

**Addressing Tomorrow's Need of Human Capital:
Competency Based Continuing Education for the Knowledge Society**

CERTIFIED HUMAN RESOURCES PROFESSIONALS

DR Bambang Supriyanto ^{*)} & Anton S. Wahjosoedibjo ^{)}**

Abstract

One of the key success factors of tomorrow's organization to achieve its vision and accomplish its mission is to have competent, knowledge based human resource (HR) professionals with solid and high performing team spirit involved through out the planning and deployment processes of organization policies and strategies.

The quantum leap of information system, ever changing values, and dynamic conditions of public service and business environment, demand future organization leaders and managers at any level to deal with the human resource aspect as an integrated part of their duty and responsibility. The role of the HR organization has rapidly evolved from merely doing administrative and technical jobs to providing professional supports through out the organization lines to enable the organization to employ, develop and maintain competent, high quality people to carry out their assigned roles; maintain conducive working environment; and create harmonious industrial relations. This imposes challenges but at the same time offers opportunities to HR professionals in the organization to enhance their professionalism and competency level, and to be recognized at equal stand as their professional counterparts in legal, finance and accounting, engineering, and others.

Driven by above conceptual perspectives, a group of HR practitioners and professionals in Indonesia with full support of the University of Atma Jaya Continuing Education in Jakarta have developed Certified Human Resource Professional (CHRP) program. The objective of CHRP program is to equip HR professionals with knowledge, skill and attitude to enhance their professionalism and confidence in meeting future challenges and creating growth opportunities. The CHRP program is an integrated competency and knowledge based training and development initiative in which program facilitators instead of instructors facilitate and mentor participants in the process of education (knowledge enhancement) and development of skills and attitude through a combination of applied theory and practical study cases in various HR functions.

There have been six batches of CHRP program conducted to-date, involving more than 250 participants of various undergraduate discipline backgrounds, coming from different industries. The seventh batch will be conducted soon and it has been "over subscribed".

This paper will outline detailed background of the Atma Jaya University CHRP Program and present the program syllabus, how it is developed, deployed, and reviewed for continuous improvement. It also provides results of assessment and measurement of previous program performances.

INTRODUCTION

One hour of yesterday is not slower than one hour of today and tomorrow; it's exactly the same sixty minutes. But the values, products, and services that we could create or destroy or moving and changing in today's world, even more and more in tomorrow's world. Thanks to the advancement of man-made technology, information has been spreading much faster and the world loses its boundary. As a consequence, people are becoming more interdependent, cross-cultural matters are turning into way of live, information can be instantly made available, and the role of to lead and manage changes to serve their needs has been increasingly challenged. In other words, the need of quality human capital grows into the utmost importance.

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Accordingly, one of the key success factors of tomorrow's organization to excel and achieve its vision and accomplish its mission is to have competent, knowledge based human resource (HR) professionals with solid and high performing team spirit that involved through out the planning and deployment processes of organization policies and strategies. Future organizations need leaders and managers at any level to deal with the human resource aspect or the human capital as an integrated part of their duty and responsibility.

The role of the HR organization has rapidly evolved from merely doing administrative and technical jobs to providing professional supports and services through out the organization lines to enable the organization to employ, develop and maintain competent, high quality people to carry out their assigned roles; maintain conducive working environment; and create harmonious industrial relations. These impose challenges but at the same time offer opportunities to HR professionals in the organization to enhance their professionalism and competency level, and to be recognized at equal stand as their professional counterparts in legal, finance and accounting, engineering, and others.

Driven by above conceptual perspectives, a group of HR practitioners and professionals in Indonesia with full support from University of Atma Jaya Continuing Education in Jakarta have developed competency based Certified Human Resource Professional (CHRP) program. The objective of CHRP program is to equip HR professionals with knowledge, skill and attitude and enhance their professionalism and confidence in meeting future challenges and creating growth opportunities. The CHRP program is an integrated competency and knowledge based training and development initiative in which program facilitators, instead of instructors, facilitate and mentor participants in the process of education (knowledge enhancement) and development of skills and attitude through a combination of applied theory and practical study cases in various HR functions.

This paper outlines detailed background of the Atma Jaya University CHRP Program and presents the program syllabus, how it has been developed, deployed, and reviewed for continuous improvement. It also provides results of assessment and measurement of previous program performances.

THE CHRP PROGRAM

As part of the Continuing Education Program and in its efforts to take a proactive role in enhancing the quality of human resource management in Indonesia, the Catholic University of Atma Jaya in Jakarta, Indonesia, had organized a group of academic and practicing HR professionals and company executives to develop a competency based, certified human resources professional program.

