HUMAN RESOURCE
MANAGER

Build a
Talented Workforce
and Create a
Winning Environment

New Horizons®
Learn What Earns

Human Resources Required Skills

If you are interested in advancing your career in human resources or breaking into the field, there are important skills you'll need regardless of the industry or type of organization you wish to work in. These skills include:

- **Exceptional interpersonal skills.** As a human resources professional, you will need to work closely with all employees to ensure that the business is running smoothly. In many instances, this can include interviewing potential employees, taking the lead in the onboarding process, or resolving any conflicts that may arise. Since the focus of the role is on people, it is essential to be able to effectively communicate and interact with others.

- **Teamwork and collaboration.** It is also essential that you are a strong team player and can contribute positively to collaborative efforts. You will not only need to work closely with the team that makes up the HR department, but also with the employees outside of the department to ensure that the entire organization is working toward achieving its goals.

- **Technological aptitude.** There are various programs that are used in the field for functions like recruiting, compensation and benefits, payroll, and more. It is important for professionals to have a working knowledge of the different applications that are commonly used and be able to adapt to changes as technologies advance.

- **Organization and multitasking.** Depending on the size of the company and the number of HR professionals on the team, there can be a lot of information to keep organized. It is crucial that you are able to keep things in order at all times and multitask when necessary.

- **Conflict management and problem-solving.** The human resources department is often the first to get involved when conflict arises within a business. This often involves coming up with creative solutions to the problems that your employees are facing.

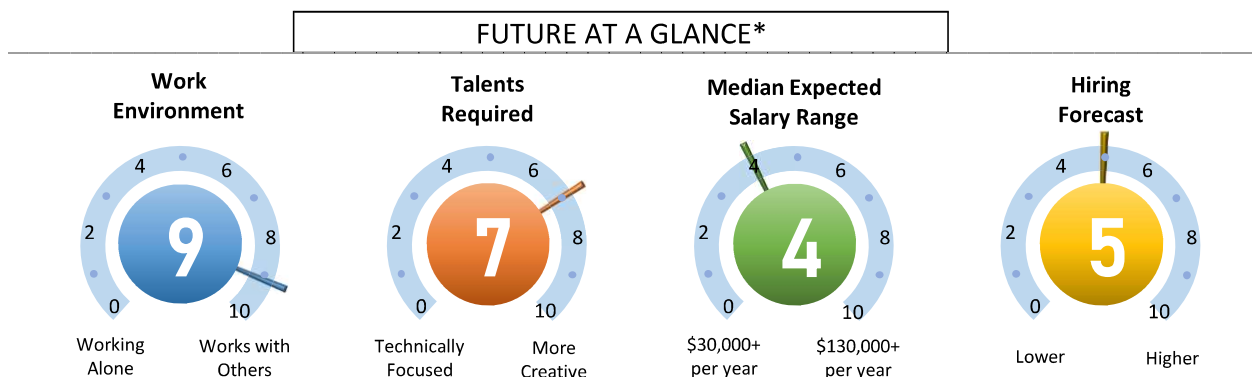# Human Resource Manager – SHRM Senior Certified Professional

This course is built for current HR professionals that would like to grow into a leadership position within an organization. Once you've mastered the day-to-day tasks in HR, the Senior Certified Professional training will help you understand and appreciate the bigger decisions and global overview of the organization. You'll learn about HR in the Global Context, HR Strategic Planning, Workforce Management and more. This training results in an industry-recognized certification called SHRM Senior Certified Professional (SHRM-SCP).

What will you do with it? As a Senior Certified Professional, you can step into a leadership or more specialized HR role like a Compensation or Benefits Manager or Job Analysis Specialist. You could also manage other HR professionals and guide the talent management for an entire company. The tasks inside the HR department don't change, but with an elevated level of training, your perspective can grow to include the entire organization.

Personal Skills Needed

- Speaking
- Active Listening
- Critical Thinking
- Writing
- Reading Comprehension

Does this job fit you?

FUTURE AT A GLANCE*			
Work Environment	**Talents Required**	**Median Expected Salary Range**	**Hiring Forecast**
9	7	4	5
Working Alone — Works with Others	Technically Focused — More Creative	$30,000+ per year — $130,000+ per year	Lower — Higher

* According to the U.S. Department of Labor. A proud partner of the americanjobcenter network.

