

Diploma in Human Resources Management

Description

This diploma is for individuals who possess a sound theoretical knowledge base in human resources management and demonstrate a range of managerial skills to ensure that human resources functions are effectively conducted in an organisation or business area. Typically they would have responsibility for the work of other staff. This diploma is also for those who want to start or advance their career in human resources management.

This diploma consists of five (5) core units and three (3) elective units

Core Units

Unit 1: Manage Human Resources Services

Unit 2: Manage Performance Management Systems

Unit 3: Manage Human Resources Management Information Systems

Unit 4: Manage Remuneration and Employee Benefits

Unit 5: Manage Recruitment, Selection and Induction Processes

Elective Units

Unit 6: Manage Mediation Processes

Unit 7: Manage Workforce Planning

Unit 8: Manage Programs That Promote Personal Effectiveness

Unit 9: Manage Industrial Relations

Possible Job Roles

Job roles and titles vary across different industry sectors. Possible job titles relevant to this qualification include:

- Human Resources Officer
- Human Resources Advisor
- Human Resources and Change Manager
- Human Resources Consultant
- Human Resources Manager
- Human Resources Assistant

- Human Resources Officer
- Payroll Officer
- Senior Human Resources Officer

Pathways from the qualification

After achieving the Diploma in Human Resources Management, candidates may undertake the Advanced Diploma in Human Resources Management or a range of other Advanced Diploma qualifications

Text Books:

All study materials would be made available through Royal Academy of Career Development. Check our website for recommended Text.

Course Duration:

6 Months of study of 48 contact hours

Examinations: There is a final examination of 2 hours

Course Fees:

Tuition: US\$400 or G\$80,000

Registration: US\$25 or G\$5,000

Final exam and certification: US\$25 (G\$5,000) Award of Diploma US\$50 (G\$10,000)
[Payable to IPFM]

Entry Requirements:

Persons registering for this course should have at least 3 Subjects CXC, completion of one or more of our certificates or mature/working individuals over 18 years.

ACCREDITATION:

This programme is accredited by The Institute of Professional Financial Managers. For more information you can please visit there website www.ipfm.org.uk or you can come in to us at lot 125 Regent Road Bourda, Georgetown, Guyana.

Unit 1: Manage Human Resources Services

Description

This unit describes the performance outcomes, skills and knowledge required to plan and oversee and deliver human resources services. It is not specific to any given human resources function and deals with the coordination of services and approaches.

Performance criteria

Element	Upon completion students should be able to:
1. Determine strategies for delivery of human resources services	<ul style="list-style-type: none">1.1 Analyse strategic and operational plans to determine human resources requirements1.2 Consult line and senior managers to identify human resources needs within their area1.3 Develop options for delivery of human resources services1.4 Ensure options for human resources services comply with legislative requirements and organisational policies1.5 Develop and agree on strategies and action plans for delivery of human resources services1.6 Agree and document roles and responsibilities of human resources team, line managers, and external contractors
2. Manage the delivery of human resources services	<ul style="list-style-type: none">2.1 Develop and negotiate service agreements between the human resources team, service providers and client groups2.2 Document and communicate service specifications, performance standards and timeframes2.3 Identify and arrange training support if required2.4 Agree and arrange monitoring of quality assurance processes2.5 Ensure that services are delivered by appropriate providers in accordance with service agreements and operational plans2.6 Identify and rectify underperformance of human resources team or service providers

<p>3. Evaluate human resources service delivery</p>	<p>3.1 Survey clients to determine level of satisfaction</p> <p>3.2 Capture on-going client feedback for the review processes</p> <p>3.3 Analyse feedback and surveys and recommend changes to service delivery</p> <p>3.4 Obtain approvals to variations in service delivery from appropriate managers</p>
<p>4. Manage integration of business ethics in human resources practices</p>	<p>4.1 Ensure that personal behaviour is consistently ethical and reflects values of the organisation</p> <p>4.2 Ensure that Code of Conduct is observed across the organisation and that its expectations are incorporated in human resources policies and practices</p> <p>4.3 Observe confidentiality requirements in dealing with all human resources information</p> <p>4.4 Deal with unethical behaviour promptly</p> <p>4.5 Ensure that all human resources staff are clear about ethical expectations of their behaviour</p>

Skills and Knowledge

Students will develop:

- analytical and problem-solving skills to review business and operational plans and to develop and evaluate human resources strategies to support these plans
- communication and negotiation skills to consult with key stakeholders across the organisation and to ensure their support for human resources strategies
- communication skills to manage service delivery
- learning skills to see that performance is managed and skills are developed in a range of contexts.

