



Jointly awarded by **ARTDO INTERNATIONAL**  
& Institute of Training and Development (ITD)

# CHRP

**Certified HR Professional (CHRP) Program**  
Public or In-house Competency Development Programs (CDP) that are Performance Driven



*In collaboration with:*

**Dr. Donald J. Ford**, *World Renowned HR Consultant,  
Facilitator, Educator and Author*

incorporating 5 contemporary courses:

- Strategic Role of HR**
- Staffing and Employment**
- Employee Relations, HR Law and Security**
- HR Performance Management**
- Human Resource Development**



# ITD WORLD

The Global Leadership Development Expert

# A Message from President Emeritus, ARTDO International



HR professionals across the globe need opportunities for continuing competency development, especially in the crucial area of strategic HR management. Most HR professionals enter the profession without benefit of rigorous competency development in HR. Entry-level jobs are either characterized as generalist positions in small firms or specialized roles in larger firms. Both generalists and specialists would benefit from greater breadth and depth in HR, especially the contemporary, strategic, global and performance roles of HR.

ARTDO International's basic philosophy is "to help others help themselves". So, in collaboration with the Institute of Training and Development (ITD) and Dr. Donald Ford, the unique "Certified HR Professional" (CHRP) program was developed to bridge the gap between the increasing expectations of the business world and the number of professional HR practitioners currently available.

Organizations demand bottom-line results and quantifiable quality outputs from qualified HR professionals that are capable of sitting at the management table as key strategic business partners. To fulfill this need, ARTDO International has undertaken a timely and positive step forward to accredit HR practitioners who have undergone a rigorous program based on a well-developed methodology to bring out the best in them. Combining ARTDO's extensive resources, ITD's training and development talents and the cutting edge expertise of Dr. Donald Ford, the CHRP program marks a significant milestone in the field of developing true HR professionals

Many people can claim to be a HR practitioner but to stand above the rest, one must be a true Certified HR Professional.

On that note, I wish you great success in the journey through the exciting world of Human Development. Indeed, the best is yet to come.

Dato' Dr. Thomas K. H. Chee  
President Emeritus,  
ARTDO International

## Who Should Attend

The primary target audience for the CHRP program has the following characteristics:

- Three years or more of HR experience
- Bachelor degree or equivalent in business, HR or related fields
- Individual contributor or HR supervisor/mid-level/senior-level manager
- Committed to a long-term career in HR
- Generalist knowledge of the HR field OR specialization in one HR discipline

This program is also suitable for line managers who have significant HR and staffing responsibilities and who want to improve their ability to manage human resources within their scope of operations.

