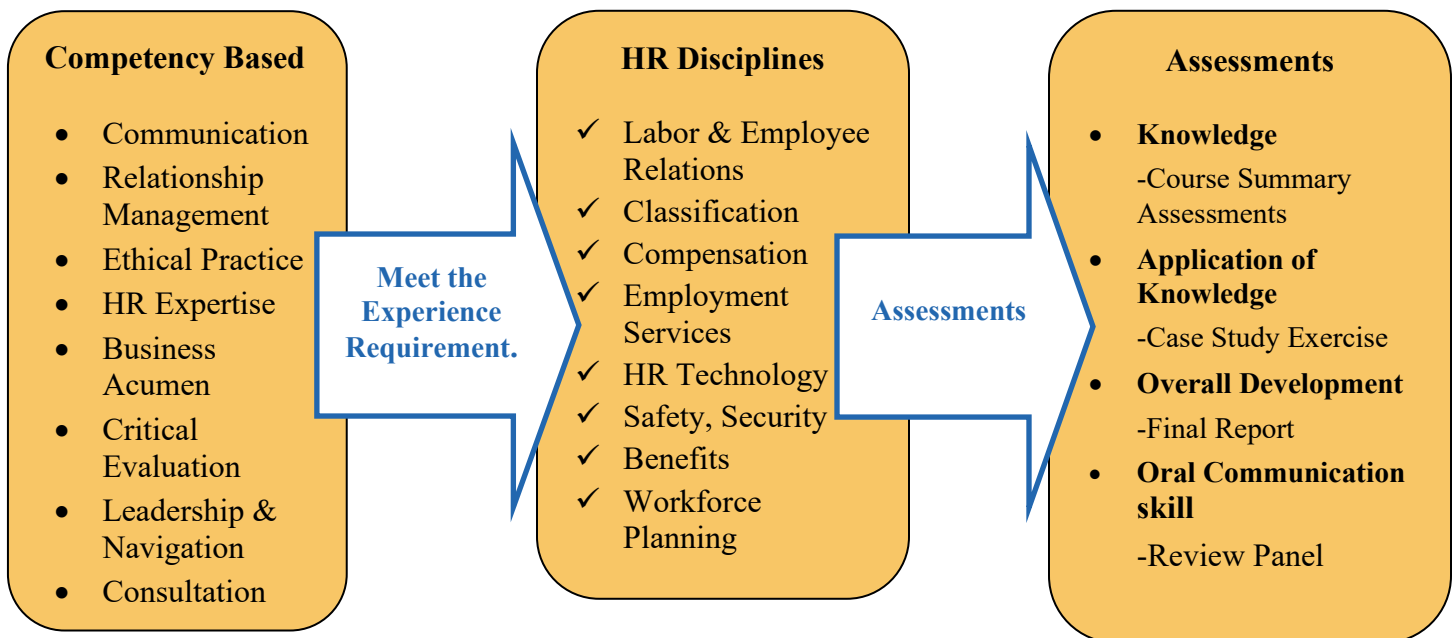




Human Resources Certification Program Model

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.



- **Competency Based:** There are eight Core Competencies required at the HR Professional entry level through executive career level
- **Curriculum:** 25 required courses.
- **Objectives:** Understand, Application, and Analytical levels.
- **Assessments:** Assess knowledge, ability to apply knowledge, and experience gained.
- **Experience Requirement:**
 - Minimum one year experience satisfactorily performing professional HR activities in a State of Delaware merit system human resource office, **or**
 - Minimum two years of experience satisfactorily performing merit system HR support functions such as: reviewing HR transactions for accuracy and compliance with merit rules, preparing HR documents for processing, providing routine information for employees and applicants in an HR functional area; or preparing memos, letters, and general correspondence to support a State of Delaware merit HR Office function.

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.

<p>Communication: The ability to effectively exchange information with stakeholders.</p> <ul style="list-style-type: none"> • 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 	<p>Relationship Management: The ability to manage interactions to provide service and to support the organization.</p> <ul style="list-style-type: none"> • 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
<p>Ethical Practice: The ability to integrate core values, integrity, and accountability throughout all organizational and business practices.</p> <ul style="list-style-type: none"> • Integrity: Act with personal, professional, and behavioral integrity • Rapport 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 	<p>HR Expertise (HR Knowledge): The knowledge of principles, practices, and functions of effective human resource management</p> <ul style="list-style-type: none"> • 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

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

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

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

Consultation: The ability to provide guidance to organizational stakeholders.