Students will develop knowledge in the areas of:

- human resources strategy and planning processes as they relate to business and operational plans
- performance and contract management
- relevant legislation which applies to human resources.

Unit 2: Manage Performance Management Systems

Description

This unit describes the performance outcomes, skills and knowledge required to design, implement and oversee performance management systems. It includes ongoing performance feedback strategies as well as formal performance feedback meetings. Specific intervention associated with underperformance and/or misconduct is also included.

Performance criteria

Element	Upon completion students should be able to:
1. Develop performance management systems	<ul style="list-style-type: none">1.1 Analyse strategic and operational plans to identify relevant policies and objectives for performance management system1.2 Design methods and processes for line managers to develop key performance indicators for positions reporting to them1.3 Develop organisational timeframes and processes for formal performance management sessions1.4 Ensure systems developed are flexible enough to cover the range of employment situations within the organisation1.5 Consult with key stakeholders about the system and agree on its features1.6 Gain support for the implementation of the performance management system
2. Implement performance management systems	<ul style="list-style-type: none">2.1 Train relevant groups and individuals to monitor performance and to identify performance gaps2.2 Ensure that line managers are monitoring performance regularly and that intervention occurs to acknowledge poor performance and excellent performance2.3 Work with line managers, where necessary, to assist them to address poor performance in accordance with organisational policies and legal requirements2.4 Support line managers to counsel and discipline employees who continue to perform below standard2.5 Provide support to terminate employees who fail to

3. Coordinate formal feedback processes

4. Coordinate individual/group learning development plans

respond to interventions, in accordance with organisational protocols and legislative requirements

- 2.6 Recognise excellence in accordance with organisational policy
- 2.7 Ensure documented outcomes of performance management sessions are accessible and are stored in accordance with organisational policy
- 3.1 Develop performance feedback plans by relevant managers/team leaders and lodge them with human resources staff
- 3.2 Provide training and assistance to managers/team leaders participating in the feedback process
- 3.3 Agree on and sign, plans for performance improvement and **individual learning and development**
- 3.4 Establish processes to deal with any problems or grievances which arise from the performance feedback
- 3.5 Make available specialist advice on **career development** to participants in the process
- 4.1 Contract **appropriate providers** for performance development, as identified by the plans, in accordance with organisational policies
- 4.2 Design learning and development plans to contribute to the development of a **learning organisation**
- 4.3 Deliver learning and development plans according to agreed timeframes and ensure they deliver **specified outcomes**
- 4.4 Monitor learning and development activities to ensure compliance with **quality assurance standards**
- 4.5 Negotiate **remedial action** with providers where necessary
- 4.6 Generate reports to advise appropriate managers on progress and success rates of activities
- 4.7 Regularly evaluate and improve all aspects of the performance management system, in keeping with organisational objectives and policies

Skills and Knowledge

Students will develop:

- analytical skills to ensure system is practical and gathers necessary information
- conflict management skills to deal with grievances, disputes or disagreements that may arise
- leadership skills to obtain support and endorsement of the performance management system across the organisation
- training, coaching, mentoring and facilitation skills to ensure managers are competent to deliver the systems.

Students will develop knowledge in the areas of:

- equal employment opportunity, diversity and anti-discrimination policies and legislation
- grievance procedures
- models for giving feedback and options for skill development
- options in the design of performance management systems
- role of performance management in relation to broader human resources and business objectives.

Unit 3: Manage Human Resources Management Information Systems

Description

This unit describes the performance outcomes, skills and knowledge required to manage human resources information systems from the research and planning stages, through selection of appropriate systems, to implementation, ongoing review and system upgrades.

