



STATE OF DELAWARE
**HUMAN RESOURCES
CERTIFICATION PROGRAM**

Program Overview and Goal

The State of Delaware’s Human Resources Certification (HRC) program is a three-year program designed to develop the knowledge, skills, and abilities of Human Resource (HR) professionals and state employees assigned HR support functions within the State’s Merit and Merit-comparable systems. The program stresses the importance of best practices, customer focus, managerial flexibility, organizational vision, and worker empowerment while developing the disciplines used to attract, retain, motivate, and compensate employees.

The goal of the HRC program is to provide education, experience, and career development opportunities to HR professionals that support best practices and maintain compliance with standardized processes that best support personnel and improve the performance of State government.

Experiential Requirement

While there is not an experience requirement to enter the program, there is a requirement for certification. Applicants must provide a plan that outlines how they will obtain the required credible experience. Experience may be obtained by performing assigned duties that support an HR discipline within the State Merit system such as Employee and Labor Relations, Employee Engagement, Benefits, Job Classification, Compensation Analysis, Pension, Recruitment, Selection or AA/EEO for at least one year, or at least two years satisfactorily performing HR support functions for or with an HR office.

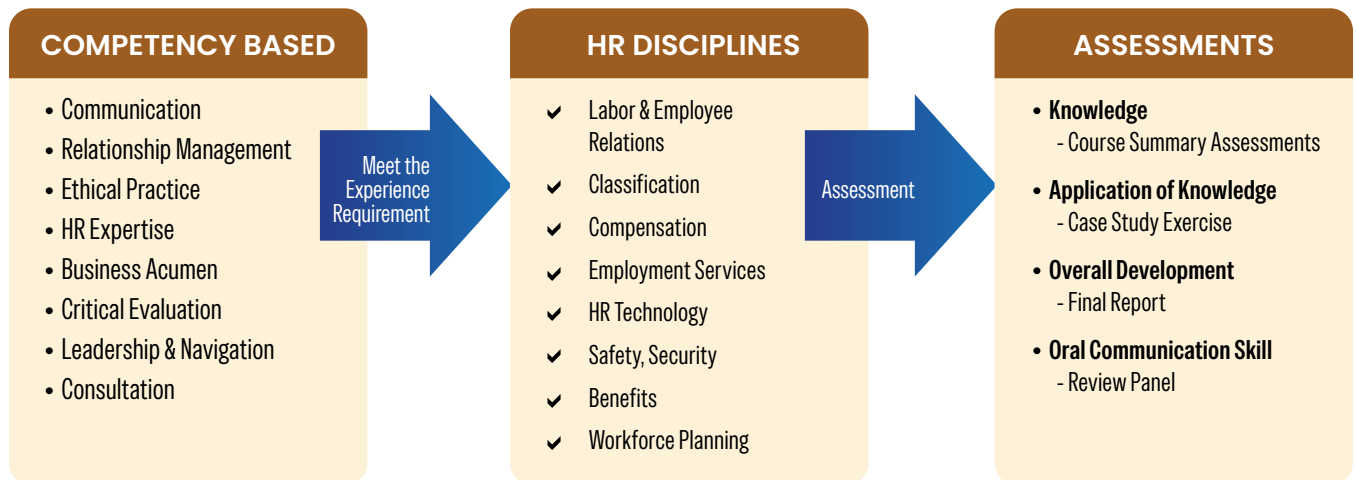


Competency Development

The HRC Program focuses on the personal development of eight core competencies that will serve the HR professional from their entry through the executive career level. The eight competencies are business acumen, communication, consultation, critical evaluation, ethical practice, HR expertise, leadership & navigation, and relationship management.

HRC Program Model

The Human Resources Certification Program (HRC) is a three-year self-paced curriculum that develops eight core competencies. The program links knowledge, skills, and abilities to Merit System Human Resources (HR) functions, at the entry level of the HR Technician and Specialist career ladders. Certification requires meeting the elements of HR experience and knowledge that supports statewide HR Merit system succession planning.



