure externally equitable and fiscally responsible compensation systems
- Effectively communicate a total rewards system to current and prospective employees through various approaches including total rewards statements
- Administer and maintain a compensation system that aligns with an organization's mission and vision
- Describe incentive pay and types of pay plans for employees
- Describe voluntary and involuntary types of benefits and how those are incorporated into a total rewards system

PROGRAM OUTLINE

This program includes the following:

SECTION 1: UNDERSTANDING TOTAL REWARDS

- A System of Rewards
- Different Value Levels

SECTION 2: COMPENSATION

- What is Compensation and why is it Important?
- Employment Contracts

SECTION 3: DESIGNING A COMPENSATION STRUCTURE

- Tying Compensation to Organizational Needs and Culture
- Compensation as a Part of Total Rewards
- Broad banding

SECTION 4: IMPLEMENTING, ADMINISTERING, AND MAINTAINING A COMPENSATION SYSTEM

- Issues with Pay Adjustments or Pay
- Administration Decisions
- Compliance
- Pay Increases
- Pay Variations
- Measuring Effectiveness – Evaluating the Compensation System

SECTION 5: INCENTIVE PAY

- Incentive Pay
- Pay Plans for Select Employees

SECTION 6: BENEFITS

- Government Mandated Benefits Voluntary Benefits
- Benefits Design Metrics

FINAL EXAM

SHRM Advanced Certificate in HR Management

MODULE 6: Employee engagement & relations

-  Online
-  In Classroom
-  English / عربي



Intended Audience

Early-Career Senior-Level
Mid-Level Professionals



Delivery Options

2 Full days In-Class
4 half days In-Class/online



HR Competencies

1. Communication
2. Critical Evaluation
3. HR Expertise (HR Knowledge)

PROGRAM OVERVIEW

Employee Engagement solidifies the connection and relations among employee, manager, and the organization's mission, vision, values, and goals. HR demonstrates value by understanding and leveraging the employer-employee relationship from both individual and organizational perspectives, developing effective strategies to address appropriate expectations for performance and behavior from employees at all levels. Key considerations include: culture, work-life balance, ethics and CSR. This module uses a real-world case study capstone lesson to reinforce the learning objectives.

PROGRAM OBJECTIVES

This program is designed to provide you with the knowledge and skills necessary to:

- Recognize the importance of employee engagement and workplace culture have on your management team, HR strategy, and overall organizational strategy
- Define your HR strategy for engagement, based on organizational vision and goals
- Recognize the difference between employee engagement and job satisfaction
- Describe how employee engagement influences the achievement of organizational goals and objectives
- Apply motivation techniques during key employee milestones to gauge and respond to employee engagement levels
- Apply an ethical decision-making framework to effectively deal with ambiguous situations

PROGRAM OUTLINE

This program includes the following:

SECTION 1: THE INFLUENCE OF CULTURE ON ORGANIZATIONS

- The Organizational Connection
- Organizational Culture
- High Performance Culture

SECTION 2: CONNECTING CULTURE AND EMPLOYEE ENGAGEMENT

- Employee Engagement
- Retention

SECTION 3: WORK-LIFE BALANCE AND FLEXIBLE WORK ARRANGEMENTS

- Productivity
- Alignment with Corporate Social Responsibility (CSR) and Organizational Values

SECTION 4: ETHICS AND VALUES


- Ethical Standards
- The Ethical Decision Making Framework
- Creating a Culture of Ethics

FINAL EXAM

SHRM Advanced Certificate in HR Management

MODULE 7: HR business partners

 Online

 In Classroom

 English / عربي



Intended Audience

Early-Career Senior-Level
Mid-Level Professionals



Delivery Options

3 Full days In-Class
5 half days In-Class/online



HR Competencies

1. Leadership & Navigation
2. Consultation
3. HR Expertise (HR Knowledge)

PROGRAM OVERVIEW

Heighten your HR business partner (HRBP) skills to better align initiatives with the organization's strategic direction. Practice HRBP methods to help you develop and manage relationships, communicate with impact, coach leaders, effectively facilitate discussions, and drive business results in your organization. Through an integrated case study, identify initiatives that address the needs of your organization while practicing coaching, communication, and change leadership skills.

PROGRAM OBJECTIVES

This program is designed to provide you with the knowledge and skills necessary to:

- Demonstrate ability as a business leader and HR professional through effective communication and influence.
- Coach executives and managers to effectively lead their teams.
- Identify key organizational initiatives requiring a change management process, and communicate necessary steps to business leaders.
Identify opportunities to support the organization through effective facilitation.
- Align HR activities with the strategic direction of the organization, and communicate how HR supports business results.

PROGRAM OUTLINE

This program includes the following:

SECTION 1: DEMONSTRATING YOUR SKILL AS A BUSINESS LEADER AND HR PROFESSIONAL

- Learn about the organization, industry, competitors, and customers
- Set direction for the HR organization to support the business goals
- Build your skill as a strategic contributor
- Track metrics that leaders and managers value
- Ensure HR functions are running smoothly
- Continually ask "How can HR make a difference?"
- Move toward a partnership role
- Team leadership

SECTION 2: SUPPORTING LEADERS AND IMPLEMENTING ORGANIZATIONAL CHANGE

- Change complexity and impact
- Identify key initiatives requiring a change management process
- Individual transition curve
- Signs of resistance and support
- Leading and implementing change
- Change management process
- Communication during change process
- Key roles
- Facilitating change efforts and supporting leaders during change

SECTION 3: TEAM LEADERSHIP

- Characteristics of an effective team
- Team chartering
 - The first team meeting

SECTION 4: COMMUNICATION AND INFLUENCE

- Upward communication – advocacy and inquiry
- Horizontal communication – cross-channel communication
- Downward communication – empowering communication
- Alignment of communication
 - Present your ideas clearly

SECTION 5: INFLUENCE SKILLS

- Identify needs and wants
- Influence models
- Collaboration and win/win solutions
- Use of influence during change efforts

SECTION 6: COACHING LEADERS AND MANAGERS

- HRBP role as a coach
- Linking performance management to organizational goals
- Effective feedback
- Scenarios for coaching and feedback
- Model for coaching

SECTION 7: FACILITATION SKILLS

- HRBP role as a facilitator
- Opportunities to support the organization
- Key facilitation skills
- Plan the process for facilitating a meeting
- Practice facilitation

SECTION 8: STRATEGIC ALIGNMENT


- Organizational strategies and plans
- Identify and align HR initiatives

FINAL EXAM

SHRM Advanced Certificate in HR Management

MODULE 8: Strategic human resources

 Online

 In Classroom

 English / عربي



Intended Audience

Early-Career Senior-Level
Mid-Level Professionals



Delivery Options

2 Full days In-Class
4 half days In-Class/online



HR Competencies

1. Leadership & Navigation
2. Consultation
3. HR Expertise (HR Knowledge)

PROGRAM OVERVIEW

Help lead the development and execution of an HR strategy in your organization through exploration of the essential components of both an HR and organizational strategy, and how these strategies should align. Through case studies and group activities, learn how to leverage information and create a wholly aligned HR strategy and implementation plan for your organization.

PROGRAM OBJECTIVES

This program is designed to provide you with the knowledge and skills necessary to:

- Define and describe organizational strategy, and recognize the major components of a good organizational strategy.
- Create an HR strategy that is linked to an organizational strategy.
- Create an HR strategy implementation plan in order to execute strategy.