Performance criteria

Element	Upon completion students should be able to:
1. Identify human resources information requirements	<ul style="list-style-type: none">1.1 Collect, collate and document information requirements of users1.2 Identify communication processes to support user needs1.3 Agree on information requirements and communication processes with users and relevant managers1.4 Develop a draft information systems management plan with agreed review mechanisms, timeframe and criteria1.5 Specify information requirements in a clear and concise manner1.6 Ensure information requirements are consistent with organisational objectives and policies1.7 Identify resources required to meet the information requirements within budget parameters
2. Select human resources information management system	<ul style="list-style-type: none">2.1 Agree on selection criteria for the information management system with relevant groups and individuals2.2 Ensure that selection criteria for the system has the capability to meet organisation's objectives, policies and budget parameters2.3 Evaluate potential systems against the criteria2.4 Undertake cost benefit and risk analysis in relation to the systems which meet the selection criteria2.5 Establish preferences for system and provide selection report to senior managers

<p>3. Implement human resources information system</p> <p>4. Monitor and evaluate performance of human resources information system</p>	<p>2.6 Ensure that preferred system is capable of being customised to meet organisation and user requirements</p> <p>3.1 Develop implementation plan with users, other relevant groups and individuals</p> <p>3.2 Confirm implementation plan's roles and responsibilities with individuals and groups involved</p> <p>3.3 Assign resources to meet implementation plan timeframe, quality and other objectives</p> <p>3.4 Modify implementation schedule to resolve any problems arising</p> <p>3.5 Ensure groups and individuals contribute to implementation in accordance with plan objectives</p> <p>4.1 Monitor information system performance and prepare performance reports</p> <p>4.2 Obtain feedback from users about the system</p> <p>4.3 Benchmark system performance against other systems, and latest trends and developments</p> <p>4.4 Analyse performance gaps and current strategies and introduce improvements</p>
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Skills and Knowledge

Students will develop:

- literacy skills to write specifications for systems
- people management skills to work with contractors or staff who will be implementing the HRIS
- planning and organising skills to transition the HRIS
- technology skills to ensure suitability of software for organisational requirements.

Students will develop knowledge in the areas of:

- monitoring, measuring and evaluation techniques for a range of human resource management functions
- procurement procedures, including preparation of a technical brief

Unit 4: Manage Remuneration and Employee Benefits

Description

This unit describes the performance outcomes, skills and knowledge required to implement an organisation's remuneration and benefit plans. It incorporates all functions associated with remuneration including packaging, salary benchmarking, market rates reviews, bonuses and the legislative aspects of remuneration and employee benefits.

Performance criteria

Element	Upon completion students should be able to:
1. Develop organisation's remuneration strategy	1.1 Analyse strategic and operational plans to determine the scope of remuneration and benefits plans 1.2 Undertake research on current practice, recent developments and legislative parameters for the remuneration strategy 1.3 Develop options for consideration by relevant managers 1.4 Present options showing the link to organisational strategic objectives 1.5 Ensure remuneration policies and incentive plans are agreed and documented
2. Implement remuneration strategy	2.1 Research occupational groups to determine those which are industrial agreement based 2.2 Access/undertake market rates surveys regularly to ensure the organisation's required level of competitiveness for particular occupational groups is maintained 2.3 Align remuneration and benefits plans with performance management system 2.4 Ensure that employees receive at least their minimum entitlements in accordance with organisational policies and legal requirements 2.5 Ensure salary packages comply with organisational policies and legal requirements including fringe benefits tax (FBT) and superannuation 2.6 Ensure incentive arrangements , if included, comply with the organisation's remuneration strategy

3. Review and update remuneration strategy

- 3.1 Consult managers and employees about the effectiveness of the remuneration strategy
- 3.2 Amend strategy and plans as necessary to meet organisational policies and legal requirements

Skills and Knowledge

Students will develop:

- interpersonal skills and ethics to communicate sensitively about remuneration and to observe confidentiality
- mathematical and technology skills to calculate costs to the organisation, to graph salary costs and to link salaries to budgets
- research skills to determine appropriate models of remuneration and benefits for particular occupational groups and individuals.

Students will develop knowledge in the areas of:

- leasing arrangements including novated leases
- models for bonus/incentive schemes including gain sharing/profit sharing
- relevant legislation
- remuneration principles/models and strategies
- requirements of Guyana Revenue Authority GRA Tax Office in relation to income tax, & reporting, award structures for industrial agreements.