Detailed HR Competencies

The HR Competencies identify what it takes to be a successful HR professional, from entry level through to executive career level. They provide the foundation throughout the HR lifecycle. In addition, they help organizations ensure that HR professionals are proficient in the critical competencies necessary to solve today's most pressing people issues and deliver highly effective HR strategies.

Communication: The ability to effectively exchange information with stakeholders.

- **Verbal & Written Communication:** Provide clear, concise information to others in verbal, written, electronic, and other communication formats for public and organizational consumption
- **Feedback:** Provide constructive feedback effectively
- **Facilitation:** Lead effective and efficient meetings
- **Active Listening:** Listen actively and empathetically to the views of others
- **Persuasion:** Help others consider new perspectives
- **Diplomacy:** Welcome the opportunity to discuss competing points of view

Relationship Management: The ability to manage interactions to provide service and to support the organization.

- **Credibility:** Establish credibility in all interactions
- **Community Relations:** Manage internal and external relationships in ways that promote the best interest of all parties
- **Business Networking:** Demonstrate the ability to effectively build a network of contacts at all levels within the HR function and in the community
- **Teamwork:** Foster effective team building among stakeholders
- **Customer Service:** Provide customer service to organizational stakeholders
- **Mutual Respect:** Treat all stakeholders with respect and dignity

Ethical Practice: The ability to integrate core values, integrity, and accountability throughout all organizational and business practices.

- **Integrity:** Act with personal, professional, and behavioral integrity
- **Report Building:** Manage political and social pressures when making decisions
- **Courage:** Respond immediately to all reports of unethical behavior or conflicts of interest
- **Professionalism:** Recognize personal bias and others' tendency towards bias, and take measures to mitigate the influence of bias in business decisions
- **Trust Building:** Empower all employees to report unethical behavior or conflicts of interest without fear of reprisal

HR Expertise (HR Knowledge): The knowledge of principles, practices, and functions of effective human resource management

- **Risk Management:** Remain current on relevant laws, legal rulings, and regulations
- **Strategic Business Management:** Deliver customized human resource solutions for organizational challenges
- **Workforce Planning:** Seek process improvement through numerous resources
- **Human Resource Development:** Seek professional HR development
- **HR Technology:** Use core business and HR-specific technologies to solve business challenges

Detailed HR Competencies (cont.)

Business Acumen: The ability to understand and apply information to contribute to the organization's strategic plan.

- **Strategic Agility:** Demonstrate an understanding of the strategic relationship between effective human resource management and core business functions
- **Business Operations & Logistics:** Demonstrate a capacity for understanding the business operations and functions within the organization
- **Systems Thinking:** Make the business case for HR Management (e.g., return on investment / ROI) as it relates to efficient and effective organizational functioning
- **Organizational Metrics:** Understand organizational metrics and their correlation to business success
- **Marketing:** Market HR both internally (e.g., ROI of HR initiatives) and externally (e.g., employment branding)
- **Economic Awareness:** Understand the industry and organization business environment within which the organization operates

Critical Evaluation: The ability to interpret information to make business decisions and recommendations.

- **Decision Making:** Make sound decisions based on evaluation of available information
- **Critical Thinking:** Apply critical thinking to information received from organizational stakeholders and evaluate what can be used for organizational success
- **Measurement & Assessment:** Analyze data with a keen sense for what is useful
- **Research Methodology:** Delineate a clear set of best practices based on personal and organizational experience, industry best practices, peer reviewed research, and other sources
- **Inquisitiveness:** Identify leading indicators of outcomes
- **Knowledge Management:** Assess the impact of changes to legal statutes on organizational human resource management functions

Leadership & Navigation: The ability to direct and contribute to initiatives and processes within the organization.

