

NH Bureau of Education & Training (BET)

Human Resource Management Certificate Program



The Human Resource (HR) Management Certificate program is designed for HR administrators, HR coordinators, payroll personnel, and other employees who carry out HR-related responsibilities. The curriculum provides individuals with the opportunity to develop, build upon or refresh their human resources, labor relations, and personnel management skills.

Program Benefits

- Graduates of the HR Management Certificate program earn one year of credit toward specific job requirements for employment with the State of New Hampshire in positions requiring experience in human resources.
- Courses taken as part of the HR Management Certificate program which are core courses for other certificate programs offered by BET are transferable to the other program(s).
- Examinations for certain State of New Hampshire human resources positions are waived for graduates of the HR Management Certificate program.

Core Curriculum

The program offers a diverse curriculum designed to strengthen the knowledge, skills, and abilities associated with successful human resources management. The classes are generally scheduled two days per month from August through May. The 2014-2015 curriculum includes:

Benchmark Assessment (pre-assignment – 3 directed study hours)

The purpose of this assessment is for participants to document their own human resources coordination and/or management experience level. It creates a starting point for personal and professional growth and development, and it begins to organize the program for the candidate. Participants complete an assessment at the beginning of the program.

Objectives:

- To establish a starting point;
- To assess level of human resources management experience;
- To begin to create an individual development plan or to augment an existing plan.

Benefits Administration: HR Professionals' Tools in the Toolbox (6 class hours)

This course features intense study of the many important regulatory and compliance aspects of HR management, bringing subject matter depth and practical application to the program to ensure participants sharpen their knowledge and skills in the following areas:

- Americans with Disabilities Act (ADA)
- Employment Eligibility Verification
- Equal Employment Opportunity (EEO)
- Fair Labor Standards Act (FLSA)
- Family and Medical Leave Act (FMLA)
- Safety and Health in the Workplace
- Workers' Compensation

Through class presentations and discussions, group activities, and skills practices, participants will have a hands-on experience using case studies, scenarios, and multimedia presentations.

Objectives:

- To review and understand the rules, regulations, and laws which pertain to employment;
- To identify how to comply with regulatory and compliance matters;
- To explore strategies for managing and tracking various compliance matters;
- To practice effective management of compliance-related issues.

Capstone Paper (6 class hours; 3 directed study hours)

Participants will prepare a written personal evaluation of how the program has helped them to develop new skills and/or enhance skills. Through personal and professional reflection, with instructional coaching on the relationships among the curricula in the program, participants identify knowledge, skills, and abilities that they have acquired throughout the program and how they will apply what they have learned in their workplace.

Change Management (6 class hours)

This course is intended to help participants identify the problems associated with change at an organizational level. Participants learn about a variety of change management models. Participants explore and use various investigative tools to determine group and organizational readiness for change. They also identify their own personal readiness for change by completing various self-assessments.

Objectives:

- To gain an understanding of organizational culture;
- To explore the nature of organizational change and the challenges in managing it;
- To review and learn about change management models;
- To become familiar with assessment tools used for effective change management.

Collective Bargaining (12 class hours)

This course introduces participants to the concepts and laws that define public sector collective bargaining with an emphasis on the NH Public Employee Labor Relations Act. Through lecture, videos, and a mock collective bargaining exercise, participants will explore negotiation strategies typically utilized in a collective bargaining setting.

Objectives:

- To set appropriate negotiations goals;
- To understand different approaches to negotiations;
- To plan for each negotiation;
- To diagnose negotiation problems;
- To review the State bargaining law;
- To learn about group dynamics involved with negotiations teams.

Conflict Management (12 class hours)

This course involves a dual approach to successfully deal with conflict. The first part of the course focuses on the nature of conflict and how individuals deal with conflict differently. Students take the Thomas-Kilmann Conflict Mode Indicator [TKI], an instrument that is designed to identify individual personal style when dealing with conflict. The second phase of the course focuses on the skills for supervisors and managers to use to successfully manage conflict in the workplace.