Unit 5: Manage Recruitment Selection and Induction Processes

Description

This unit describes the performance outcomes, skills and knowledge required to manage all aspects of the recruitment selection and induction processes in accordance with organisational policies and procedures.

Performance criteria

Element	Upon completion students should be able to:
1. Develop recruitment, selection and induction policies and procedures	<ul style="list-style-type: none">1.1 Analyse strategic and operational plans and policies to identify relevant policies and objectives1.2 Develop recruitment, selection and induction policies and procedures and supporting documents1.3 Review options for technology to improve the efficiency and effectiveness of the recruitment and selection process1.4 Obtain support for policies and procedures from senior managers1.5 Trial forms and documents that support policies and procedures and make necessary adjustments1.6 Communicate policies and procedures to relevant staff and provide training if required
2. Recruit and select staff	<ul style="list-style-type: none">2.1 Determine future human resources needs in collaboration with relevant managers and sections2.2 Ensure current position descriptors and person specifications for vacancies are used by managers and others involved in the recruitment, selection and induction processes2.3 Provide access to training and other forms of support to all persons involved in the recruitment and selection process2.4 Ensure that advertising of vacant positions complies with organisational policy and legal requirements2.5 Utilise specialists where necessary2.6 Ensure that selection procedures are in accordance with organisational policy and legal requirements

3. Manage staff induction	<p>2.7 Ensure that processes for advising applicants of selection outcome are followed</p> <p>2.8 Ensure that job offers and contracts of employment are executed promptly and that new appointments are provided with advice about salary, terms and conditions</p> <p>3.1 Provide access to training and ongoing support for all persons engaged in staff induction</p> <p>3.2 Check that induction processes are followed across the organisation</p> <p>3.3 Oversee the management of probationary employees and provide them with feedback until their employment is confirmed or terminated</p> <p>3.4 Obtain feedback from participants and relevant managers on the extent to which the induction process is meeting its objectives</p> <p>3.5 Make refinements to induction policies and procedures</p>
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Skills and Knowledge

Students will develop:

- communication skills to liaise across the organisation and to ensure that policies and procedures are well supported
- leadership skills to engage others and to ensure that good processes are followed and supported
- literacy skills to document clear policies and procedures and to develop proformas to support recruitment, selection and induction.

Students will develop knowledge in the areas of:

- concept of outsourcing
- diversity, equal employment opportunity and anti-discrimination principles and associated legislation
- employee contracts
- industrial relations
- recruitment and selection methods, including assessment centres
- relevant legislation on equal opportunity, industrial relations and anti-discrimination
- relevant terms and conditions of employment
- understanding of psychometric and skills testing programs

- workplace relations regulations, workplace relations legislation and other relevant legislation.

Elective Units

Unit 6: Manage Mediation Processes

Description

This unit describes the performance outcomes, skills and knowledge required to develop, implement and review guidelines and procedures for mediation within an organisation, or on behalf of an organisation.

Performance criteria

Element	Upon completion students should be able to:
1. Develop mediation guidelines	<ul style="list-style-type: none">1.1 Research and collate history of disputes and dispute resolution within the organisation, including triggers for disputes1.2 Consult identified key stakeholders to determine requirements related to mediation1.3 Determine mediation requirements within the organisation1.4 Research and document models and systems for mediation1.5 Identify and document parameters for a mediation system from consultation and research process1.6 Draft and validate guidelines for mediation with stakeholders1.7 Obtain endorsement for guidelines from senior management team1.8 Circulate guidelines and train mediators in guidelines and procedures
2. Prepare for mediation	<ul style="list-style-type: none">2.1 Identify parties in dispute requiring mediation and explain mediation procedure, in accordance with established guidelines2.2 Obtain agreement and willingness to participate in the mediation process2.3 Conduct separate interviews with parties in dispute and clarify issues2.4 Verify and document position of each party to the dispute2.5 Determine boundaries for allowable options in

<p>3. Settle dispute through mediation</p> <p>4. Finalise and review mediation</p>	<p>dispute</p> <p>3.1 Use a range of communication techniques to mediate</p> <p>3.2 Establish mutual agreement between parties in dispute</p> <p>3.3 Formulate options for resolution of dispute and preferences</p> <p>3.4 Continue with mediation until agreement is reached or time constraints conclude</p> <p>4.1 Circulate documented agreements to all parties and complete all documentation required by organisational guidelines</p> <p>4.2 Review effectiveness of mediation, identify improvements and refine mediation guidelines</p> <p>4.3 Assess and maintain currency of knowledge and skill base of mediators</p>
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Skills and Knowledge

Students will develop:

- communication and problem-solving skills to mediate
- literacy skills to write guidelines and to document outcomes of mediation.