- **Consensus Builder:** Promote consensus among organizational stakeholders (e.g., employees, business unit leaders, and informal leaders) when proposing new initiatives
- **Influence:** Set the vision for HR initiatives and build buy-in from internal and external stakeholders
- **Change Management:** Lead the organization through adversity with resilience and tenacity
- **Mission Driven:** Exhibit behaviors consistent with and conforming to organizational culture

Consultation: The ability to provide guidance to organizational stakeholders.

- **Risk Management:** Risk Management: Problem Solving: Apply creative problem solving to address business needs and issues
- **Analytic Reasoning:** Analyze specific business challenges involving the workforce and offer solutions based upon best practices or research
- **Coaching:** Develop consultative and coaching skills
- **People Management:** Serve as an in-house workforce and people management expert
- **Project Management:** Generate specific organizational interventions (e.g., culture change, and change management)



HRC Certification Process

1. Complete an application.

- a. Complete the HRC Application. The application can be downloaded from the [certificate program webpage](#).
- b. Obtain the approvals and recommendations from their supervisor, agency Director, and agency HR manager. The recommendations should outline the reasons the applicant is a good program candidate as well how the supervisor and the agency will support the applicant achieve the experience requirements.
- c. Submit the completed application with approvals, and recommendations via email to Statewide_Training@Delaware.gov. Please begin the email subject line with “HRC” to ensure the email is routed to the proper destination.

2. Register to attend required courses.

Review HRC Program Model and discuss course application and desired outcome with supervisor. All HRC courses can be found in the Delaware Learning Center and you may click to be notified of new sessions.

3. Attend all required courses.

After the completion of each course, discuss the topics learned in the course and how they may be applied with your supervisor / HR mentor and complete course summary assessments.

4. Submit completed Course Summary Assessments (CSA) to the HRC Program Manager.

Each CSA must be submitted to the program manager using the DLC for evaluation no later than 30 days after attending training.

5. All courses and CSAs must be completed and submitted before moving on to the next phase of assessments.

6. Request and successfully complete the Case Study Exercise (CSE).

The CSE focuses on real HR situations and provides the participant the opportunity to demonstrate their knowledge and the application of all the subject matter and to assess the competencies developed during the overall program. Participants have 30 days to complete the CSE and submit it to the HRC Program Manager for evaluation.

7. Prepare written report and submit to HRC Program Manager.

Participants are required to write a final report that describes how they meet the HRC Program experience requirements and the impact the acquired competencies have made on the participant, their unit, division, and department.

8. Make an oral presentation to the HRC Review Panel.

The participant will present the information from their final report to the HRC Review Panel (a panel of HR representatives from different agencies). The Panel reviews, evaluates, and discusses the paper and the presentation with the participant before a final approval is made to award certification.

9. The Certification is awarded to participants.

Frequently Asked Questions

Required Qualifications

How does a state employee apply for the Human Resource Certification (HRC) Program?

The HRC Application can be downloaded from the [certificate program webpage](#). Applicants must have the approval of their supervisor, division Director, and agency HR Manager documented on the application.

The applicant's supervisor must also submit a recommendation via email that outlines the reasons the applicant is a good candidate for the program, any potential areas of growth, and summarize how the agency will support the applicant in meeting the program's experience requirement for performing HR functions. Furthermore, the division Director is also required to provide their recommendation of the applicant. This recommendation can be sent included in the supervisor's email chain or as a separate email. *Please see the example recommendation on page 8.* The completed application and recommendations are to be emailed to Statewide_Training@Delaware.gov. Please begin your email's subject line with "HRC" to ensure your email is routed to the proper destination.

When can a state employee apply?

Enrollment periods are:

- April 1-30
- November 1-30

What is the cost of the HRC program?

While most HRC courses are free, some courses may have minimal fees. Payment is required at the time the course is taken. This is a three-year program, so the costs of individual courses may be spread out during that period. The total cost of the program is approximately \$250.00.

Required Qualifications

Does a state employee need a degree to apply?

No. There is not a degree requirement for the HRC Program.



Does a state employee need to be an HR Professional to apply?

