

## About the Course

This course provides learners with a depth of knowledge within the key HR topics listed below. The content is best suited to learners who have previously completed a foundation level course in HR or who have previous experience working within a HR function. A basic level of HR knowledge either theoretical or practical is required for this course.

You'll learn best practice and pragmatic approaches to creating HR solutions for leaders, managers and employees underpinned by adherence to prevailing Irish employment legislation. The course will explore recent Irish case law as well as understanding how we can use global HR research, key trends and technology to deliver a cutting-edge HR service within our organisations whether in the private or public sectors.

## Entry Requirements

The requirements for this course is for learners to have a foundational level course in HR or work experience in an HR function. The course sets an “active participation” environment. The use of discussion and exchange of ideas is central to this approach.

## Learning Outcomes

By the end of this course, learners will be able to:

- Present best practice HR solutions for internal customers (leaders, managers and employees)
- Demonstrate a depth of knowledge in the most recent Irish employment law and case law developments to best support internal case management and external third-party involvement
- Devise in-depth best practice and legally compliant policy, process, programmes and project plans
- Outline effective approaches to developing and enhancing key professional relationships by building capability as a trusted HR partner.
- Outline a strategy for driving high performance within the HR function and across organisations to enhance the competitive advantage, employer brand and employee retention

## Course Structure

- **Live Online Part-time:** One evening per week; 6:30pm to 9:30pm for 24 weeks

## Course Breakdown

Module	Overview	Topics/Area Covered
1. Course Introduction	Learn what to expect on the course, including aims, trends and topics, and assessment. Understand how strategic HR can consistently add value through a	<ul style="list-style-type: none"> <li>● Course objectives</li> <li>● Key trends in HR</li> <li>● Leader focus</li> </ul>

	best practice approach spanning the employee lifecycle.	<ul style="list-style-type: none"> <li>● Assessment overview and essay brief</li> </ul>
2. Workforce Planning	Learn about best practice approaches to planning for a post-pandemic 'hybrid office'.	<ul style="list-style-type: none"> <li>● Planning for the 'hybrid office'</li> <li>● Planning process steps and flowchart</li> <li>● Data analytics</li> </ul>
3. Talent Acquisition - Candidate Attraction & Experience	Learn how to attract and welcome talent while making use of the latest technologies and platforms as you deliver a strong employer brand.	<ul style="list-style-type: none"> <li>● Artificial intelligence and technology</li> <li>● Online platforms and advertising channels</li> <li>● Creating a great candidate experience</li> <li>● Building a strong employer brand</li> </ul>
4. Talent Acquisition - Competency & Skills Selection	Discover the role of Artificial Intelligence (AI), psychometric testing and other tests in recruitment. Learn to make sense of skills and competencies during selection processes.	<ul style="list-style-type: none"> <li>● Pre-screening</li> <li>● AI, aptitude testing, and psychometrics</li> <li>● Fair selection process - employment legislation</li> <li>● Skills and competency selection techniques</li> </ul>
5. Talent Acquisition - Pre-employment Checks, Offer Management & Candidate Feedback	Learn best practice and relevant legislation during pre-employment steps. Discover strategies for managing candidate offers and how to develop great candidate experience and employer brand through feedback.	<ul style="list-style-type: none"> <li>● References, medical, and criminal checks</li> <li>● Best practice and legislation</li> <li>● External versus internal: managing offers</li> <li>● Beating the competition</li> <li>● Driving great candidate experience</li> <li>● Employer brand</li> </ul>
6. Employment Contracts	Understand the dos and don'ts of employment legislation and contracts, especially when it comes to remote working, fixed-term contracts, and contingency workers.	<ul style="list-style-type: none"> <li>● Remote working legislation</li> <li>● Employment contract legislation</li> <li>● Types of contracts</li> </ul>
7. New Joiner Experience & Remote On-boarding	Learn how to create great onboarding experiences for new employees, in the office and remotely.	<ul style="list-style-type: none"> <li>● Great new joiner experience</li> <li>● Remote working onboarding</li> <li>● Designing a great induction programme</li> </ul>
8. Probation Management	Learn how best to manage probation and underperformance during probation.	<ul style="list-style-type: none"> <li>● Probation legislation and case law</li> </ul>