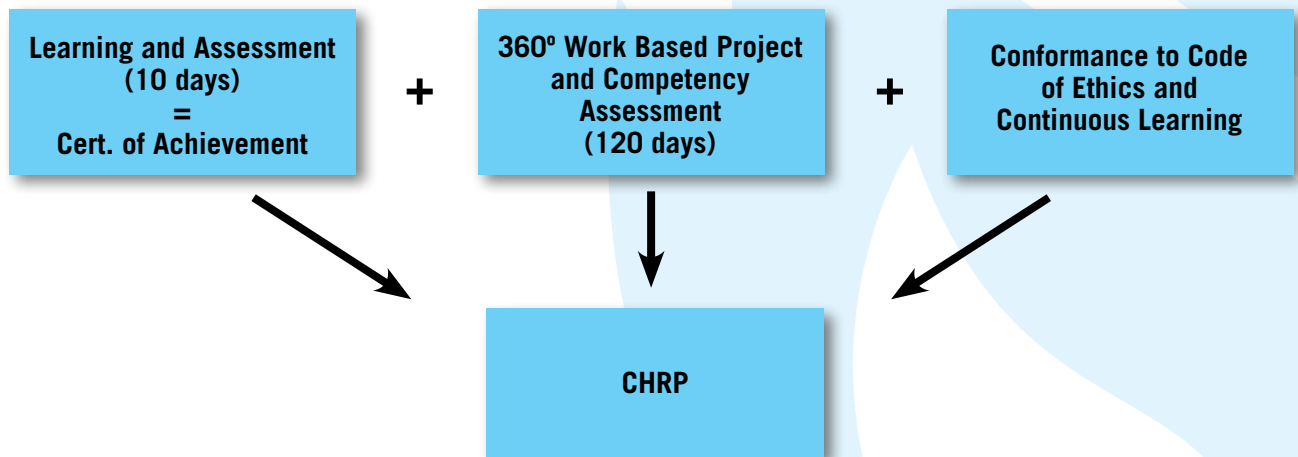
# The CHRP Program

## INTRODUCTION

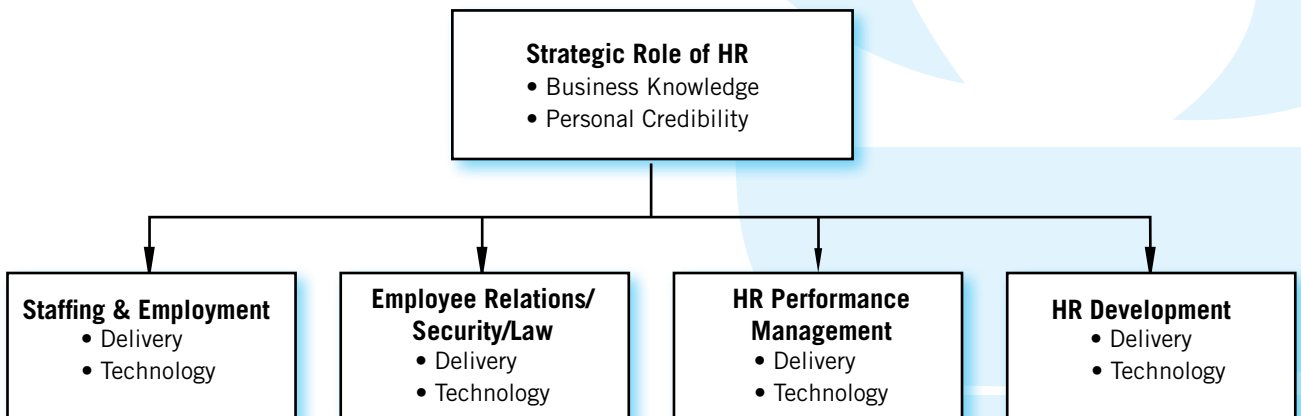
The Certified HR Professional designation recognizes individuals who have completed the CHRP Program. ARTDO International and all of its member organizations recognize that those individuals so designated possess the competencies expected of a HR practitioner.

The Certified HR Professional (CHRP) Program is offered by the ARTDO International and the Institute of Training and Development (ITD). The award is given upon the satisfactory completion of a five-module competency-based skills development program which lasts for ten days and the submission of a set of required certification reports indicating the demonstration and application of the set of HR competencies in an actual work-related setting within a one hundred and twenty day post-training assessment period.

Participants are expected to satisfactorily perform the tasks of a HR Professional using the set of competencies specified by ARTDO International and ITD in addition to conforming to a code of ethics and commitment to continuous learning.



## COURSE MAP



# The CHRP Program (cont'd)



## COURSE OUTPUTS

HR professionals will be able to achieve marked improvement in the following areas after completing and meeting the standards required of this certification program:

1. Business partnerships established with key stakeholders
2. The right people recruited, hired, transferred and promoted to the right jobs
3. Employees motivated to achieve organizational goals
4. A competent workforce achieving high performance
5. Employee involvement, commitment and corporate citizenship

## TERMINAL PERFORMANCE OBJECTIVES:

At the end of the program, participants will be able to perform the following:

1. Identify the roles of Human Resources in the modern organization
2. Establish a strategic role and business partnership for HR
3. Conduct effective recruiting, staffing and selection activities
4. Conduct effective performance management
5. Design and implement compensation systems
6. Design and implement benefits systems
7. Design and implement performance appraisals
8. Implement fair and effective employee relations policy
9. Manage labor unions and collective bargaining process
10. Provide a safe and healthy work environment
11. Implement effective workplace training and development programs
12. Manage organizational change and renewal
13. Implement effective career development programs
14. Comply with applicable HR and labor laws and regulations

## CURRICULUM PLAN:

The Certification will include five courses of two days each, for a total of ten days of professional development.