Your New Understanding and Skills Include:

- Organizational perspective for HR and talent management
- The SHRM Learning System® for SHRM-CP/SHRM-SCP
- Understanding of SHRM body of competency and knowledge (SHRM BoCK)

Other Career Paths Available But Not Limited To:

- Human Resource Director
- Senior Human Resource Manager
- Vice President of Human Resources
- Senior Director of Human Resources

Program Includes:

- 40 hours of live SHRM Certification Training (with free re-take option)
- Preparatory Materials for the Certification Exams (1)
- Practice Exams for the Certification Exams (1)
- Certification Exams: *SHRM-SCP**
- Over 40 professional published works covering areas such as:

Compensation	Workplace Diversity	Fulfillment
HR Policy	Legal Aspects	Recruitment
Employee Performance	Hiring	Retention

Successful Completion of this Program Includes:

- Learning the skills needed to become a Senior Level Human Resource Professional
- Earning the SHRM-SCP Certification Designation
- Learning a multitude of interpersonal, professional, and human resource skills to help you become successful in your new career!
- (Program includes access for 1 year to over 1,800 published works in Human Resources to assist you even after you are employed in your new career.)

Program Format: Online, in person and self-study

Time: 4 Weeks
Cost: $5,230

* Applicants must meet specific educational and work experience criteria at the time they submit their application in order to be eligible to sit for the SHRM-CP or SHRM-SCP exam.

Classes and materials provided by New Horizons of Wisconsin, the state's largest technology and business skills training organization. All classes are certified and/or authorized by the developer.

This program is approved by the Wisconsin Department of Workforce Development and is listed on the Eligible Training Provider List (ETPL) Portal.

Human Resources (HR) is critical in the success of an organizations strategy, people and growth. You, as an HR leader effect culture, employee development, training and retention. When effective, you help your organization accomplish their goals, roll out new initiatives and develop the next generation of leaders.

Pathways to a Career in HR

HR is a key component of any organization's senior management team. Though the human resources department is widely known for conducting interviews, explaining company benefits, managing employee relations, providing career development advice and helping hiring managers with performance and productivity expectations, the profession has a much larger role in business today. HR professionals have evolved from the behind-the-scenes administrative role of the 20th century to active involvement in shaping corporate policy. Senior management recognizes the significant contributions of HR to their organization's bottom line and overall success. This shift continues in the profession. To a more significant extent than ever before, many HR roles are consequently focused equally on contributing strategically and functionally to manage the organization's talent.

Credential	Less than a Bachelor's Degree		Bachelor's Degree		Graduate Degree	
	HR-Related Degree	Non-HR Degree	HR-Related Degree	Non-HR Degree	HR-Related Degree	Non-HR Degree
SHRM-CP	3 years in HR role	4 years in HR role	1 year in HR role	2 years in HR role	Currently in HR role	1 year in HR role
SHRM-SCP	6 years in HR role	7 years in HR role	4 years in HR role	5 years in HR role	3 years in HR role	4 years in HR role
	Or you are eligible to sit for the SHRM-SCP exam after one SHRM-CP recertification cycle.					

>> Applicants must show that they have worked in an HR role for more than 1,000 hours within a calendar year, which equates to 1 year of experience.

>> HR experience can be in an exempt or non-exempt capacity.

>> SHRM membership is not required to attain the new SHRM certification.

SHRM™
CERTIFIED PROFESSIONAL

1 - INTRODUCTION

- The SHRM Body of Competency and Knowledge™ (BoCK)
- The SHRM-CP and SHRM-SCP Certifications
- The SHRM Learning System® for SHRM-CP/SHRM-SCP

2 - HR COMPETENCIES

- Behavioral Competencies

3 - DOMAIN 1: PEOPLE

- Functional Area #1: HR Strategic Planning
- Functional Area #2: Talent Acquisition
- Functional Area #3: Employee Engagement and Retention
- Functional Area #4: Learning and Development
- Functional Area #5: Total Rewards

4 - DOMAIN 2: ORGANIZATION

- Functional Area #6: Structure of the HR Function
- Functional Area #7: Organizational Effectiveness and Development
- Functional Area #8: Workforce Management
- Functional Area #9: Employee and Labor Relations
- Functional Area #10: Technology Management

