

Training and Certification Programs for Human Resource Practitioners



Introduction

Human resource management appears to be gaining a great deal of attention globally over the last two (2) decades. Professionalism of HRM is a subject that is gaining a great deal of momentum among the practitioners in demanding times like today where talent is become scarce, and human capability building is being emphasized. In attaining professionalism, the acquisition and practice of HR competencies is reckoned as among one of the key challenges.

Human resource practitioners must possess the right technical (functional) competencies and the competencies (HR) differ from one level to another. Besides the technical (functional) competencies, all HR practitioners, too, must possess generic/behavioural competencies to excel in their profession.

Certification System For Human Resource Practitioners

In Malaysia, the National Occupational and Skills Standards (NOSS) is well developed for technical and some service industries. The levels of competencies are set out against the qualification matrix (i.e., from Certificate level to a Basic Degree).

The competency framework is relatively well developed which includes the tasks, duties and responsibilities with the standards. Unfortunately, there is no such framework developed for the HR practitioners except for the availability of Certificated Programs including the Certificate, Diploma and Graduate Programs in Human Resource Management.

Certification is an action by professionals to establish a system to grant recognition to practitioners who have met a stated level of learning and work experience. Certified individuals are issued a Certificate of Competency attesting they have met the standards of credentializing an organization.

Certification differs from Certificate programs because certification by definition includes an experience component. Certificates and Diplomas are awarded once those courses of study have been completed and do not require prior work experience.

The Programs set out includes both Training and Certification. The Certification signifies the acquisition of the Human Resource Body of Knowledge (HRBOK) in accordance with different mastery (capability) levels.

The elements provided will enable the HR practitioners to become a well groomed HR practitioner who is a strategic business partner.

Three (3) levels of Training and Certification Programs are offered to the HR practitioners :

- Level I** - *Training and Certification is for the Clerks, Human Resource Assistants and up to Junior Executives.*
- Level II** - *Training and Certification is for Executives and up to Managers (Junior standing).*
- Level III** - *Training and Certification is for Managers and higher positions.*

Special Note :

In these certification programs, emphasis and importance is given only to the technical (functional) HR competencies. For a well elaborate certification program, it should include both technical (functional) and generic/behavioural competencies. EMC is of the view that those generic/behavioural competencies can be acquired through other soft skills courses.

This training certification programs for the HR practitioners offered by EMC Management Centre Sdn. Bhd. (EMC) in collaboration with Innovation and Commercialization Centre (ICC), Universiti Teknologi Malaysia (UTM) are specially designed for corporations/organizations (in-house). The contents are customized to suit to the needs of the corporations without sacrificing the needful acquisition of the Human Resource Body of Knowledge (HRBOK).

Assessment

Upon completion of the training of the technical (functional) competencies, all the individuals will be assessed.

As a competent practitioner in HRM, the minimum passing score required is seventy percentile (70%) of the total. The distribution of the score for the assessment will however differ for each level.

Upon completion of the training, all participants will be assessed and if successful, those who score 70 % and above in total shall be awarded a Certificate of Competency in Human Resource Management as follows:

For Level I : Certificate (Competency) in Human Resource Practitioner – (Associate) – (AsHR).

For Level II : Certificate (Competency) in Human Resource Practitioner – (Professional) – (PfHR)

For Level III : Certificate (Competency) in Human Resource Practitioner (Senior Professional) – (SpHR)

These industrial based Human Resource Certification Programs are offered by EMC and are certified and validated by the ICC, UTM. Successful participants will be awarded the Certificate of Competency in Human Resource Management jointly by EMC and ICC, UTM. The award of the Certificate will be governed by the Rules and Regulations of the EMC and ICC, UTM.

About EMC

EMC Management Centre Sdn. Bhd. (EMC) was incorporated in 1996 to meet the strategic demands of the Nation which include the provision of tertiary and Professional Programs including Certificate levels (i.e., mainly Certificated Competency Development Programs), Development Based Programs, Training Programs, Public Programs, In-house Programs, Seminars, Workshops and Management Consultancy Services.

EMC has been certified as Approved Training Provider (ATP Class A, No: 0020) by the Human Resources Development Board (HRDB).

About ICC, UTM

Innovation and Commercialization Centre (ICC), Universiti Teknologi Malaysia (UTM) was established by UTM as a technology transfer and innovation business entity to drive on the commercialization part of UTM's inventions. ICC was formerly known as Bureau of Innovation and Consultancy (BIP). ICC has developed substantially over the years in a number of phases, as the technology transfer activity has grown, and with the formation of UTM Holdings and other spin-off companies.