The five courses are:

1. The Strategic Role of HR
2. Staffing and Employment
3. Employee Relations, HR Law and Security
4. Performance Management
5. Human Resource Development

## COURSE CONTENT:

### 1. Strategic Role of HR (Two Days)

- What is HR management?
- Roles and responsibilities of HR professionals
- Strategic versus administrative roles
- Key HR Outcomes and Results
- Organizational expectations of HR
  - Management's expectations
  - Employees' expectations
- Internal consulting – building partnerships with line management
- Strategic planning and HR workforce planning
- Organizational theory, structure and design
- Managing organizational change
- Delivering measurable HR results
- Key business and industry issues
- Aligning HR and business strategy
- Outsourcing HR services
- International/global HR

### 2. Staffing and Employment (Two Days)

- Workforce planning/forecasting
- Job analysis and design
- Methods of collecting job data
- Writing job descriptions
- Recruiting job candidates
- The role of job applications
- Selection process
- Employment testing
- Interviewing candidates
- Successful interviewing techniques
- Designing structured interviews
- Job placement
- Job promotion and transfer
- Talent management
- Workforce flexibility
  - Temporary/contract labor
  - Consultants
- Employment technology
  - Resume databases
  - Selection testing

# The CHRP Program (cont'd)

## 3. Employee Relations, HR Law and Security (Two Days)

- The nature of the employment relationship
- Managing fairly and equitably
- The legal environment and HR
- Equal employment opportunity
- Affirmative action
- Health and safety laws
- Wage and hour laws
- Benefits laws and regulations
- Wrongful terminations
- Privacy and confidentiality
- Ethical issues
- Employee discipline and counseling
- Managing termination
- Labor law
- Labor and union relations
- Collective bargaining process
- Union drives and elections
- Contract administration and negotiation
- Handling grievances
- Basics of employee safety and health
- Causes and prevention of accidents
- Workplace health issues
- Workplace security and dangers
- Employee relations/security technology
  - HR information systems
  - Safety databases

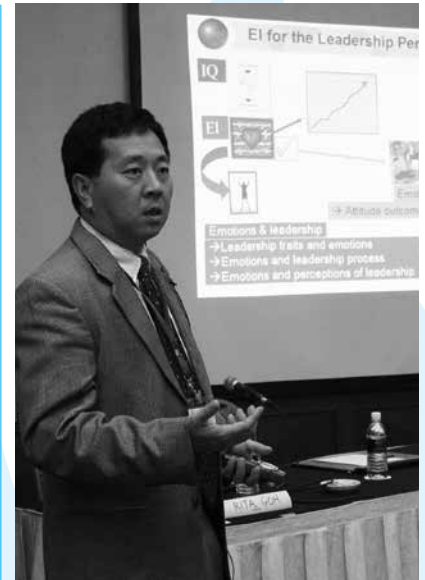
## 4. HR Performance Management (Two Days)

- Basics of performance management
- What is high performance?
- Establishing pay plans
- Establishing pay rates
- Pricing jobs & external equity
- Establishing pay structures & internal equity
- Pay for performance plans
- Benefits
  - Paid time off
  - Insurance benefits
  - Retirement benefits
  - Employee services & fringe benefits
- Cafeteria benefit plans

- Performance appraisals
- Appraisal methods
- Appraisal forms and documentation
- Appraisal meetings and discussions
- Coaching for improved performance
- Performance management technology
  - HR information systems
  - Benefits intranets
  - Compensation spreadsheets