PROGRAM OUTLINE

This program includes the following:

SECTION 1: INTRODUCTION

SECTION 2: UNDERSTANDING ORGANIZATIONAL STRATEGY

- Defining Strategy
- Types of Organizational Strategies
- The Value Proposition
- The Strategic Planning Process
- Metrics
- Case Study – Performance Guidance Systems (Part 1)

SECTION 3: FORMULATING AN HR STRATEGY

- Connecting Organizational Strategy to an HR Strategy
- Steps in Creating an HR Strategic Plan
- Case Study – Performance Guidance Systems (Part 2)

SECTION 4: DEVELOPING AN EFFECTIVE BUSINESS CASE

- Business Case Considerations
- Elements of a Business Case
- Creating your own Business Case

SECTION 5: BUILDING THE BUSINESS RELATIONSHIP WITH EFFECTIVE CONSULTING SKILLS

- The 5 Phases of Consulting

SECTION 6: WORKFORCE ANALYTICS AND THE BALANCED SCORECARD

- HR and Workforce Analytics
- Developing Meaningful Metrics
- The Balanced Scorecard

FINAL EXAM

CBI (COMPETENCY-BASED INTERVIEWS)



Delivery Options

3 days (in-person)
5 days (online)

Course Objectives

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

- List multiple recruitment methods and select the best sources to attract talents
- Understand the importance and limitations of interviewing as a method of selection
- Brainstorm common mistakes untrained interviewers commit and define ways to overcome them
- List main types of selection interviews and when and how to use each
- Write and use different types of effective interview questions including behavioral questions
- Plan, prepare and conduct competency-based interviews properly and effectively
- Use data collected from interviews to complete a gap analysis and decide on the most suitable candidate

Who Should Attend

- HR Generalists/HR Specialists
- Recruitment Specialists / Talent Acquisition Specialists
- HR Business Partners / Recruitment Managers
- Hiring Managers / Functional Department Heads
- Any professionals involved in the hiring process

Methods of Delivery

This course will be delivered using

- Group activities and discussions
- Case studies
- Role play
- Short lectures
- Brainstorming

Course Outline

Building the Case for CBI (Competency-based Interviews)

- Benefits of effective recruitment and selection
- Consequences of poor selection
- The costs of getting it wrong

The Staffing Process

- The recruitment process
 - » Different types of recruitment
- The selection process
 - » Different types of selection methods
 - » The validity and reliability of selection methods
 - » The selection funnel

Interviews

- Different types of interviews
- Mistakes untrained interviews make during interviews
- How to increase the effectiveness of interviews by structuring them

Competencies

- Definition of competencies and their different types
- The importance and usage of competency frameworks

Competency-based Interviews (CBI)

- Why should we use CBI
- Different types of interview questions
- Types of questions to avoid during CBI
- Writing competency-based behavioral questions
- Using STAR technique to probe interviewees during interviews
- Useful STAR management techniques

Conducting Competency-based Interviews (CBI)

- The stages of CBI (what to do before, during and after CBI)
 - » Preparing for the interviews
 - » Building rapport with the interviewee
 - » Introducing the interview
 - » Effective listening and note-taking
 - » Managing the time during the interview
 - » Closing the interview
 - » Evaluating the information collected during the interview
- Common Interview Biases
- Taking the Final Selection Decision

MODERN HR MANAGEMENT



Delivery Options

3 days (in-person)
5 days (online)

Course Objectives

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

- Demonstrate & understand the key activities of HR to support the achievement of the organization's objectives
- Gain a better understanding of People and HR issues facing organizations today
- Learn and understand the key functions associated with Human Resource Management
- Understand the importance of Recruitment and Selection
- Detail the main types of Compensation and Benefits Systems
- Learn how to Implement an effective Performance management process in your organization

Who Should Attend

- Fresh graduates
- HR professionals with 1 – 3 years of experience

Methods of Delivery

This course will be delivered using

- Group activities and discussions
- Case studies
- Role play
- Short lectures
- Brainstorming
- Other methods of delivery?

Course Outline

Human Resources

- What is Human Resource Planning
- The HR Planning Process

Talent Acquisition

- Talent Management Planning
- Recruiting and Sourcing Candidates
- The Selection Process
- Retaining Employees
- Succession Planning

Learning & Development

- Knowledge, Skills and Abilities
- Alignment of Learning and Development with Career Management
- The Training Cycle
- Training Needs Analysis
- Effective Training and Development Solutions

Performance Management

- The Performance Management Cycle
- Setting Objectives, KPIs and Performance Standards
- Giving and Receiving effective Feedback
- Causes of Poor Performance & Dealing with Poor Performance
- Disciplinary Process

Compensation & Benefits

- The concept of compensation
- Compensation Components
- Job evaluation
- Compensation systems
- Competitive compensation
- Performance based rewards

IN-COMPANY HR LEARNING SOLUTIONS



SHRM PEOPLE ANALYTICS

Talent is the largest, most significant, ongoing investment made by successful organizations. However, most people decisions are made based on intuition and instinct. With the amount of information available in today's workplaces, HR professionals are now able to leverage people-related data and analytics to drive business decisions and make data-based recommendations. By earning a SHRM People Analytics Specialty Credential, HR professionals can begin their journey into the field of people analytics, investigate relevant, real-world business issues, and effectively communicate data-supported findings.

How To Earn It

When you purchase the SHRM People Analytics Specialty Credential, your learning package includes all of the following components:

1. People Analytics: Foundational Data Literacy Pre-Seminar – this eLearning must be completed prior to the People Analytics Program.
2. People Analytics: Taking Data-Driven Action Program – select the program that works best for you.
3. Two People Analytics eLearning courses – as your schedule allows, complete the two People Analytics eLearning courses:
 - People Analytics: The Metrics Behind People Analytics
 - People Analytics: Understanding Your People Data
4. People Analytics Knowledge Assessment – once the instructor-led program and all eLearning courses are complete, successfully pass an online, People Analytics knowledge assessment.

Upon completion of all components and passing assessment, you will earn 22 PDCs total along with your certificate of achievement and digital badge. Be sure to add your SHRM Specialty Credential achievement to your resume, signature block, and social media profiles to validate your credibility and demonstrate your dedication to the industry.

Instructor Led Program

Title: People Analytics: Taking Data-Driven Action

In today's organizations, talent is the most significant investment, yet most people-related decisions are made in the absence of hard data. In this interactive course, you will learn how to use a people-analytics plan to propel the analytics program in your organization. You will explore the analytics maturity model and discover the importance of leveraging strategic partnerships to build your organization's analytics potential. Also, you will become equipped to take a greater leadership role as you begin using analytics to influence your organization's goals and provide decision-makers with greater insight into workforce related issues.

Program Objectives:

- Identify organizational problems that can be addressed through people analytics
- Explore quantitative and qualitative tools and methods
- Analyze a sample data set using the people analytics project framework
- Use storytelling to elevate organizational insights

eLearning Components

Title: People Analytics: Foundational Data Literacy

- Wondering how to get started in people analytics? This module provides foundational knowledge for anyone new to the world of people analytics. Get ready to broaden your knowledge in the common topics and terms of people analytics and discover how they are commonly used by analytics professionals. This module also provides suggestions on how to upskill others within your organization.

Learning Objectives:

- Define the common language used by data scientists and analysts
- Establish foundational knowledge related to data literacy
- Identify methods for broadening data literacy in your organization

Title: People Analytics: Analyzing People Data

The Analyzing People Data module will explain quantitative and qualitative data from a people analytics perspective. Learn why and when you should use the different types of data and how you might combine data for a more well-rounded exploration of a topic. Explore an interactive example of people analysis using both kinds of data.