ICC's mission is to be the leading international technology transfer organization, to transfer technology and expertise from the UTM, to deliver value to the public, and to maximise social and economic benefits in a commercial manner. ICC also manages consultancy opportunities and provides access and links to UTM's expertise and provides researchers with advice on commercialization.

Human Resource Management (HRM) continues to evolve itself over time. From personnel management, it transformed into human resource management; and from human resource management, it appears to be slowly moving towards human capital management in which contribution of value, learning and development, performance measurement and metrics, and talent management practices appear to be occupying the centre stage.

HRM still has a long way to go in professionalizing itself. Standards of practice, competencies and skills need to be further honed and streamlined alike other professional occupations. Both certificated programs and HR certification of practitioners are important in raising the standards and competence bar of the HR practitioners. A great deal of emphasis has been given on certificated programs where programs like certificates, diplomas, bachelors, and masters degrees are offered. However very little effort is given on the certification of HR practitioners.

Competency-based HR certification program covers both the training and certification aspects. The program covers wide spectrum of HR areas and qualifies participants as 'certified Human Resource Practitioners' upon successful completion of the program. In this certification program, emphasis is given only the **technical (functional) HR** competencies. The Program - Training and Certification Program for Human Resource Practitioners is certified and validated by the Innovation and Commercialization Centre (ICC), Universiti Teknologi Malaysia (UTM). This is a Level 1 Program and those who have successfully passed and with appropriate years of working experience can progress on to the Program - Training and Certification Program for Human Resource Practitioners (Level 2 Program) .

- ◆ Acquire broad knowledge on HRM and be able to implement HR tasks professionally.
- ◆ Recognize the areas and issues for compliance pertaining to labour laws and legislation.
- ◆ Recognize the importance of human resource planning and acquisition in HRM.
- ◆ Identify key components of good compensation & benefits practices.
- ◆ Acquire knowledge and good practices on learning and development.
- ◆ Keep abreast of safety concerns and issues at work.

Benefits of the Program

- ◆ Signifies HR competence to perform HR work.
- ◆ Understand the roles and functions of HR practitioner.
- ◆ Raise the competence bar and credibility of the HR practitioners.
- ◆ Obtain recognition as a competent HR practitioner - Level 1
- ◆ Enhance the professionalism of HR practice.

Assessment

The mode of assessment comprises four (4) parts namely Part I, Part II, Part III, and Part IV.

Part I comprises multiple-choice questions (MCQs). A total of 60 questions will be given and the participants must complete this part within one (1) hour. Part II comprises written short-notes questions. Altogether nine (9) questions will be given and the participants must choose seven (7) out of nine (9) questions. Two (2) hours will be allocated for Part II. In total three (3) hours will be allocated for the assessment - Parts I & II.

Part III comprises case studies/scenarios. Five (5) real-time case studies/scenarios will be given and the individual is to SELECT ONLY THREE (3). Participants will be given two (2) weeks to complete the case studies/scenarios.

For Part IV, participants, will be given special topics and will be required to make presentation in groups. Altogether five (5) topics will be given /and the groups will be required to present immediately before the commencement of the following module. Participants are required to present the assignment using PowerPoint during the session(s).

Who Should Attend

The target group for this Program is for Human Resource Assistants and up to Junior Executives.

The total fee including 11 days of training and certification is RM5,000.00 per participant.

Program Details

Basically the whole purpose of the program is to certify the Human resource practitioners through an assessment system. However, as it is realized alike other professional certification programs, the individuals may require some kind of preparatory grounding (i.e., training) prior to carrying out the assessment.

Training and Certification

Individuals will undergo intensive training in five (5) key modules/ areas on human resource management and thereafter sit for the assessment.

Participants will find this program useful for the purposes of enhancing their HR professional knowledge, requisite skills and practices as a HR practitioner.

The total duration for the program is eleven (11) days . Modules involved are – Human Resource Planning and Acquisition (2 days); Compensation and Benefits (2 days); Learning and Human Resource Development (2 days); Employment Laws and Legislation (3 days); and Occupational Safety, Health and Security (2 days).

Course Leaders

A Panel of Course Leaders/Facilitators who have extensive working and training experiences in their related areas will lead the different Modules.

Certification

Certification will be awarded upon successful completion of all the modules & passing of all the competency-based assessment.