Objectives:

- To learn how to successfully deal with conflict;
- To identify how others deal with conflict;
- To explore why individuals often rely on methods that do not work well;
- To learn about and practice active listening techniques.

Employment Law (6 class hours)

This course provides an overview of laws pertaining to employment including modules for the Americans with Disabilities Act (ADA), preventing sexual harassment, Workers' Compensation, Department of Labor safety issues, and the Fair Labor Standards Act (FLSA).

Objectives:

- To review employment laws and regulations;
- To determine how to comply with the laws and regulations.

Ethics in Government (6 class hours)

Through the use of group work and presentations, this course is designed to enable participants to develop and hone their rational and critical thinking processes and to gain the knowledge, tools, and skills needed to reach ethical decisions.

Objectives:

- To define ethical themes and types of ethics;
- To list several potential ways to answer ethical questions;
- To discuss the ethical theories;
- To apply processes and theories to specific issues;
- To clarify participants' personal values.

HR as Coach (6 hours)

Human Resources professionals are often sought for guidance, input, and coaching about a multitude of topics from individuals throughout an organization. In the role of coach, the HR professional will do everything from active listening to analyzing and interpreting messages for the purpose of providing meaningful feedback to help one achieve his or her personal and professional best. The HR professional as coach assists supervisors and managers with personnel matters to ensure that organizational impacts are positive and productive. Additionally, HR as coach provides employees, supervisors, and managers with honest feedback about their communication and behavior in the workplace as a means of building a collaborative, cohesive workforce.

Objectives:

- To identify reasons for HR professionals to serve as a coach;
- To explore methods of coaching;
- To gain effective coaching skills;
- To practice coaching through skills practice and case studies.

Interviewing and Evaluation Skills (6 class hours)

Interviewing Skills

This portion of the course covers the principles of effective interviewing and candidate selection using structured interviewing techniques and ensuring compliance with applicable state and federal laws. Through lectures, group discussions, videos, and skills practice, students learn interviewing techniques and review the steps in filling a vacancy in state or local government.

Evaluation Strategies and Skills

This portion of the course focuses on how to accurately evaluate employee performance by setting realistic expectations, tracking performance, providing regular feedback, and conducting an evaluation meeting with employees.

Objectives:

- To identify how to select appropriate candidates for interviewing;
- To determine what questions to ask an interviewee;
- To learn how to conduct a structured interview;
- To explore the reasons for setting specific, realistic performance expectations;
- To learn about different mechanisms for measuring performance;
- To review best practices in preparing evaluations.

Introduction to Human Resources (6 hours)

This course provides an overview of Human Resource (HR) management functions such as determining staffing needs, recruiting and training qualified employees who are high performers, dealing with performance issues, communicating with diverse audiences about a variety of topics, and ensuring that personnel and management practices conform to various regulations.

Objectives:

- To understand the variety of work performed in HR;
- To identify different management styles;
- To identify dynamics of change;
- To develop and deliver effective communications;
- To identify strategies for dealing with difficult behaviors in the workplace.

Myers-Briggs Type Indicator (6 class hours, as part of the orientation)

The Myers-Briggs Type Indicator (MBTI) is a personality inventory based on the theories of Carl Jung. The indicator is nonjudgmental and allows people to gain an understanding of their preferences, particularly with respect to energy source, information gathering, decision making, and lifestyle or work patterns. It is widely used to help organizations in the areas of team building, management development, employee self-understanding, and valuing differences among various personality types.

The MBTI describes 16 different personality types, each with its own characteristics and strengths. There is no right or wrong answer on the indicator and no assumed "right" way to be. There are preferences, and the MBTI assists participants in clarifying what their preferences are.

Objectives:

- To identify participants' preferences;
- To learn characteristics of others' preferences;
- To recognize the implications and possible uses of the MBTI in the areas of team building, management development, employee self-understanding, and valuing differences among various personality types.

Personnel Appeals (12 class hours)

This course introduces participants to the personnel appeals process in the State of New Hampshire. The course is designed to assist agency personnel who are required to facilitate hearings of personnel issues at the agency level, and to prepare those persons to represent the agency before the Personnel Appeals Board.