Students will develop knowledge in the areas of:

- legislation, codes of practice and national standards:
 - Guyana Standards
 - industry or professional bodies' codes of practice
 - legislation relating to privacy and confidentiality
 - legislation about equal opportunity and discrimination
- mediation models.

Unit 7: Manage Workforce Planning

Description

This unit describes the performance outcomes, skills and knowledge required to plan workforce strategies to achieve organisational goals and objectives. It includes aligning workforce objectives with business plans, analysing labour market trends and predictions, and designing strategies and succession plans to ensure a competent and appropriately diverse workforce is available to meet anticipated changes.

Performance criteria

Element	Upon completion students should be able to:
1. Assess supply and demand	<ul style="list-style-type: none">1.1 Review business plans to determine predicted areas of organisational growth and downsizing and associated labour requirements1.2 Analyse existing workforce to determine areas where there are excesses or shortages1.3 Review organisational requirements for diversity in the workforce1.4 Analyse current workforce's capacity to meet current and predicted demands for business goods and services1.5 Consider existing organisational structure and its strengths and shortcomings in relation to foreseeable changes1.6 Research and review current and predicted external labour supply data, and demographic and economic data, to forecast human resources supply1.7 Review staffing budgets to predict cost of workforce changes
2. Develop workforce objectives and strategies	<ul style="list-style-type: none">2.1 Establish objectives for the modification to or retention of the workforce2.2 Define objectives to address areas with unacceptably high staff turnover2.3 Define objectives to retain required skilled labour2.4 Define strategies to source skilled labour2.5 Communicate objectives and rationale to relevant stakeholders

<p>3. Implement initiatives to support workforce planning objectives</p> <p>4. Monitor and evaluate workforce trends</p>	<p>2.6 Obtain agreement and endorsement for objectives and establish targets</p> <p>2.7 Develop contingency plans to cope with extreme situations</p> <p>3.1 Implement action to support agreed objectives for recruitment, training, redeployment and redundancy</p> <p>3.2 Develop and implement strategies to assist workforce to deal with organisational change</p> <p>3.3 Implement succession planning system to ensure desirable workers are developed and retained</p> <p>3.4 Implement programs to ensure workplace is an employer of choice</p> <p>4.1 Review workforce plan against patterns in exiting employee and workforce changes</p> <p>4.2 Monitor labour supply trends for areas of over- or under-supply in the external environment</p> <p>4.3 Monitor effects of labour trends on demand for labour</p> <p>4.4 Survey organisational climate to gauge worker satisfaction</p> <p>4.5 Refine objectives and strategies in response to internal and external changes and make recommendations in response to global trends or incidents</p> <p>4.6 Regularly review government policy on labour demand and supply</p> <p>4.7 Evaluate effectiveness of change processes against agreed objectives</p>
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Skills and Knowledge

Students will develop:

- communication and leadership skills to explain the need for change and to gain support for change
- literacy skills to read and write reports and succinct workforce plans
- mathematical skills to work with data and predictions about labour supply information
- analytical skills to review data according to the needs of the organisation.

Students will develop knowledge in the areas of:

- current information about labour supply that is relevant to the specific industry or skill requirements for the organisation
- industrial relations relevant to the specific industry
- labour force analysis and forecasting techniques.

Unit 8: Manage Programs that Promote Personal Effectiveness

Description

This unit describes the performance outcomes, skills and knowledge required to manage programs within a health and wellbeing focus. The unit addresses the management of the range of programs that would typically be associated with health and wellbeing such as stress management, smoking cessation, exercise, Employee Assistance Programs (EAPs).

