



CENTRAL BANK OF EGYPT
Egyptian Banking Institute

The Human Resources Practitioner Certificate

Based on International Book: Human Resources Management: Gaining a Competitive Advantage



HR



Certificate overview:

Based on International Book: Human Resources Management: Gaining a Competitive Advantage. The certificate aims to help participants to manage human resources effectively, and to be knowledgeable consumers of HRM products. HR practitioners must be able to identify effective HRM practices to purchase these services from a consultant, work with the HRM department, or design and implement them personally. This certificate emphasizes how HR practitioners can more effectively manage human resources and highlights important issues in current HRM practice. Human resource management is viewed as critical to the success of a business, demonstrating how the HRM function, as well as the management of human resources, can help companies gain a competitive advantage. Therefore, this certificate aims to equip with the needed skills to strategically manage human resources. By exploring the linkage between HRM and business strategy, analyzing HR functions such as recruitment, training, performance management, and compensation, and implementing best practices in HR analytics and digital transformation, participants will enhance their ability to drive organizational success, gain a competitive advantage, and navigate the complexities of modern HR challenges.

This certificate empowers participants to lead HR initiatives that foster employee engagement, support organizational development, and ensure compliance with labor laws on a global scale.

Certificate Objectives:

By the end of the certificate, participants will be able to:

- Explain the linkage between strategic management and HR.
- Illustrate HR planning process and perform

- professional employee testing and selection.
- Utilize the strategies of creating effective training programs to support organizational growth.
- Explain performance management process and assess performance management approach.
- Demonstrate talent management plans and succession planning.
- Identify how to make job evaluations to determine compensations and benefits and how to design compensation structure.
- Demonstrate employee relations with the organizational culture with keeping the mental health of the employee
- Explain organization development techniques, characteristics, and process.
- Illustrate labor law (International, Regional and Egyptian law)
- Analyze HR metrics to drive strategic decision-making and performance improvement
- Use Digital HR tools in a professional way

Target Audience:

This certificate program is designed for mid-career HR professionals with a minimum of 2 years of experience in the human resources field. It is ideal for those looking to enhance their strategic HR management skills, align HR practices with business objectives, and stay updated with the latest trends and best practices in HRM

Prerequisites:

None

Certificate Outline:

Module One: HR Strategic Management

- Introduction: Human Resource Management: Gaining a Competitive Advantage
- What is a business model?
- Introduction to strategic management
- What is strategic management?
 - » Strategic Human Resource Management (SHRM)
 - » Components of the strategic management process
 - » Linkage between HRM and the strategic management process
- Strategy formulation process
 - » SWOT
 - » PEST(EL)
 - » GAP analysis
- Strategy implementation
 - » Organizational strategic design and structure
 - » Organizational culture
 - » Talent
 - » HRM practices
 - Job analysis
 - Job design
 - Recruitment
 - Selection
 - Training
 - Development
 - Performance management
 - Pay structure, incentives, and benefits
 - Labor and employee relations
 - » Strategic types
 - Directional strategies
 - Concentration strategies
 - Internal growth strategies
 - » Mergers and acquisitions
 - » Downsizings
- Strategy evaluation and control
- The role of human resources in providing strategic competitive advantage
- HR KPIs
 - » How to set KPIs?
 - » How to measure KPIs?
- Activities of HRM
 - » Transactional activities
 - » Traditional activities
 - » Transformational activities
- Strategic management of the HRM function
 - » Customer-Oriented Approach
- Building an HR Strategy
- Measuring HRM effectiveness
 - » Audit approach
 - » Analytic approach
- Improving HRM effectiveness
 - » Improvement strategies
 - » Restructuring to improve HRM effectiveness
 - » Outsourcing to Improve HRM effectiveness
 - » Improving HRM effectiveness through process redesign
- The future for HR professionals
 - » Accelerates business
 - » Advances human capability
 - » Fosters collaboration
 - » Mobilizes information
 - » Simplifies complexity