5 - DOMAIN 3: WORKPLACE

- Functional Area #11: HR in the Global Context
- Functional Area #12: Diversity and Inclusion
- Functional Area #13: Risk Management
- Functional Area #14: Corporate Social Responsibly
- Functional Area #15: U.S. Employment Law and Regulations

6 - FINAL EXAM/REVIEW/DISCUSSION

This portion of your job skills program focuses on helping your personal improvement, which will help you succeed in the future. Below you will find the detailed listing of dozens of hours of professionally created and delivered content that will provide you with the additional skills that you will need to succeed at your new career! This is your On-Line Anytime (OLA) library, and you will have access to these titles, and thousands more, for a full year!

Category	Topic / Title	Primary Author	Summary
Compensation	Flexible Benefits	Philip Hutchinson	Covering some of the crucial design and implementation issues of flexible benefits; this book aims to give a strategic overview of the key factors that employers should consider before introducing such an initiative at their workplace.
Compensation	Love the Work; Hate the Job: Why America's Best Workers are More Unhappy Than Ever	David Kusnet	With powerful storytelling; revealing detail; and compelling analysis; this book offers provocative insights into today's workplaces; tomorrow's headlines; and Americans' too-often thwarted aspirations to do their jobs better.
Diversity	Building Blocks of Workplace Inclusion	Evelina Silveira	Taking you through the process of creating and implementing an inclusion strategy; this book shares best practices for employee-friendly workplaces; and discusses how to surmount some of the roadblocks and challenges you may encounter.
Diversity	Unfairly Labeled: How Your Workplace Can Benefit From Ditching Generational Stereotypes	Jessica Kriegel	This edition challenges the very concept of "generational differences" as an unfair generalization; and offers a roadmap to intergenerational understanding.
Employee Fulfillment & Retention	Achieving Job Satisfaction: A Crisp Assessment Profile	The Editors; Crisp Publications; Inc.	Determine your own level of job satisfaction and learn how to make positive change.
Employee Fulfillment & Retention	Employee Engagement	Emma Bridger	A complete; practical resource for understanding; measuring and building engagement; this focused book offers case studies; practical tools; techniques and diagnostics to help assess and drive engagement in an organization.
Employee Fulfillment & Retention	Love 'Em or Lose 'Em: Getting Good People to Stay; Fifth Edition	Beverly Kaye	Including numerous international examples; this practical book presents twenty-six strategies; from A to Z; that managers at every level can use immediately to address their employees' real concerns and keep them engaged.
HR Policy	Background Screening and Investigations: Managing Hiring Risk From the HR and Security Perspectives	W. Barry Nixon	Describing all aspects of the employment background screening processes; this book shows how security and human resources professionals can work together to negotiate legal hurdles and make their background screening process successful.
HR Policy	Creating Your Employee Handbook: A Do-ItYourself Kit for Nonprofits	Leyna Bernstein	Filled with sample policies and examples of how to adapt each policy to your specific objectives; this user-friendly guide will allow your employees a single source for all the policies and procedures that bear on their day to-day work.