The scope of human resource activities is very broad. In order to be able to carry out the entire spectrum of human resource activities well and professionally, it is necessary that human resource practitioners learn the entire human resource functions the right way and in accordance with best practices in industries. With average economic growth rate of six to seven percent per annum since 2000, Indonesia's need of human resource professionals is eminent. Therefore, an intensive human resource development program is required, either to equip fresh graduates with practical knowledge and behavioral attitude required to carry out the job or to provide HR practitioners with academic and applied theories to broaden their knowledge base and enhance their performance.

The Certified Human Resources Professional (CHRP) program is a comprehensive, intensive, and competency based program which covers three basic functions in the spectrum of human resources management that are delivered as an integrated program. The three basic HR functions are: *Human Resources Development, Human Resources Management (Compensation and Benefits - Industrial Relations), and Human Resources Supplements.*

The program has been designed to provide basic and broad based knowledge, practical skills, and attitude necessary to effectively manage human resources and human capital in an organization or company, covering aforementioned HR functions in an integrated manner. By having competent HR professionals, with integrated and broad-based knowledge, skill and attitude in HR functions, the organization or company will benefit with improved quality of performance, easier job rotation in human resource functions, and better, well planned and targeted human resource development.

Participants of the CHRP program are required to have at least a bachelor degree (4-year college education) in any discipline, preferably with at least one year working experience. They can also be HR practitioners or those projected to occupy position in human resource function in the organization.

The CHRP program facilitators are structured as a team consisting of experienced - active or retired - practitioners, senior consultants, and executive in human resources with at least 15 years of experience in large or multinational companies; former senior government officials of the Ministry of Manpower; and senior lecturers of the University of Ama Jaya in relevant field of HR discipline. To reflect the competency base of the program the composition of the facilitators are maintained at a ratio of approximately 80% well seasoned HR practitioners and 20% university lecturers.

The Atma Jaya University CHRP program has been developed with the following unique characteristics:

1. The CHRP program is an integrated, competency based human resource training and development program which provide effective lesson learn through combined instruction, facilitation and mentoring in applied and practical key functions in managing company human resources

2. The key functions in human resource management are categorized in three groups: Human Resources Development, Human Resources Management (Compensation and Benefit, Industrial Relations), and Human Resources Supplement. Each group or sub-group consists of several modules of specific topics. There are 31 modules: Human Resources Development 14 modules, Compensation & Benefit 7 modules, Industrial Relations 7 modules, and HR Supplements 3 modules. Each module is given in one session of two effective hours.
3. To obtain the certificate, participants should pass competency assessment, conducted through written examination and presenting thesis paper under the guidance of program facilitator commensurate with their specific expertise.

CHRP PROGRAM MODULES, SYLLABUS AND IMPLEMENTATION

The CHRP Program consists of 31 topical modules which are grouped in four categories. The modules reflect the syllabus of the entire CHRP program as shown below:

Each module takes one session of facilitated interactive discussion or problem solving of a case study, preceded by a brief classroom instruction. Each session lasts for 2 (two) hours. The CHRP program applies global concept with due consideration to local culture and values. Therefore, most discussion and classroom materials are written in English but conducted in Indonesian. This way the program attracts participation from national as well as multi-national companies.

To ensure that participants attain the maximum benefit of the learning process during each session, both facilitators and participants should observe certain ground rules for the session.

Facilitators', not teachers', primary role is to help participants, not students, learn and to assist participants through coaching and educating on specific topic toward productive sessions. Facilitators' responsibility include, among others: a). Keep discussion focus on the topic of the session; b). Help guide and encourage participants to take active part in interactive discussion and problem solving process; c). Observes participants' learning behaviors and progress and realign the learning process as deemed necessary.

Participants are expected to be proactive and actively participate in the discussion to get the maximum benefit of this program and to tap the knowledge, experience and wisdom of facilitators who are expert in their respective field. Participants are primarily responsible for learning, be prepared for the upcoming session and take active participation in every session. Of course, participants have to comply with administrative terms and conditions.