Module Two: Talent Acquisition Planning

- Work-Flow analysis and organization structure
- Job descriptions
 - » Job analysis
 - » Create job descriptions
 - » Create job specification
 - » Conduct job analysis interview
 - » Evaluating the job analyst produced job description and specification
- Job Design
- The human resource planning process
- The human resource recruitment process
 - » Forecasting
 - » Determining labor demand & supply
 - Transitional matrix
 - » Personnel policies
 - » Recruitment sources
 - Internal sources
 - External sources
 - Direct applicants and referrals
 - E-recruiting
 - Public and private employment agencies
 - Colleges and universities
 - » Recruiter's characteristics and behavior
- Selection methods standards
 - » Reliability
 - » Validity
 - » Generalizability
 - » Utility
 - » Legality
- Types of selection methods
 - » Interviews
 - » Interviewing techniques (physical – online)

- Hiring interviews
- Exit interviews
- » Analyzing application forms
- » References, application blanks, background checks.
- » Hiring assessment
- » Physical ability tests
- » Cognitive ability tests
- » Personality inventories
- » Work samples
- » Honesty tests and drug tests
- Recruitment strategic evaluation
 - » Important of efficient recruitment
 - » Cost of recruiting

Module Three: Learning, Training and Development

- Strategic training
- Training: its role in continuous learning and competitive advantage
 - » Training
 - Formal training
 - Informal learning
 - Knowledge management
- Designing effective formal training activities
 - » Training design process
 - Six stages
 - Two common types
 - Instructional System Design (ISD)
 - ADDIE model
- First Stage: Needs Assessment
 - » Organizational analysis
 - » Person analysis
 - » Task analysis
- Second stage: ensuring employees' readiness for training
- Third stage: creating a learning environment

- Fourth stage: ensuring transfer of training
- Fifth stage: selecting training methods
 - » Instructor-led classroom
 - » Online learning
 - » Mobile learning
 - » Social learning
 - » Blended learning
- Evaluating training programs
 - » Training outcomes
 - » Training designs
 - » ROI
- Special training issues
 - » Cross-cultural preparation
 - » Managing workforce diversity and inclusion

Module Four: Performance Management

- Introduction to performance management
 - » What is performance management?
- The performance management process
- Purposes of performance management
 - » Strategic
 - » Administrative
 - » Developmental
 - » Communication
 - » Organizational maintenance
 - » Documentation
- Performance measures criteria
 - » Strategic congruence
 - » Validity
 - » Reliability
 - » Acceptability
 - » Specificity
- Approaches to measuring performance
 - » Evaluating performance
 - » The comparative approach

- » The attribute approaches
- » The behavioral approach
- » The results approach
 - The quality approaches
- Choosing a source for performance information
- Use of technology in performance management
- Performance feedback
- What managers can do to diagnose performance problems and manage employees' performance

Module Five: Talent and Career Path Management

- Talent management concept evolution
 - » Evolving role of talent management
 - » Dimensions of handling employees as talents
- Competency framework
- Career development
 - » Career planning
 - » Career management
 - » Key players in career development
- The relationships among development, training, and careers
 - » Development and training
 - » Development and careers
- Development planning systems
 - » Self-assessment
 - » Reality check
 - » Goal setting
 - » Action planning
- Approaches to employee development
 - » Formal education programs
 - » Tuition reimbursement

- » Assessment
- » Job experiences
- » Interpersonal relationships
 - Mentoring
 - Coaching
- Special issues in employee development
 - » Melting the glass ceiling
 - » Succession planning
 - » Internal mobility
- Talent identification
 - » How to spot talents? / process/ assessment
- Managing involuntary turnover

Module Six: Compensation and Benefits

- Introduction to compensation & benefits
- Equity theory and fairness
- Developing pay levels
 - » Market pressures
 - » Employees as a resource
 - » Market pay surveys
 - » Developing a job structure
 - » Pay grades
 - » Grading matrix
 - » Conflicts between market pay surveys and job evaluation
 - » Monitoring compensation costs
 - » Globalization, geographic region, and pay structures
- Pay variations and adjustments
- Challenges
 - » Problems with job-based pay structures
 - » Executive pay
- How does pay influence individual employees?

