



Intermediate (Level 5)  
Certificate in Human Resource  
Management

Version 2 03/08/2016

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Ice Breaker



Human Bingo

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Agenda



- Ground Rules
- Learning Outcomes
- Course Units and Assessments, Referencing
- CIPD Registration and Resources
- Hours of Study and Student Handbook
- Support from the Bradfield Group

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Domestics



- Fire Exits
- Toilets
- Breaks
- Mobile Phones
- Timings of the session
- Ground Rules

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Learning Outcomes



By the end of this session you will be able to:

1. Explain the objectives of the CHRM Programme
2. Understand the structure of the CHRM Programme, including assessments
3. Explain the role and functions of the CIPD
4. Reference academic work using Harvard Referencing Style

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Learning Outcomes



Learning Outcomes 1:

*Explain the objectives of the CHRM Programme*

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What the CHRM provides  Bradfield Group  
A world of HR at your fingertips



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Learning Outcomes  Bradfield Group  
A world of HR at your fingertips

Learning Outcome 2:  
*Understand the structure of the CHRM Programme, including assessments*

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Course Content  Bradfield Group  
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| Certificate                            | Credit Value |
|----------------------------------------|--------------|
| Developing Professional Practice       | 4            |
| Business Issues and the Contexts of HR | 6            |
| Using Information in HR                | 4            |
| Improving Organisational Performance   | 6            |
| Reward Management                      | 6            |
| Resource and Talent Planning           | 6            |
| <b>Total</b>                           | <b>32</b>    |

| Diploma                                   | Credit Value |
|-------------------------------------------|--------------|
| Managing and Coordinating the HR Function | 6            |
| Employee Engagement                       | 6            |
| <b>Total</b>                              | <b>12</b>    |

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Recommended Home Study



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| Certificate                               |          |
|-------------------------------------------|----------|
| Developing Professional Practice          | 10 Hours |
| Business Issues and the Contexts of HR    | 15 Hours |
| Using Information in HR                   | 10 Hours |
| Improving Organisational Performance      | 15 Hours |
| Reward Management                         | 15 Hours |
| Resource and Talent Planning              | 15 Hours |
| Employee Relations                        | 15 Hours |
| Total Recommended Hours Home Study        | 95 Hours |
| Diploma                                   |          |
| Managing and Coordinating the HR Function | 15 Hours |
| Employee Engagement                       | 15 Hours |
| Total Recommended Hours Home Study        | 30 Hours |

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Assessments



- Focus is on more home study
- Aim is for students to practice research skills that can be applied in their organisation
- Assignments vary between 1000 - 2000 words

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Student Handbook



- Information about staff at Bradfield and contact details
- Guidance on submission of assignments, extension requests and referrals Process
- Programme outlines and learning outcomes

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Student Support



Support from Bradfield

- Online library via the student portal with key HR texts
- Finance Department can assist with any payments
- Review the Student Handbook for key contacts in the L&D Team and their roles

Support from your Tutors

- Allocated between one and four tutors for each programme
- Tutors available via email to offer advice on content for drafts **but not** grading
- Tutors are not expected to provide personal contact details, i.e. Mobile phone numbers

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Professional Standards



# Plagiarism



What do you think this means?

"Plagiarism is the act of presenting the ideas or discoveries of another as one's own. To copy sentences, phrases or even striking expressions without acknowledgement in a manner which may deceive the reader as to the source is plagiarism; to paraphrase in a manner which may deceive the reader is likewise plagiarism." University of Kent (2015). See Student Handbook Page

- Examples of Plagiarism:
- Copying colleagues or friends work – with or without their permission.
  - Using published text from the Internet, Books, magazines, journals or newspapers – not sourced.
  - Asking or paying other people or organisations to produce your assignment work.

**Note -** It is acceptable to collaborate with fellow students, but the work **you** submit must be significantly different and **your own**.

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Learning Outcomes



Learning Outcome 3:  
*Explain the role and functions of the CIPD*

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The role of the CIPD



What do you know about the CIPD and what they do?

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About the CIPD



- Founded in 1913 as the Welfare Workers' Association (WWA)
- Europe's Largest HR and development professional body
- 135,000 members across 120 countries
- The CIPD is the only HR professional institution in the world with 'Chartered Members'



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CIPD Members Resources



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CIPD Registration



- All students need to become a member of the CIPD
- Registration keys are provided but YOU need to register with the CIPD
- Certificates are not issued without having registered
- Failure to register will result in an ADDITIONAL PAYMENT for students to the CIPD

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Learning Outcomes



Learning Outcome 3:  
*Reference academic work using Harvard Referencing Style*

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Harvard Referencing



- Essential for all Intermediate Assignments
- Referral offence if this information is not included
- Counts as plagiarism
- Turnitin

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Harvard Referencing Exercise  Bradfield Group  
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- How would you reference the following book:  
*Harry Potter and the Deathly Hallows?*

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Harvard Referencing Exercise  Bradfield Group  
A world of HR at your fingertips

The answer would be either:

'Rowling, J K , 2007. *Harry Potter and the Deathly Hallows Part 2*. 1st ed. London: Bloomsbury Publishing'

Or

'Rowling, J K , 2007. *Harry Potter and the Deathly Hallows Part 2* London: Bloomsbury Publishing'

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Summary



We have covered:

- Content of the CHRM Certificate and Diploma
- Hours of Study
- Information on support from Bradfield and Tutors, the student handbook
- Registering with the CIPD and the resources membership provides
- Harvard Referencing



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In conclusion...