For a competent practitioner in human resource management, the minimum score required is 70 %. For those who are successful and score 70 % and above, they will be awarded a Certificate of Competency.

For those who obtain the score lesser than 70%, they will be informed of their standing. They are however encouraged to resit for the assessment at cost once again.

Designation

Participants who successfully complete the training and pass the assessment are entitled to use the designation "AsHR" after their names.

Special Note :

This training certification program for the HR practitioners offered by EMC in collaboration with ICC, UTM is specially designed for corporations / organizations (in-house). The contents are customized to suit to the needs of the corporations without sacrificing the needful acquisition of the Human Resource Body of Knowledge (HRBOK).

C O U R S E C O N T E N T S

Module 1 : Human Resource Planning & Acquisition (2 Days)

- ◆ Briefing and program launching
- ◆ Overview of HRM & challenges
- ◆ Aim and objectives of HRM
- ◆ Roles and responsibilities of HR practitioners
- ◆ Green HRM
- ◆ Human capital management
- ◆ Business strategy
- ◆ Employment laws, policies and recruitment
- ◆ NDP, NEP, NKRA, NVP and Vision 2020
- ◆ Human resource planning process
- ◆ Manpower forecasting
- ◆ Demand and supply of human resource
- ◆ Employment process
- ◆ Methods of recruitment
- ◆ Interviewing process and pitfalls
- ◆ Staff turnover and retention
- ◆ Hiring of millennials (Generation Y)

Module 2 : Compensation and Benefits (2 Days)

- ◆ Compensation objectives and policies
- ◆ Job analysis, job description and job specification
- ◆ Job evaluation and Wage/salary structure
- ◆ Employee benefits and services
- ◆ Maintenance loading factor (MLF)
- ◆ Employee incentive schemes
- ◆ Compensation surveys
- ◆ Performance management and cycle
- ◆ Performance appraisals and pitfalls
- ◆ Pay-for-performance / Pay-for-incentives

Module 3: Learning and Human Resource Development (2 Days)

- ◆ Roles of training and development in HRM
- ◆ Training needs analysis (TNA)

- ◆ Training cycle
- ◆ Training - Planning and implementation
- ◆ Organizational change and learning
- ◆ Career planning and development
- ◆ Evaluation of training

Module 4 : Employment Laws and Legislation - Basic (3 Days)

- ◆ Human resource policies, aims and objectives
- ◆ Employer - Employee relationship
- ◆ Principles of Employment Act, 1955
- ◆ Principles of Industrial Relations Act, 1967
- ◆ Salient Provisions of EPF Act, SOCSO Act, Trade Unions Act and related legislation
- ◆ Collective bargaining
- ◆ Discharge/dismissal/termination of an employee
- ◆ Industrial court awards
- ◆ Discipline and domestic Inquiry
- ◆ Toxic workplace

Module 5 : Occupational Safety, Health and Security (2 Days)

- ◆ Salient Provisions of Occupational Safety and Health Act, 1994
- ◆ Factories and Machinery Act, 1967
- ◆ Safety management program
- ◆ Principles and practices of accident prevention
- ◆ Medical and health surveillance systems
- ◆ Industrial hygiene and practices
- ◆ Basic ergonomics
- ◆ Emergency response and planning
- ◆ Roles and responsibilities of security personnel
- ◆ Industrial security and loss prevention
- ◆ Security policies and roles of management
- ◆ Security and law

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Human Resource Management (HRM) continues to evolve itself over time. From personnel management, it transformed into human resource management; and from human resource management, it appears to be slowly moving towards human capital management in which contribution of value, learning and development, performance measurement and metrics, and talent management practices appear to be occupying the centre stage.

HRM still has a long way to go in professionalizing itself. Standards of practice, competencies and skills need to be further honed and streamlined alike other professional occupations. Both certificated programs and HR certification of practitioners are important in raising the standards and competence bar of the HR practitioners. A great deal of emphasis has been given on certificated programs where programs like certificates, diplomas, bachelors, and masters degrees are offered. However very little effort is given on the certification of HR practitioners.

Competency-based HR certification program covers both the training and certification aspects. The program covers wide spectrum of HR areas and qualifies participants as 'certified Human Resource Practitioners' upon successful completion of the program. In this certification program, emphasis is given only the **technical (functional) HR competencies**. The Program - Training and Certification Program for Human Resource Practitioners is certified and validated by the Innovation and Commercialization Centre (ICC), Universiti Teknologi Malaysia (UTM). This is a Level 2 Program and those who have successfully passed and with appropriate years of working experience can progress on to the Program - Training and Certification Program for Human Resource Practitioners (Level 3 Program).

