

GEORGIA LOCAL GOVERNMENT PERSONNEL ASSOCIATION

CERTIFICATE PROGRAM HANDBOOK



Carl Vinson
Institute of Government
UNIVERSITY OF GEORGIA



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Introduction

The Georgia Local Government Personnel Association (GLGPA) is a professional organization dedicated to establishing responsible practices throughout local government in Georgia and the professional development of its members.

The Certified Human Resource Manager Program (CHRM) and the Advanced Certification in Human Resource Management Program (ACHRM) are sponsored by GLGPA in conjunction with the Association County Commissioners of Georgia (ACCG) and the Georgia Municipal Association (GMA). The University of Georgia's Carl Vinson Institute of Government administers each program. The programs are designed to enhance the knowledge, skills, and abilities of those persons responsible for the management and administration of human resources systems in local government in Georgia.

Program Objectives

- To increase knowledge of the major aspects of public personnel administration
- To develop skills necessary to carry out human resource functions in local government
- To develop and maintain high standards of public human resource management
- To increase professionalism in public personnel administration throughout Georgia

Eligibility

To be eligible to participate in the certification programs, an individual must:

- Be a GLGPA member, and
- Be currently employed in local government with personnel responsibilities

There is a six-year time limit for completion of each program; this means six years for the CHRM program and an additional six years for the ACHRM. At the end of this time frame, participants who are still in the process will lose credit for any courses that are over six years old.

Certified Human Resource Manager Program

In order to earn the Certified Human Resource Manager designation, members must:

1. Successfully complete the thirteen courses in the curriculum. Foundations of Human Resource Management is a prerequisite and must be the first course taken for certification. It is offered at every spring and fall conference.
2. To receive credit for a course, a participant must attend the entire course and score seventy percent or higher on the test at the end of the course. Participants who do not pass the test are entitled to one retest. A second failure will require the participant to repeat the course.
3. Complete a self-directed learning project under the supervision of a faculty member at the Carl Vinson Institute of Government. This project may be new or previously implemented, but may not have been implemented more than two years prior to completion of coursework. Please see page 5 for additional information.

The curriculum consists of the following thirteen courses that are offered on a rotating basis:

Foundations of Public Human Resource Management (2 days):

This introductory course provides an overview of public human resource management and its role in local government. This course is a prerequisite for the CHRM program and must be the first course taken for certification. It is offered every spring and fall conference.

Managing Human Resources in a Political Environment:

This course is designed to differentiate between public and private human resource management and to better understand and influence the dynamic differences and culture among the various forms of local government.

Employee Rewards (Total Compensation):

This course is designed to examine compensation-related issues, fringe benefit options, how to analyze and control costs, and how to effectively communicate with employees regarding their total compensation.

The Legal Environment of Human Resource Management:

This course is designed to address legal issues surrounding the human resource management field to include the major employment law topics, court cases, and how lawsuits are handled.

Cultivating a Unified Workforce:

This course is designed to provide the participant with a working knowledge about differences in the workplace and the role of human resources in creating, maintaining, and advocating for a unified workforce that values differences without fragmentation.

Discipline and Grievances:

This course is designed to differentiate between discipline and grievance concepts, including investigations, appeals, and other administrative remedies.

Job Analysis for Training, Testing, and Promotional Assessments:

This course is designed to understand the principles to effectively conduct legally defensible processes and methods pertaining to job analysis and its use in training, testing, and promotional assessments.

Managing Risk and Controlling Loss:

This course explains the inherent risks associated with the everyday activities of an organization and strategies to mitigate risk and/or prevent tangible and intangible losses.

Components of Budgeting:

To understand the fundamentals and financial complexities of the human resource management function as a component of the overall local government budgeting process.

Records Management and Technology:

This course is designed to gain an understanding of records management and retention in local government and the technological framework that facilitates its management. Government transparency, to include Sunshine Law/Open Records Act, will also be discussed.

Effective Performance Management and Appraisal Systems:

This course is designed to provide an overview of performance appraisal systems and their effective application as a tool in the broader scope of continuous performance management.

Employee Recruitment and Selection:

This course is designed to provide participants with an overview of the process of recruitment and selection. This includes understanding concepts such as strategic workforce planning, job analysis, job advertisement, screening, interviews, background checks, and making a job offer.

Ethics in Local Government:

This course is designed to examine ethical dilemmas and guidance from a moral and legal perspective that are commonly faced by public sector human resource practitioners.

GLGPA CERTIFIED HUMAN RESOURCE MANAGER FINAL REPORT REQUIREMENTS

OBJECTIVE: To describe clearly a human resource program or activity that is successful in your entity so that others may benefit from your experience and research if considering the program in their organization. This self-directed learning project is to be conducted under the supervision of a faculty member at the Carl Vinson Institute of Government. This project may be new or previously implemented, but may not have been implemented more than two years prior to completion of coursework.

PROPOSAL: You must submit for approval a detailed description of the program or activity. The proposal will be reviewed and you will be notified of any recommendations before you begin the report. A final report will not be considered without prior approval of a proposal.