Learning Objectives:

- Distinguish between quantitative and qualitative data and methods of analysis
- Identify the types of data that should be used with common people issues
- Integrate qualitative and quantitative data related to the same people issue

SHRM TALENT ACQUISITION

Sourcing, engaging, and retaining the best talent are top priorities for organizations. Earning the SHRM Talent Acquisition Specialty Credential recognizes the key role that talent acquisition professionals play in today's challenging business environment by demonstrating your proficiency as a strategic talent acquisition partner.

How To Earn It

When you purchase the SHRM Talent Acquisition Specialty Credential, your learning package includes all of the following components:

1. Talent Acquisition Program – select the program that works best for you.
2. Three talent Acquisition eLearning courses – as your schedule allows, complete the three Talent Acquisition eLearning courses:
 - Talent Acquisition: Global Hiring
 - Talent Acquisition: Diversity, Equity, and Inclusion (DE&I) in the Talent Acquisition Space
 - Talent Acquisition: Virtual Talent Acquisition
3. Talent Acquisition Knowledge Assessment – once the instructor-led program and all eLearning courses are complete, successfully pass an online Talent Acquisition knowledge assessment.

Upon completion of all components and passing assessment, you will earn 22 PDCs total along with your certificate of achievement and digital badge. Be sure to add your SHRM Specialty Credential achievement to your resume, signature block, and social media profiles to validate your credibility and demonstrate your dedication to the industry.

Instructor Led Program

Title: Talent Acquisition: Creating Your Organization's Strategy

Learn proven talent acquisition strategies in this engaging course designed to equip you for real-world application. You will explore innovative recruiting and sourcing strategies for developing a diverse and inclusive talent pipeline. You will also learn a step-by-step approach for improving your candidates' experience and your employment branding.

Program Objectives:

- Build your talent acquisition strategy to attract top talent.
- Market an employment brand that positions your organization as an employer of choice.
- Incorporate workforce planning as part of the process for developing a robust talent pipeline.

- Expand strategies for recruiting and sourcing.
- Create a positive candidate experience.
- Evaluate and select candidates that are a right fit for your organization.
- Measure the impact of your talent acquisition strategy using metrics.

eLearning Components

Title: Talent Acquisition: Global Hiring

- Committing to global hiring
- Forging a global strategy
- Incorporating global DE&I strategies including human, cultural and workplace perspectives
- Choosing global technical needs
- The advantages and disadvantages of global hiring strategies
- Aligning global hiring strategies with business goals
- Global strategy staffing
- Compliance implications

Title: Diversity, Equity, and Inclusion (DE&I) in the Talent Acquisition Space

- Recognize and research profitability in diverse organizations.
- Establish diversity as a top sourcing priority.
- Partner with DE&I experts.
- Create a DE&I TA sourcing strategy.
- Ensure organizational alignment and buy-in.
- Continually work to minimize bias.
- Develop a plan for inclusion for onboarding and after.
- Work with internal teams for DE&I effectiveness.
- Measure and report via metrics and storytelling.
- Make improvements as necessary, feasible and in alignment with organizational goals.

Title: Virtual Talent Acquisition

- Virtual DE&I
- Virtual branding
- Virtual candidate experience
- Virtual sourcing
- Virtual interviewing
- Virtual evaluation and selection
- Virtual offer
- Virtual onboarding

SHRM TOTAL REWARDS

The number of jobs greatly outweighs the amount of qualified talent to fill them. Workers today are negotiating for more than just a competitive salary. Plus, every compensation plan has a limit. So, what can you do to access talent? That's where SHRM's Total Rewards Specialty Credential comes in. Gain the knowledge and guidance in a way that fits your schedule and budget. Register now to gain credibility in creating a Total Rewards strategy and package to position your organization to attract and retain today's top talent. Now more than ever, you need to inspire and reward workers to reach their full potential.

How To Earn It

When you purchase the SHRM Total Rewards Specialty Credential, your learning package includes all of the following components:

1. Compensation and Benefits: Unlock the Power of Total Rewards – select the live program that works best for you.
2. Two Total Rewards eLearning courses – as your schedule allows, complete the two Total Rewards eLearning courses:
 - Optimizing Total Rewards Through External Vendors
 - Equitable Total Rewards
3. Total Rewards Knowledge Assessment – once the instructor-led program and all eLearning courses are complete, successfully pass an online, Total Rewards knowledge assessment.

Upon completion of all components and passing assessment, you will earn 21 PDCs total along with your certificate of achievement and digital badge. Be sure to add your SHRM Specialty Credential achievement to your resume, signature block, and social media profiles to validate your credibility and demonstrate your dedication to the industry.

Instructor Led Program

Title: Compensation and Benefits: Unlock the Power of Total Rewards - 15 hours

Are you ready to unleash the power of the right total rewards plan? Do you understand all aspects of compensation, benefits and lifestyle rewards? Learn flexible ways to make your organization competitive at securing top talent by offering rewards strategically aligned to both employees' needs and the organization's priorities. The right blend will help solve organizational talent needs and enable employees to thrive – ultimately impacting the bottom line. In this program, you will gain the full breadth of total rewards to develop your unique strategy in the areas of compensation, benefits and experience.

Program Objectives:

- Discuss what a total rewards program is, why it is important, who it impacts and what is included

- Evaluate the components of a compensation strategy and program for how they can be used to drive change.
- Explore and evaluate a broader range of benefits that can be used to create a powerful total rewards plan.
- Design an innovative total rewards package with the right combination of compensation and benefits to mutually benefit the organization and the employee.
- Develop an effective total rewards communication strategy that attracts and engages your organization's talent.

eLearning Components

Title: Optimizing Total Rewards Through External Vendors – 1 hour

This course will provide Total Rewards specialists and HR professionals guidance on finding the right compensation and benefits vendors for their organization, creating strong relationships with their vendors, and using their vendors to optimize their benefits programs.

Learning Objectives:

- Enhance your Total Rewards package by identifying opportunities to leverage vendors to reduce cost and optimize efficiency.
- Explore creative practices to compile a vendor candidate pool that fits with your culture and Total Rewards philosophy.
- List the steps of the Total Rewards vendor selection process.
- Negotiate contracts that position you for a win-win solution by addressing your specific requests and identifying red flags.

Title: Equitable Total Rewards – 1 hour

The goal of this eLearning course is to provide HR Professionals guidance on reviewing their rewards strategy by ensuring all employees are paid equitably and rewarded equally. By doing so, they can aim to increase efficiency, creativity, and productivity by helping attract the best employees, reduce turnover, and increase commitment to the organization.

Learning Objectives:

- Analyze total rewards components and how they can contribute to an inclusive workplace culture.
- Discuss bias and how to mitigate for it across total rewards.
- Identify ways to mitigate pay inequities in compensation structure.
- Apply recommended courses of action to reduce the inequities and bias across total rewards.

Business Acumen: Aligning Business Operations and HR



Intended Audience

Early-Career



Delivery Options

- 2-Day In-Person (Onsite or Seminar)
- 4-Week Virtual



HR Competencies

- Business Acumen
- Critical Evaluation
- HR Expertise (HR Knowledge)



Recertification

SHRM: 15 PDCs

PROGRAM OVERVIEW

An essential skill for any effective human resource professional is solid business acumen. This course, designed to promote practical application within your organization, will teach you to speak business language and to analyze and interpret reports and metrics for key business functions. You will also learn how to better align business functions with your organization's strategic goals. Through facilitated group discussions and carefully planned activities, you will have the opportunity to practice your new skills in a safe learning environment before using them in your own workplace.