- ◆ Acquire broad knowledge on HRM and be able to implement HR tasks professionally.
- ◆ Recognize the areas and issues for strategic compliance pertaining to labour laws and legislation.
- ◆ Recognize the importance of key elements in human resource planning and acquisition in HRM.
- ◆ Identify key issues on talent management.
- ◆ Administer competitive rewards and recognition programs.
- ◆ Identify key components of good compensation & benefits practices.
- ◆ Acquire knowledge and good practices on employee relations and organizational development.
- ◆ Keep absent of safety concerns and issues at work.

Benefits of the Program

- ◆ Signifies HR competence to perform HR work.
- ◆ Understand the roles and functions of an HR practitioner.
- ◆ Raise the competence bar and credibility of the HR practitioners.
- ◆ Obtain recognition as a competent HR practitioner - Level 2.
- ◆ Enhance the professionalism of HR practice.

Assessment

The mode of assessment comprises three (3) parts namely Part I, Part II, and Part III. Part I comprises multiple-choice questions (MCQs). A total of 60 questions will be given and the participants must complete this part within one (1) hour. Part II comprises written short-notes and essay type questions. Altogether six (6) questions will be given and the participants must choose four (4) out of six (6) questions. Two (2) hours will be allocated for Part II.

In total, three (3) hours will be allocated for the assessment - Parts I & II.

Part III of the assessment is through an assignment but will be based on participants' own organization's scenario. The assignment will be done in groups of four (4) to five (5) individuals. Participants need to form the group immediately during Module 1. All modules will be assessed through assignments. The Assignment questions are prepared by the respective Module Facilitator and participants are required to present the assignment using power point during the session(s). This will be followed by Q & A Session.

Who Should Attend

The target for this Program is for HR Administrators, HR Executives, HR Managers, HR Generalists, and others with at least 2 years of working experience in HR or up to Junior Managers.

The total fee including 10 days of training and certification is RM6,000.00 per participant.

Program Details

Basically the whole purpose of the program is to certify the Human resource practitioners through an assessment system. However, as it is realized alike other professional certification programs, the individuals may require some kind of preparatory grounding (i.e., training) prior to carrying out the assessment.

Training and Certification

Individuals will undergo intensive training in five (5) key modules/ areas on human resource management and thereafter sit for the assessment.

Participants will find this program useful for the purposes of enhancing their HR professional knowledge, requisite skills and practices as a certified Human Resource Practitioner. The total duration for the program is ten (10) days.

Modules covered are - Human Resource Planning and Acquisition (2 days); Compensation and Benefits (2 days); Occupational Safety, Health and Security (1 day); Employee Relations & Organizational Development (2 days); and Employment Laws and Legislation (3 days).

Course Leaders

A Panel of Course Leaders/Facilitators who have extensive working and training experiences in their related areas will lead the different Modules.

Certification

Certification will be awarded upon successful completion of all the modules & passing of all the competency-based assessment.

For a competent practitioner in human resource management, the minimum score required is 70 %. For those who are successful and score 70 % and above, they will be awarded a Certificate of Competency.

For those who obtain the score lesser than 70%, they will be informed of their standing. They are however encouraged to resit for the assessment at cost once again.

Designation

Participants who successfully complete the training and pass the assessment are entitled to use the designation "PFHR" after their names.

Special Note :

This training certification program for the HR practitioners offered by EMC in collaboration with ICC, UTM is specially designed for corporations / organizations (in-house). The contents are be customized to suit to the needs of the corporations without sacrificing the needful acquisition of the Human Resource Body of Knowledge (HRBOK).

C O U R S E C O N T E N T S

Module 1 : Human Resource Planning & Acquisition (2 Days)

- ◆ Briefing and program launching
- ◆ Globalization and HRM
- ◆ Green HRM
- ◆ HR Models and competencies
- ◆ Human capital management
- ◆ Job analysis and job specification
- ◆ NDP, NEP, NVP and Vision 2020
- ◆ Organizational and business strategy
- ◆ NKRA, GTP, ETP and governmental initiatives
- ◆ Recruitment and manpower forecasting
- ◆ Challenges to manpower planning
- ◆ Employee induction and onboarding
- ◆ Employment contract
- ◆ Human resource scorecard
- ◆ Elements of talent management practices and succession planning
- ◆ HR business partner relationship
- ◆ HR measurement and metrics

