



# APPENDIX

## Catalogue of Learning Objectives for Business Competence in Social Enterprises

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### ○ Human Resources Management

Developed for the project

Business Competence in Social Management

LLL, LdV Partnership

Project № 2012-1-DE2-LEO04-11646-8



In association with

EBC\*L International Centre, Vienna



# HUMAN RESOURCES MANAGEMENT

## General learning targets

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- ☐ Know the main functions of HR management
- ☐ Apply knowledge of HR to the analysis and resolution of specific cases in the company
- ☐ Work the core competencies of a Human Resources Manager.

## Specific Objectives of Social Enterprises

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- ☐ • Know the different ratios of worker / patient in social companies
- ☐ • Recruitment and motivation of volunteer workers
- ☐ • Definitions of jobs or DPT's
- ☐ • Definition and application of protocols and control of users / patients / persons served

## Specific learning targets

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TOPICS	LEARNING TARGETS
<b>1 HR capacities, skills and profile.</b> <b>General overview</b>	1.1 Mission of a good HR: being able to adjust the personnel policies to the business strategy of the company
	1.2 Primary functions: being able to develop and implement personnel policies
	1.3 Working areas <ul style="list-style-type: none"><li><input type="checkbox"/> Selection and evaluation</li><li><input type="checkbox"/> Training and development</li><li><input type="checkbox"/> Compensation and Benefits</li><li><input type="checkbox"/> Organization</li><li><input type="checkbox"/> Workforce Management</li></ul>
	1.4 Desirable Skills in a HR manager
	1.5 Mastering management skills in HR department: communication, teamwork, time management, team motivation and how to successfully integrate
<b>2.Effective organization of Human Resources</b>	2.1 To provide vision of future, being active and proactive
	2.2 To provide a framework for unified management based on goals
	2.3. Directing resources to the development of competitive advantage

	2.4. Indicate the need for systematic adaptation to the environment
<b>3. Effective techniques in recruitment, evaluation and control of personnel</b>	3.1. Develop, manage and implement plans for the selection, training, evaluation and, where appropriate, severance of an employee in the company.
	3.2. Develop skills needed to negotiate and resolve any conflicts that may arise in the workplace.
	3.3. Apply the principles and techniques for evaluating the performance of an employee in his job. Will improve their performance through the implementation of career plans with company personnel.
<b>4 Developing HR as competitive advantage</b>	4.1. Understanding the relationship between employee satisfaction and the positive assessment of the users/ families / stakeholders/ customers.
	4.2. Determine the key success factors for the definition and implementation of an Internal Marketing Plan for the Human Resources function in the organization.
	4.3. Designing and developing an Internal Marketing Plan to "sell" the HR function in the organization.
<b>5. Managing of HR</b>	5.1. Establishing the policies of recruitment, hiring and training of the company.
	5.2. Planning a wage incentive strategy, preparing payroll and social security.
	5.3. Managing the internal communication of the organization and, in general, perform all the formalities in the area of HR.
	5.4. Managing the Human Resources Department
	5.5. Hosting and Development Plan
<b>6. Employment relationship, national insurance, contracts and bonuses and layoffs</b>	6.1. Knowing the types of contract and choose the most suitable and appropriate to the interests of the company and work to develop, taking into account the advantages, disadvantages and bonuses that each mode carries implicit contract.
	6.2. To identify the sources of the general law such as those sources governing the employment relationship
	6.3 National insurance its rights and obligations.
	6.4 Manage contracts, modifications, attachments, clauses and covenants.
	6.5 Manage temporary disability
	6.6 Colective negotiation and conflicts

<b>7.Salary concepts, remuneration and payrolls</b>	7.1. Learning to manage performance evaluation, remuneration policy and social benefits
	7.2. Knowing the labor management of Human Resources in the creation and management of payroll
	7.3 Remuneration policy and social benefits.
<b>8. Most important or specific aspects of HR in social companies</b>	8.1 Recruitment and volunteer worker motivation
	8.2 Defining the job, matching the operational structure of the company with the personnel structure
	8.3 Application of protocols and control of users / patients / persons served
	8.4 Different aspects of HR control in social companies: Ratios of personnell / users (sustainability)
<b>9. Quality HR plan</b>	9.1. Quality Tools
	9.2. Quality Processes and Techniques
	9.3. HR Audits