HR Policy	Dictionary of Human Resources and Personnel Management: Over 7;000 Terms Clearly Defined; Third Edition	A & C Black Publishers	Ideal for all professionals who work with personnel terminology; this guide offers thousands of key terms covering all aspects of human resources; including recruitment and selection; appraisals; payment systems; dismissals and industrial relations.
HR Policy	FMLA Essentials (2015 Edition)	J. J. Keller & Associates; Inc.	Focusing on federal requirements; best practices; state information; and legislative activity related to FMLA; this guide will help HR pros understand and comply with the requirements; control costs related to leave taken; and minimize the law's potential disruption to their organizations' operations.
HR Policy	Human Resources Management for Health Care Organizations: A Strategic Approach	Joan E. Pynes	Including SHRM and human resources planning; organizational culture and assessment; and the legal environment of human resources management; this practical handbook covers the context of human resources management in the unique health care business arena from a strategic perspective.
HR Policy	Managing Conflict: A Practical Guide to Resolution in the Workplace	David Liddle	Packed with best practice case studies from major UK and global organizations; this book is an indispensable guide for all HR professionals looking to resolve conflict in the workplace.
HR Policy	Sexual Harassment in the Workplace	Mary L. Boland	Including an overview of the laws governing this topic; this comprehensive; practical guide shows how to identify sexual harassment and how to understand its causes in the workplace.
HR Policy	SHRM-CP/SHRM-SCP Certification Practice Exams	William D. elly	With hundreds of practice questions for the SHRM-CP and SHRM-SCP exams; this self-study guide simulates the actual tests in content; style; tone; format; and difficulty; and provides in-depth answer explanations for the correct and incorrect answer choices.
HR Policy	Taming the Abrasive Manager: How to End Unnecessary Roughness in the Workplace	Laura Crawshaw	Providing realistic solutions that will improve the workplace for everyone; this book offers hope through time-tested strategies for reclaiming even the most difficult managers to end unnecessary roughness at work.
HR Policy	The e-HR Advantage: The Complete Handbook for Technology-Enabled Human Resources	Deborah Waddill	With best practices for implementation and case studies from around the world; this complete and practical book provides a framework for understanding the significance of technology in the workplace.
HR Policy	The EQ Edge: Emotional Intelligence and Your Success	Steven J. Stein	Featuring case studies and fascinating insights into EQ and the workplace; this book will help you build more meaningful relationships; boost your confidence and optimism; and respond to challenges with enthusiasm--all essential ingredients of success.
HR Policy	The Essential Guide to Workplace Mediation and Conflict Resolution: Rebuilding Working Relationships	Nora Doherty	By exploring what mediation is; why it is necessary and how it works; this book analyzes the reasons for conflict and suggests useful everyday communication skills to help defuse anger or aggression.
Legal Aspects	Electronic Monitoring in the Workplace: Controversies and Solutions	John Weckert (ed)	Employee monitoring by employers has become inexpensive and easy. This thorough text includes a wide range of perspectives on the issues; as well as a full examination of the controversy surrounding privacy rights.

Legal Aspects	Employment Law Essentials: Your A to Z Guide to HR Compliance	J. J. Keller & Associates; Inc.	Including illustrations of potential situations and best practices for compliance or cost savings; this guide puts employment laws in one easy-to-find location and provides practical guidance on how to apply employment laws in your workplace.
Legal Aspects	Employment Law: The Workplace Rights of Employees and Employers; 2nd Edition	Benjamin W. Wolkinson	A practical but rigorous guide to US employment law; this book examines the relevant statutes; judicial decisions; executive orders; and administrative policies that shape the respective rights of managers and workers at the workplace.
Legal Aspects	Investigating Workplace Harassment: How to Be Fair; Thorough; and Legal	Amy Oppenheimer	Detailing specific; experienced-based techniques for conducting investigations of harassment based on gender; race; religion; national origin; age; or disability; this book provides advice on every step of an investigation; from planning and documenting; to making a decision; and taking remedial action.
Legal Aspects	Sexual Harassment in the Workplace	Mary L. Boland	Including an overview of the laws governing this topic; this comprehensive; practical guide shows how to identify sexual harassment and how to understand its causes in the workplace.
Legal Aspects	Workplace Harassment: What It Is and What To Do About It; Study Guide; Student Edition	GTS Learning	Explaining what is acceptable behavior in the workplace; what is not; and why; this book provides comprehensive information on workplace harassment including identification; prevention; and action.
Performance	Cultural Differences and Improving Performance: How Values and Beliefs Influence Organizational Performance	Bryan Hopkins	Relating the concept of cultural dimensions; this book shows how strategies for solving workplace performance problems need to consider the cultural composition of the workforce.
Performance	Empty Labor: Idleness and Workplace Resistance	Roland Paulsen	Examining organizational misbehavior; specifically the phenomenon of 'empty labor'; defined as the time during which employees engage in private activities during the working day; this thought-provoking book uses both qualitative and quantitative data to present a concrete analysis of the different ways empty labor unfolds in the modern workplace.
Performance	Feedback Toolkit: 16 Tools for Better Communication in the Workplace; Second Edition	Rick Maurer	Making the feedback process easy to understand with a detailed six-step framework; this expert guide covers specific feedback tools and illustrates approaches for applying them in a variety of management scenarios.
Performance	Improving Employee Performance through Workplace Coaching: A Practical Guide to Performance Management	Earl M.A. Carter	Drawing upon the authors' experience of developing a risk management approach to people management; this clear; easy-to-use guide discusses all the tools required for implementing a performance management system.
Performance	Painless Performance Conversations: A Practical Approach to Critical Day-to-Day Workplace Discussions	Marnie E. Green	Presenting four key mindsets and an easy to use conversation model; this book offers actionable and practical communication and management strategies for any manager looking to effectively influence employee performance.
Performance	The Culture Engine: A Framework for Driving Results; Inspiring Your Employees; and Transforming Your Workplace	S. Chris Edmonds	Showing leaders how to create a high-performing; values-aligned culture through the creation of an organizational constitution; this practical; stepby-step guide explains how leaders can define their organization's culture; delineate behaviors that contribute to greater performance and greater engagement; and draft a document that codifies those behaviors.