PROGRAM OBJECTIVES

This program is designed to provide you with the knowledge and skills necessary to:

- Explore the scope, challenges, and integration of key business functions including operations, product development, marketing and sales, finance, and IT, especially in a global business environment.
- Review and interpret typical operating reports for key business functions.
- Describe the value and use of business intelligence.
- Develop strategies to drive organizational results and clarify the role of HR.

Program Modules

This program includes the following modules:

- **Module 1: Introduction**
 - » The strategic planning process
 - » HR's strategic role in the organization
- **Module 2: How a Business Works**
 - » Integration of business functions and processes
 - » The goal of the organization
 - » How a business makes money
- **Module 3: Sales and Marketing**
 - » The difference between sales and marketing
 - » Responsibilities of sales and marketing
 - » Reports and metrics
 - » How HR leaders can support sales and marketing
- **Module 4: Research and Development (R&D)**
 - » Why R&D is critical to the future of the organization
 - » Goals for R&D
 - » Reports and metrics
 - » How HR leaders can support R&D
- **Module 5: Operations**
 - » What is operations?
 - » Responsibilities and challenges
 - » Reports and metrics
 - » How HR leaders can support operations
- **Module 6: Finance and Accounting**
 - » Difference between finance and accounting
 - » Goals of finance and accounting
 - » Reports and metrics
 - » How HR leaders can support finance and accounting
- **Module 7: Information Systems**
 - » The changing role of information systems
 - » Reports and metrics
 - » How information systems supports the organization
 - » How HR leaders can support information systems
- **Module 8: The Global Environment**
 - » Collaboration around the globe
 - » Different countries, different laws, regulations, and worker expectations
 - » HR's role in aligning and supporting the global enterprise
- **Module 9: Aligning Functions for Business Results**
 - » Global Achievement
 - » Needs and HR functions
- **Module 10: Mergers and Acquisitions (M&A)**
 - » Phases in M&A process
 - » Why mergers don't achieve the results expected
- **Module 11: Project Management**
 - » Key steps in the project management process
 - » Project planning and implementation
 - » Taking a project management approach
- **Module 12: Conclusion**

Compensation and Benefits: Unlock the Power of Total Rewards



Intended Audience

- Early-Mid Career



Delivery Options

- 2-Day In-Person (Onsite or Seminar)
- 4-Week Virtual



HR Competencies

- Business Acumen
- Critical Evaluation
- Relationship Management
- Consultation
- HR Expertise (HR Knowledge)



Recertification

- SHRM: 15 PDCs

PROGRAM OVERVIEW

Are you ready to unleash the power of the right total rewards plan? Do you understand all aspects of compensation, benefits and lifestyle rewards? Learn flexible ways to make your organization competitive at securing top talent by offering rewards strategically aligned to both employees' needs and the organization's priorities. The right blend will help solve organizational talent needs and enable employees to thrive – ultimately impacting the bottom line. In this program, you will gain the full breadth of total rewards to develop your unique strategy in the areas of compensation, benefits and experience.

PROGRAM OBJECTIVES

This program is designed to provide you with the knowledge and skills necessary to:

- Discuss what a total rewards program is, why it is important, who it impacts and what is included
- Evaluate the components of a compensation strategy and program for how they can be used to drive change
- Explore and evaluate a broader range of benefits that can be used to create a powerful total rewards plan
- Design an innovative total rewards package with the right combination of compensation and benefits to mutually benefit the organization and the employee
- Develop an effective total rewards communication strategy that attracts and engages your organization's talent

- Module 3: Compensation
 - » Compensation Regulatory Environment
 - » Types of Compensation
 - » Defining a Pay Strategy
 - » Defining a Pay Structure
 - » Building a Market-Based Pay Structure
 - » Bonus and Incentive Programs
 - » Understanding the Cost of Your Compensation Program
- Module 4: Benefits
 - » Budgetary Significance of Benefits
 - » Benefits Regulatory Environment
 - » Common Benefits
 - » Enhanced Benefits
 - » Developing a Benefits Strategy
 - » Working with a Benefits Broker
 - » Understanding the Costs of Your Benefits Program
- Module 5: Experience
 - » Inclusion
 - » Recognition
 - » Well-being
 - » Flexibility
 - » Community Impact
- Module 6: Creating a Total Rewards Program
 - » Total Rewards Implementation Process
 - » Step 1: Assess
 - » Step 2: Design
 - » Step 3: Implement
 - » Step 4: Evaluate
- Module 7: Conclusion
 - » Program Review
 - » Program follow-up

Program Modules

This program includes the following modules:

- Module 1: Introduction
 - » Program Overview
- Module 2: Total Rewards Overview
 - » Total Rewards Defined
 - » SHRM Total Rewards Model
 - » Total Rewards Philosophy

Communicating with Credibility



Intended Audience

- Mid-Level



Delivery Options

- 1-Day In-Person
(Onsite or Seminar)



HR Competencies

- Communication
- HR Expertise (HR Knowledge)
- Relationship Management



Recertification

- SHRM: 7.5 PDCs

PROGRAM OVERVIEW

Traditional internal communication strategies are no longer working to build an authentic emotional connection at the workplace. Cultivating effective ways to communicate in the workplace is vital for building a successful career. Communicating with Credibility is a one-day educational program that utilizes storytelling practices to strengthen communication skills and build compelling messages. Using real-life workplace scenarios, this interactive program introduces effective storytelling practices designed to build leadership, management and interpersonal skills. You will leave this program empowered with the knowledge and tools needed to employ storytelling practices that effectively drive performance, build employee relations, model behaviors, and create a workplace culture that is built on human experience.

PROGRAM OBJECTIVES

- This program is designed to provide you with the knowledge and skills necessary to:
- Structure and deliver messages effectively using storytelling guidelines
- Apply the elements of a storytelling process to introduce a topic, shape your messaging, and inspire action
- Read your audience and skillfully target your message to your recipient(s)
- Create an action plan to continue growing your storytelling skills and practices

Program Modules

This program includes the following modules:

- Module 1: Introduction
- Module 2: Workplace Communications
 - » Miscommunication
 - » Communication Factors
 - » Employee Engagement Connection

- Module 3: The Power of Storytelling
 - » Future of Storytelling
 - » Leadership Storytelling
 - » When to Tell a Story
 - » Story Repository
- Module 4: The Structure of a Compelling Story
 - » Story Elements
 - » Storyboarding
 - » The Story Arc
 - » Story Characteristics
- Module 5: Identifying Stakeholders
 - » The Audience
 - » Mapping
 - » Identifying Influence
- Module 6: Storytelling and Data
 - » Data Types
 - » Impact of Data
 - » Weaving Data into Storytelling
- Module 7: Becoming a Storyteller
 - » Public Speaking
 - » Transitioning from Presenting to Storytelling
- Module 8: Conclusion

Consultation: Honing your HR Business Leader Skills



Intended Audience

Mid-Level



Delivery Options

- 2-Day In-Person (Onsite or Seminar)
- 4-Week Virtual



HR Competencies

- Leadership & Navigation
- Consultation
- HR Expertise (HR Knowledge)



Recertification

SHRM: 15 PDCs

PROGRAM OVERVIEW

This highly interactive course, which uses an integrated case-study approach, is designed to provide you with hands-on practice using sound consulting methods. You will learn solid techniques for developing strong relationships, communicating with impact, coaching leaders, and facilitating productive discussions—all for the purpose of driving positive business results in your organization.

