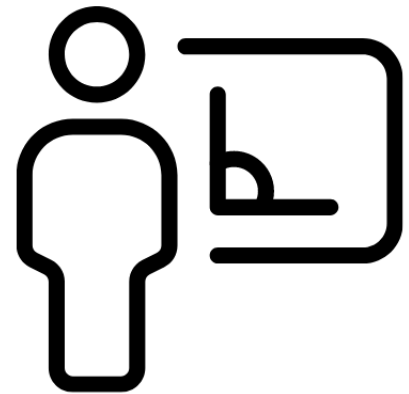


Instructors Guide



On the following pages is a sample module from our Instructor Guide. It provides the instructor with a copy of the material and a Lesson Plans box.

The key benefit for the trainer is the Lesson Plan box. It provides a standardized set of tools to assist the instructor for each lesson. The Lesson Plan box gives an estimated time to complete the lesson, any materials that are needed for the lesson, recommended activities, and additional points to assist in delivering the lessons such as Stories to Share and Delivery Tips.



Nobody can prevent you from choosing to be exceptional.

Mark Sanborn

Module Two: Human Resources Today



Human resources (HR) used to focus on very specific processes, and had narrowly defined terms such as “personnel manager” and “payroll.” As a discipline, HR has evolved to include areas which both complement and build on one another.

What is Human Resources Today?



HR has certainly evolved over the past 30 to 50 years, and branched out into defined areas, or sub-disciplines, within the scope of human resources. These include recruitment, employee engagement, retention, organizational development, training and development, compensation and benefits, health, safety and wellness, strategic planning, and employee relations.

Organizations arrange these areas in a way that works for them, sometimes keeping them all within the Human Resources department, and at other times broadening the scope into an area called Corporate Resources, of which Human Resources is one part.

Estimated Time	10 minutes
Topic Objective	Understand the terminology and responsibilities associated within the scope of human resources.
Topic Summary	The different areas of human resources are important aspects of running an organization.
Materials Required	Flip chart paper

	Markers
Recommended Activity	<p>Ask the group to generate a list of the major facets of Human Resource Management. The list will generally look like this:</p> <ul style="list-style-type: none"> • Recruiting & Retention • Performance Management • Compensation & Benefits • Health, Safety & Wellness • Employee (or Labor) Relations • Training & Development <p>The actual list may vary slightly according to the needs of a particular organization. You may also see topics such as Employee Engagement, Organizational Development, Strategic HRM, etc.</p>
Delivery Tips	This activity can be performed in large or small groups.

Key Factors Influencing Human Resources Today

There are several key factors that have had an enormous impact on the development of Human Resources. These include:

- **Technology:** which has had, and will continue to have, significant impact on the way we design and structure work. It also challenges the workforce to keep up with significant developments while organizations decide which changes are worthwhile adopting.
- **Globalization:** as companies consider working in, or expanding into foreign markets, and have employees working in different locations.
- **Demographics:** as the core numbers of the workforce age and move into retirement, and the available talent pool becomes smaller. What do the older workers need to sustain themselves? What are younger workers looking for in employment?
- **Contingent workforce management:** includes using part-time, temporary, and contract workers as a way to manage fluctuations in demand and to manage long term labor costs. One example of contingency use is companies bringing in retirees during busy periods, to cover staff vacations, and so on.



In order to best manage the workforce as it now exists, there is significant focus on training and development. Development (the long term process that facilitates strategic thinking) capitalizes on experience and aims to reach goals. Training is provided specifically to change behaviors or attitudes in order to meet job specific requirements.

Organizations are now focusing on developing individuals and their careers rather than addressing immediate needs of the job, which has led to an entire industry around lifelong learning. Doing so seems to encourage employee retention and allows us to stay up to date with technological changes as well as shifting demographics.

Estimated Time	20 minutes
Topic Objective	To recognize the external factors that influence HR management.
Topic Summary	Several factors have a large impact on HRM.
Materials Required	Flip chart paper Markers
Recommended Activity	Divide participants into groups of four to six. Ask them to discuss the key factors we have listed (technology, globalization, demographics, and contingent workforce management). Have participants suggest topics that they would like to add to this list and record them on flip chart paper.
Delivery Tips	This activity can be performed in large or small groups.