No. There is not a stipulation that a state employee must be a HR Professional to apply for this program. However, to enroll into the program, participants must have access to HR systems (such as DEL and PHRST) and be assigned duties that provide the opportunity to meet the State of Delaware merit system HR experience requirements for certification. Some exceptions may apply for individuals that perform HR functions but do not have access to HR systems. The Agency HR Manager's approval is required for all applications.

Does a state employee need to have Delaware merit system HR experience to enroll in the program?

No. There is no prerequisite for experience to enroll; however, there must be a clear path to accessing on-the-job training, HR systems, and exposure to other HR professionals required to satisfy the experience requirements.

This may be accomplished by satisfactorily performing professional HR activities in a State of Delaware merit system human resource office such as Labor Relations, Employee Relations, Benefits, Job Classification, Compensation Analysis, Pension, Recruitment, Selection or AA/EEO for at least one year, or at least two years satisfactorily performing State of Delaware merit system HR support functions for an HR office.

What qualifies as State of Delaware merit system HR support functions?

State of Delaware merit system HR support functions include but are not limited to: reviewing HR transactions for accuracy and compliance with merit rules, federal

guidelines and department procedures, preparing HR documents for processing, providing routine information to employees and applicants in an HR functional area, or preparing memos, letters and general correspondence to support a Delaware State merit or merit comparable HR office functions.

Does a state employee need to be employed in an HR position to qualify as a candidate for the Program?

No. Participation in the HRC Program is open to State of Delaware employees who are assigned to merit/merit comparable system HR positions or assigned work in support of merit/merit comparable system HR functions. The Agency HR Manager's approval is required for all applications.

I've worked in HR for ten years. Is this program for me?

Yes! The HRC program provides an opportunity to pursue continuing education and remain current in the best practices of the state HR merit system and is a valuable credential to add to work experience.

What happens when the supervisor, director, or agency HR Manager does not provide their approvals to the HRC Application? Can a state employee still be eligible to apply?

No. The approvals of the supervisor, agency Director, and HR manager are required to demonstrate their agreement to fund and fully support the applicant during their participation in this program.

What if a state employee can't get the application submitted by the end of the enrollment period? Do they have to wait until the next enrollment period?

Yes, applications will only be accepted during the designated enrollment periods.

A state employee may take HRC Program courses without being enrolled in the certification program. Credit for courses taken within three years of acceptance into the program can be requested once the state employee has been accepted into the HRC program.

Prospective applicants should download the HRC Program Model from the program webpage and review it prior to taking each course. All course materials, handouts, and personal notes should be saved. Once the applicant is accepted in to the HRC Program, they should

discuss the knowledge gained from the course with their supervisor, and then complete the Course Summary Assessment in the DLC.

Course Work

Course work is a critical component of this program. It documents the knowledge gained as well as its implementation, and the experiences earned. Knowledge gained from course work translates to experience when it is applied on the job.

How does a state employee get credit for previously taken courses?

A state employee may take HRC Program courses without being enrolled in the certification program. Credit for courses taken within three years of acceptance into the program may be requested once an accepted participant completes the program orientation.

I've taken courses that are similar to the required courses in the program. Can I substitute these for your courses?

No. There are no substitutions for the course requirements.

Is the Quality Service in the Public Sector course the same as the Principles of Quality course?

No. Quality Service in the Public Sector focuses on the special role of public servants and quality customer service. Principles of Quality is designed to familiarize participants with the core principles required to build and sustain a continuous quality improvement program.

Assessments

What is the "Case Study Exercise?"

The Case Study Exercise (CSE) is conducted after all required courses and course summary assessments have been successfully completed.

The CSE focuses on real situations that an employee may encounter during state employment and provides the participant the opportunity to demonstrate their knowledge and application of all the subject matter. It also assesses the competencies developed during the overall program. Participants have 30 days to complete the CSE and submit it to the HRC Program Manager for evaluation.

What is involved in the written report and oral presentation?