PROGRAM OBJECTIVES

This program is designed to provide you with the knowledge and skills necessary to:

- Demonstrate your skill as a business leader and HR professional through effective communication and influence.
- Coach executives and managers to effectively lead their teams.
- Identify key organizational initiatives requiring a change management process, and communicate the key steps to business leaders.
- Identify opportunities to support the organization through effective facilitation.
- Align HR activities with the strategic direction of the organization, and communicate how HR supports business results.

Program Modules

This program includes the following modules:

- **Module 1: Demonstrating Your Skill as a Business Leader and HR Professional**
 - » Learn about the organization, industry, competitors, and customers
 - » Set direction for the HR organization to support the business goals
 - » Build your skill as a strategic contributor
 - » Track metrics that leaders and managers value
- **Module 2: Supporting Leaders and Implementing Organizational Change**
 - » Ensure HR functions are running smoothly
 - » Continually ask “How can HR make a difference?”
 - » Move toward a partnership role
 - » Team leadership
- **Module 3: Team Leadership**
 - » Characteristics of an effective team
 - » Team chartering
 - » The first team meeting
- **Module 4: Communication and Influence**
 - » Upward communication – advocacy and inquiry
 - » Horizontal communication – cross-channel communication
 - » Downward communication – empowering communication
 - » Alignment of communication
 - » Present your ideas clearly
- **Module 5: Influence Skills**
 - » Identify needs and wants
 - » Influence models
 - » Collaboration and win/win solutions
 - » Use of influence during change efforts
- **Module 6: Coaching Leaders and Managers**
 - » HRBP role as a coach
 - » Model for coaching
 - » Linking performance management to organizational goals
 - » Effective feedback
 - » Scenarios for coaching and feedback
- **Module 7: Facilitation Skills**
 - » HRBP role as a facilitator
 - » Opportunities to support the organization
 - » Key facilitation skills
 - » Plan the process for facilitating a meeting
 - » Practice facilitation
- **Module 8: Strategic Alignment**
 - » Organizational strategies and plans
 - » Identify and align HR initiatives

Developing an HR Strategy



Intended Audience

Mid-Level, Senior Level
involved in strategy development



Delivery Options

2-Day In-Person or Live
Online



HR Competencies

- Leadership & Navigation
- Analytical Aptitude
- HR Expertise (HR Knowledge)



Recertification

SHRM: 15 PDCs

PROGRAM OVERVIEW

Talent is an organization's biggest asset and developing a consistent and comprehensive approach to maximizing the potential of this asset has never been more critical. Through this course, you will create a thoroughly defined road map to build your strategy design team, generate buy-in, and hold critical discussions about the future of talent in your organization. You will interact with other HR professionals and senior leaders to learn how to develop and execute a comprehensive people strategy. The course dives into the four components of a well-rounded HR strategy: Accelerate Performance, Champion Culture, Maximize Talent, and Optimize Intelligence. Your expert facilitator will guide you through current talent trends and foster discussion on how trend responsiveness will support your organization. You will leave with a list of the most pressing topics for your organization to address along with techniques to have these discussions and reach business critical decisions.

PROGRAM OBJECTIVES

This program is designed to provide you with the knowledge and skills necessary to:

- Understand the foundational elements to creating and executing a strategy.
- Discuss SHRM's organizational framework and how it should influence your people strategy.
- Explore business trends that inform talent-focused strategies.
- Develop a comprehensive road map to develop a people strategy.

Program Modules

This program includes the following modules:

- Module 1: Introduction

- Module 2: People Strategy Basics
 - » People Strategy Defined
 - » People Strategy and Business Strategy
 - » People Strategy Process
 - » Generating Senior Leadership Buy-In
 - » Building Your Development Team
 - » Setting Strategic Priorities
 - » Developing a Project Plan
 - » Communicating and Managing Change
 - » Identifying Metrics and Sharing Results
- Module 3: SHRM's Organizational Framework Overview
- Module 4: Accelerate Performance
 - » Outcome Focus
 - » Buy-In and Adoption
 - » Organizational Design
 - » Workforce Planning
- Module 5: Champion Culture
 - » Organizational Resilience
 - » Innovation Culture
 - » Risk Management
 - » Inclusion
 - » Collaborative Culture
 - » Labor Strategy
- Module 6: Maximize Talent
 - » Leadership Development
 - » Compensation & Benefits
 - » Employer Brand
 - » Engagement Strategy
 - » Performance Appraisal
 - » Internal Mobility
- Module 7: Optimize Intelligence
 - » Trend Responsiveness
 - » HR Technology
 - » Metrics & Analytics
 - » Technology Implementation
- Module 8: Action Planning
 - » Developing Your Next Steps
 - » Mapping Contingencies
 - » Identifying Risks
- Module 9: Wrap-Up

Employee Engagement: Elevating the Human Experience



Intended Audience

Mid-Level



Delivery Options

1-Day In-Person (Onsite and Seminar)
4-week Virtual Seminar



HR Competencies

- Relationship Management
- Communication
- HR Expertise (HR Knowledge)



Recertification

SHRM: 7.5 PDCs

PROGRAM OVERVIEW

In this interactive learning program, designed to explore the future of the employee experience, you will connect with other seasoned HR practitioners as you participate in meaningful activities and discussions around employee engagement and workplace culture. You will leave this program with a concrete human experience strategy that helps to make work meaningful to employees and supports your organization's specific needs.

PROGRAM OBJECTIVES

This program is designed to provide you with the knowledge and skills necessary to:

- Analyze the evolution of the employee experience in the workplace
- Examine your organizational culture as it relates the human experience
- Develop a human experience strategy that aligns with the needs of your organization
- Create an action plan that helps drive the human experience at your organization

Program Modules

This program includes the following modules:

- Module 1: Introduction
 - » Welcome
 - » Course Objectives
- Module 2: Analyzing Human Experience in the Workplace
 - » The Human Experience Framework
 - » Work-Life Balance
 - » Employee Engagement
 - » Employee Experience
 - » Human Experience
 - » Case Study Introduction: The Story of Spark Corporation

- Module 3: Cultivating Human Experience
 - » Sources of Motivation
 - » What is Meaningful Work?
 - » Three Pillars of Human Experience
 - » Purpose
 - » Case Study Activity to Apply Purpose at Spark Corporation
 - » Community
 - » Case Study Activity to Apply Corporate Social Responsibility at Spark Corporation
 - » Opportunity
 - » Case Study Activities to Evaluate Spark Corporation's Opportunities
 - » The Agile Workspace
 - » Case Study Activity discussing how agile is Spark Corporation
 - » Human Experience at Spark
- Module 4: Developing a Human Experience Strategy
 - » Developing Your Strategy
 - » Measuring Engagement
 - » Collecting Data
 - » Building the Business Case
 - » Aligning Initiatives to Strategy
 - » Employee Ownership
 - » Case Study: Human Experience Strategy at Spark
- Module 5: Conclusion
 - » Program Objectives
 - » Knowledge Center
 - » Thank You

Employee Relations: Creating a Positive Work Environment



Intended Audience

Early Career



Delivery Options

1-Day In-Person (Onsite or Seminar)
3 Week Virtual



HR Competencies

- Critical Evaluation
- Ethical Practice
- HR Expertise (HR Knowledge)



Recertification

SHRM: 7.5 PDCs

PROGRAM OVERVIEW

Designed with the new HR professional in mind, this informative learning experience will help you to better promote employee accountability in your workplace by aligning management initiatives with your organizational goals and culture. You will examine a broad range of employment laws as they apply to workplace incidents, and you will discuss and gain further insight into the performance management process as it aligns with organizational values and strategy.