Growth in Human Resource Management



As human resources evolved, so have the ways that we manage our workforce. We have the ability to create and maintain workplaces that are fair, safe, and engaging by leveraging the strengths of human resources skills within the organization, and ourselves.

As the nature of organizations change, HR practices and theories will also evolve. No matter what they become, they will continue to enrich the organizations and people that they support.

Currently, some human resources management trends include:

- Onboarding (the process of bringing new people into the company)

- Proactive recruiting (beginning the recruitment process years before they will actually join the company)
- Focus on work-life balance
- Introduction of Lean and Six Sigma methods, which encourage sustainable improvement

Estimated Time	10 minutes
Topic Objective	To understand how human resource management is a growing area.
Topic Summary	As human resources have evolved, so have the ways that we manage our workforce.
Materials Required	Flip chart paper Markers
Recommended Activity	Referring to the topics generated in the previous activity, call participants' attention to the main areas also covered in the course. Discuss which areas they are most interested in, so that you are certain to discuss them fully. Ask participants to share their own areas of strength that they bring to the company created, and also to list what areas they would be looking to hire expertise.
Delivery Tips	This activity can be performed in large or small groups.
Review Questions	What is one recent trend in human resources?

Practical Illustration



Dylan and Tatiana were discussing ways to introduce better Human Resource Management practices into their company. Dylan was relatively new to the department and was overwrought by the process, but Tatiana suggested they consider some recent HR trends to help them come up with ideas for the process. Dylan agreed and was eager to learn more about the field, and discussed Onboarding with his colleague, who explained that it was a new process of bringing people into the company. They debated the efficacy of Proactive recruiting and whether starting the recruitment process early, might advance the future of the company. Together, they laid out a plan for implementing the new trends and were excited to meet with the owner of the company and reveal their solutions the next day.

Module Two: Review Questions

1.) Which of the following is NOT part of the definition of Human Resource Management:

- a) Recruitment
- b) Employee engagement
- c) Training
- d) Problem solving in general

Problem solving was not mentioned

2.) Which of the following is not a Key Factor influencing Human Resources today:

- a) Technology
- b) Demographical Technology
- c) Globalization
- d) Contingent Workforce Management

Technology and Demographics are mentioned separately

3.) Technology has a significant impact on HR because:

- a) It considers the impact of the way work is designed and structured
- b) It considers working in expanding and foreign markets
- c) It considers the use of the work force to manage labor costs
- d) It considers the narrowing of the available talent pool

Technology: has significant impact on the way we design and structure work. It also challenges the workforce to keep up with significant developments while organizations decide which changes are worthwhile adopting.

4.) Globalization has a significant impact on HR because:

- a) It considers the impact of the way work is designed and structured
- b) It considers working in expanding and foreign markets
- c) It considers the use of the work force to manage labor costs
- d) It considers the narrowing of the available talent pool

Globalization: as companies consider working in, or expanding into foreign markets, and have employees working in different locations.

5.) Which of the following statements is TRUE?

- a) **Demographics addresses the issue of a smaller workforce due to retirement**
- b) Demographics focusses on the management of labor costs
- c) Demographics focusses on managing the workforce
- d) None of the above

Demographics: as the core numbers of the workforce age and move into retirement, and the available talent pool becomes smaller. What do the older workers need to sustain themselves? What are younger workers looking for in employment?

6.) What is Contingent Workforce Management?

- a) Bringing in retirees during busy periods
- b) Using contract workers to manage fluctuations in demand
- c) Using workers to manage long term labor costs
- d) **All of the above**

Contingent workforce management: includes using part-time, temporary, and contract workers as a way to manage fluctuations in demand and to manage long term labor costs. One example of contingency use is companies bringing in retirees during busy periods, to cover staff vacations, and so on.

7.) Which of the following statements is FALSE?

- a) Human resources has evolved and so has workforce management
- b) We have the ability to create workplaces which are fair and safe
- c) **We do not have the ability to maintain those workplaces**
- d) Human resources leverages strengths of human resources with the organization

With proper direction and leadership, there is the ability to maintain any workplace

8.) Which of the following is not a trend in Human Resource Management?

