

Human Capital Management

OLC Course Recommendations

Competency Definition

Builds and manages workforce based on organizational goals, budget considerations and staffing needs; ensures that employees are appropriately recruited, selected, appraised and rewarded; takes action to address performance problems; manages a multi-sector workforce and a variety of work situations.

OLC Component Titles

Attracting, Developing, and Retaining Generations

COURSE TSA-LEAD-ATTRDEVRETGEN-0001

Description: How can you create a work force that blends the skills and knowledge of all four contemporary generations? Members of the silent generation, baby boomers, Generation X, and Generation Next are attracted to companies for different reasons. They have a variety of developmental needs and are loyal for a variety of reasons. **Duration=3.0**

Effective Interviewing

COURSE TSA-HR-EFFECTINTERV-0001

Description: The employment interview is at the heart of the recruitment process for most organizations, and successful interviews don't just happen. They are the result of careful planning and preparation. Interviews are time consuming, and although you will not want to skimp on them, you have to use the available time as efficiently as possible. This course shows you how to screen and manage the interview time efficiently.

You have to be confident about the methods that are used by whoever conducts interviews in your organization. This course will show you how to create methods that are reliable, and will explain the questioning and rapport-building techniques that effective interviewers use.

During interviews, applicants are also trying to impress you and assessing your organization. This course will show you how to recognize the techniques used by experienced candidates, and how to impress them. **Duration=3.5**

Hiring Considerations

COURSE TSA-HR-HIRINGCONSID-0001

Description: Recruitment is a complex and important activity for a manager. Effective hiring requires effective preparation.

The recruitment process must be fair and safe, and there is plenty of legislation to trip up the unwary manager. Getting any part of this wrong is expensive, time consuming, and damaging to the good name of the company. This course will give you a brief overview of the major employment legislation that affects recruitment.

Then the course will explore the options that any manager has when faced with hiring a new employee. Hiring is an expensive process, so the course explores a cost-benefit analysis of the various hiring methods, examining in detail internal hiring and contingent workers as two particular options.

Defining a job in terms of competencies and then rating them provides the foundations for effective hiring, and this course will show you how to use these methods in creating a structured interview. **Duration=2.5**

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Hiring Temporary (Contingent) Employees

COURSE TSA-MGMT-HIRETEMPEMP-0001

Description: Have you been in a situation where you needed more people to perform short-term or seasonal jobs? Have you ever needed specific expertise or specialized skills to achieve an organizational goal? Perhaps you need to hire temporary employees. This course will help you determine whether to hire temporary employees or nonemployees (independent contractors). You will discover many important factors about how temporary workers are different from core employees - in terms of recruiting, hiring and training. By participating in this course, you will be prepared to meet all your short-term or seasonal staffing requirements. **Duration=5.0**

Preventing Problem Performance

COURSE TSA-MGMT-PREVPROBPERF-0001

Description: Obviously, one of the starting points for managing problem performance is to prevent it from becoming so. This is a general part of effective management, focusing on those aspects of the managerial task specific to preventing problem performance. This means employing an effective selection procedure that is based on an accurate identification of the job requirements, and then using the first period of employment to test out the effectiveness of the worker.

For established workers, if you want to avoid problem performance, it is essential for employees to see clearly what is expected of them. No employee can be criticized for problem performance when no one has explained to him or her the required standard of work.

But telling workers what is expected of them is not the end of the story. Performance management is an on-going process and, to be effective at it, a manager must be skilled in giving feedback, and aware of some of the common problems that most managers encounter in giving feedback. **Duration=4.5**

Recruiting for the 21st Century: The Market

COURSE TSA-HR-RECRUITMARKET-0001

Description: It's the beginning of a new century and a new millennium, and the employment market is hot, hot, hot. Employee attitudes have shifted from -I'm sure glad I have a job- to -What have you done for me lately?- Boomers, members of the sociological phenomenon that has defined our culture since 1946, are getting ready to retire, and fewer workers from succeeding generations are available to step in. But the boomers aren't gone yet, and using the skills of older workers is part of the answer to today's labor crunch. This course will explore how today's businessperson can define both the labor marketplace and the business culture and will also investigate how to develop recruiting and retention policies to match the needs and wants of both. **Duration=3.0**

Retention

COURSE TSA-HR-RETENTION-0001

Description: Once you get those hard-to-find quality employees, the hard work of keeping them begins. During times of low unemployment, you very much want to avoid the costs of high turnover. Developing strategies to keep those valuable employees is a must and should be a part of your recruiting strategy. In this course, you will explore reasons employees leave and the many ways you can prevent most attrition from happening. **Duration=3.0**