- Module 3: Employee Relations
 - » Workplace Conflicts
 - » Conflict Resolution
 - » Laws Impacting HR
 - » Disparate Treatment and Disparate Impact
 - » Discrimination and Harassment
 - » Retaliation
 - » Internal Investigations
 - » Performance Management
- Module 4: Conclusion

PROGRAM OBJECTIVES

This program is designed to provide you with the knowledge and skills necessary to:

- Recognize the importance of fair and consistent employee relations policies as it relates to your management team, HR strategy, and overall organizational culture
- Explain the connection between the organization and its overall HR strategy for developing and implementing employee and workplace policies
- Identify the forms of and apply strategies to prevent harassment, discrimination, and retaliation in the workplace
- Interpret and apply employment laws based on workplace incidents

Program Modules

This program includes the following modules:

- Module 1: Introduction
- Module 2: Understanding your Organization
 - » Organizational Culture
 - » Organizational and HR Strategy

HR Business Partners: Enhancing your Strategic Contributions



Intended Audience

Mid-Level



Delivery Options

2-Day In-Person
(Onsite or Seminar) 4-Week Virtual



HR Competencies

- Business Acumen
- Consultation
- HR Expertise (HR Knowledge)



Recertification

SHRM: 15 PDCs

PROGRAM OVERVIEW

In this highly interactive program, you will build skills that set you apart as a trusted HR business partner (HRBP). You will uncover the influential power of the HRBP role and leave this course confident in your ability to improve HR services across your organization through a solid HRBP structure. Designed with HR practitioners in mind, this course provides opportunities for you to analyze real-world case studies and engage in dynamic group discussions to strengthen your consulting skills, business acumen, and ability to strategically contribute to organizational goals. You will also create your own business case and implementation plan that you can use to facilitate your organization's transition to the HRBP structure.

PROGRAM OBJECTIVES

This program is designed to provide you with the knowledge and skills necessary to:

- Identify key leadership skills of HR business partners.
- Demonstrate effective internal consulting services.
- Demonstrate business acumen and an awareness of the financial drivers of company performance.
- Develop a business case and implementation plan for your organization to transition to the HRBP structure.
- Align your recommendations with the strategic direction of the organization

Program Modules

This program includes the following modules:

- Module 1: Introduction
- Module 2: Performance Expectations for HR Business Partners
 - » Key skills
 - » Developmental priorities
 - » Build your skill as a strategic contributor

- » Track metrics line managers value
- » Learn about your industry and business
- » Continually ask how HR can make a difference
- » Demonstrating your skill as a business leader and HR professional
- » Perform to gain trust and confidence of organization leaders
- Module 3: Internal Consulting Skills
 - » Process vs. expert consulting
 - » Alignment with the internal client organization
 - » Using questions effectively
 - » Develop relationships with business leaders
 - » Five-step internal consulting process (steps 1-2)
 - » Interviewing and information gathering
 - » Presenting your ideas effectively to align with the needs of the organization
 - » Five-step internal consulting process (steps 3-5)
- Module 4: Business Acumen
 - » Why business acumen is essential for HR business partners
 - » Business models
 - » Cash flow compared to profits
- Module 5: Align Projects with Strategic Direction
 - » Definition and use
 - » Elements to consider
 - » Components of an effective business case
 - » Presenting your business case
- Module 6: Leadership Skills for HR Business Partners
 - » Build your skills as a strategic contributor
 - » Track metrics that managers value
 - » Ensure traditional HR role is running smoothly
 - » Learn about the organization and the mission
 - » Continually ask "How can HR make a difference?"
 - » Move away from the "policing" role
 - » Move toward a "partnership" role
 - » Build on the basics to ensure a strategic focus
- Module 7: Conclusion

Leading Workplace Investigations



Intended Audience

Mid-Level



Delivery Options

1-Day In-Person
3-Week Virtual



HR Competencies

- Communication
- Critical Evaluation
- HR Expertise (HR Knowledge)



Recertification

SHRM: 7.5 PDCs

PROGRAM OVERVIEW

Workplace Investigations provide the basis for organizational policies, procedures and work rules. This unique, intensive learning program, taught by industry experts, allows you to explore SHRM's best-practice framework for leading independent workplace investigations. Using a real-world case study and in-depth legal scenarios, this learning experience provides you with the opportunity to test your investigative skills in a safe and supportive learning environment of your peers from a wide network of professions. You will leave with proven, practical tools and techniques as you prepare to conduct your own workplace investigations.

- Module 3: Seven-Step Framework for Conducting Effective Workplace Investigations
 - » Determine if an investigation is required
 - » Define the objective of the investigation and make a plan
 - » Conduct interviews and gather data
 - » Analyze and validate data
 - » Summarize results and develop a recommendation
 - » Determine corrective actions
 - » Apply the findings to educate and mitigate risks
- Module 4: Conclusion
 - » Final suggestions
 - » Course reflection and next steps
 - » Program follow-up and Q&A

PROGRAM OBJECTIVES

How You Will Benefit:

- Describe and apply the 7-step framework for conducting effective workplace investigations both in person and remotely
- Identify the competencies associated with an investigator
- Define the role of an investigator
- List the pros and cons of formal investigations
- Name the goals of the workplace investigation process

Program Modules

This program includes the following modules:

- Module 1: Introduction
 - » Program overview
- Module 2: An Introduction to Workplace Investigations
 - » Goals of an internal investigation process
 - » Pros and cons of formal Investigations
 - » The role and competencies required of an investigator

Managing Change



Intended Audience

Mid-Level



Delivery Options

2-Day In-Person
4-Week Virtual



HR Competencies

- Leadership & Navigation
- Communication
- HR Expertise (HR Knowledge)



Recertification

SHRM: 15 PDCs

Who Should Attend

Individuals seeking guidance managing effective change within their organization

PROGRAM OVERVIEW

Managing change is becoming a major focal point for HR professionals as organizations continue to adapt to an ever-changing workplace. In this enlightening seminar, you will use a variety of resources to simulate a change initiative in a realistic work environment. You will interact with other professionals through group discussions, and you will problem solve using a real-world case study—all while receiving coaching from an experienced change management practitioner in a safe learning atmosphere. You will also receive a change management toolkit to reinforce and support your learning well after your classroom experience ends.

PROGRAM OBJECTIVES

This program is designed to provide you with the knowledge and skills necessary to:

- Use SHRM's six-step change framework to guide your change management efforts
- Draw from a range of models that focus on the people side of change
- Develop change initiatives through a case study and simulation
- Identify tools and techniques for assessing change

Program Modules

This program includes the following modules:

- Module One: Introduction
 - » Course Overview
 - » Instructor and Student Introductions
 - » SHRM Competency Model
 - » Module Two: Why Change Management Matters
 - » Types of Change
 - » The Complexity of Change
 - » Why Change Fails
 - » SHRM's Change Management Strategy Framework
- Module Three: Design the Future State
 - » The Three States
 - » Assess the Scope of Your Change
 - » Understanding Factors Driving the Future State
 - » The Greiner Curve
 - » Force Field Analysis
 - » Change Scope Assessment
- Module Four: Build a Change Coalition
 - » Kubler-Ross Change Curve
 - » Prosci's Flight and Risk Model
 - » Commitment versus Compliance
 - » Change Style Assessment
 - » Roles in Change Management
 - » Involving Stakeholders in Change
 - » Four Keys to a Successful Change Coalition
- Module Five: Choose a Change Model
 - » Why Use Change Models
 - » Prescriptive Models for Change
 - » ADKAR
 - » McKinsey 7S Framework
 - » Kotter's Eight-step Process
 - » Google's Change Rules
 - » The Commonalities in Change Models
 - » Case Study
- Module Six: Communicate about the Change
 - » The Burning Platform
 - » The Change Announcement
 - » Develop a Vision Statement for the Change Initiative
 - » Case Study

