

Certificate in HR Operations



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Certificate in HR Operations

Programme Overview

Our Certificate in HR Operations is an 12 - 18 month programme focused on building your practical, tactical HR skills and experience. Over the course you can attend facilitated workshops, complete online learning modules with on the job assignments and discuss your learnings with your our HR team. The programme also involves assessing your achievement level from the start to the finish.

Who should attend?

You'll benefit most from the Certificate in HR Operations if you circled mainly Level 1 on the HR experience assessment sheet (see next page). You may be:

- In an Office Manager/PA role but with HR responsibilities
- Working as an HR Administrator, Coordinator or HR Advisor.
- Coming from a more specialised area (e.g. L&D) but now moving into generalist HR.



What will you finish with?

The Certificate in HR Operations is different from tertiary study as you need to be working in a role where you can apply what you're learning, rather than covering theory. You'll work through case studies and run simulations so that you get as much experience as you can during the course, before you have to do it in real life. Once you've completed your final assessment you will be awarded your certificate.

Testimonials

Over the last few years we've had over 1,000 HR people attend our workshops and programmes. Here's what some of them had to say:

"Great case studies. The presenters were willing to answer questions and give examples. They involved the group and kept everyone on course."

"I just learned more in 3 hours than in 3 years at university."

"Both the presenters had a very relaxed and personable style. Structured but not overly formal or stilted. They were great!"

Apply for a place

The programme investment is \$1,950 + GST.

This includes:

- Attendance on the Essential Employment Law workshop (Wellington or Auckland)
- Attendance at the HR Advisors Conference (Wellington or Auckland)
- A copy of Employment Bites as your textbook
- Feedback and coaching from the Elephant HR team on your assignments and answering questions
- A final online assessment and personal report on your knowledge and areas to grow further

You will need to complete the attached application form or fill in our on-line application and provide some details of your level of experience and work history so we can ensure this is the right programme for you.

HR Experience Map

Work through the HR experience map by circling what level you're **currently** at in each area and filling that in on the application form. You may also want to think about what level you'd like to work on in the **next 12 months** and circle that. The Certificate in HR Operations will suit you most if you're mostly at Level 1, with some areas of Level 2 experience.

Key Responsibility	Level 1	Level 2	Level 3	Level 4
HR Operations	Advised managers & employees on how policies and processes work. Has completed termination, new starts & induction processes.	Advised managers on policy but also how to handle more difficult issues. Has conducted exit interviews. Designed induction processes. Refined HR policies.	Advised CEO & senior managers and advises on complex and difficult issues. Facilitated orientation days. Written HR policies.	Coached CEO and senior leaders through tough times. Designed full HR systems.
Recruitment & Resourcing	Has written adverts & put together interview questions for entry level to intermediate roles for at least 20 roles.	Has completed training on recruitment (e.g. Targeted Selection) and has been part of 10+ interview panels.	Has interviewed 50+ times for all levels of roles including management & advised managers on this or set process.	Has recruited exec roles. Has trained other recruiters. Has set a recruitment strategy for a company.
Health & Safety	Done base level H&S training. Advised managers on H&S processes.	Participated in H&S Committees. Participated in an accreditation audit.	Been H&S Rep for 3+ years. Run 2+ accreditation processes.	Been H&S Rep for 5+ years and run a H&S programme or strategy for whole company.
Learning & Development	Has organised training workshops and coordinated training records.	Has completed Train the Trainer programme. Has run presentations on HR procedures/technical issues. Has conducted TNA.	Has helped design one off workshops & materials. Has co-facilitated for 20+ hours. Has helped with L&D strategy.	Has designed 5+ training programmes. Has developed entire L&D strategy. Have facilitated at least 100 hours of training.
HR Planning & Analytics	Has prepared information for HR reports (e.g. turnover, leave reporting).	Helped develop an HR plan for their business unit. Has done analytical or strategic planning training.	Lead an HR strategic planning process. Has done workforce plans for less complex company.	Has designed an effective HR model/strategy for 3+ companies including one large. Developed complex Workforce Plans.
Employment Relations	Has completed Employment Law training and has advised managers on basic issues. Has prepared employment agreements from a template.	Has done training on Collective bargaining and disciplinary processes. Has advised managers on basic disciplinary issues & sat in on 5 meetings. Has been part of a bargaining process as support.	Has run 15+ disciplinary processes for various issues. Has responded to a PG. Has been part of 3+ Collective Bargaining's. Has rewritten employment agreements.	Completed 5+ settlements. Has responded to 5+ PG's and attended mediation 2+ times. Has led 3+ Collective Bargaining processes. Written exec clauses in IEA.
Rem & Benefits	Has administered incentive schemes (e.g. checking data, preparing letters). Has helped with inputting data into salary surveys.	Designed incentive schemes. Completed salary surveys & advised managers on process.	Trained on doing job sizing and has implemented a remuneration system.	Created a remuneration and benefits strategy to address retention, motivation, performance measures etc.
Driving Performance	Attended training. Advised managers on performance review process. Assisted with training on performance reviews	Written KPI's or KRA's with managers for intermediate level roles, running calibration sessions running sessions on having performance reviews	Written KPI's for senior roles, running senior level calibration and coaching managers on issues	Designed or refined entire performance review systems.
Managing Change	Assisted with redundancy paperwork and advising managers on the process. Has completed restructuring training.	Has managed 5+ small scale redundancy processes (<10 ee's) or small change processes. Managed outplacement support	Managed 5+ large scale or complex redundancy processes (40+ ee's).	Planned and managed 3+ large scale change projects (e.g. new system, culture change)