MODULE #	TOPICS	SESSION #
HUMAN RESOURCE DEVELOPMENT		
1	Strategic Human Resource Planning	1
2	Managing Organization Development	5
3	Effective Recruitment and Interview Technique	2
4	Case Study: Organization Development	13
5	Managing Career Development	11
6	Managing Training and Effective Learning Organization	8
7	Competency Based Human Resources	7
8	Case Study: People Development	17
9	Leadership Development Program	16
10	Strategic Performance Management	3
11	Talent Management	12
12	Knowledge Management	15
13	Human Resource Audit	14
14	Case Study: Succession Planning	19
COMPENSATION AND BENEFITS		
1	Total Compensation Concept	20
2	Job Evaluation	21
3	Salary Structure Design	27
4	Salary Survey	26
5	Rewarding Employee Performance	29
6	Case Study: Job Evaluation	23
7	Case Study: Compensation. Wrap-up	30
INDUSTRIAL RELATIONS		
1	Legal Aspect in Industrial Relations, Employment Agreement, Techniques for Preparing Employment Agreement	6
2	Collective Labor Agreement and Company Policies	9
3	Industrial Relations and the Synergy between the Union and the Employer	10
4	Industrial Relations - Dispute Resolution	18
5	Employment Termination and Suspension	22
6	Industrial Relations Court	28
7	Case Study: Industrial Relations	25
SUPPLEMENTARY HR KNOWLEDGE AND SKILLS		
1	Employee Pension Plan	24
2	Company Merger and Acquisition	4
3	Corporate Culture	31

To pass the CHRP program and obtain certificate of achievement, participants should meet the following academic requirements:

1. Eighty percent (80%) attendance of all 31 sessions
2. Obtain a minimum score of 60 (out of 100 maximum score) for each examined module
3. Acceptance of thesis paper by the faculty on Human Resources Development, Compensation, Industrial Relations or other supplementary modules given in the program. The paper can be written in English or Indonesian language.

Participants who do not score passing grade for certain module may retake the examination one time or participate in the final examination of the next batch.

Exhibit – 2 shows examples of selected topics of papers prepared by participants.

As an example, topics of examination for CHRP Program Batch #4 are as follow:

1. Organization Development (Strategic Human Resource Planning, Managing Organizational Development, Recruitment)
2. People Development (Competency Based HR, Career Development, Managing Training, Knowledge Management)
3. Leadership (Leadership Development, Performance Management, Talent Management)
4. Total Compensation Concept
5. Salary Structure Design and Rewarding Employee Performance
6. Job Evaluation and Salary Survey
7. Employment and Collective Labor Agreement
8. Labor Management Cooperation and Industrial Relation Dispute
9. Termination and Industrial Relation Court..

The entire one batch of the CHRP program takes six effective weeks for 31 sessions, including examinations. Typical schedule of CHRP Program is as follows:

DATE	ACTIVITIES
5 July	Program Opening
7 July – 30 August : Every Monday – Thursday from 18:30 to 20:30; Saturday from 08:30 to 15:45	Classroom Instruction (31 sessions), including examination
4 August	Deadline for submitting topic of the term-paper and name of tutor
25 August	Finalization/submission of paper
12 September	Program Closing/ Graduation

Exhibit – 1 shows detailed schedule of CHRP Program, Batch #7 which will commence on 15 October 2008. Sixty participants have registered; there will be 2 parallel sessions to limit participants below 30 per class to ensure that effectiveness of each session.

In summary, the University of Atma Jaya Certified Human Resource Professional program is a “learning while doing” process. Because of the time constraint, the learning process for each topic of CHRP program is lacking in depth, but the CHRP program gives a strong basic concept and philosophy of each HR function so that participants can readily apply what they have learned and experienced from the CHRP program in their respective job and career. Since various basic concepts of HR functions are addressed in a well coordinated and integrated manner, in one package, participants can be expected to comprehend the whole picture of HR functions in an organization much easier and more long-lasting. To get more in-depth knowledge of specific topics given in the CHRP program, participants are encouraged to attend workshops or seminars on specific areas of interest, which are offered by many professional associations or commercial training organizers.

CHRP PROGRAM EVALUATION

To-date, there have been 6 (six) batches of the Atma Jaya University Continuing Education (AUCE) CHRP Programs delivered with more than 250 participants from various industries such as banking, manufacturing, oil & gas and other energy industries, insurance, airlines, government institution, leasing, hotel, retail, hospital, and management consultants. The seventh batch of AUCE CHRP will commence on 15 October 2008 and there have been 60 participants registered and enrolled. The committee plan to conduct two parallel sessions, each session will be limited to not more than 30 participants to ensure effectiveness of each session.

The AUCE CHRP Program committee has committed to make the program excel in quality and in delivering value to participants and the industry that supports them. This commitment has been taken seriously by employing continuous quality improvement practice. Upon completion of each batch of the CHRP Program, the program committee conducts opinion survey from participants, facilitators, as well as program stakeholders or industries that support CHRP participants. Results of the survey are evaluated, appropriate plans of improvement actions to the program formulated, and feedback given to the program stakeholders.