Managing Change

- Module Seven: Measure/Make It Stick
 - » Three Categories of Metrics
 - » Sample Metrics
 - » The Process for Measuring Success
 - » Sample Scorecard
 - » Is Your Change Sticky?
 - » Leadership and Management in Change
 - » Key Areas of Change Reinforcement
- Module Eight: Simulation
 - » Google's ChangeRules
 - » Introduction
 - » Phases 1-5
- Module Nine: Create a Culture of Change
 - » VUCA
 - » The Impact of Constant Change on Employees
 - » Organizational Resilience and Agility
 - » Agile Organizations
 - » Assess the Agility of Your Organization
 - » Five Tips for Building an Agile Culture
 - » Using HR Programs and Practices to Reinforce an Agile Culture
 - » Hiring for Resilience: Six Characteristics
- Module Ten: Conclusion
 - » Change Management Reinforcement Toolkit
 - » Program Evaluation

Organizational Development



Intended Audience

Mid-Level



Delivery Options

2-Day In-Person

4-Week Virtual (Onsite or Seminar)



HR Competencies

- Leadership & Navigation
- Consultation
- HR Expertise (HR Knowledge)



Recertification

SHRM: 15 PDCs

Who Should Attend

This program is ideal for individuals who are directly/indirectly involved in organizational development initiatives at their workplaces or who work for organizations that are in constant change.

PROGRAM OVERVIEW

In this enlightening program, you will learn a systems approach and evidence-based data strategies to address performance gaps and initiate and sustain meaningful organizational change. Through interactive, real-life workplace scenarios, you will acquire new knowledge on organizational development (OD) theory, models and frameworks that can be applied to organizations of all sizes in all sectors. You will compare and contrast OD and change management strategies, examine common use cases for OD, and evaluate the role of OD in achieving overall business objectives. Using a seven-phase action research framework, you will begin developing your organization's OD strategy by aligning the workforce to meet critical business needs.

PROGRAM OBJECTIVES

This program is designed to provide you with the knowledge and skills necessary to:

- Assess current performance needs and design a strategy for using OD processes within your organization
- Explore foundational OD theory and values while evaluating types of initiatives that OD practices address
- Apply the tools and insights needed to diagnose, gather data and take action when considering OD interventions
- Communicate OD initiatives and impacts with organizational stakeholders to strengthen long-term sustainability

Program Modules

This program includes the following modules:

- Module 1: Introduction
 - » Welcome
 - » SHRM competency model
 - » Learning objectives
 - » Agenda
- Module 2: What is OD?
 - » What makes OD different?
 - » Where does OD help?
 - » The OD process
 - » Discussion: OD today
 - » OD in practice
 - » OD skills assessment
- Module 3: Organizations as Systems
 - » The systems thinking approach
 - » Role of an OD in an organization
 - » The business case for OD
 - » Aligning strategy formulation to business goals
 - » The McKinsey 7S Model
 - » Using McKinsey 7S
 - » Case study
- Module 4: Framing Organizations
 - » The four frame model
 - » Reframing change
 - » Reframing leadership
 - » Understanding the culture of an organization
 - » Talking culture transformation
 - » Case study
 - » Trending uses for OD
 - » HR's role in team development
 - » Team performance model: Creating stages
 - » Team performance model: Sustaining changes

Organizational Development

- **Module 5: Action Research and Change Management**
 - » Relationship between change management and OD
 - » Change management and OD commonalities
 - » Change management in organizations
 - » The action research model
 - » Value of action research
 - » Drivers of change
 - » Entry
 - » Contracting
 - » Managing change
 - » Change scenario
 - » Case study
- **Module 6: Assessing Organizations through Analysis**
 - » Forecasting the future of OD
 - » Implications for OD practitioners
 - » Impact
 - » Organizational analysis
 - » How to SOAR
 - » Individual organizational plan – part 1
- **Module 7: Data Gathering and Data Feedback**
 - » Data collection
 - » Data gathering methods
 - » Key considerations for data gathering
 - » Feeding data back
 - » The meeting canoe
 - » Meeting agenda
- **Module 8: Action Planning and Intervention Design**
 - » Components of change action plans
 - » Assessing change complexity
 - » Change commitment curve
 - » Managing change resistance
 - » Role play
 - » Implementation
 - » Types of interventions
 - » Individual organizational plan – part 2
- **Module 9: Evaluating and Sustaining Change**
 - » Evaluation
 - » Adoption
 - » Separation
 - » Challenges through transition
 - » Organizational learning
 - » Skills re-evaluation
- **Module 10: Conclusion**
 - » Program objectives
 - » The Knowledge Center
 - » Program follow-up

People Analytics: Taking Data-Driven Action



Intended Audience

Mid-Level



Delivery Options

2-Day In-Person

4-Week Virtual (Onsite or Seminar)



HR Competencies

- Communication
- Critical Evaluation
- HR Expertise (HR Knowledge)



Recertification

SHRM: 15 PDCs

Who Should Attend?

Individuals seeking foundational knowledge to understand and analyze people and business data, obtain insights, and make data-driven recommendations and decisions.

PROGRAM OVERVIEW

In today's organizations, talent is the most significant investment, yet most people-related decisions are made in the absence of hard data. In this interactive course, you will learn how to use a people-analytics plan to propel the analytics program in your organization. You will explore the analytics maturity model and discover the importance of leveraging strategic partnerships to build your organization's analytics potential. Also, you will become equipped to take a greater leadership role as you begin using analytics to influence your organization's goals and provide decision-makers with greater insight into workforce-related issues.

PROGRAM OBJECTIVES

This program is designed to provide you with the knowledge and skills necessary to:

- Identify organizational problems that can be addressed through people analytics
- Explore quantitative and qualitative tools and methods
- Analyze a sample data set using the people analytics project framework
- Use storytelling to elevate organizational insights

Program Modules

This program includes the following modules:

- Module 1: Introduction
 - » Welcome

This program includes the following modules:

- Module 1: Introduction
 - » Welcome
 - » SHRM competency model
 - » Agenda
 - » Learning objectives
- Module 2: The People Analytics Overview
 - » Defining People Analytics
 - » The People Analytics Journey
 - » Metrics vs. Analytics
 - » Activity: Metrics vs. Analytics – The Business Case
 - » Analytics Maturity Levels
 - » Analytics Maturity Levels Scenario
- Module 3: The People Analytics Project Framework: Step 1
 - » The People Analytics Project Framework
 - » Background – Hitting the Wall in HR Measurement
 - » Background – The “LAMP” Model
 - » Getting to Know the Business
 - » Framing the Business Question
 - » Root Cause Analysis
 - » Fishbone Diagram/The Five Whys
 - » Case Study Activity – Parts 1 and 2
 - » Getting to Your Hypothesis
 - » Case Study Activity – Part 3
 - » CRISP-DM Framework
 - » Case Study Activity – Part 4
 - » Apply People Analytics at Your Organization
- Module 4: The People Analytics Project Framework: Step 2
 - » Qualitative vs. Quantitative Data
 - » Data Types
 - » Identifying the Most Effective Data for a Project
 - » Using Integrated Data
 - » Data Management
 - » Case Study Activity – Part 5
 - » Apply People Analytics at Your Organization
- Module 5: The People Analytics Project Framework: Step 3
 - » The Data Analysis Process
 - » Useful Terminology
 - » Choosing Data Fields
 - » Practical Scenario: Olivia
 - » Data Cleaning
 - » Data Coding
 - » Cognitive Bias
 - » Data Sampling and Size