REPORT FORMAT: the following information must be included in the report:

1. **Member Information Cover Page:**
Report Name:
Submitted by: (this name will appear on your certificate)
Organization:
Address:
Telephone number, Facsimile number and e-mail address:
Number of employees (full and part-time) in organization:
2. **Goals of program:** what is the desired result?
3. **Cost:** time, supplies, costs to maintain program, etc., and funding source
4. **Staffing requirements:**
5. **Time frame for implementation:**
6. **Scope of people affected:** number, type, etc.
7. **Implementation strategy:** what was done to implement the program?
8. **Pitfalls, obstacles encountered, lessons learned:**
9. **Method of evaluation:**
10. **Letters of support and endorsement:**
11. **Copies of all written material necessary to implement the project:**

REPORT MANUAL: The report will be compiled in a manual for distribution to other interested GLGPA members. Reports are to be submitted in electronic format; preferably .pdf. Reports must be free of grammatical and spelling errors.

For more information, you may contact Dan Lasseter at DanL@uga.edu, or 706-542-6653.

Advanced Certification in Human Resource Management Program

Requirements for the Advanced Certification in Human Resource Management designation include completion of forty-eight hours of instruction and successful completion of a multi-rater assessment instrument (GOV360) that collects ratings on behavioral competencies from multiple observers.

To participate in the Advanced Certification in Human Resource Management program, a member must have earned the Certified Human Resource Manager certificate, or:

1. Provide a formal request, directed to the GLGPA President, for consideration by the GLGPA Board of Directors to participate in the Advanced Certification in Human Resource Management (ACHRM) Program, summarizing all HR experience (minimum of five years at an exempt level, or two years of local government experience at an exempt level) and professional qualifications or certification. These may include, but are not limited to, a degree in Human Resources, PHR, SPHR, IPMA-HR, or CCP designation. Additional factors, time frames, and other information pertaining to a member's background may also be considered and a final determination will be made at the full discretion of the Board of Directors.
2. Prospective participants must have been a GLGPA member for at least one year and have attended at least one conference before applying.
3. While the Board of Directors is sensitive to previous knowledge, skills, and abilities of its membership, The Board of Directors strongly encourages participants in the certification program to complete the CHRMP prior to participation in the ACHRM.

If space is available, individuals who are not pursuing the Advanced Certification in Human Resources Management may attend the classes.

To receive credit for a course, a participant must attend the entire course and score seventy percent or higher on the test at the end of the course. Participants who fail the test are entitled to one retest. A second failure will require the participant to repeat the course.

The curriculum consists of the following eight courses that are offered on a rotating basis:

Creativity and Innovation:

This course will help participants analyze their personal style of creative thinking behavior and problem solving while exploring strategy for working with people who have different styles. Participants will also discuss techniques for developing a work environment where employees can use their creative abilities.

Community and Media Relations:

Participants will study proven strategies for communicating publicly, that get positive results, and build community relations. Techniques for dealing with the media in crisis situations will also be discussed and practiced.

Ethical Use of Power:

This course will explore the various levels of authority, the power associated with it, and the pitfalls of potential abuse. Participants in this class will explore how to use the power they have in ethical ways and the consequences of unethical behavior.

Managing Change and Conflict:

This course will help participants understand how conflict can be the cause, or the result, of change and how to effectively negotiate problems and outcomes in the workplace.

Budgeting Methods and Strategies:

Participants will learn effective techniques to successfully compete for scarce organizational resources.

Organizational Performance Measures:

This course will explore setting and evaluating strategic organizational goals as well as the methods for implementing, measuring, and reporting the effectiveness in meeting those goals.

Training and Organization Development (two days):

Participants will explore adult learning theory and techniques in order to better plan and deliver training programs for their organization. They will also learn about identifying organizational needs and creating and evaluating appropriate development strategies.

Effective Presentations (two days):

This course is designed to examine strategies for presenting ideas clearly and concisely, analyze and organize message content, and practice presentation skills in a variety of situations.

Multi-rater Feedback Assessment (upon course completion):

Multi-rater feedback instruments - commonly referred to as 360s - are designed to evaluate an individual's proficiency in competencies related to his or her work. Co-workers at different levels of the organization complete a survey rating the participant on a variety of work-related competencies. Each participant will conduct an online 360 assessment and the results will be reviewed during two coaching sessions.

Continuing Education

Once a participant has completed either program, there is a continuing education requirement. Certificate holders are required to earn thirty hours of credit every three years. After completing the CHRMs, participation in the ACHRM will satisfy the requirement. Continuing education credit may be earned at any GLGPA function, and many Georgia Municipal Association, Association County Commissioners of Georgia or Local Government Risk Management Services programs. GMA, ACCG or LGRMS courses must be HR-related. The GLGPA member is responsible for maintaining a record of his or her continuing education credits.

For more information, contact:

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Details about the program may also be found at the GLGPA website, www.glgpa.org