Performance criteria

Element	Upon completion students should be able to:
1. Research and analyse employee health issues	1.1 Identify and collect information on employee health issues from appropriate internal and external sources 1.2 Review findings and their implications for the organisation and business objectives 1.3 Develop options for addressing identified health issues 1.4 Obtain support from senior managers for preferred option/s
2. Plan health and wellbeing program/s	2.1 Develop program/s scope and objectives in consultation with appropriate industry consultants, colleagues and managers 2.2 Plan and create administrative structure and resources for the program/s 2.3 Establish program responsibilities and clearly communicate to all stakeholders 2.4 Plan communications and marketing strategies in conjunction with stakeholders 2.5 Establish suitable evaluation methods, develop an overall program management plan and communicate this plan to stakeholders
3. Implement, administer and monitor program/s	3.1 Prepare policy documents, and implement and monitor strategies in conjunction with program team members 3.2 Provide appropriate support, assistance and mentors to relevant personnel 3.3 Implement and monitor tracking systems according to program guidelines

4. Evaluate program/s

3.4 Reach program milestones within agreed time lines and provide regular progress reports to stakeholders

4.1 Use agreed ***evaluation methods*** to assess the effectiveness of the program at specific stages

4.2 Communicate information from program evaluation process to stakeholders

4.3 Incorporate evaluation process and outcomes into continuous improvement strategies, enterprise agreements and future corporate plans

Skills and Knowledge

Students will develop:

- planning and organising skills to schedule and monitor activities
- research and analysis skills to explore employee health issues and to review data to determine whether employee health initiatives are meeting their objective.

Students will develop knowledge in the areas of:

- range of employee health issues and options for improving health outcomes
- employee health program design and evaluation techniques

Unit 9: Manage Industrial Relations

Description

This unit describes the performance outcomes, skills and knowledge required to manage industrial relations matters within an organisation, with day to day involvement. It includes strategic planning and policy development for industrial relations as well as negotiation, conflict management and dispute resolution.

Performance criteria

Element	Upon completion students should be able to:
1. Develop industrial relations strategies/policies	1.1 Analyse strategic plans and operational plans to determine long-term industrial relations objectives 1.2 Analyse existing industrial relations performance in relation to strategic industrial relations objectives 1.3 Evaluate options in terms of cost benefit, risk analysis and current legislative requirements 1.4 Establish industrial relations strategies/policies within the management team 1.5 Identify the knowledge and skills needed by management and the workforce to effectively implement these strategies/policies
2. Implement industrial relations strategies/policies and plans	2.1 Develop an implementation plan and contingency plan for the industrial relations strategies/policies 2.2 Make arrangements for training and development in accordance with identified needs, to support the industrial relations plan 2.3 Undertake associated industrial relations activities to agree to changes required by policies or implementation plan 2.4 Ensure procedures for addressing grievances and conflict are properly documented 2.5 Communicate key issues about procedures for addressing grievances and conflict
3. Manage negotiations, conflict and disputes	3.1 Train individuals in conflict management techniques/procedures 3.2 Identify and where possible alleviate or eliminate,

	<p>sources of conflict or grievance in accordance with legal requirements</p> <p>3.3 Check documentation and other information sources to clarify issues in dispute</p> <p>3.4 Obtain expert or specialist advice and/or refer to precedents, if required</p> <p>3.5 Determine desired negotiation outcomes, negotiation strategy and negotiation timeframes</p> <p>3.6 Advocate the organisation's position in negotiation to obtain agreement</p> <p>3.7 Document and if necessary, certify the agreed outcomes with the relevant jurisdiction</p> <p>3.8 Implement agreements</p> <p>3.9 Take remedial action where groups or individuals fail to abide by agreements</p>
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Skills and Knowledge

Students will develop:

- communication skills to advocate, consult, negotiate and mediate conflict
- innovation and problem-solving skills to manage sensitive and important issues
- planning and time management skills to meet critical deadlines, to sequence tasks, to prepare submissions and to present cases.

Students will develop knowledge in the areas of:

- enterprise and workplace bargaining processes
- key entities in the Australian industrial relations system, including courts and tribunals, trade unions, employer bodies
- relevant industrial, occupational health and safety, equal opportunity and anti-discrimination legislation in both the Commonwealth and state jurisdictions