People Analytics: Taking Data-Driven Action

- Module 5: The People Analytics Project Framework: Step 3
 - » The Data Analysis Process
 - » Useful Terminology
 - » Choosing Data Fields
 - » Practical Scenario: Olivia
 - » Data Cleaning
 - » Data Coding
 - » Cognitive Bias
 - » Data Sampling and Size
 - » Types of Variables
 - » Measurements of Central Tendency
 - » Case Study Activity – Part 6
 - » Correlation and Causation
 - » Correlation and Causation Video
 - » Drawing Conclusions from Data
 - » Case Study Activity – Part 7
 - » Apply People Analytics at Your Organization
- Module 6: The People Analytics Project Framework: Step 4
 - » Developing Recommendations
 - » Identify Your Audience
 - » Plot the Story in Five Steps
 - » Develop the Visuals
 - » Chart Types
 - » Prepare to Tell the Story
 - » Tell the Story
 - » Case Study Activity: Part 8
 - » Implementation Strategies
 - » Staying Current in the Field
 - » Apply People Analytics at Your Organization
- Module 7: Conclusion
 - » Takeaway Thoughts
 - » Program Follow-up
 - » People Analytics Toolkit

Creating a Talent Acquisition Strategy



Intended Audience

Mid-Level



Delivery Options

2-Day In-Person(Onsite or Seminar)
4-Week Virtual



HR Competencies

- HR Expertise
- (HR Knowledge)
- Leadership & Navigation
- Relationship Management



Recertification

SHRM: 15 PDCs

Program Overview

Are you ready to help your organization win the talent war? Get prepared for the fight by learning proven talent acquisition strategies in this engaging course designed to equip you for real-world application. You will explore innovative recruiting and sourcing strategies for developing a diverse and inclusive talent pipeline. You will also learn a step-by-step approach for improving your candidates' experience and your employment branding.

PROGRAM OBJECTIVES

This program is designed to provide you with the knowledge and skills necessary to:

- Build your talent acquisition strategy to attract top talent
- Market an employment brand that positions your organization as an employer of choice
- Incorporate workforce planning as part of the process for developing a robust talent pipeline
- Expand strategies for recruiting and sourcing
- Create a positive candidate experience
- Evaluate and select candidates that are a right fit for your organization
- Measure the impact of your talent acquisition strategy using metrics

Program Modules

This program includes the following modules:

- Module 1: Introduction
 - » Learning objectives
 - » Agenda - module titles
 - » Icebreaker activity
- Module 2: Talent Acquisition - The Strategic View
 - » The talent acquisition framework
 - » Talent acquisition defined
 - » Key competencies in talent acquisitions

Program Modules

- » The consultative approach to talent analytics
- » The big picture
- » Organizational goals that impact HR goals
- » Four key advancing strategies in talent acquisition
- » Influx of technology
- » Shifting TA technology
- » Best practices tech stack and emerging tech stack
- » Choosing the right technology
- » Diversity, equity, and inclusion (DE&I) | the talent acquisition space
- » The virtual talent acquisition lifecycle
- » Global hiring strategy and practices
- Module 3: People Metrics and Talent Analytics
 - » Defining metrics and analytics
 - » Metrics use and effectiveness
 - » Key metrics for talent acquisition
 - » Grouped talent analytics metrics
 - » The metrics journey
 - » Goals of talent acquisition metrics
 - » Align metric with business strategy - ask critical questions
 - » Use metrics to tell a story
 - » Turnover rate
 - » Cost per hire
 - » Data to analytics path
 - » Descriptive analytics
 - » Diagnostic analytics
 - » Predictive analytics
 - » Prescriptive analytics
 - » Applying analytics scenario
 - » Creating a culture of analytics

Creating a Talent Acquisition Strategy

- **Module 4: Employment Branding**
 - » What is an employment brand? Why have one?
 - » Employee value proposition and employment branding
 - » Why focus on employment branding
 - » Candidate must-haves for employers of choice
 - » Steps to improve employment branding
 - » Monitoring the employment brand
 - » Marketing your employ branding: the four Ps
 - » The PESO model
 - » Seven ways to market your employment branding
 - » Workforce planning tools
 - » Survey options
 - » What is a staffing plan?
 - » Staffing plan tactical objectives
 - » Creating a staffing plan
 - » Workforce planning metrics
- **Module 6: Recruiting Strategy**
 - » The recruiting strategy goal
 - » Buy, Build, and Borrow
 - » Recruiting strategy Meeting (manager intake)
 - » Sample process and timeline
 - » Recruiting strategy sample metrics
- **Module 7: Sourcing Strategy**
 - » Types of job seekers
 - » Talent acquisition sources
 - » Targeting data
 - » Sourcing strategy
 - » Recruiting through social media
 - » Talent pools
 - » Recruiting people with disabilities
 - » The USBLN
 - » Non-traditional candidate pools
 - » Attracting diverse talent
 - » Together forward @work
 - » Sourcing internal talent
 - » Sourcing large scale and hourly employees
 - » Creating a sourcing strategy
 - » Candidate personas
 - » When and where to outsource
 - » RPOs versus staffing agencies
 - » Sourcing strategy metrics
- **Module 8: Candidate Experience**
 - » Candidate experience defined
 - » Candidate experience audit
 - » Common problems during the candidate experience
 - » Tips for improving the candidate experience
 - » Candidate experience metrics
- **Module 9: Interviewing**
 - » Situational and behavioral interviewing
 - » Why behavioral interviewing makes sense
 - » Setting up behavioral interviews with the hiring manager
 - » Writing behavioral interview questions: STAR
 - » Sample behavioral interviewing questions
 - » Interview rating sheets – eliminating bias and scoring candidates objectively
 - » Bias and the human brain
 - » Nine types of bias
 - » Removing bias from job descriptions and postings
 - » Interviewing types
 - » Interviewing metrics
- **Module 10: Evaluation and Selection**
 - » Why evaluation and selection matters
 - » Formulating a selection philosophy
 - » HR's role in pre-employment testing
 - » Types of pre-employment tests
 - » Evaluation criteria and worksheet
 - » Job offer negotiations
 - » Establish credibility
 - » What is available for negotiation?
 - » How to achieve your negotiation strategy goal
 - » Negotiation styles
 - » Competitive
 - » Collaborative
 - » Compromising
 - » Avoiding
 - » Accommodating
 - » Background investigation and reference checks
 - » Employment offer/offer letter
 - » What is an employment contract?
 - » Terms and conditions
 - » Documentation
 - » Evaluation and selection metrics
- **Module 11: Onboarding – Four Phases**
 - » Pre-boarding
 - » Orientation
 - » Onboarding
 - » Offboarding
 - » Orientation versus onboarding
 - » The five c's of onboarding
 - » Onboarding checklists
 - » Onboarding roles and responsibilities
 - » Onboarding strategy levels
 - » Roles and process phases and key activities
 - » Five key onboarding activities
 - » Passive and ideal onboarding
 - » 10 quick tips for orientation and onboarding
 - » Compliance
 - » Maximizing onboarding success
 - » Onboarding metrics
- **Module 12: Conclusion**
 - » TASC review
 - » TASC toolkit
 - » Program follow-up

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