## 5. Human Resource Development (Two Days)

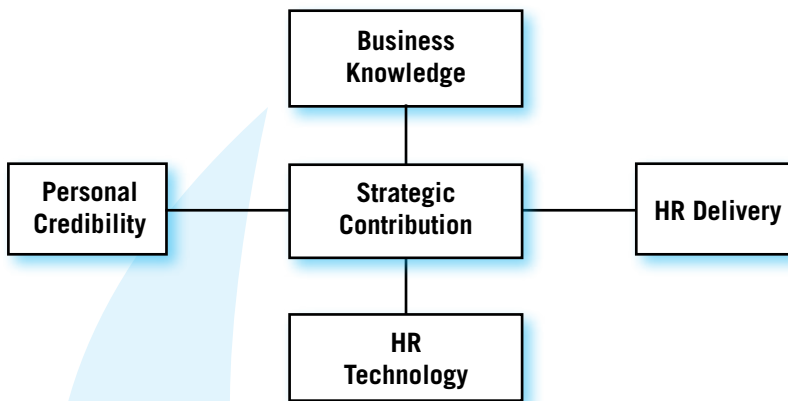
- Training process
- New hire orientation
- On the job training
- Classroom training
- E-learning
- Management development
- Analyzing and evaluating training
- Managing organizational development
- Organizational change
- Quality improvement
- Team-based organizations
- Flexible work structures
- Career development
- Succession planning
- Managing promotions & transfers
- HR development technology
  - Needs assessment databases
  - Design and development software tools
  - Learning management systems
  - Learning content management systems



# Competencies

HR professionals confront a changing business world that demands new competencies and skills. HR needs to add significant value to organizations and do so at a quick pace. No longer can HR rely solely on administrative or delivery roles. Instead, the focus is shifting to strategic roles and contributions. In recognition of this, HR professional organizations throughout the world have identified new competencies for HR. This includes the Society for Human Resource Management in the U.S., the Chartered Institute of Personnel Development in the U.K. and the Australian Human Resource Institute.

The Society for Human Resource Management (SHRM) has released one of the most comprehensive studies in its latest HR Competency Model, based on over 15 years of research and input from over 25,000 HR professionals. The model identifies five core areas of competence for HR professionals:



Within each of these areas, both SHRM and CIPD have identified the following high-level competencies:

## 1. STRATEGIC CONTRIBUTION

Competencies:

- Manage organizational culture
- Manage rapid change
- Be involved in business decision making
- Create a customer-focused organization
- Develop value-added strategies for HR
- Conduct strategic assessments of organizations' strengths, weaknesses, opportunities and threats (SWOT)
- Benchmark an organization's HR practices against best practices
- Develop HR strategy to deal with mergers, acquisitions, global alliances and joint ventures
- Develop HR structures and processes that enhance high performance

## 2. PERSONAL CREDIBILITY

Competencies:

- Build effective work relationships inside and outside the organization
- Generate commitment among key stakeholders to support HR's agenda
- Deliver measurable results
- Establish a reliable track record that is responsive to organizational needs
- Communicate effectively orally and in writing
- Demonstrate emotional intelligence in dealings with others
- Demonstrate a systematic approach to analyzing problems and generating solutions

- Demonstrate innovation in creating (HR services and products)
- Demonstrate commitment to continuous improvement and learning
- Demonstrate high ethical standards of professional behavior

## 3. HR DELIVERY

Competencies:

- Manage staffing
- Manage development
- Manage organizational structure and change
- Manage HR measurement
- Manage performance management
- Manage employee and labor relations
- Manage legal compliance

## 4. BUSINESS KNOWLEDGE

Competencies:

- Understand key organizational and industry issues
- Apply business knowledge to make strategic contributions
- Run HR like a business with a profit and loss mentality
- Understand the organization's key value chain and how HR contributes to it

## 5. HR TECHNOLOGY

Competencies:

- Use HR technology to deliver services
- Use Internet technology to deliver services
- Measure impact of technology on business

Each of the five competency areas will be introduced throughout the courses and used as organizing threads to tie together all the content in a systematic whole.



# Learning Resources & Evaluation

## Resource Guide

Each participant is provided with the ARTDO International-ITD Resource Guide which includes text book, reading material, techniques, exercises, designs and tips for HR professionals.

## Resource Center

Participants may use the resource center at ITD for discussions, research, use of computers and access to the internet.

## Electronic Support

Participants and course leaders can continually communicate with one another on-line to exchange notes and share ideas.

