



## Program Overview

HR Master Series is a 12-month leadership development initiative for human resources (HR) professionals, which includes five one-day forums of interactive, best practice, experiential learning focused on raising the understanding of HR leadership in the conceptual level and an expectation of practical applications.

The goal of the HR Master Series is to enhance HR leadership across state government by moving HR from the transactional model to the current best practice, which is to have HR help drive strategy within an agency. HR Directors need these competencies in order to understand the direct correlation between effective workforce planning and effective organizational strategy.

Participants study distinct competencies, behaviors, and proficiency standards by career level, based on the International Public Management Association for Human Resources (IPMA-HR) and Society for Human Resource Management (SHRM) Competency Models. The five key content areas are Continuous Improvement, Leadership, Measurement, Organizational Approaches and Strategic Business.

The program will be offered on an application basis to a maximum of 15 participants per year at the director or assistant director level. Class size will be limited so that participants can maximize the opportunities in each session for individual discussion, coaching and feedback. Participants will meet for presentations and experiential learning opportunities with both qualified, certified DOHR leaders and outside speakers who have relevant expertise. Studies of books by recognized thought leaders in the relevant topic areas or individual competencies will be used in the alternate months as a significant component of the program. Each book study will include a facilitated discussion session led by SPHR certified DOHR leaders.

**Competency Focus:** Business Acumen, Change Agent, Communication, Consultation, Cultural Effectiveness, Ethical Practice, Human Resource Technical Expertise and Practice, Organizational Leadership and Navigation, Critical Evaluation, Relationship Management and Systems Model.

## HR MASTER SERIES:

UNLOCKING THE DOORS TO HR LEADERSHIP

