

## CHRA - CERTIFIED HUMAN RESOURCE ANALYST

TITLE	CHRA - CERTIFIED HUMAN RESOURCE ANALYST
INSTRUCTOR	Certified American Academy Instructor
DESCRIPTIONS	<p>As more human resource professionals are invited to participate at the executive level, project management skills and processes become critical tools in meeting the organization's strategic talent and management objectives. Through training and implementation of project management principals and processes, the organization can reap the benefits of clear communications; an understanding of performance expectations; vertical alignment of human resources (people) to drive strategic goals and objectives; and improve overall productivity.</p> <p>Human Resource projects often involve all aspects of an organization and it's distinct functional departments. Successful project management involves complex collaboration with disparate although related internal operations. Successful project managers, and human resource professionals who work with them, must call forth skills in leadership, organization, planning, and understanding of the essential aspects of project management. This course is designed to broaden your understanding of project management principles, raise awareness of skills and knowledge needed to successfully execute project plans and manage change initiatives, as well as build understanding of potential risks and pitfalls that often befall project implementation. Finally, the training of basic project management skills and concepts will increase efficiency in your department, develop your staff and provide an additional level of credibility within the organization.</p>

<p><b>OBJECTIVES</b></p>	<ol style="list-style-type: none"> <li>1. Define, explain and apply the five project management process groups: Initiation, Planning, Execution, Performance, and Close.</li> <li>2. Define and explain processes used to determine project feasibility and project cost/benefit analysis to come to a decision on project viability and potential return on investment.</li> <li>3. Identify parameters of the Initiation process to develop the business case, including the executive summary, problem definition, project overview, strategic alignment, cost/benefit analysis, alternatives analysis and approvals.</li> <li>4. Outline and define areas of project Planning including scope, deliverables, timeline, costs/budget, quality, resources needed, stakeholder assessment, risk and</li> <li>5. contingency plans, and procuring products and services from outside the project team.</li> <li>6. Define the types of deliverables needed in the Planning process for the project team and organization including but not limited to: Organization charts (team/company), responsibility matrix, timeline/schedule, risk management log, communications plans.</li> <li>7. Understand the elements of developing a Work Breakdown Structure when defining and assigning project tasks.</li> <li>8. Understand and apply various change-management models.</li> <li>9. Recognize and identify the specific items needed to develop a project schedule including dependencies of tasks.</li> <li>10. Understand what types of skills sets and capabilities are needed for project teams in the definition of levels of authority, task assignment and responsibilities.</li> <li>11. Understand and outline personal and organizational</li> </ol>
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	<p>values to reduce the risk of ethical dilemmas.</p> <ol style="list-style-type: none"><li>12. Define stakeholder groups and the level and frequency of stakeholder and sponsor participation in a project.</li><li>13. Understand the most common project pitfalls and how to mitigate them to ensure project success.</li><li>14. Determine stakeholder groups who will be affected by new process implementation to define success and delivery methods for change.</li><li>15. Understand and define the leadership qualities needed to manage, monitor and direct project teams accountably, level of authority, problem solving and motivate performance.</li><li>16. Understand change management concepts and areas of resistance to guide the project team and stakeholders through the Monitoring and Controlling process toward implementation.</li><li>17. Outline and discuss the goals of the Execution, Monitoring and Controlling processes of project management.</li><li>18. Outline the frequency, method of communication, and information needed to communicate project milestones and progress to the stakeholders.</li><li>19. Use the One-Page Project Manager™ (OPPMTM) as a key project communication tool.</li><li>20. Understand key skills needed in leading project teams, facilitation of meetings, and presentation of project scope, goals and objectives.</li><li>21. Discuss best practices of teambuilding concepts and people management structures as they apply to cross-functional project teams.</li><li>22. prioritizing and mitigating project risks.</li><li>23. Understand and evaluate the steps in the post-implementation review and evaluation of project outcomes during the project Closing process, including</li></ol>
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	<p>obtaining feedback from stakeholders, project team members and sponsors for learning transfer.</p> <p>24. Understand the importance of documentation of lessons learned or best practices, and the value of a project Closing celebration.</p>
<b>DURATION</b>	3 DAYS

**COURSE CONTENTS AND DESCRIPTIONS**

**Human Resources Management (HRM)**

- Definitions and Objectives of HR Professionals Main Functions in Human Resources
- Characteristics of Effective HR
- HR New Roles: HR as Business Partner

**Competency Based Human Resources Management**

- Competency Theory
- Types of Competencies
- Recruitment and Analysis

**Defining Requirements and Attracting Qualified Candidates**

- Security and Assessment
- The Selection Decision
- Training and Development
- Identification of Training Needs Design and Delivery of Training

**Effectiveness of Delivery Methods: The International Benchmarks**

- Evaluation of Training Effectiveness
- Four Levels of Training Evaluation
- Performance Management



**Performance Management versus Performance Appraisal**

- Creating and Monitoring a Competency Based Performance Management System

**Benefits, Compensation, and Policy**

- Components of Compensation and Benefits A Total Compensation Management
- Job Evaluation: Guaranteeing Consistency Forces Impacting Compensation and Benefits