Thank you and good luck!

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Developing Professional Practice

Intermediate Certificate/Diploma in Human  
Resources Management

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Version 2013.1 11 March 2013

Housekeeping



- Fire Exits
- Toilets
- Breaks
- Mobile Phones
- Timings of the session
- Ground Rules

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Welcome and  
Introductions



I am... (insert trainer name)



- (Insert previous experience/roles in HR)
- (Insert previous History with the Bradfield Group)
- (Insert experience of training/providing Bradfield courses)

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Learning Outcomes



By the end of this session you will be able to:

- Understand what is required to be an effective and efficient HR professional
- Be able to perform efficiently and effectively as a self-managing HR professional.
- Be able to perform efficiently and effectively as a collaborative member of working groups and teams and as an added-value contributor to the organisation.
- Be able to apply CPD techniques to construct, implement and review a personal development plan

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Learning Outcomes



Learning Outcome 1:

*Understand what is required to be an effective and efficient HR professional*

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Over to you!



What do you think are the roles the modern day HR Professional needs to undertake?



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Varied Roles of the HR Function



The HR function is often viewed as fulfilling one of three roles:

- Administrative
- Advisory
- Executive



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Origins and development



Ulrich's Management Theory

- David Ulrich (1953-)
- Developed the idea of HR moving from giving administrative support to being a strategic partner
- Huge change in mindset from 'Personnel' to 'HR Management/HRM'



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Theory and Reality



Ulrich's Key Roles in HR Business Partnering:

- Strategic Partner
- Administrative Expert
- Employee Champion
- Change Agent

The Theory:

- Big departure from previous responsive nature of HR

- Viewing HR in a much more strategic context, taking an interest outside of the function

The '3 Legged Model' often used:

- Shared Services
- Centres of Excellence
- Strategic Business Partners

The Reality:

- As the function is not static it is a case of what fits the needs of the organisation

- Drucker: "Unless structure follows strategy, inefficiency will result"

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Group Discussion



- What does the term 'Business Partner' mean to you? How does HR fulfil this?
- Does your experience match that as any set out in the Ulrich model?

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HR as a role model



Given the new strategic model HR sees itself fulfilling, what ways do you think that HR can be a role model to the rest of the business?



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Role Play



In your groups:

- Have one person play the role of line manager and the other of an employee
- Think of how you might try to build a positive result from a difficult situation
- Think of how you can resolve the problem



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Learning Outcomes



Learning Outcome 2:

*Be able to perform efficiently and effectively as a self managing HR professional*

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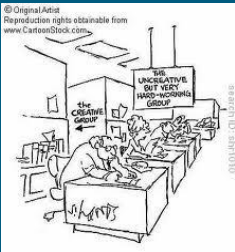
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Value of Innovation



1) How can HR promote innovation within an organisation?

2) Why is creativity important within the business?



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Competitive Advantage



Value to the Organisation

- Innovation is what maintains & builds competitive advantage
- This makes it crucial that the organisation nurtures and promotes creativity in its members

Why is this relevant to HR?

- HR has a strategic role in the business of the organisation
- In doing so it works across the business, fostering growth in performance

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Networking & Personal Effectiveness



Why might networking be especially relevant to HR professionals, in both an internal and external context?



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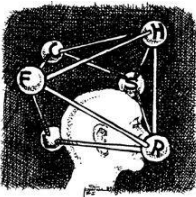
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The value of Critical Thinking



- Questions assumptions
- Debates the status quo
- Identifying opportunities for improvement
- Helps with finding solutions and problem solving



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Learning Outcomes



Learning Outcome 3:

*Be able to perform efficiently and effectively as a collaborative member of working groups and teams and as an added-value contributor to the organisation*

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Group Dynamics



- Why do you think it is important to be able to work well in a team?
- Why is it valuable to a HR Professional?

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Group Dynamics



- Co-operation is vital so you are able to lead and help staff through challenges
- Being able to persuade and influence decision makers is crucial to this
- In order to fulfil the strategic HR role you need to be able to manage relationships across the organisation



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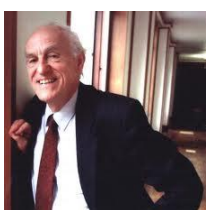
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Belbin Questionnaire



- Developed by Meredith Belbin to devise the individual's preference for 9 team roles
- Explore the team roles over the next slides



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Belbin Questionnaire



|                       |                   |                     |
|-----------------------|-------------------|---------------------|
| Plant                 | Monitor Evaluator | Co-ordinators       |
| Resource Investigator | Implementers      | Completer Finishers |
| Teamworkers           | Shapers           | Specialist          |