Questionnaires to participants on the overall CHRP Program include 10 questions which could be summarized into the following key program evaluation criteria: a). Materials of the Program Module; b). Qualification of Facilitators; c). Benefits of the Program; and d). Achievement of the Program Objective. More than 90% of responders (average of survey after 6 batches of CHRP Program) state that the CHRP Program is very good to excellent in term of the benefit of the program,

quality of facilitators, relevancies of the program to their job and profession, and meeting the program objective. Regarding the Program Module, 75% of responders show the module is very good to excellent. The only drawback is lack of depth due to time constraint and insufficient time to cover one module in 2-hour session.

Questionnaires to evaluate each facilitator of the CHRP Program by participants include the following opinions: a). Mastery of the materials; b). Systematic of materials presented; c). Ability to deliver the materials with clarity; d). Time management; e). Ability to respond to questions; f). Ability to use learning media; and g). Overall assessment rating. Also, more than 90% responders state that almost all facilitators are very good to excellent, particularly those practitioners and lecturers who have had practical exposures in HR functions in the industry or government.

Some encouraging comments from the survey and events are:

- Hope there will be advance level of the AUCE CHRP Program in the future
- The company of one of the participants stated that they planned to set a requisite for their HR staffs to participate in the CHRP program
- The 1st batch of AUCE CHRP program was attended by 26 participants and participants of the 6th batch had been doubled. This shows increasing interest in the CHRP Program.
- CHRP alumni are enthusiastic to attend thesis presentations at the following CHRP closing session to learn to new ideas that have been generated in the CHRP program

CONCLUSION

The CHRP Program of Atma Jaya University Continuing Education is a unique “learning by doing process” or competency based human capital enhancement program, specifically tailored for development of HR professionals.

The CHRP program is a comprehensive, intensive, and competency based program which covers three basic functions in the spectrum of human resources management that are delivered as an integrated program. The three basic HR functions are: *Human Resources Development, Human Resources Management (Compensation and Benefits, Industrial Relations), and Human Resources Supplements.*

The certification is granted based on competency assessment that include attendance record in classroom instruction, interactive discussion and case study sessions upon which their behavioral attitude can be evaluated; and successfully passing written examinations and thesis presentation on HR functions modules.

The Atma Jaya University CHRP Program has been a success story, proven by industry acceptance and growing participation. It is a dynamic “learning by doing process” that combined academic excellence and practitioners’ competence and wisdom. The program quality and stakeholders satisfaction are kept up through opinion survey which results are used to develop better future programs through continuous quality improvement process.

The Atma Jaya University CHRP program can be further developed into a regional or international joint cooperation CHRP programs among universities, private institutions and public sector, within the context of continuing education. It is believed that through this CHRP Program and other similar and better CHRP programs, the professionalism and competency of HR practitioners in the organization can be enhanced to the level that they will be recognized at equal stand as their professional counterparts in legal, finance and accounting, engineering, and other professionals.

At this opportunity, the authors wish to thank Atma Jaya University Continuing Education for unrelenting supports to the CHRP Program and for permitting the authors to share information of this unique program to honorable participants of the 35th international ARTDO Conference 2008 in Cairo, Egypt.

References:

1. Human Capital Magazine No. 30, September 2006, Article on “Universitas Katolik Indonesia Atma Jaya – Atma Jaya Tawarkan CHRP Tanpa Harus Kuliah” (Catholic University of Atma Jaya – Offers CHRP Without Having to Attend Academic Courses)”
2. Atma Jaya University Continuing Education CHRP Program – Booklets, Participants’ Feedback 1st -6th Batches, Progress Reports, Closing Reports
3. Patric J. Kiger: “Tomorrow’s human resources chiefs may not even work in HR today.”
4. Anton S. Wahjosoedibjo: “HROD Entrepreneurial / Intrapreneurial Competencies: Financial Management”, the 23rd ARTDO International Convention on Human Resource and Organization Development, Manila, 1995.
5. Anton S. Wahjosoedibjo: “Competency Based HR Management”, PMSM National Convention on Indonesia Human Resources 2001, PMSM, Solo – 25-28 October 2001
6. Anton S. Wahjosoedibjo: “Sertifikasi Kompetensi Tenaga Ahli SDM Indonesia (Competency Certification of Indonesia Human Resources Professionals)”, PMSM National Convention of Indonesia Human Resources 2004, PMSM, Bandung 2004.