Module 2 : Employee Relations & Organizational Development (2 Days)

- ◆ Managing communications
- ◆ Leadership and organizational change
- ◆ Adult learning process
- ◆ Facilitation skills
- ◆ Designing training programs
- ◆ Learning organization
- ◆ Organizational development and transformation
- ◆ Learning and development interventions

Module 3 : Compensation and Benefits (2 Days)

- ◆ Compensation policies and objectives
- ◆ Performance evaluation / appraisal
- ◆ Employee benefits and services
- ◆ Maintenance Loading Factor (MLF)
- ◆ Compensation surveys
- ◆ Salary and wage determinants
- ◆ Pay grade and salary structure
- ◆ Productivity linked wage system (PLWS)

- ◆ Hybrid wage systems
- ◆ Job progression systems
- ◆ Competencies management and profiling
- ◆ Competency - based compensation system
- ◆ Human performance improvement
- ◆ Performance management and performance improvement
- ◆ Performance improvement plan (PIP)

Module 4 : Employment Laws & Legislation (Intermediate) (3 Days)

- ◆ Salient provisions of Employment Act, 1955 and Industrial Relations Act, 1967
- ◆ Employment/labour laws and employment contract administration
- ◆ Collective bargaining and collective agreement
- ◆ Industrial disputes and settlement
- ◆ Discipline and domestic inquiry
- ◆ Positive discipline and industrial harmony
- ◆ Industrial and labour court procedures
- ◆ Industrial court awards
- ◆ Grievance handling and dismissals
- ◆ New challenges in industrial relations
- ◆ Toxic workplace

Module 5 : Occupational Safety, Health & Environment (1 Day)

- ◆ Occupational Safety and Health Act, 1994
- ◆ Occupational safety policies
- ◆ Environmental Quality Act, 1974
- ◆ Factories and Machinery Act, 1967
- ◆ Safety program management
- ◆ Ergonomics
- ◆ Job safety analysis
- ◆ Emergency response and planning
- ◆ Industrial hygiene and practices
- ◆ Occupational safety policies

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HRM still has a long way to go in professionalizing itself. Standards of practice, competencies and skills need to be further honed and streamlined alike other professional occupations. Both certificated programs and HR certification of practitioners are important in raising the standards and competence bar of the HR practitioners. A great deal of emphasis has been given on certificated programs where programs like certificates, diplomas, bachelors, and masters degrees are offered. However very little effort is given on the certification of HR practitioners.

Competency based HR Certification Program covers both the training and certification aspects. Certification is an action by professionals to establish a system to grant recognition to practitioners who have met a stated level of learning and work experience. Certification differs from Certification Program because certification by definition includes an experience component.

In this Certification Program, emphasis is given only on the technical (functional) HR competencies. The program - Training and Certification Program for Human Resource Practitioners is Level 3 Program is certified and validated by the Innovation and Commercialization Centre (ICC), Universiti Teknologi Malaysia (UTM). It can be pursued by those who are at managerial level in the practice of HRM and with significant years of experience. It, too, can be pursued by those who have successfully passed the Program - Training and Certification Program for Human Resource Practitioners (Level 2 Program).

- ◆ Acquire broad knowledge on strategic recruitment and selection and are able to implement HR tasks professionally.
- ◆ Understand strategic talent management practices.
- ◆ Understand organization development and implement its practices professionally.
- ◆ Develop training evaluation frameworks.
- ◆ Develop compensation policies in line with business strategy.
- ◆ Establish productivity linked wage system (PLWS).

- ◆ Construct and design performance management system, and performance improvement plan.
- ◆ Design human resource key performance indicators.
- ◆ Recognize the areas and issues for strategic compliance pertaining to labour laws and legislation.
- ◆ Understand the industrial and labour court procedures.

Benefits of the Program

- ◆ Signifies HR competence to perform HR work.
- ◆ Understand the roles and functions of a Senior HR Practitioner.
- ◆ Raise the competence bar and credibility of a Senior HR practitioner.
- ◆ Obtain recognition as a competent Senior HR practitioner - Level 3.
- ◆ Enhance the professionalism of HR practice.

Assessment

The mode of assessment comprises four (4) parts namely Part I, Part II, Part III, and Part IV.

Part I comprises multiple-choice questions (MCQs) and short notes. Section A comprises of 60 MCQs while Section B comprises nine (9) questions which participants must choose seven (7) out of nine (9) questions. In total three (3) hours will be allocated for Part I.