Enrolment Form: Certificate in HR Ops

Please either complete this form and scan and email it to team@elephanthr.co.nz or complete the online application at www.elephanttraining.co.nz

Your Details

Name: _____ Role: _____

Email address: _____

Work phone: _____ Mobile phone: _____

Company Name: _____ No of employees: _____

Postal Address: _____

Town/City: _____

Your Experience

Please briefly outline your HR experience (or related experience). Please list the roles you've had, which company they were at and the length of employment:

Where is your experience level in your current role?

HR Operations		Employment Relations	
Resourcing & Recruitment		Remuneration & Benefits	
Health and Safety		Driving Performance	
Learning & Development		Managing Change	
HR Planning & Analytics			

How do you want to make up the contents of your Certificate?

Employment Law (4 credits)		Perfect HR Policies (1 credit)	
HR Advisors Conference 1 day (2 credits)		Clever Communications (1 credit)	
HR Advisors Conference both days (4 credits)		Dealing with Poor Performance (1 credit)	
Super Recruitment (1 credit)		Warnings & Disciplinary (1 credit)	
Remuneration & Reward (1 credit)		Building a Brilliant Culture (1 credit)	
Restructuring (1 credit)		Talent Management (1 credit)	

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Programme Structure

You are assigned **12 credits** which you can use to build your individual programme.

Essential Employment Law (1 day)

4 credits

Employment lawyers are able to see things as black and white - but in HR it doesn't work like that. For us, it's more complicated than that. The workshop covers not just 13 pieces of legislation but also the key points around restructuring and disciplinary procedures and all from an HR perspective. You'll cover:

- **Employment Relations Act** - what clauses you need, how to deal with issues around casuals, part timers, fixed terms & contractors as well as Collective Bargaining, trial periods and flexible working.
- **Holidays Act** - HR tools to deal with sick leave issues as well as provisions for annual, bereavement & public holidays.
- **Human Rights & Privacy Acts** - how the legislation really applies to your recruitment & HR processes.
- **Health & Safety at Work Act** - how to comply with legislation & provide a safe workplace.
- **The smaller Acts** - Parental Leave, Minimum Wage, KiwiSaver, Juries, Wages Protection, Protected Disclosures & Criminal Record.
- **Dismissals and Restructuring** - what the legislation and case law say are the steps you must take.

If you are not able to attend the workshop in person, we also run the workshop as two online sessions of 3 hours each so can work to schedule these with you.

Online Webinars & Assignment

1 credit per topic

Our on-line modules consist of a recorded webinar followed by an assignment to complete on the job. You're also able to send through questions about the topic to the Elephant team to answer and then one of our team will assess your assignment and provide feedback. See next page for contents.