EXHIBIT – 1

PROGRAM CHRP – BATCH 7
FASILITATOR – CLASSROOM INSTRUCTION SCHEDULE
15 October to 15 December 2008
VENUE: GLOBE - ARYA DUTA SUITES

OCTOBER 2008

NO	DATE	DAY & ROOM	SUBJECT	FACILITATOR
0	14	Tuesday 18:30-20:30	Opening/Introduction Arinse/Aula D/Yustinus lt 14	Bambang.S/Pungki
1	15	Wednesday 18:30-20:30	Strategic Human Resource Planning	Siswanto Karyogoeno
2	16	Thursday	Effective Recruitment and Interview Technique	Hana Panggabean
3	18	Saturday 10:45-12:45	1. Strategic Performance Management	1. Carita Tamzil
4		13:45-15:45	2. Merger & Acquisition	2. Yohanes Erwin Wijaya
5	20	Monday	Managing Organization Development	Pungki Purnadi
6	21	Tuesday	Aspek Hukum Hubungan Kerja dan Perjanjian Kerja	Samuel Hutabarat
7	22	Wednesday	Competency Based Human Resources	Pungki Purnadi
8	23	Thursday	Managing Training and Effective Learning Organization	Pungki Purnadi
9	24	Friday	Cooperation Agreement, and Company Policies	Antony Hilman
10	25	Saturday 08:30-10:30	1. Industrial Relations & Union and Employer Synergy	1. Bambang Supriyanto
11		10:45-12:45	2. Managing Career Development	2. Pungki Purnadi
12		13:45-15:45	3. Talent Management	3. Sandra Sahupala
13	27	Monday	Case Study Organization Development	Pungki Purnadi
14	28	Tuesday	Human Resources Audit	Yohanes Erwin Wijaya
15	29	Wednesday	Knowledge Management	Pungki Purnadi

OCTOBER 2008

NO	DATE	DAY & ROOM	SUBJECT	FACILITATOR
16	30	Thursday	Leadership Development Program	Priyanto Sutopo

NOVEMBER 2008

NO	DATE	DAY & ROOM	SUBJECT	FACILITATOR
17 18 19	1	Saturday 08:30-10:30 10:45-12:45 13:45-15:45	1. Case Study: People Development 2. Industrial Relations Disputes 3. Case Study: Sucession Planning	1. Edhie Sarwono 2. Payaman Simanjuntak 3. Yosef Bataona
20	4	Tuesday	Concept & Types of Compensation	Onesimus Lebang
21	5	Wednesday	Job Evaluation	Ralph Tehupuring
	6	Thursday	Examination HRD Block, Unit: <i>Organization Development</i>, 3 Modules (Strategic HR Planning, Managing Organization Development, Recruitment & Interview Technique)	Pungki Purnadi
22 23 24	8	Saturday 08:30-10:30 10:45-12:45 13:45-15:45	1. Employment Termination Various Implementation Strategy 2. Case Study: Job Evaluation 3. Pension Program	1. Bambang Supriyanto 2. Ralph Tehupuring 3. Saebani Harjono
	11	Tuesday	Examination HRD Block, Unit: <i>People Development</i>, 4 Module (Managing Training, Knowledge Management, Competency Based Management, Managing Career Development)	Pungki Purnadi
	13	Thursday	Examination HRD Block, Unit <i>Leadership</i>, 3 modules (Leadership, Talent Management, Performance Management System)	Pungki Purnadi
25 26 27	15	Saturday 08:30-10:30 10:45-12:45 13:45-15:45	1. Case Study: Industrial Relations 2. Salary Survey 3. Salary Structure Design	1. Bambang Supriyanto 2. Silvia Rianawati 3. Ralph Tehupuring

NOVEMBER 2008

NO	DATE	DAY & ROOM	SUBJECT	FACILITATOR
28	18	Tuesday	Industrial Relations Court	Kemalsyah Siregar
	21	Friday	Examination Industrial Relations: Employment Agreement; Collective Labor Agreement; Employee Termination; Industrial Relations Court	Bambang Supriyanto
29 30 31	22	Saturday 08:30-10:30 10:45-12:45 13:45-15:45	1. Rewarding Employee Performance 2. Case Study: Compensation- Wrap up 3. Corporate Culture	1. Lilis Halim 2. Ralph Tehupuring 3. Ati Cahayani
	25	Tuesday	Exam Industrial Relations & Compensation-Benefits: 1. Industrial Relations & Synergy Employer - Employee; Industrial Relation Dispute 2. Concept & Types of Compensation	1. Bambang Supriyanto 2. Ralph Tehupuring
	27	Thursday	Examination Compensation-Benefits: Job Evaluation; Salary Survey; Structure Design; and Rewarding Employee Performance	Ralph Tehupuring