- **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 Program Curriculum/Competencies/Objectives

Course Title Competencies Developed	Course Objectives
ADA Made Simple (Americans with Disabilities Act) (online) <ul style="list-style-type: none"> ○ Consultation ○ Critical Evaluation ○ HR Expertise 	<ol style="list-style-type: none"> 1. Describe the purpose of the ADA. 2. Define a disability, according to the ADA. 3. Understand what an accommodation is and how to respond when requested. 4. Understand the importance of ADA and the interview process.
ADA Making Reasonable Accommodations in the Workplace (Americans with Disabilities Act) <ul style="list-style-type: none"> ○ Communication ○ Consultation ○ Critical Evaluation ○ HR Expertise ○ Relationship Management 	<ol style="list-style-type: none"> 1. Understand ADA Terms and requirements. 2. Recognize a Reasonable Accommodation (RA) request. 3. Learn how to gather information regarding an RA. 4. Determine reasonable options. 5. Choose a Reasonable Accommodation. 6. Implement an accommodation. 7. Learn to monitor effectiveness of an accommodation.
Budget and Accounting for HR and Supervisors (Online) <ul style="list-style-type: none"> ○ Business Acumen 	<ol style="list-style-type: none"> 1. Explain how the State is funded. 2. Describe the application of at least four different types of funds in the budget. 3. Discuss the difference in roles between the Treasury Office, Department of Finance, and the Office of Management and Budget.
Classification Overview (Online) <ul style="list-style-type: none"> ○ Business Acumen ○ Consultation ○ Critical Evaluation ○ HR Expertise 	<ol style="list-style-type: none"> 1. Explain what classification is. 2. Explain why we classify duty positions in the State. 3. Describe the three classification processes used to classify merit positions. 4. Complete the Position Description Questionnaire (PDQ) of the Classification Request form properly. 5. Create an organizational chart to show proper reporting relationships of duty positions. 6. Use the PDQ, organizational chart and class specification to classify a position properly.

Course Title Competencies Developed	Course Objectives
Compensation Overview (Online) <ul style="list-style-type: none"> ○ Consultation ○ Critical Evaluation ○ HR Expertise 	<ol style="list-style-type: none"> 1. Describe the State's merit pay plan structure, including the concept of the mid-point. 2. Explain the steps taken in deciding general salary increases and pay scale adjustments. 3. Calculate employees' percent of mid-point. 4. Describe the flexibility provided by the merit rules for compensation regarding new hires, leveling up, promotions, demotions and Selective Market Variations. 5. Determine if a job is FLSA Exempt or FLSA Non-Exempt based on assigned job duties, wages, and method of payment (salaried or hourly). 6. Explain how FLSA status affects overtime pay. 7. Perform advanced starting salary request analysis for new hires to make defensible recommendations in support of internal salary equity.
DiSC- Personal Profile / Behavioral Styles <ul style="list-style-type: none"> ○ Leadership & Navigation ○ Relationship Management 	<ol style="list-style-type: none"> 1. Describe the four different behavioral styles. 2. Identify your preferred behavioral style. 3. Explain the strengths and limitations of each of the four behavioral styles. 4. Develop strategies for working with people with different behavior tendencies to increase productivity.
Ethical Conduct in Government <ul style="list-style-type: none"> ○ Business Acumen ○ Ethical Practice ○ HR Expertise 	<ol style="list-style-type: none"> 1. Identify and describe 3 areas of jurisdiction conferred to PIC by statute. 2. Explain the post-employment restriction and define its purpose. 3. Describe prohibitions that apply to executive branch employees contracting with the State. 4. Describe two methods issues are brought before the Commission. 5. List the penalties for violations of the Code of Conduct.
Family Medical Leave Act (FMLA) for HR and Supervisors (Online) <ul style="list-style-type: none"> ○ HR Expertise ○ Business Acumen ○ Consultation ○ Critical Evaluation 	<ol style="list-style-type: none"> 1. Identify FMLA rights your employees have. 2. Determine what to say and what not to say when an employee needs FMLA leave. 3. Use the best approach to prevent abuse. 4. Assess real-world scenarios and determine the proper actions. 5. Balance worker rights and agency needs.