Once all the required courses, Course Summary Assessments, and the Case Study Exercise has been successfully completed, participants are required to write a report that describes how they meet the HRC Program experience requirements and the impact the acquired competencies have made on the participant, their unit, division, and department. The participant will then present that information to the HRC Review Panel (a panel of HR representatives from different agencies). The Panel reviews, evaluates, and discusses the paper and the presentation with the participant before a final approval is made to award certification.

Program Benefits

Are state employees promoted once they have completed the HR Certification Program?

Completion of the HRC Program does not guarantee selection or promotion in the hiring process; however, it is a state-accredited credential.

What do you mean by “Accredited Credential?”

The HRC Program satisfies HR knowledge requirements of the State’s HR merit system, including knowledge of human resource principles, practices and procedures needed for posted HR positions and career progression. HRC Program graduates may be awarded up to nine (9) undergraduate credits by Wilmington University.

What is the benefit to the agency for supporting staff in the HRC Program?

The HRC Program serves to:

- Improve performance of participants, agencies, and state government.
- Support succession planning.
- Assist in the areas of HR professional development and self-improvement.

Will my certification be recognized nationally?

No. The state’s HRC Program is a state certification program.



Sample Letter of Recommendation and Support

The supervisor's recommendation and support email should:

1. Describe the candidate's potential.
2. Identify areas where growth is desirable.
3. Indicate supervisor's commitment to the candidate's success in the program.
4. This information should be included in the body of an email. A letter or memorandum is not required.

The division director or agency head's recommendation email should:

1. Be attached to the supervisors or added to the email sending chain, or
2. Be a new email that includes the recommendation of the director/agency head as reflected in the sample of the body of the email below

From: Jones, Mark
Sent: Wednesday, April 20, 2021 3:45 PM
To: Carson, Rodney (Kit) DHR
Cc: Excelsior, Jane; Doe, Mary
Subject: HRC Program Application and recommendations for M. Doe

Dear Mr. Carson,

I am pleased to nominate Mary Doe for the Human Resource Certification program. Mary has been a Human Resource Technician with the Department of **XXXXX's** Division of **XXXXX** for two years. During that time Mary has proven to be a competent and dedicated employee whose proficiency has served our staff well.

Mary and I have carefully reviewed the experience requirements and the eight competencies developed by this program. I am committed to providing Mary opportunities to apply the knowledge she gains from each course, to assist her in meeting the experience, knowledge and competency requirements.

I understand that I will be meeting with Mary within 30 days after she attends each course, to review and discuss her knowledge gained and to discuss opportunities to apply what she learned from each course to ensure she acquires the required experience.

Sincerely,

Mark Jones
Supervisor
Agency/Department

From: Excelsior, Jane
Sent: Wednesday, April 21, 2021 9:12 AM
To: Carson, Rodney (Kit) DHR <
Cc: Excelsior, Jane; Doe, Mary
Subject: HRC Program Application and recommendations for M. Doe

Dear Mr. Carson,

As the Director of the Division of **XXXX** in the Department of **XXXX**, I recommend Mary Doe for the Human Resource Certification program.

Sincerely,

Jane Excelsior
Director
Agency/Department

Application/Support Process

1. [Download and complete the Human Resources Certificate application.](#)

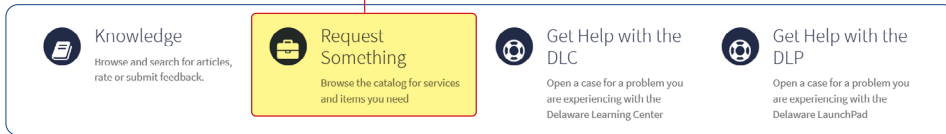
Please be sure to obtain all required leadership approvals as noted on the application.