Objectives:

- To learn how to respond when an appeal is filed;
- To identify the technical aspects of an appeal;
- To explore how to prepare for a hearing at both the agency and the board level;
- To develop a case, present evidence, examine witnesses, and prepare requests for findings of fact and rulings of law.

Strategic Communication Skills for HR Professionals (6 class hours)

Designed to give participants the safe, confidential setting of a classroom to apply what they are learning, this course focuses on how to conduct some of those difficult communications with diverse audiences, both in writing and face-to-face. From coaching an employee who is struggling with her job duties, to assisting a supervisor who needs guidance with addressing that same employee's performance, HR professionals face daily communication challenges.

Course participants will learn and practice key communication strategies – verbal and nonverbal – to effectively develop and deliver clear messages while being mindful of appropriate roles, responsibilities, and boundaries. Participants will also learn techniques for crafting user-friendly, concise messages about technical subjects such as policies and procedures, collective bargaining agreements, benefit plans, and other complex topics, so employees receive the information they need to make important decisions and to succeed in the workplace.

Objectives:

- To identify the importance of attuning to the audience;
- To explore the difference between oral and written communication;
- To understand the value of active listening;
- To exercise awareness of nonverbal communication;
- To deliver clear, concise, professional messages.

Strategic Planning (6 class hours)

This class introduces students to the need for and process of strategic planning. Participants will define a process for setting future directions while learning how to mitigate risk. They will explore how to make strategic decision while developing consensus among managers and other staff. Participants will learn the importance of developing a written long-range strategic plan.

Objectives:

- To review the components of strategic planning;
- To understand and articulate the value of strategic planning;
- To learn how to guide organizational members through a strategic planning process;
- To draft components of a strategic plan.

Supervising Employee Performance (12 class hours)

This interactive course provides a step-by-step format for communicating with employees. Through the use of videos, demonstrations, critical steps analysis, coaching sessions, and skills practices, participants will gain valuable skills needed for successful day-to-day supervision and management.

Objectives:

- To identify strategies for improving employee performance;
- To explore opportunities for improving employee work habits;
- To learn how to use effective follow-up action;
- To review progressive discipline options;
- To identify how to maintain improved performance.

Tuition

Cost of the program: **\$900.00** per student

Course Code: 048

Application form: Included as part of this brochure and also available online at: <http://admin.state.nh.us/hr/trdev.html>

Deadline to apply: June 20, 2014. Contact: Cynthia Jones at BET, 271-1434 or cynthia.jones@nh.gov.

Applicant Minimum Requirements

Applicants should hold one of the following employment positions:

- Supervisor
- Manager
- Human Resources Administrator
- Human Resources Assistant
- Human Resources Coordinator
- Individuals with some human resource function responsibility
- Payroll or benefit technicians

How to Apply

- 1) Complete the application available on the next page.
- 2) Have your application endorsed and signed by your immediate supervisor and commissioner or designee. (This ensures you will receive support on the job to act on program projects and apply learned skills.)
- 3) Return the completed application to:
NH Division of Personnel
Bureau of Education and Training
State House Annex
28 School Street
Concord, NH 03301
- 4) **Closing date for applications is June 20, 2014.**

<p><i>Application for Human Resource Management Certificate Program</i></p> <p>Division of Personnel Bureau of Education and Training State House Annex 28 School St. Concord, NH 03301</p>

Date: _____

I. Personal information

Name: _____

Work Address: _____	Phone: _____
_____	Fax # _____
_____	Email: _____
Home Address: _____	Phone: _____
_____	Cell: _____

II. Current work information

Title: _____ Department: _____

Supervisor: _____

Responsibilities:

III. Signatures

Applicant: _____ Date: _____

Supervisor's or Manager's support statement: "My signature below indicates that I fully support this candidate's entry into the HR Management Certificate Program."

Supervisor: _____ Date: _____

HR Administrator: _____ Date: _____

Commissioner/Agency
Director or designee: _____ Date: _____

For assistance, please contact Cindy Jones at BET:
Phone: 271-1434
Email: cynthia.jones@nh.gov