## Continuous Learning Community

Participants, Certified Professionals and Resource Persons together form a community with ARTDO International and ITD to facilitate sharing, networking and ongoing learning that continuously upgrades HR professional competencies.

## Comprehensive Evaluation of Learning and Competencies Leading to Certification:

Certified HR Professional (CHRP) will be awarded by ARTDO International-ITD upon completion of all requirements as follows:

1. Pre-assessment (Level 2 evaluation).
  - a. HR Competency Self-assessment – Participants complete self-assessment prior to starting program to identify areas of strength and development needs.
  - b. HR Learning Evaluation – participants complete a comprehensive learning assessment to determine their baseline of HR knowledge and skills.
2. Successfully complete five courses (A Certificate of Achievement for each course will be issued by ARTDO International-ITD).
  - a. Attendance and participation – attend all five courses -10 days of instruction and oral feedback (60 hours) (Level 1&2 evaluation).
  - b. Assignments – complete class projects for each course (Level 2 evaluation).
  - c. Learning Evaluation – pass a comprehensive final learning evaluation at the end of the course (Level 2 evaluation).
3. Application of learning -120 days after completion of 5 courses (Level 2, 3 & 4 evaluation).
  - a. HR Projects – Complete two competency based HR projects with 360 degree feedback:
    - Design a strategic HR organizational design for one's own company or complete a strategic HR case study (for externals or job seekers).
    - Complete an appropriate project in one or more of the core areas:
      - Staffing/Employment – design recruiting, selection or placement system.
      - Performance Management – design compensation, benefits, performance appraisal or performance management plan.
      - Human Resource Development – design a training, organization development or career development plan.
      - Employee Relations/Security design an employee relations, labor union, safety plan or program, or a legal audit or compliance program.



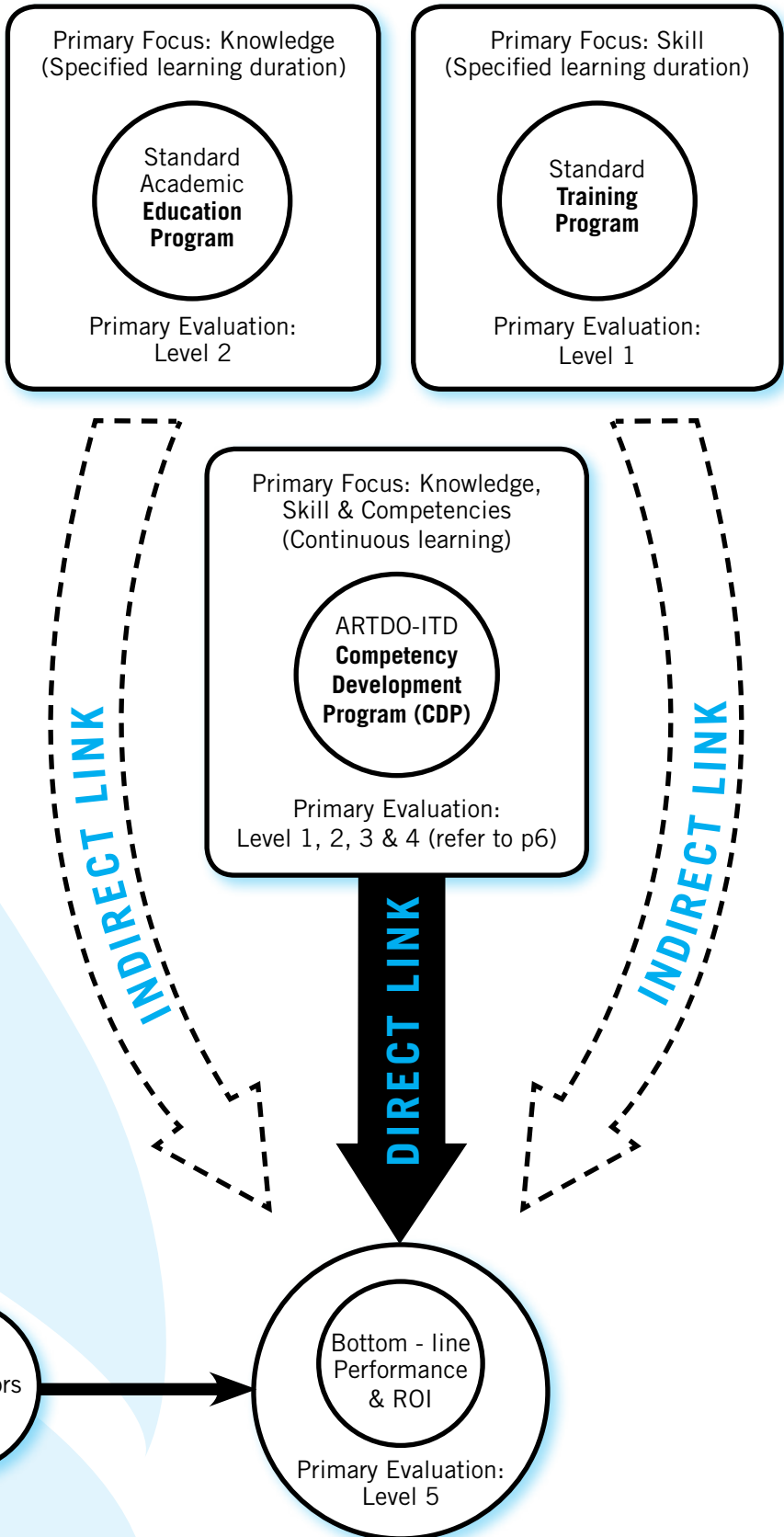
- b. Client Testimonials – obtain client proof that project was completed and secure feedback on business value and impact of projects (for external consultants).
- c. Superior/Subordinate/Employee/Colleague Testimonials – obtain feedback from superiors, subordinates, employees or colleagues about the business value and impact of projects (for internal employees).
- d. HR Competency Post-assessment –participants complete another self-assessment to identify personal gains from the courses.
- e. Adherence to Code of Ethics and Commitment to Continuous Learning and development – all certified participants must sign and commit to an HR code of ethics, core values and on-going professional development.