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Screening Applicants

COURSE TSA-HR-SCREENAPPLIC-0001

Description: You've done your homework. You understand the importance of effective hiring, you've considered all of your hiring options, and you've effectively marketed the job opportunities in your organization using a behavioral-based job description. Applicants are pouring in. What do you do next? You must become skilled at screening applicants so that you can narrow the field to the group of individuals who appear to be best suited to the needs of your organization. In this course, you'll learn how to use applications, resumes, phone calls, and references as screening tools. You'll learn what information to look for, how to assess behavioral information that is provided to you, and how to pick up on -red flags.- **Duration=3.0**

Selecting the Best Applicant

COURSE TSA-HR-SELECTBESTAPPL-0001

Description: Making decisions is always difficult, and that applies particularly to choosing a new employee. This course will show you the most effective methods for evaluating and choosing the best applicants. It will show you how to analyze the information from the interview--by working in a focused framework--and how to compare candidates. You will examine and avoid the most common problems with decision making, and confirm and ratify your decision with other people who know the candidate. Put that all together, and you will have the best possible recipe for choosing the best applicants. **Duration=2.0**

Strategic Human Resource Development

COURSE TSA-HR-STRATEGICHRDEV-0001

Description: In order to excel in business, organizations must translate their vision into the necessary level of competencies needed to achieve goals. This course examines how human resource development (HRD) aligns the skills, knowledge, and abilities of staff to future organization and individual needs. In addition, the course looks at how an understanding of adult learning and motivation can assist in staff development. Finally, the course covers some organizational development initiatives that are now seen as an integral part of HRD. This course prepares HR professionals and management who are preparing for the Human Resource Certification Institute's Senior Professional in Human Resources (SPHR) certification examination. **Duration=3.5 hours**

Succession Planning and Human Resources

COURSE TSA-LEAD-SUCCPLANHR-0001

Description: Once you decide to conduct succession planning, how will you determine the human resources that you need? This course answers this question and other human resource issues. You will learn how to assess present and future needs as part of the succession planning process. For these two assessments, you will learn how to identify key positions, determine work requirements, and assess individual performance or potential. **Duration=5.0**

Succession Planning Overview

COURSE TSA-LEAD-SUCCPLANOVERVU-0001

Description: Do you have people in your organization that are indispensable for its success? Would losing them create a hole that would be hard to fill? Have you planned to fill these vacancies? This course introduces you to succession planning--the planning process of identifying, assessing, and developing leadership and talent for future vacancies. This course will familiarize you with the key concepts that compose succession planning. You will receive a general overview of how to assess your key leadership and talent needs. You will also discover the various methods to succession planning. Your understanding of succession planning will help your organization succeed even when key people leave

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their present positions. **Duration=2.0**

Why Diversity Matters

COURSE TSA-HR-DIVESITYMATTERS

Description: Imagine, for a minute, a workplace where everyone is the same. All of the workers are of the same ethnicity, gender, educational background, and socioeconomic standing. With a team full of people essentially cut from the same cloth, where do the new ideas come from? How will the company ever be able to see things from a different point of view? Without diversity in the workplace, companies run the risk of becoming monocultural organizations that see things from a very limited perspective. The effects of this are far-reaching, right down to the company's bottom line.

Establishing diversity in the workplace is not limited to laws that pertain to the hiring of women and minorities. Nor is it limited to managing or even honoring differences between people, but rather, it is about taking those differences and putting them to work in the best possible way for both the good of the company and for the good of the worker. This course will take a closer look at diversity initiatives in the workplace and what makes them matter.

One lesson will look at the history of diversity programs and how they've evolved over time. It will debunk many of the common myths associated with the concept of workplace diversity and it will explore the compelling reasons that make it necessary in today's business climate. Another lesson will explore the far-reaching implications of diversity initiatives on business. It will examine the ways in which diversity within organizations, or lack of it, touches every aspect of the business, right down to the bottom line. Additionally, it will explore the ways in which diversity in the workplace brings outstanding benefits, not only to organizations, but to workers, as well.

This SkillSoft product has been reviewed by the Employment Practice Group of Sheehan Phinney Bass + Green. As of the date reviewed, the content of this course is in compliance with federal law and court decisions. Due to the rapidly changing nature of the law, information in this course may become outdated. **Duration=2.0 hours**

Workforce Planning and Employment

COURSE TSA-HR-WRKFORCEPLAN-0001

Description: In order to remain competitive in the business world, organizations must ensure that they employ the right people in the right numbers at the right time. Workforce planning and employment involves the processes of planning, developing, implementing, administering, and ongoing evaluation of recruiting and hiring to ensure that the workforce will meet the organization's strategic goals and objectives. This course prepares learners interested in the Human Resource Certification Institute (HRCI) Senior Professional in Human Resources (SPHR) Certification.

TargetAudience is Human Resource Managers; Leaders and Professionals who are preparing for the Human Resource Certification Institute's Senior Professional in Human Resources certification examination; Compensation and Benefits Analysts; Staffing Managers and Recruitment Consultants will also have interest in this certification path. **Duration=3.0 hours**