- a) **Increased Technological Applications**
- b) Onboarding
- c) Proactive Recruiting
- d) Lean and Six Sigma Methods

Currently, some human resources management trends include: Onboarding -Proactive recruiting - Focus on work-life balance- Introduction of Lean and Six Sigma methods.

9.) What is Proactive Recruiting?

- a) The process of bringing new people into the company
- b) Focusing on the balance between work and life
- c) Beginning the recruitment process years before employees join the company
- d) Encouraging sustainable improvement

Proactive recruiting (beginning the recruitment process years before they will actually join the company)

10.) What are organizations focused on nowadays?

- a) Addressing the immediate needs for a job
- b) Encouraging employee retention
- c) Developing individuals and their careers
- d) Both b and c

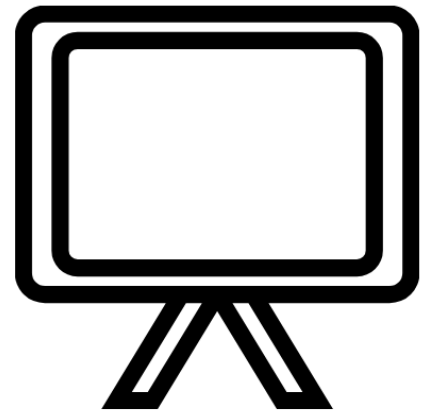
Organizations are now focusing on developing individuals and their careers rather than addressing immediate needs of the job, which has led to an entire industry around lifelong learning. Doing so seems to encourage employee retention and allows us to stay up to date with technological changes as well as shifting demographics.