# ARTDO International and ITD's Competency Development Program (CDP):

## The Key that Connects You to Superior Bottom-line Performance & ROI.

After decades of leadership contribution in the areas of education and training development, ARTDO International and ITD have created this winning Competency Development Program (CDP) that is highly cost effective and clearly differentiated from other programs. It combines the best of education and training plus much more that clearly connects you to bottom-line performance and ROI.

Legend to 5 levels of evaluation
Level 1 : Reaction to learning program
Level 2 : Learning assessment
Level 3 : Application to workplace/behaviour change
Level 4 : Business impact
Level 5 : ROI





## ARTDO INTERNATIONAL



ARTDO INTERNATIONAL, formerly known as Asian Regional Training and Development Organization was founded in 1974 as an international non-profit NGO umbrella body comprising national training organizations, training and education institutions, HRD practitioners and multi-national companies from over 30 countries. Based in Asia with its Secretariat in Manila, Philippines, ARTDO INTERNATIONAL organizes a major international Management and HRD Conference annually and confers a region-wide annual "Asia-Pacific HRD Award" on outstanding contributors to HRD. It also publishes a reference journal, the "HRD Focus", which is a quarterly newsletter dealing with the latest management and HRD issues and occasional papers on best practices.

### Specific objectives

- To assist the formation and growth of training and development organizations and to foster closer relations among these organizations.
- To co-operate with international, private and government organizations and institutions working in the field of HRM and HRD.
- To encourage and sponsor researches and publications designed to meet the training and development needs of the Asia-Pacific region and other parts of the world.
- To upgrade the standards of the HRD profession through a planned programme of education and skills development.
- To serve as an international resource centre for training and development.