HR Advisors Conference (2 days)

2 credits (1 day)

4 credits (both days)

Our annual HR Advisors Conference runs in Wellington and Auckland in January to March each year. It focuses on providing practical workshops, presentations, discussions and think tanks on different areas of operational HR. Each day includes keynotes, networking sessions, think tanks and workshops. Over the last 3 years these have covered topics such as:

- How to be operationally strategic
- Building your HR career
- Restructuring and Redundancy
- Disciplinary Procedures and Dismissals
- Collective Employment Bargaining
- Rolling out HR initiatives
- HR Metrics and Analytics
- How to take people through change
- Productivity & effectiveness
- Learning and Development plans

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Online Modules

For the Certificate in HR Operations, the following on line modules can be completed:

<p style="text-align: center;">Super Recruitment</p> <p>This module takes you through:</p> <ul style="list-style-type: none"> • What factors to consider when establishing a recruitment strategy • In house vs outsourcing & negotiating PSA's • What steps should you include to make your recruitment process effective: technology, testing, interview questions and more. • Using social media and HR innovation to build and find talent • Coaching managers through recruitment issues 	<p style="text-align: center;">Writing Perfect HR Policies</p> <p>This module takes you through:</p> <ul style="list-style-type: none"> • Making your policies engaging & adapt to different communication styles • When you should and shouldn't introduce a new policy (remembering the 1:100 rule) • Building your managers engagement and ownership of the policies so they're not just an HR thing • Use your policies effectively to address issues and more importantly build the culture that you want! 	<p style="text-align: center;">Clever Communications</p> <p>This module takes you through:</p> <ul style="list-style-type: none"> • The steps to thinking through how you communicate an HR initiative or project • An easy to use model to understand the 4 main communication styles - both for yourself and your managers! • Different ways to adapt your written and verbal communications to the different styles • How to write effective information to appeal to all your team
<p style="text-align: center;">Poor Performance</p> <p>This module takes you through:</p> <ul style="list-style-type: none"> • Identifying the issue: what factors must you take into account when looking at poor performance or misconduct • Steps to take: a quick overview of the steps you must take when working through poor performance or misconduct • Case studies: real cases – what happened? What did the employer do right? What could they have improved? What was the outcome? What learning's can we as HR take from this? 	<p style="text-align: center;">Rem & Reward</p> <p>This module takes you through:</p> <ul style="list-style-type: none"> • Different models you can use for your remuneration model including job sizing, banding and families • Case studies of two companies and how they tackled some curly remuneration issues • Ideas on how you can reward and recognise employees including latest research on how to reinvent recognition to boost productivity! 	<p style="text-align: center;">I'm Warning You</p> <p>This module takes you through:</p> <ul style="list-style-type: none"> • Employment legislation that applies around good faith and dismissals • The steps you need to work through during a disciplinary process including letters to write, advice, meetings and outcomes • How to make an objective decision: what to consider from an HR, company and culture point of view • Case law: what employers did right and wrong in real situations
<p style="text-align: center;">Building a Brilliant Culture</p> <p>This module takes you through:</p> <ul style="list-style-type: none"> • What is culture anyway? Different ways to define it. • Tools you can use to measure culture (including ones that don't cost much!) • Change models you need to decide on up front to build a culture • Some real case studies of culture change and what companies did from all levels to achieve the outcome planned. 	<p style="text-align: center;">Restructuring</p> <p>This module takes you through:</p> <ul style="list-style-type: none"> • The steps you need to work through when you're running a restructuring process • Employment & Case law that applies to each step and what you need to consider • Tips and techniques for dealing with some of the challenges around restructuring including proposals, meetings, selection criteria and survivor syndrome 	<p style="text-align: center;">Talent Management</p> <p>This module takes you through:</p> <ul style="list-style-type: none"> • What factors you should consider when looking at Talent Management • Case study 1: A smaller company with a fairly informal approach • Case study 2: Large corporate with thousands of employees & large talent programme • Case study 3: Medium sized business with different business units

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