Course Title Competencies Developed	Course Objectives
Fundamentals of Employee and Labor Relations <ul style="list-style-type: none"> ○ Business Acumen ○ Communication ○ Consultation ○ Critical Evaluation ○ HR Expertise 	<ol style="list-style-type: none"> 1. Describe steps used to conduct an effective investigation. 2. Prepare an initial investigation plan. 3. Use the Just Cause standards to prepare defensible discipline documentation. 4. Distinguish the difference between a merit grievance, Collective Bargaining Agreement (CBA) grievance, and a complaint. 5. Discuss merit and CBA grievance procedures.
HR Basics Overview (online) <ul style="list-style-type: none"> ○ Business Acumen ○ Consultation ○ Critical Evaluation ○ HR Expertise 	<ol style="list-style-type: none"> 1. Identify all available resources used to apply State merit system HR policies and procedures consistently. 2. Restate basic information about at least three State merit employee benefit programs. 3. Discuss the six various HR services provided by the Department of Human Resources. 4. Describe State merit system workplace expectations related to ethics, safety, and security. 5. Explain State merit system probationary periods, performance plans, and performance reviews.
Managing Workplace Conflict (Online) <ul style="list-style-type: none"> ○ Communication ○ Consultation ○ Ethical Practice ○ Relationship Management 	<ol style="list-style-type: none"> 1. Identify common myths and truths about conflict. 2. Describe the importance of resolving conflict. 3. Identify the causes and signs of workplace conflict. 4. Describe the Five Positive Management Behaviors to build stronger team relationships. 5. Develop a conflict resolution process using the seven key actions to resolve conflict. 6. Identify your primary conflict style.
Merit Rules Overview (Online) <ul style="list-style-type: none"> ○ Business Acumen ○ Consultation ○ Critical Evaluation ○ HR Expertise 	<ol style="list-style-type: none"> 1. Explain the role of the Merit Employee Relations Board 2. Identify available resources to assist in interpreting the Merit Rules. 3. Discover which Merit Rule establishes and maintains standards for non-discrimination. 4. Know which leave benefits are governed by the Merit Rules. 5. Identify Merit Rules related to employee accountability. 6. Understand an employee's responsibility as outlined in the Merit Rules. 7. Describe the steps in the Merit Rules grievance procedures.

Course Title Competencies Developed	Course Objectives
PHRST Reporting <i>(PHRST Inquiry Curriculum)</i> <ul style="list-style-type: none"> ○ Business Acumen ○ Critical Evaluation ○ HR Expertise 	<ol style="list-style-type: none"> 1. Understand the benefits of PHRST maintaining the centrally managed relational database (<u>Foundation Tables</u>). 2. Describe the seven Job Data pages and their functions. 3. Explain the primary purpose of the Position Management module. 4. Explain the five valid Fund Types used in PHRST and where does funding originate for each type. 5. Explain the difference between On Demand reports and Mobius View.
Principles of Quality <ul style="list-style-type: none"> ○ Business Acumen ○ Critical Evaluation ○ Leadership & Navigation 	<ol style="list-style-type: none"> 1. Describe paradigms and their impact on organizational change. 2. Explain systems thinking and the two causes of variation. 3. Describe methods of enhancing customer service using a quality approach. 4. Identify methods of engaging employees effectively in order to provide effective services.
Put it in Writing <ul style="list-style-type: none"> ○ Communication ○ Critical Evaluation 	<ol style="list-style-type: none"> 1. Clarity - Write with clarity so the reader cannot possibly misunderstand. 2. Speed – Increase your ability to communicate quickly and effectively by using a style and a process that makes it easier to write and improves the impact of your communication on your readers. 3. Image – Write in way that produces a positive image of both you the writer and the organization you represent.
Quality Service in the Public Sector <ul style="list-style-type: none"> ○ Business Acumen ○ Communication ○ Relationship Management 	<ol style="list-style-type: none"> 1. Describe quality customer service. 2. Describe how customer service differs in the public sector vs. the private sector. 3. Explain the types of listening skills and when to use them. 4. Discuss techniques and skills for working with difficult customers.