2. To submit your application or request support, log in to ID.Delaware.Gov

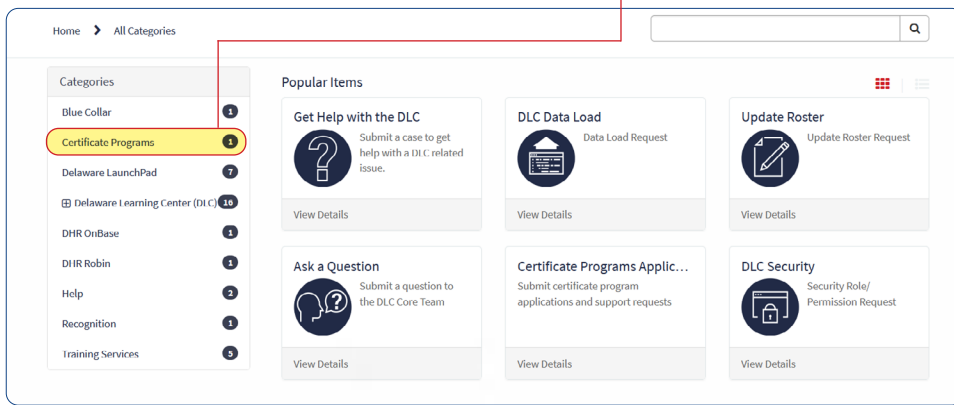
3. Click on the **Training and HR Solutions Support tile.**



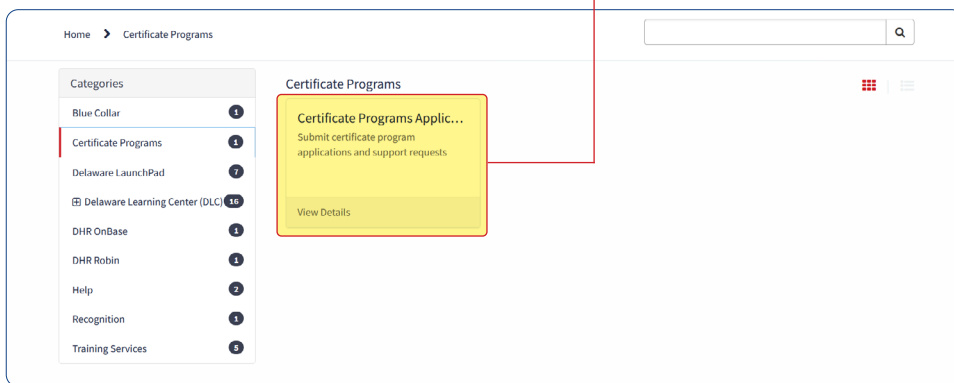
4. Click **Request Something.**



5. Click **Certificate Programs from the left-hand menu.**



6. Click on the **Certificate Programs Application tile.**



7. Complete the **Certificate Programs Application/Support form by inputting the following (Note: some fields may auto-populate)**

- **Contact's Name**
- **Contact's Organization**
- **Contact's Email**

Application/Support Process

8. a.) Click on the drop-down menu for **Program** and select **Human Resources Certificate**.

The screenshot shows a web form titled "Certificate Programs Application/Support". At the top right, a "Submit" button is highlighted with a yellow border and a blue circle labeled "E". Below the title, there is a paragraph of text and a section titled "Certificate Programs:" with a list of programs and their prerequisites. The form includes several required fields: "Contact's Name" (filled with "Shelley Koon"), "Contact's Organization" (filled with "Department of Human Resources-Div of Training & H..."), and "Contact's Email" (filled with "Shelley.Koon@delaware.gov"). There are three dropdown menus: "Program" (callout "A"), "Support Needed" (callout "B"), and "Comments" (callout "C"). At the bottom right, there is an "Add attachments" button with a paperclip icon and a blue circle labeled "D". On the right side of the form, there is a "Required information" section with two buttons: "Program" and "Support Needed".

b.) Click on the drop-down menu for **Support Needed**.

*To submit an endorsed application select **Application Submission with Endorsements***

For all other requests for Human Resources Certificate Support requests, choose the appropriate topic.

c.) You may add comments in the common section but they are not required.

d.) Click **Add attachments**. Click on **Choose a file** from the returned window. From the directory, navigate to your application document and click to attach.

e.) Click **Submit**.