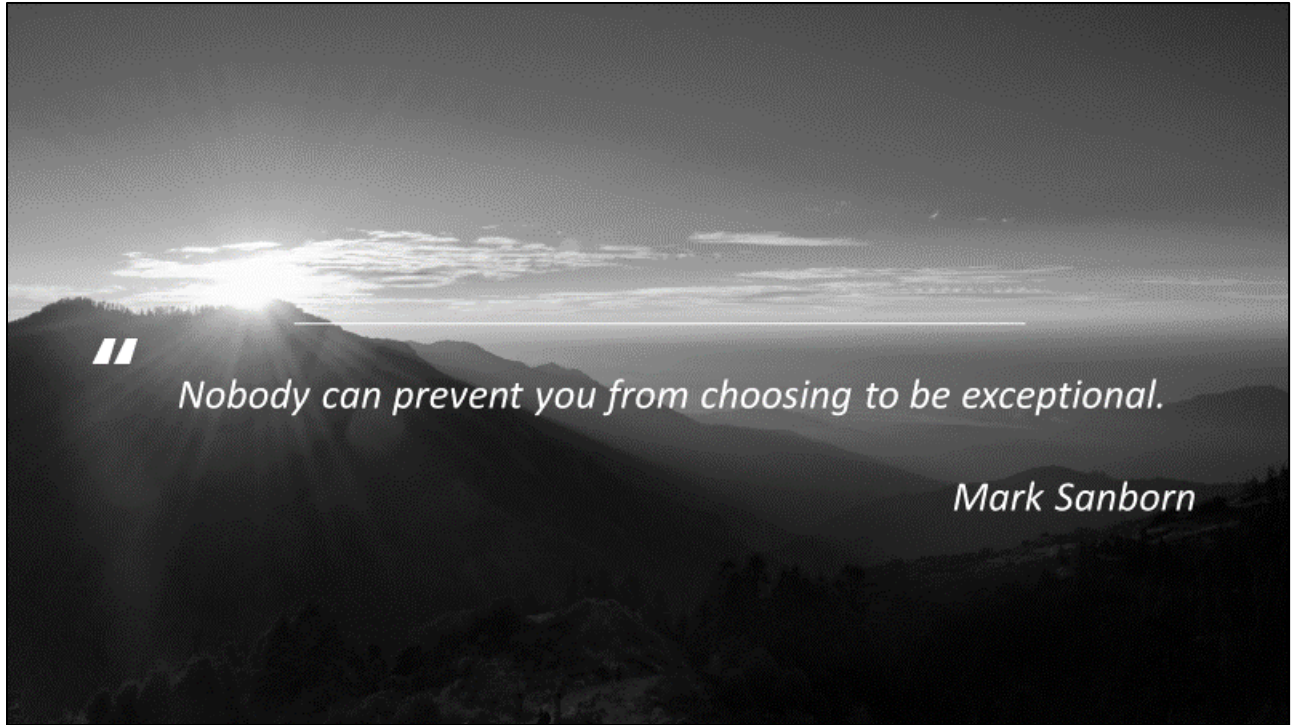
PowerPoint Slides



Below you will find the PowerPoint sample. The slides are based on and created from the Instructor Guide.

PowerPoint slides are a great tool to use during the facilitation of the material; they help to focus on the important points of information presented during the training.





MODULE TWO

Human Resources Today

Human resources (HR) used to focus on very specific processes, and had narrowly defined terms such as “personnel manager” and “payroll.”



What is Human Resources Today?

HR has certainly evolved over the past 30 to 50 years, and branched out into defined areas, or sub-disciplines, within the scope of human resources.

Key Factors Influencing Human Resources Today

- Technology
- Globalization
- Demographics
- Contingent workforce management





Growth in Human Resource Management



Practical Illustration



- What is Human Resources Today?
- Key Factors Influencing Human Resources Today
- Growth in Human Resource Management

Module Two: Review Questions

1. Which of the following is NOT part of the definition of Human Resource Management:

A. Recruitment

B. Employee engagement

C. Training

D. Problem solving in general

Quick Reference Sheets



Below is an example of our Quick Reference Sheets. They are used to provide the participants with a quick way to reference the material after the course has been completed. They can be customized by the trainer to provide the material deemed the most important. They are a way the participants can look back and reference the material at a later date. They are also very useful as a take-away from the workshop when branded. When a participant leaves with a Quick Reference Sheet it provides a great way to promote future business.



Human Resource Management

Quick Reference Sheet



Characters of an Effective Orientation Program

- The hiring manager is responsible for the success of the orientation.
- The program incorporates technical and social aspects of the job.
- Employees receive formal and informal introductions to managers, working groups, and peers.
- Employees receive useful information pertaining to the company's products, services, customers, and strategic plans.
- Employees receive required training.

Definitions

- **Bullying** does not have an exact legal definition, but is generally considered as intimidation or abuse of authority.
- **Harassment** is directly related to protected areas including sex, race, religion, age, sexual orientation, or disability.
- **Violence**, in this context, can be defined as abuse, threats, or assault committed in relationship to work.

Incidents may manifest as:

- **PHYSICAL:** Attacks, threats, or unwanted sexual advances.
- **VERBAL:** Offensive or critical jokes, gossip, threats, or criticism.
- **WRITTEN:** Offending notes, email, text messages, and/or letters.

Prepare

Know what position you are being hired for.

Get comfortable with asking open ended questions and probing.

Set aside a room or interview space that makes for optimal conversation and open communication.

Design

Make sure you have ample time and questions available that fit the complexity of the job.

Write your questions ahead of time, and include a scoring matrix that will allow you to easily recognize when answers that you are looking for are being showcased.

Interview

Remember that the environment of a job interview can throw off the candidate.

Some people are better at sitting down to a conversation than others.

It is the interviewer's job to:

- Put the candidate at ease
- Maintain control and flow of the meeting
- Listen

JOB ANALYSIS

Consider the knowledge, skills, and attitudes that are required for the position, and make sure that they are included in a job description.

RECRUIT

Attract the right candidates to the position.