Course Title Competencies Developed	Course Objectives
Safety, Security, Worker's Compensation, and Return to Work. <ul style="list-style-type: none"> ○ Business Acumen ○ Consultation ○ HR Expertise 	<ol style="list-style-type: none"> 1. Identify steps that can be taken to prevent workplace violence. 2. Restate personal security tips that will help employees avoid becoming a victim of crime when out and about or at work. 3. Compute basic compensation entitlements for State of Delaware employees. 4. Explain steps that should be taken in a return-to-work program. 5. Contrast the actions an employer should take for an injured employee as opposed to an injured visitor. 6. Describe the benefits of having a Safety Committee and Safety Champion.
Seeing is Believing: Anti-Racism, Equity & Inclusion in a Diverse Workplace for Managers (Online) <ul style="list-style-type: none"> ○ Communication ○ Ethical Practice ○ HR Expertise ○ Relationship Management 	<ol style="list-style-type: none"> 1. Understand that many employees experience workplace discrimination based on race, gender, ability, sexual orientation, accent, and so on. 2. Identify different forms of racism. 3. Appreciate the roles of civility, respect, and cultural competence play in maintaining an equitable workplace, and encourage them in your subordinates. 4. Develop awareness of your own unconscious bias and be better able to overcome them for a more equitable management style. 5. Know the important role that being inclusive plays in creating a fair workplace with opportunities for all. 6. Know what diversity is and how as a manager or supervisor you can better meet its challenges.
Selection Interviewing (online) <ul style="list-style-type: none"> ○ Business Acumen ○ Communication ○ Critical Evaluation ○ HR Expertise 	<ol style="list-style-type: none"> 1. Explain how job requirements are determined for candidate selection. 2. Describe at least three benefits gained from conducting a job interview. 3. Discuss five types of questions to consider when preparing interview questions. 4. Explain steps in planning an interview. 5. Discuss common pitfalls to avoid when making a selection.

Course Title Competencies Developed	Course Objectives
Statewide Benefits <ul style="list-style-type: none"> ○ Consultation ○ HR Expertise 	<ol style="list-style-type: none"> 1. Define HR/Benefit Representative responsibilities and Employee responsibilities related to Statewide Benefits. 2. Access SBO communications to stay current on benefit programs. 3. Explain how State of Delaware employee benefit programs are established. 4. Use the Group Health Eligibility and Enrollment Rules to determine employee benefits eligibility. 5. Describe the various benefit programs available to State of Delaware employees.
Understanding Deferred Compensation <ul style="list-style-type: none"> ○ Consultation ○ HR Expertise 	<ol style="list-style-type: none"> 1. Explain the three plans (457b, 401a, and 403b) that make up Delaware's Deferred Compensation Plan. 2. Describe eligibility requirements to participate in the State's Deferred Compensation plan including 457b, 401a, and 403b. 3. Describe the advantages of participating in Deferred Compensation. 4. Discuss the HR representative's do's and don'ts of supporting employees in the Deferred Compensation Plan.
Understanding the State Employees' Pension Plan <ul style="list-style-type: none"> ○ Business Acumen ○ Critical Evaluation ○ HR Expertise 	<ol style="list-style-type: none"> 1. Explain how the State Employee's Pension Plan is funded. 2. Describe the retirement eligibility factors for service, reduced service, and vested retirement. 3. Identify the three different buy-in options available at retirement. 4. Explain creditable compensation and pension creditable service credit. 5. Compute state employees estimated pension benefits using the Pension Calculator on the website. 6. Explain the words beneficiary and survivor as they relate to pension benefits. 7. Restate information about health and dental programs made available to retirees, including coverage, state share, changes, and plans.

Course Title Competencies Developed	Course Objectives
Using the EAP as a Performance Improvement Resource (Addressing Employee Performance Issues in a Supportive Way) <ul style="list-style-type: none"> ○ Communication ○ Consultation ○ Critical Evaluation ○ Relationship Management 	<ol style="list-style-type: none"> 1. Describe the Supervisor's role in the referral process to EAP. 2. Explain the four-step referral process to refer employees to EAP. 3. Identify at least five tips for coping with employee reactions during your interview with an employee.
Workforce and Succession Planning (Online) <ul style="list-style-type: none"> ○ Business Acumen ○ Consultation ○ Critical Evaluation ○ HR Expertise ○ Leadership & Navigation 	<ol style="list-style-type: none"> 1. Outline the benefits of Workforce Planning and how it is critical to an organization's success 2. Define the Five phases used in Workforce Planning 3. Define the Three step process used in Succession Planning 4. Explain the concept of Knowledge Transfer.
Workplace Communication and Active Listening <ul style="list-style-type: none"> ○ Communication ○ Relationship Management 	<ol style="list-style-type: none"> 1. Use the six critical elements of communication model to make you a more responsible speaker. 2. Identify your preferred communication style and adapt the way you communicate to meet the needs of your audience. 3. Recognize the importance of non-verbal cues and use them to increase the effectiveness of your communication. 4. Create and maintain healthy communication boundaries that foster an environment of open communication. 5. Use active listening skills to increase your ability as an effective and responsive listener. 6. Develop strategies to overcome common barriers to effective listening.