BLACKBIRD FOR TRAINING

Advanced Certificate in Human Resource Management (ACHRM) Course

23 – 27 November 2026
Munich (Germany)

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PARTNER

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Ref: 34_361675 **Date:** 23 – 27 November 2026 **Location:** Munich (Germany) **Fees:** 5200 GBP

Introduction:

Advanced Certificate in Human Resource Management training covers human resource management HRM, the organisational function that plans, attracts, selects, develops, rewards and retains the people an organisation needs. This 1-week course is for HR professionals and specialists, HR business partners, HR managers and line managers with people responsibilities, and its final deliverable is an integrated HR action plan with an HR metrics dashboard. It is taught at advanced practitioner level through case studies built on workforce, performance, pay and employee relations data from several sectors. Each day links one stage of the HR cycle to business results.

Course Objectives:

- Distinguish personnel administration from strategic HRM and position HR as a partner that links people decisions to organisational strategy
- Apply workforce planning methods, from demand and supply forecasting to gap analysis, to set hiring, development and redeployment priorities
- Compare competency-based interviews with assessment centres and work-sample tests, and select the method that fits each role
- Interpret performance, reward and engagement data to calibrate appraisal ratings, structure pay and shape total reward packages
- Justify HR policies and employee relations decisions on grievances, discipline and change against employment law principles and fair process
- Define the HR metrics and dashboard indicators that track turnover, time to hire, learning impact and engagement for leadership reporting

Target Audience:

- HR professionals who run day-to-day people operations and employee records, deciding which policy or procedure applies to each employee case
- HR specialists responsible for recruitment, reward, learning or employee relations, judging how their area connects to the rest of the HR cycle
- HR business partners who advise business units on people issues, choosing which workforce, performance or reward intervention to recommend
- Leaders of HR teams who own HR budgets and priorities, deciding which initiatives and metrics to report to senior management
- Line managers with people responsibilities who recruit, appraise and develop staff, judging when an issue needs HR policy and when it needs management action

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Course Outline:

Day 1: Strategic HRM Foundations: HR's Role, Operating Models and Current-State Assessment

- Personnel Administration vs Strategic HRM: How HR Moved From Records to Partnering
- Three-Pillar HR Operating Model: Shared Services, Centres of Expertise and Business Partners
- Best Fit vs Best Practice: Matching HR Policies to Organisational Strategy and Context
- Human Capital Value Chain: Linking People Practices to Productivity and Business Results
- HR Function Health Check: Rating Current HR Processes, Capability and Data Maturity

Day 2: Workforce Planning, Talent Acquisition and Selection Models Compared

- Workforce Planning Cycle: Demand Forecasting, Supply Analysis and Workforce Gap Closure
- Build vs Buy vs Borrow: Choosing Internal Development, External Hiring or Contingent Staff
- Job Analysis and Competency Frameworks: Defining Roles, Behaviours and Selection Criteria
- Competency-Based Interview vs Assessment Centre: Validity, Cost and Fit by Role
- Employer Value Proposition and Candidate Experience: Attracting Talent Across Sourcing Channels

Day 3: Applying Performance Management, Reward and Learning in Daily HR Practice

- Objective Setting vs Continuous Feedback: Annual Appraisal and Ongoing Performance Conversations
- Performance Rating Calibration: Reducing Rater Bias and Aligning Standards Across Managers
- Job Evaluation and Pay Structures: Grading Roles, Setting Pay Ranges and Market Pricing
- Total Reward Model: Base Pay, Variable Pay, Benefits, Recognition and Work Environment
- Training Needs Analysis: Linking Learning and Development Plans to Identified Performance Gaps

Day 4: Employee Relations, Policy Risk, HR Analytics and Change

- Grievance vs Disciplinary Procedures: Fair Process, Investigation and Documentation Standards
- HR Policy Framework: Drafting, Approving and Reviewing Policies Against Employment Law Principles
- Employee Engagement Survey Analysis: Engagement Drivers, Action Planning and Retention Risk Signals
- HR Metrics vs HR Analytics: Turnover, Time to Hire, Absence and Predictive Insight
- HR's Role in Organisational Change: Stakeholder Mapping, Communication and Resistance Handling

Day 5: Case Study: Building an Integrated HR Action Plan and Metrics Dashboard

- Case Organisation HR Diagnosis: Applying the Health Check to Workforce and Process Data
- Case Workforce and Talent Plan: Setting Hiring, Development and Redeployment Priorities
- Quick Wins vs Long-Term Initiatives: Prioritising Case HR Actions by Impact and Effort
- HR Metrics Dashboard Build: Selecting Indicators, Targets and Reporting Cadence for Leadership
- Integrated HR Action Plan: Completing Priorities, Owners, Measures and Review Points

Skills You Will Gain:

- Strategic HR Alignment
- Workforce Gap Analysis
- Competency-Based Selection
- Performance Rating Calibration
- Job Evaluation and Pay Structuring
- Training Needs Analysis
- Employee Relations Case Handling
- HR Dashboard Design

Why Attend This Course:

- From handling HR tasks one process at a time to linking workforce, performance and reward decisions to organisational strategy
- From hiring on instinct and CVs to selection methods matched to role competencies and checked for fairness
- From reporting HR activity counts to interpreting turnover, engagement and pay data that leadership can act on
- From a list of disconnected HR tasks to an integrated HR action plan and metrics dashboard with owners, measures and review points

Conclusion:

Human resource management at an advanced level means treating people decisions as connected business decisions rather than separate administrative tasks. The course makes three distinctions clear: personnel administration against strategic HRM, HR metrics against HR analytics, and grievance against disciplinary handling within a fair process. It suits HR professionals, HR specialists, HR business partners and line managers who already handle people processes and now need to join workforce planning, selection, performance, reward, learning and employee relations into one plan, rather than newcomers seeking an introduction to HR basics.

Frequently Asked Questions FAQ:

What should a delegate know before the Advanced Certificate in Human Resource Management course?

Delegates should have practical experience of at least one HR area or of managing staff, and a working grasp of basic HR terms. Bringing anonymised workforce figures, a current HR policy and a recent people issue from their own organisation makes the case work more relevant.

How does the Advanced Certificate in Human Resource Management course differ from an introductory HR course?

An introductory HR course explains what each HR activity is. This advanced course assumes that grounding and focuses on connecting workforce planning, selection, performance, reward, learning and employee relations, interpreting HR data and justifying decisions to business leaders through case studies.

In advanced human resource management, what is the difference between HR metrics and HR analytics?

HR metrics are counts and ratios, such as turnover rate, time to hire or absence rate, that describe what happened. HR analytics combines several data sources to explain why it happened and to predict outcomes, such as which employees are likely to leave.

What does a delegate take back to work from the Advanced Certificate in Human Resource Management course?

Delegates take back an integrated HR action plan for their own organisation, with workforce and talent priorities, performance and reward improvements, employee relations actions, owners, measures and review points, together with an HR metrics dashboard for reporting to senior management.