Being an ARTDO International member gives you access to a global network of international bodies and organizations. Some of the members of ARTDO international include:

- Institute of Training and Development (ITD)
- Asian Development Bank (ADB)

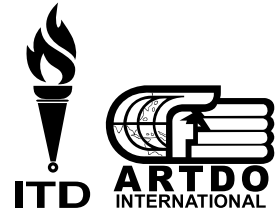
- Australian Human Resource Institute (AHRI), (Australia)
- Association of Business Executives (ABE, UK)
- Bahrain Society for Training and Development (Bahrain)
- Civil Service Development Institute (Taiwan, China)
- Chinese Society for Training and Development (Taiwan, China)
- Gas Authority of India Ltd (India)
- Hong Kong Productivity Council, Hong Kong (China)
- Indian Institute of Technology-Delhi (India)
- Indian Institute of Management (Kerala, India)
- Indian Society for Training and Development (India)
- Indonesian Personnel Management Association (PMSM), (Indonesia)
- Indovina Bank (Vietnam)
- International I.T.D. Limited (Thailand)
- Intel Technology (M) Sdn Bhd (Malaysia)
- Kaizen Institute of Japan (Japan)
- Motorola Malaysia Sdn Bhd (Malaysia)
- Macau Productivity and Technology Transfer Centre (China)
- Malaysian Institute of Training and Development (MITD)
- National Service Civil Service Institute (Taiwan, China)
- National Institute of Development Administration (NIDA), (Thailand)
- Philippine Society for Training and Development (Philippines)
- Sarawak Shell Berhad (Malaysia)
- Saudi Aramco (Saudi Arabia)
- Singapore Institute of Management (SIM), (Singapore)
- Team International (Cairo, Egypt)
- Tenaga Nasional Berhad (Malaysia)
- Universiti Sains Malaysia (USM), (Malaysia)
- New Zealand Association of Training and Development, (New Zealand)

[www.artdointernational.org](http://www.artdointernational.org)



# Certified HR Professional (CHRP) Program

## INDIVIDUAL REGISTRATION FORM



Please make copies of this form for registration and retain the original form for future use.

### SECTION A: PERSONAL DETAILS

Name (Dr./Mr./Ms.) \_\_\_\_\_

NRIC No \_\_\_\_\_ Date of Birth \_\_\_\_\_

Job Position \_\_\_\_\_

Organization \_\_\_\_\_

Total years in a training and development function (e.g. management, coordination) \_\_\_\_\_ years

Total years of hands-on training experience \_\_\_\_\_ years

### Correspondence Address (please fill both sections)

Organization \_\_\_\_\_

Tel \_\_\_\_\_ Fax \_\_\_\_\_

E-mail \_\_\_\_\_

Home \_\_\_\_\_

Tel \_\_\_\_\_ H/P \_\_\_\_\_

E-mail \_\_\_\_\_

	Highest Education Qualification(s)	Institution/ University	Year
i)	_____	_____	_____
ii)	_____	_____	_____
iii)	_____	_____	_____

### SECTION B: STATUS OF SPONSORSHIP

Status of Sponsorship  Self  Company  Others (pls specify) \_\_\_\_\_

Name of Contact Person for Payment & Administrative Issues \_\_\_\_\_

Designation \_\_\_\_\_ Tel \_\_\_\_\_ E-mail \_\_\_\_\_

### SECTION C: SUBSTITUTIONS POLICY

Should the participant be unable to attend the course, a substitute may be nominated to take his/her place for the same seminar registered, but the Management of ITD must be notified of any such changes. All fees paid are strictly non refundable unless a program is cancelled due to unforeseen circumstances.

### SECTION D: ACKNOWLEDGEMENT

I hereby confirm that I have read and understood the course details, payment information, procedures and policies and have accepted the terms contained therein. All information provided in this form is true and accurate to the best of my knowledge.

I also enclose payment of RM \_\_\_\_\_ for the above mentioned program.

\_\_\_\_\_  
Applicant's Signature

\_\_\_\_\_  
Date

Please complete this form and send/fax/e-mail it to your nearest ITD Center. Kindly refer to the last page of the prospectus for the individual center's contact details.