Performance	The Positive Workplace	Kim Rowe	Describing how positive priming can improve employee performance; this Infoline offers practical suggestions for achieving high productivity using a new approach called positive performance.
Performance	The Top Performer's Guide to Attitude	Tim Ursiny	Using exercises and checklists; this effective guide provides the tools and techniques needed to help employees bring a positive and productive attitude to the workplace and managers to see a vast improvement in their staff.
Performance	Writing Performance Reviews: A Write It Well Guide; Third Edition; Revised 2012	Natasha Terk	A user-friendly book that's filled with guidelines; tips; and tools; this practical guide will help you write performance objectives; reviews; appraisals; and other performance documentation that is clear; descriptive; objective; and acceptable in today's workplace.
Recruitment & Hiring	Attracting and Retaining Millennial Workers in the Modern Business Era	Meng-Shan Tsai	Featuring extensive coverage on relevant topics such as training and development; promotions; salaries; and career progressions; this book offers an in-depth discussion on pivotal issues surrounding generational differences and management in the workplace.
Recruitment & Hiring	Employee Retention Handbook	Stephen Taylor	The author of this text explores common causes of staff turnover and the most effective ways of measuring; costing and predicting it so employers can implement effective retention strategies.
Recruitment & Hiring	Innovative Reward Systems for the Changing Workplace	Thomas B. Wilson	Explains the strategies today's successful companies use to focus; encourage; and reward employees and managers.
Recruitment & Hiring	Talent Magnetism: How to Build a Workplace That Attracts and Keeps the Best	Roberta Chinsky Matuson	Including concrete tips and enlightening employee comments; this invaluable guide explains how to navigate the changing talent pool and the challenges of recruitment so you can attract and retain the best people - rather than pull in the masses to fill open job requisitions.
Recruitment & Hiring	The 2020 Workplace: How Innovative Companies Attract; Develop; and Keep Tomorrow's Employees Today	Jeanne C. Meister	Featuring case studies from organizations such as Deloitte; Cisco; Bell Canada; JetBlue; Nokia; and NASA; this thought-provoking book is an essential guide to what companies should do—and are already doing—to create tomorrow's workplace of choice.
Recruitment & Hiring	The 21st Century at Work: Forces Shaping the Future Workforce and Workplace in the United States	Lynn A. Karoly	By analyzing shifting demographic patterns; the pace of technological change; and the path of economic globalization; this text examines the forces that will continue to shape the U.S. workforce and workplace over the next 10 to 15 years.
Recruitment & Hiring	The Big Book of HR; Revised and Updated Edition	Barbara Mitchell	From strategic HR-related issues to the smallest tactical detail of managing people; this up-to-date book provides any business owner; manager; or HR professional with the most current information to get the most from their talent.
Recruitment & Hiring	The Interviewer's Handbook: Successful Interviewing Techniques for the Workplace	Sandra Bunting	Packed with examples of formal interview settings; questioning techniques and useful advice; this comprehensive guide provides readers with tools to hone questioning techniques; listening skills; body language; and much more.
Recruitment & Hiring	The Millennial Myth: Transforming Misunderstanding into Workplace Breakthroughs	Crystal Kadakia	Illuminating how the advent of digital technology is the crucial root cause of many Millennial behaviors; this important book offers a guide for what our traditional workplace needs to do to attract; engage; and retain modern talent.

NOTES:

Your New Career Starts Today!