		<ul style="list-style-type: none"> <li>● Best practice probation management</li> <li>● Managing underperformance during probation</li> </ul>
9. Performance Development Culture	Discover approaches for fostering and supporting a high-performance organisation. Learn to drive a culture of trust, partnership, and employee ownership.	<ul style="list-style-type: none"> <li>● Performance management cycles</li> <li>● Performance evaluation descriptors and approaches</li> </ul>
10. Managing Underperformance – Coaching & Feedback	Understand how you can support leaders and employees to address underperformance, including models that aid with difficult conversations.	<ul style="list-style-type: none"> <li>● Coaching models</li> <li>● Feedback models</li> <li>● Leadership and executive development</li> </ul>
11. Career Framework Design	Learn best practices in designing a career framework that supports the organisation.	<ul style="list-style-type: none"> <li>● Designing career ladders</li> <li>● Building objective fair descriptor content</li> <li>● Role and level grading methodology</li> </ul>
12. Talent Management & Succession Planning	Discover ways to ensure continued business success through talent, including how effective succession planning leads to engagement and retention.	<ul style="list-style-type: none"> <li>● Succession planning overview</li> <li>● Six box grid model</li> <li>● Competency and skills model</li> </ul>
13. Reward Elements – Compensation & Benefits	Understand the legal framework for compensation and benefits, and how reward elements are used strategically to attract and retain talent.	<ul style="list-style-type: none"> <li>● Statutory compensation and benefits</li> <li>● Discretionary compensation and benefits</li> <li>● Attract and retain talent</li> </ul>
14. Reward Framework Design	Go beyond compensation basics by learning how to design frameworks that support HR strategies.	<ul style="list-style-type: none"> <li>● Designing compensation and benefit structures</li> <li>● Building descriptor content</li> <li>● Link to career framework</li> </ul>
15. Wellbeing & Recognition	Understand how effectively managing wellbeing and the right to disconnect – in particular, during the pandemic – helps employees find work/life balance.	<ul style="list-style-type: none"> <li>● Wellbeing strategies and remote working</li> <li>● Right to disconnect legislation</li> <li>● Employee assistance programmes</li> </ul>
16. Dignity at Work – Diversity, Equity & Inclusion	Learn strategies and approaches for achieving an inclusive, diverse, and respectful organisation and culture, as	<ul style="list-style-type: none"> <li>● Anti-discrimination legislation</li> </ul>

	well as ways to address bullying, harassment, and sexual harassment.	<ul style="list-style-type: none"> <li>● Driving a culture of dignity</li> <li>● Types of harassment</li> </ul>
17. Grievance Case Management	Understand the legal background, formal best practice processes, and informal approaches to grievance procedures.	<ul style="list-style-type: none"> <li>● Legislation and case law overview</li> <li>● Informal resolution strategies</li> <li>● Formal case management</li> </ul>
18. Disciplinary Case Management	Understand the legal background, formal best practice processes, and informal approaches to disciplinary procedures.	<ul style="list-style-type: none"> <li>● Legislation and case law overview</li> <li>● Informal resolution strategies</li> <li>● Formal case management</li> </ul>
19. Statutory Leave Management	Understand and manage time away from work, including maternal, parental, paternity, and parent's leave legislation and management.	<ul style="list-style-type: none"> <li>● Annual leave legislation and management</li> <li>● Maternity leave legislation and management</li> <li>● Other leave legislation and management</li> </ul>
20. Sick Leave & Return to Work Management	Learn compliance and best practice in relation to sick leave management.	<ul style="list-style-type: none"> <li>● Sick leave legislation</li> <li>● Sick leave management</li> <li>● Return to work management</li> </ul>
21. Organisational Design & Change Management	Unpack the complexities of change management and learn how to support an organisation and its employees through periods of change.	<ul style="list-style-type: none"> <li>● Understanding employee response to change</li> <li>● Communications and consultation planning</li> <li>● Transition planning</li> <li>● HR project management</li> </ul>
22. Redundancy Consultation, Communication & Outplacement	Understand best practice and relevant legislation around redundancy management, including designing processes for collective consultation and fair selection.	<ul style="list-style-type: none"> <li>● Redundancy legislation</li> <li>● Collective consultation</li> <li>● Selection for redundancy</li> <li>● Outplacement support</li> </ul>
23. Learning & Development Programme Design	Discover effective strategies for designing and evaluating learning and development programmes that support the business. Understand how L&D links with engagement and retention.	<ul style="list-style-type: none"> <li>● Benefits of continuous employee development</li> <li>● L&amp;D strategies and programme design</li> <li>● Evaluating L&amp;D effectiveness</li> <li>● Engagement and retention</li> </ul>

24. Course Summary	During this review of the course content, you will discuss the key learnings and best practice, and prepare for your course assessment.	<ul style="list-style-type: none"> <li>● Recap of key themes</li> <li>● New legislation and emerging trends</li> <li>● Course assessment review and Q&amp;A</li> </ul>
--------------------	---	--

**Course Assessment**

Assessed Component	Weighting	Deadline
Action Learning Log	40%	Week 12 & Week 24
Written Assignment Case Study (approx. 3000 words)	60%	2 weeks after course completion

The Action Learning Log will demonstrate the continuity of reflection throughout the course, by completing a separate AL Log worksheet for each of the main topics (average 250 words per worksheet). The full set of worksheets will be combined into an Action Learning Log, which will be submitted at the end of the course for grading.

The Written Assignment Case Study should be completed at the conclusion of the course, once all sessions have been completed. The goal of the assignment is to demonstrate how learners are thinking about putting course concepts, models, tools and practices in their own context to demonstrate the course learning outcomes.