- » Incentive effect
- » Expectancy theory
- » Agency theory
- How do pay sorting effects influence labor force composition?
 - » Sorting effect
- Pay-for-performance programs
 - » Types of pay for performance
 - » Merit pay and merit bonuses
 - » Individual incentives
 - » Profit sharing and ownership
 - » Gainsharing, group incentives, and team awards
 - » Balanced scorecard
- Managerial and executive pay
- Organization strategy and compensation strategy
 - » Pay strategy
- Benefits
- Reasons for benefits growth
 - » Factors contributing to growth
- Benefit needs assessment process
- Benefits programs
 - » Social insurance
 - » Medical insurance
 - » Retirement
 - » Pay for time not worked
- Managing benefits: employer objectives and strategies
 - » Cost control
 - » Nature of the workforce
 - » Communicating with employees and maximizing benefits value
- Employment offer components

Module Seven: Employee Relation

- The labor relations framework
- Goals and strategies
- Society
- Management
- Organizational culture
 - » Creating an employee-friendly workplace
 - » Selecting organizational culture
- Developing positive employee relations
- Empowerment strategies
 - » Characteristics of employee empowerment
 - » The role of HR in employee empowerment
 - » Employee empowerment strategies
- Measuring employee attitudes
 - » Assessment methods
 - » Results analysis and interpretation
 - » Ways to improve employee assessment
- Policies and procedures
 - » Coordinating policies, procedures and work rules
 - » Employee handbook
- Discipline and complaint resolution
 - » Behavior issues and discipline practices
 - » Alternative dispute resolution
- Employee mental health

Module Eight: Organizational Development

- Organization development principals & goals
- Techniques of organizational development
- Characteristics of organizational development
- Organization development intervention
- Organizational development process
- Organization models in organizational development
- OD strategy: five phases

Module Nine: Labor Law (International, regional and local)

- International Labor Law
- Region Labor Law
- Egyptian Labor Law
- قانون رقم ١٢ لسنة ٢٠٠٣
- التعاريف
- أحكام عامة
- التشغيل
- تنظيم عمل الأجانب
- عقد العمل الفردي
- الأجور
- الإجازات
- واجبات العمال
- التحقيق مع العمال ومساءلتهم
- تنظيم العمل
- ساعات العمل وفترات الراحة
- تشغيل النساء
- تشغيل الأطفال
- انقضاء علاقة العمل
- التوجيه والتدريب المهني
- علاقات العمل الجماعية
- السلامة والصحة المهنية وتأمين بيئة العمل
- تفتيش العمل والضبطية القضائية والعقوبات

Module Ten: HR analytics

- Introduction to HR analytics
- HR performance metrics
- HR workforce metrics
- HR recruitment metrics

Module Eleven: Digitization of HR

- The transformation of the role of HR in the digital age
- E-recruiting: online strategies for attracting talent
- E-selection
- Designing distance learning
- E-HR and performance management
- E-compensation

- E-HR: trends in delivery methods | employee self-service
- The next decade of HR: trends, technologies, and recommendations

Meet the Expert

- Throughout the certificate: participants will have the chance to meet with real HR practitioners to grasp the knowledge about the field and their success stories in the world of HR

Why you should join this certificate?

- Unique Learning experience (practical learning through real case studies, role plays, and group discussions)
- Getting to know new trends in the HR field
- The certificate is mostly based on one of the best seller's international books in HR
- You will meet real HR experts
- Final project with HR panelists

Certificate Language:

- English Materials for the English parts
- Arabic Material for the Arabic part.
- Bilingual delivery

Assessment Strategy:

Participants will be assessed based on their interaction during sessions, preparing cases studies or prework. In addition to that participants will be requested to submit and present a final project by the end of the certificate in front of HR panelists covering HR field through what is learned throughout the whole certificate.

Certificate Duration:

- A total of 216 hours
- Will be conducted through one full day (weekend) and one full day (working day)

Certificate Duration:

Module Name	Duration / Hours	No. of Days
Module One: HR Strategic Management	32	4
Module Two: Talent Acquisition Planning	24	3
Module Three: Learning, Training and Development	18	3
Module Four: Performance Management	24	3
Module Five: Talent and Career Path Management	24	3
Module Six: Compensation and Benefits	24	3
Module Seven: Employee Relation	16	2
Module Eight: Organizational Development	16	2
Module Nine: Labor Law	16	2
Module Ten: HR Analytics	8	1
Module Eleven: Digitization of HR	8	1
Meet the Expert	4	2
Final Project	2	1
Total	216	30

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