DECEMBER 2008

	6	Saturday	Mentoring/ Retake Exams	For those to retake exam
	9	Tuesday	Mentoring/ Retake Exams	For those to retake exam

**16 Januari 2009 – Closing Ceremony CHRP Batch 7 & Graduation
On 18:30 – 21:00 hours at Yustinus Building 14th Floor**

EXHIBIT - 2

ATMAJAYA UNIVERSITY – CHRP PROGRAM TOPICS OF TOP-THREE THESIS PAPERS

NO	NAME	PAPER TITLE
BATCH #1		
1.1	Rafika Firna Adhikumara	Human Resources Roles in the Career Development in an Oil & Gas Company
1.2	Andri Yuwono Papilaya	Corporate Culture: An Approach Through the Cultural Diagnosis
1.3	Adri Darman	Outsourcing of Human Resources as the Company's Strategic Policy
BATCH #2		
2.1	Suziani Fitriyana	Legal Analysis on The Termination Procedure Based on Act No 2 Year 2004 Concerning Industrial Relations Dispute Settlement
2.2	Nova Artika	The Implementation of Employees' Development Pattern within "PT ABC", the Plateuing Oil & Gas Organization
2.3	Andy Iskandar	Harmonizing the Human Resources Strategic Planning with the Company's Strategy Using Balanced Score Cards in PT XYZ
BATCH #3		
3.1	Hanung Hamboro	To Build Human Resources Development Vision Using The Inquiries And Four Blocks Tool Approach
3.2	Yusro Andriana Gusti	Review And Evaluation Of Performance Management System Changes Conducted In Company "Y"
3.3	Hari Purnaningsih	Method Of Retaining Core People At The Digital Printing Company With Employees Less Than 100 People
BATCH #4		
4.1	Geg Mas Savitri	Aligning HR Strategy with The Corporate Business Strategy
4.2	Ida Bagus Ketut Wijaya	The Position of Salary Payment and Other Employee's Rights Against the Other Creditors in the Company Declared Bankrupt

NO	NAME	PAPER TITLE
4.3	Andi Isnovandiono	The Implementation of Career Development Management at PT.Pelabuhan Indonesia II
BATCH #5		
5.1	Zulfailunnuha	Why reward Fails to Motivate : A Case Study To Learn The Extent To Which The Reward Is Effective To Motivate People in The Organization
5.2	Melli Setyawati	The Importance of Indicator for Pilot Performance as an Effort to Give Customer Satisfaction
5.3	Pudjiarti	Leadership Empowerment for the Enhancement of Employee's Motivation
BATCH #6		
6.1	I Ketut Budiasa	Strategic Human Resources Planning : Shifting The Point of View on Human Resources from an Administration into a Business Partner.
6.2	Dudi Arisandi	Talent Planning And Development : Creating the Company's Supremacy Through Planning and Talent Management
6.3	Daud Setiawan	The Role of Knowledge Management in Business Transformation: Within Human Resources Context

SLIDE PRESENTATION

CERTIFIED HUMAN RESOURCES PROFESSIONALS



DR Bambang Supriyanto & Anton S. Wahjosoedibjo

Presented at

THE 35TH ARTDO INTERNATIONAL CONFERENCE, CAIRO, EGYPT - 2008

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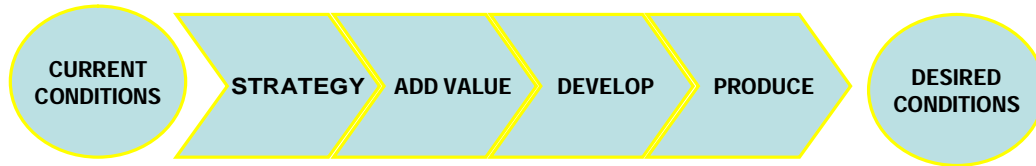