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Group Dynamics



The history, context and stages of group dynamics affect the way in which members of the group communicate and interact with each other



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How do groups develop?  Bradfield Group  
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Tuckman and Jensen's (1965) Four Stages of Group Development:

1. 'Forming'
2. 'Storming'
3. 'Norming'
4. 'Performing'
5. 'Adjourning'



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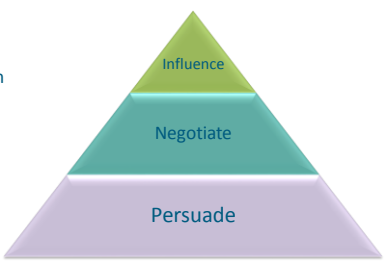
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Groups and Change  Bradfield Group  
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Any improvement means a change has taken place. In order to effectively lead and support this you need to be able to:



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Communication Skills  Bradfield Group  
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- HR Professionals need to:
- Be able to plan and deliver effective communication
  - Show good judgement on content and choice of medium
  - Use this as a means to reaffirm alignment with organisational goals
  - In doing so support employee engagement and organisational performance



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Communicating



Effective communication is not as simple as sharing information, but also examining the format it takes. When are the following means effective?:

- Emails?
- Phone Calls?
- Presentations?



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Conflict Management



At times conflict amongst groups is unavoidable, meaning conflict management is an invaluable skill for HR Professionals to have at their disposal



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Group Exercise



Consider how you handle conflict and discuss:

- What were the issues that caused it to occur?
- How was it resolved?
- What would you do differently?



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Conflict and its origins



Being able to recognise the origins of conflict can help with how you will respond to it

Issue/Task Related Conflict:

- Might be job content
- Clarity in terms of its outcomes and requirements
- Not specific to the individual but is to the task
- Can be negotiated more easily without any parties feeling compromised

Value/Belief Related Conflict:

- Morals or principles
- Associated with personality
- At times emotive
- Non-negotiable
- When compromised an individual feels overpowered

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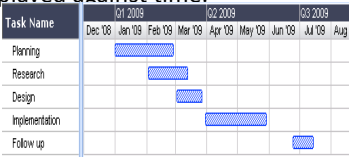
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Project Management Technique –  
A Gantt Chart



• **A Gantt chart**, used in project management is a useful ways of showing activities (tasks or events) displayed against time.

A  
Simpl  
e  
Gantt  
Chart



<http://www.gantt.com/>

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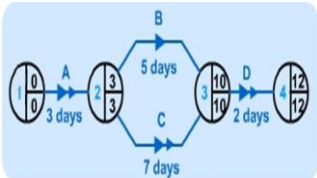
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Project Management Technique –  
Critical Path Analysis



**Critical Path Analysis** ("CPA") is a project management tool that helps project managers to handle complicated and time-sensitive operations

This an illustrative  
CPA diagram



Explaining Critical Path  
[https://www.youtube.com/watch?v=n-Mw3l42sgw&feature=player\\_detailpage](https://www.youtube.com/watch?v=n-Mw3l42sgw&feature=player_detailpage)

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## Problem Solving



- Heuristics – Rule of Thumb

- Fishbone – Ishikawa :

<https://www.youtube.com/watch?v=BW4qvULMJjs>

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## Continuous Improvement



Continuous improvement is valuable as it:

- Supports organisational success
- Is a means of finding best practice for the business

Why do you think this is the case?

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## Background and relevance to HR



### Origins:

- From Japanese management theory
- Kaizen: “change for the better”
- Means for sustaining momentum in professional development



If change is the only thing guaranteed for an organisation, we as HR professionals must prepare for this by finding the best means to support this transformation when it happens

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Process of Kaizen



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Effective understanding



- To be effective you must have the organisational context and understanding of client needs
- Approach it as questioning to understand, then you can be understood by your staff
- This supports awareness of their future aims



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Learning Outcomes



Learning Outcome 4:

*Be able to apply CPD techniques to construct, implement and review a personal development plan*

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The role and value of CPD  Bradfield Group  
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CPD – What does it mean to you?



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The value of CPD  Bradfield Group  
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CPD can be an invaluable tool in the reflective processes, helping to:



- Support and manage performance
- Develop self appraisal skills which can then be applied to the organisation and business projects
- Motivate the learner in their current role, whilst also maintaining career momentum for the future

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Organisational Context  Bradfield Group  
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Value of employees’ learning to employers:

- Supports becoming an ‘employer of choice’
- Easier to attract and retain staff
- Relevant to CSR and maintaining competitive advantage



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Organisational Context



The Learning Organisation

- Facilitates learning of its employees
- This leads to continual transformation and innovation
- Allows an organisations to create and sustain competitive advantage(s) as well as adapt more easily to change



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Group Exercise



- 1) Given the context of the organisation and individual, what are the benefits of maintaining your CPD?
- 2) How can feedback be applied to aid your CPD?

Discuss in your groups for the next 15 minutes and then feedback to the class.

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Motivation



- Why do you think employees at who have a learning plan or CPD might be more motivated in their work?
- What are the benefits having a 'learning organisation' culture?



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Thank You!

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