FILTER CANDIDATES

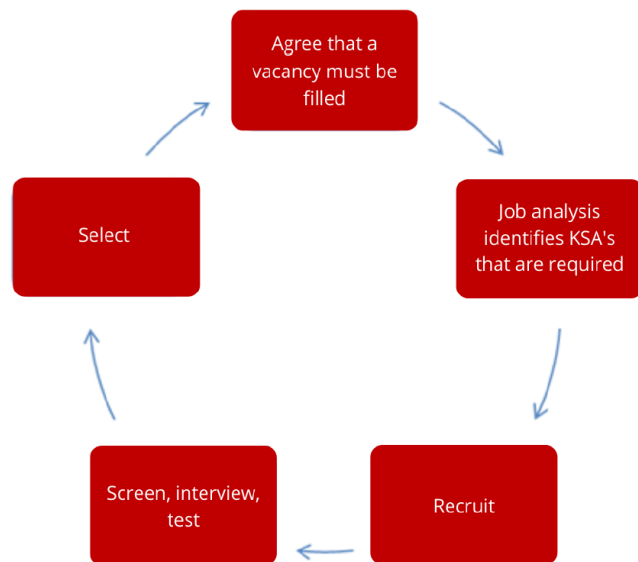
It is not necessary to interview every candidate. By the same token, some folks do not interview well and yet can provide supporting and interesting information to you through screening and testing.

INTERVIEW

Structured, formal interviews will give you far more valid and reliable results than informal ad-hoc interviews.

SELECT

Check references. Make an offer to the right candidate, and be prepared to negotiate.



During a Crisis, Follow the POLITE Plan:

- **P**osition yourself so that you know where you are in relation to an opponent and the exit.
- **O**bserve warning signs and pay attention to them, particularly if the distance between you is narrowing, or the other person begins speaking in single syllables.
- **L**isten empathetically and avoid remarks that could be considered condescending.
- **I**nstincts: listen to, and make good use of, them.
- **T**alk to the other person and try to establish rapport. This will help you to gauge, and influence, their mood.
- **E**ye contact can also be an effective way of building rapport. Read the situation carefully, however, as some angry people will see unwavering eye contact as threatening. Use eye contact to establish a connection, not to intimidate.

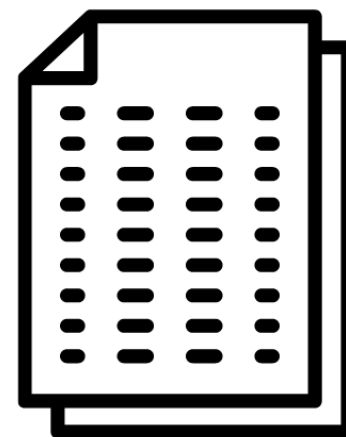
Handouts



Each course is provided with a wide range of worksheets.

Worksheets help check your participants' understanding. If a lesson calls for a worksheet, it will be listed in the Lesson Plan box under Materials Required. All worksheets are customizable and can be found in the Appendix of the Instructor Guide and the Training Manual.

As a trainer, icebreakers give your participants the opportunity to get to know each other better or simply begin the training session on a positive note. Icebreakers promote collaboration, increase engagement, and make your training more light-hearted and fun. Below is an example from the Icebreakers folder.



Icebreaker A New Leader

PURPOSE

To help participants get acquainted and start talking to each other.

MATERIALS REQUIRED

1. Index cards

PREPARATION

Write the name of a different famous person on five or six index cards. Some examples: Madonna, Tiger Woods, Lance Armstrong, Nelson Mandela, Bill Gates, Angelina Jolie.

Divide participants into groups of four to six. Give each group one of the cards.

ACTIVITY

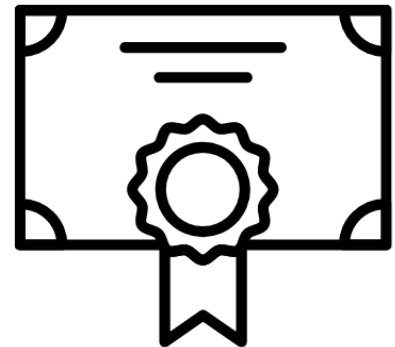
Tell participants that the president of their company (or the head of their department) has resigned and the position is now being taken over by the person on their index card. Ask each group to think of one characteristic of this person that will help them do well in this new role.

After a few minutes, ask the groups to report on what they decided.

Certificate of Completion



Every course comes with a Certificate of Completion where the participants can be recognized for completing the course. It provides a record of their attendance and to be recognized for their participation in the workshop.



CERTIFICATE OF COMPLETION

[Name]

Has mastered the course
Human Resource Management

Awarded this _____ day of _____, 20____

Presenter Name and Title