ATMA JAYA UNIVERSITY CONTINUING EDUCATION CERTIFIED HUMAN RESOURCE PROFESSIONALS PROGRAM

- INTRODUCTION
- THE CHRP PROGRAM
- PROGRAM MODULES, SYLLABUS AND IMPLEMENTATION
- PROGRAM EVALUATION
- CONCLUSION

2

CHRP - VALUE DELIVERY SYSTEM



CURRENT CONDITIONS	STRATEGY	ADD VALUE	DEVELOP	PRODUCE	DESIRED CONDITIONS
Growing economy and industries, lack of competent HR professionals	Need analysis, SWOT, Strategic Plan & Deployment	Issue Certificate / Diploma from recognized univ.	National Standard Competency for HR Professionals in line w/ Law	1 st Competency based CHRP Program as part of university continuing educ.	HR Professionals are recognized at equal stand as other profession-als in "industries"
No integrated, only piece-meal work-shops on HR funct.	Gather inputs from HR practitioners & executives	Real cases from work for Case Study & Thesis	Integrated, Comp. Based CHRP Plan & Modules	Hi-performers, hi quality CHRP	Awareness on increasing roles of HR professionals to help navigate organizational growth & success
Lacking awareness on changing role of HR functions in organization	Identify champion & sponsoring univ.	Reward those excel in CHRP	Competency Assessment	2 nd Exec. Progr. Focused on HR	
	Recruit good fac.	Get BNSP / Nat'l Board recognition	Suitable schedule	3 rd Advanced HR Degree Program	
	Apply continuous improvement proc.				

3

AU-CE CHRP OBJECTIVE

The objective of the Atma Jaya University Continuing Education CHRP Program to equip participants with HR knowledge, skill and attitude and enhance their human resources professionalism and confidence in meeting future challenges and creating growth opportunities through out HR Professional career.

The CHRP program is an integrated competency and knowledge based training and development initiative in which program facilitators, instead of instructors, facilitate and mentor participants, not students, in the process of education (knowledge enhancement) and development of skills and attitude through a combination of applied theory and practical study cases in various HR functions.

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UNIQUE ASPECTS OF AU-CE CHRP PROGRAM

- Integrated, competency based HR training and development program
- Effective learning process through combined classroom instruction, facilitated discussions and problem solving, and mentoring in applied and practical key company HR functions: HR Development, HR Management, and Supplementary HR knowledge and skills
- Program is given in 31 Modules: HR Development – 14 modules; HR Management, Compensation – 7 modules; HR Management, Industrial Relations – 7 modules; Supplementary HR Knowledge and Skills – 3 modules
- Certificate given after participants pass competency assessment.

SPECTRUM OF HUMAN RESOURCES BASIC FUNCTIONS

- **HUMAN RESOURCES DEVELOPMENT**
- **HUMAN RESOURCES MANAGEMENT**
 - **COMPENSATION & BENEFITS**
 - **INDUSTRIAL RELATIONS**
- **HUMAN RESOURCES SUPPLEMENTARY SERVICES**

AU-CE CHRP MODULE (I)

HUMAN RESOURCES DEVELOPMENT

1. Strategic Human Resource Planning
2. Managing Organization Development
3. Effective Recruitment and Interview Technique
4. **Case Study: Organization Development**
5. Managing Career Development
6. Managing Training and Effective Learning Organization

HUMAN RESOURCES DEVELOPMENT

7. Competency Based Human Resources Management
8. **Case Study: People Development**
9. Leadership Development Program
10. Strategic Performance Management
11. Talent Management
12. Knowledge Management
13. Human Resources Audit
14. **Case Study: Succession Planning**

AU-CE CHRP MODULE (II)

COMPENSATION & BENEFITS

1. Total Compensation Concept
2. Job Evaluation
3. Salary Structure Design
4. Salary Survey
5. Rewarding Employee Performance
6. **Case Study: Job Evaluation**
7. **Case Study: Compensation Wrap-up**

SUPPLEMENTARY HR KNOWLEDGE AND SKILLS

1. Employee Pension Plan
2. Company Merger and Acquisition
3. Corporate Culture

INDUSTRIAL RELATIONS

1. Legal Aspect in Industrial Relations. Employment Agreements, and Technique for Preparing Empl. Agreement
2. Collective Labor Agreement and Company Policies
3. Industrial Relations – Synergy between the Union and the Employer
4. Industrial Relations – Dispute Resolution
5. Employee Termination and Suspension
6. Industrial Relation Court
7. **Case Study: Industrial Relations**

8

TYPICAL AU-CE CHRP SCHEDULE

DATE	ACIVITIES
5 July	Program Opening
7 July – 30 August Mon – Thu 18:30 to 20:30 Saturday 08:30 to 15:45	31 Sessions, 2 hrs each: Classroom Instruction, Facilitated Interactive Discussion, Problem Solving / Case Study, Examination
4 August	Deadline for submitting topic of term-paper and name of tutor
25 August	Finalization / submission of paper
12 September	Program Closing - Graduation

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EXAMINATION SUBJECTS (I)

- **1st Examination**
 - Organization Development – 3 Modules: Strategic HR Planning, Managing Organization Development, and Recruitment and Interview Technique
- **2nd Examination**
 - People Development – 4 Modules: Managing Training, Knowledge Management, Competency Based Management, and Managing Career Development
- **3rd Examination**
 - Leadership – 3 Modules: Leadership, Talent Management, and Performance Management System