## Some of ITD World's Corporate Clients for Education, Training or Consultancy Projects include:



An Example of ITD World's Corporate Clients for Education, Training or Consultancy Projects

- ABB TOTEM SERVICES
- ACER TECHNOLOGIES
- AIROD
- AMERICAN EMBASSY
- BANK OF AYUDHYA
- BINTULU PORT AUTHORITY
- BRITISH PETROLEUM (BP)
- CANON ELECTRONICS
- CATERPILLAR
- CATHAY PACIFIC
- CHULALONGKORN UNIVERSITY, (Vice-Presidents & Deans)
- CITIBANK
- COCA COLA
- DAIMLER-CHRYSLER
- DBS VICKERS SECURITIES
- DELL COMPUTERS
- DIGI
- DUMEX
- EAST ASIATIC
- GENERAL ELECTRIC
- GILLETTE
- HAVI FOODS
- HITACHI CHEMICAL
- HITACHI SEMICONDUCTOR
- HR JOHNSON
- ICI PAINTS
- INDUSTRIAL & VOCATIONAL BOARD OF MAURITIUS
- INTEL
- JABIL CIRCUIT
- KENAN INSTITUTE ASIA
- LIKOM
- LKT
- MICHELLIN
- MICROSOFT
- MMI INDUSTRIES
- MOTOROLA
- MUTIARA BEACH RESORT, PENANG
- NATIONWIDE
- NESTLE
- ORIENTAL HOTELS
- PELANGI BEACH RESORT, LANGKAWI
- PLEXUS
- PRECICO
- READER'S DIGEST
- REUTERS
- SEAGRAM
- SECURITIES AND EXCHANGE COMMISSION OF THAILAND
- SHANGRI-LA HOTELS
- SHERATON HOTELS
- SIAM CEMENT
- TEXCHEM
- THAI AIRWAYS INTERNATIONAL
- TUNTEX PETROCHEMICALS
- UNILEVER ASIA PACIFIC MARKET RESEARCH MANAGERS
- UNILEVER REGIONAL INNOVATION CENTRE
- WHITE & CASE



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**Mission**

Transforming leaders and changing the world for the better.

**Vision**

The #1 global leadership development expert.

**Core Values (LISTEN):**

Love, Innovation, Synergy, Trust, Excellence and Nurture

**Competitive Advantage Statement:**

ITD World is an ISO certified & award winning Multinational Corporation that provides the world's best leadership development solutions to leading global organizations. We offer comprehensive & innovative solutions that produce superior results.

**Core Activities & Resources:**

Talent and Leadership Development; Corporate Training and Consulting; Professional Competency Certification; Mega Events and Seminars; Coaches, Mentors and Speakers Bureau; Community Services and Campaigns. Over 238 world-class programs and more than 100 dedicated mega gurus, top international resource persons, trainers, speakers, coaches and consultants from around the world.

**Exclusive Mega Gurus:**

Dr. John C. Maxwell, Dr. William Rothwell, Dr. Jack Canfield, Dr. Peter Chee, Brian Tracy, Robert Tucker, Thomas G. Crane.

**Quality Certification, Awards & Publications:**

ISO 9001:2008 Certification for Global Provision of Training and Development. Winner of the ARTDO International HRD Excellence Award in recognition for outstanding contribution to international Human Resource Development and bestowed the Brand Laureate International Award for the Best Brand in Training. Cutting edge books co-authored with the world's Top Mega Gurus - "Coaching for Breakthrough Success", "12 Disciplines of Leadership Excellence" and "Becoming an Effective Mentoring Leader."

**Clients Include:**

Intel, IBM, United Nations Missions, American Embassy, Agilent, Dell, Motorola, Nike, First Solar, Accenture, Citibank, Central Bank of Malaysia & Philippines, DHL, Ericsson, OSRAM, Infineon, Siemens, B Braun, Bosch, Schneider, Saint Gobain, Toyota, Ajinomoto, Samsung Vina, Singapore Press Holdings, Capitaland, PT Telkom, Siam Cement Group, CP Group, BaoViet, Sacombank, PetroVietnam, Petron, SM Supermalls, Thai Airways, Philippine Airlines, Shangri-La Hotels, Six Senses Resort, Sheraton, Prudential, AIA, GSK, MSD, Bayer, Johnson & Johnson, Unilever, Nestle.



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