Part II will be assignments based on specific cases on human resource leadership and practices in different organizations. Participants are required to choose three (3) out of five (5) published case work for analysis.

For Part III, participants, will be given special practical task/assignment based on module which need to be completed in group. Presentation of the group work will be carried out for every module.

For Part IV, participants, too, will be given special topics in human resource management and will be required to prepare a Board paper. Participants are to submit the Paper to the Top Management or Representative during the 4th Module (4th Month). Comments will be made and participants are to make revisions and resubmit to Top Management or Representative.

Who Should Attend

The target group for this Program is for Managers and above, such as HR Managers, and others with at least 5 years of working experience in HR.

The total fee including 10 days of training and certification is RM7,000.00 per participant.

Program Details

Basically the whole purpose of the program is to certify the Human resource practitioners through an assessment system. However, as it is realized alike other professional certification programs, the individuals may require some kind of preparatory grounding (i.e., training) prior to carrying out the assessment.

Training and Certification

Individuals will undergo intensive training in five (5) key modules/ areas on human resource management and thereafter sit for the assessment.

Participants will find this program useful for the purposes of enhancing their HR professional knowledge, requisite skills and practices as an certified Professional Human Resource Practitioner.

The total duration for the program is seven ten (10) days. Modules covered are - Human Resource Planning and Acquisition (2 days); Organizational and Human Capital Development (2 days); Performance Management and Human Performance Improvement (2 days); Employment Relations Legislation (Advanced) (2 days); and Compensation and Benefits (2 days).

Course Leaders

A Panel of Course Leaders/Facilitators who have extensive working and training experiences in their related areas will lead the different Modules.

Certification

Certification will be awarded upon successful completion of all the modules & passing of all the competency-based assessment.

For a competent practitioner in human resource management, the minimum score required is 70 %. For those who are successful and score 70 % and above, they will be awarded a Certificate of Competency.

For those who obtain the score lesser than 70%, they will be informed of their standing. They are however encouraged to resit for the assessment at cost once again.

Designation

Participants who successfully complete the training and pass the assessment are entitled to used the designation "SpHR" after their names.

Special Note :

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C O U R S E C O N T E N T S

Module 1 : Human Resource Planning and Acquisition (2 Days)

- ◆ Briefing and program launching
- ◆ Globalization and HRM
- ◆ Green HRM
- ◆ HR models and competencies
- ◆ Human capital management
- ◆ Strategic recruitment and selection
- ◆ Aligning HRPA with business strategy
- ◆ Talent management practices
- ◆ Talent pools
- ◆ Talent scouting
- ◆ Attracting and retaining key talent
- ◆ Succession planning
- ◆ Changing trends - hiring of millennials (Generation Y) employees
- ◆ HR measurement and metrics
- ◆ Strategic business partnership

Module 2 : Organizational and Human Resource Development (2 Days)

- ◆ Organizational development
- ◆ Organizational development intervention strategies
- ◆ Managing change
- ◆ Designing intervention strategy and plans
- ◆ Human resource development
- ◆ Designing human resource development programs
- ◆ Training evaluation
- ◆ Human resource return on investment (HRROI)
- ◆ Human resource audit

Module 3 : Compensation and Benefits (2 Days)

- ◆ Developing and aligning compensation policies with business strategy
- ◆ Designing job evaluation framework
- ◆ Pay strategies and practices
- ◆ Developing pay grades and salary structure
- ◆ Narrow and broad banding
- ◆ Innovative compensation programs
- ◆ Compensation management - Global practices
- ◆ Promotion/unrading/pavment of bonuses/merit increment

Module 4 : Performance Management and Human Performance Improvement (2 Days)

- ◆ Performance management system (PMS)
- ◆ Challenges of PMS
- ◆ Designing performance evaluation tools
- ◆ Maximization of performance review
- ◆ Human performance improvement (HPI)
- ◆ Models of HPI
- ◆ Designing HR KPIs
- ◆ HR scorecards
- ◆ Employee impact survey (EIS)
- ◆ Consequence management

Module 5 : Employment Relations Legislation (Advanced) (2 Days)

- ◆ Employment Law - Challenges and trends
- ◆ Positive discipline
- ◆ Toxic workplace
- ◆ Collective agreement - strategic perspectives
- ◆ Handling Labour/Industrial Court Awards
- ◆ Retrenchment and voluntary separation scheme (VSS)
- ◆ Industrial cases

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