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EXAMINATION SUBJECTS (II)

- **4th Examination**
 - **Industrial Relations – 4 Modules: Employment Agreement, Collective Labor Agreement, Employee Termination, and Industrial Relations Court**
- **5th Examination**
 - **Industrial Relation & Compensation – 3 Modules: Industrial Relations “Employer – Employee Synergy, Industrial Relation Dispute, and Concept and Types of Compensation**
- **6th Examination**
 - **Compensation – 4 Modules: Job Evaluation, Salary Survey, Salary Structure Design, and Rewarding Employee Performance**

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FACILITATION GROUND RULES

Facilitators’, not teachers’, primary role is

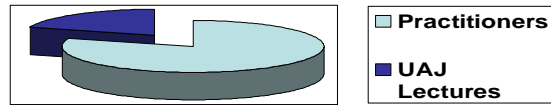
- to help participants, not students, learn; and
- to assist participants through coaching and educating on specific topic toward productive sessions.

Facilitators’ responsibility include, among others:

- a). Keep discussion focus on the topic of the session;
- b). Help guide and encourage participants to take active part in interactive discussion and problem solving process;
- c). Observes participants’ learning behaviors and progress and realign the learning process as deemed necessary

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CHRP FACILITATORS



NUMBER OF MODULES	FACILITATORS	
	HR PRACTITIONERS	ATMA JAYA SR. LECTURERS
31	18	3

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PARTICIPANTS GROUND RULES

Participants are expected to:

- be proactive and actively participate in the discussion to get the maximum benefit of this program; and
- tap the knowledge, experience and wisdom of facilitators who are expert in their respective field.

Participants are primarily responsible for

- learning the lesson,
- be prepared for the upcoming session,
- take active participation in every session, and
- comply with administrative terms and conditions.

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REQUIREMENTS FOR CHRP CERTIFICATE

- ❖ Eighty percent (80%) attendance of all 31 sessions
- ❖ Obtain a minimum score 60 (out of 100 maximum score) for each examined modules
- ❖ Acceptance of thesis paper by the faculty on Human Resources Development, Compensation, Industrial Relations or other supplementary modules given in the program. The paper can be written in English or Indonesian language.

Participants who do not score passing grade for certain module may retake the examination one time or participate in the final examination of the next batch.

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EXAMPLE OF AU-CE CHRP TRANSCRIPT

CERTIFIED HUMAN RESOURCES PROFESSIONAL (CHRP) BATCH 4 ACADEMIC TRANSCRIPT OF		
NO	SUBJECTS	SCORE
1	Organization Development (Strategic HR Planning, Managing OD, Recruitment)	B-
2	People Development (Competency Based, Career Development, Managing Training, Knowledge Management)	B-
3	Leadership (Leadership Development, Performance Management, Talent Management)	B-
4	Total Compensation Concept	A
5	Salary Structure Design & Rewarding Employee Performance	B
6	Job Evaluation & Salary Survey	A
7	Employment & Collective Labor Agreements	A
8	Labor Management Cooperation & Industrial Relations Dispute	A
9	Termination & Industrial Relations Court	A
Paper : <i>The Application of Knowledge Management in the Knowledge Based Human Resources Development</i>		A

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EXAMPLE OF PAPER TOPICS

B-#	NAME OF PARTICIPANT	PAPER TOPIC
1 - 1	Rafika Firna Adhikumara	Human Resources Roles in the Career Development in an Oil & Gas Company
2 - 1	Suziani Fitriyana	Legal Analysis on The Termination Procedure Based on Act No 2 Year 2004 Concerning Industrial Relations Dispute Settlement
3 - 1	Hanung Hamboro	To Build Human Resources Development Vision Using Inquiries and Four Blocks Tool Approach
4 - 1	Geg Mas Savitri	Aligning HR Strategy with The Corporate Business Strategy
5 - 1	Zulfailunnuha	Why Reward Fails to Motivate : A Case Study to Learn the Extent to which the Reward is Effective to Motivate People in the Organization
6 - 1	I Ketut Budiasa	Strategic Human Resources Planning : Shifting the Point of View on Human Resources from an Administration into a Business Partner.

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AU-CE CHRP PROGRAM EVALUATION (I)

- **Total of 6 batches with more than 250 participants representing banking, manufacturing, upstream oil and gas, insurance, airlines, government institutions, leasing, hotel, and retail industries; also consultants and university lectures, have been conducted since May 2006**
- **The 7th batch commenced on 15 October 2008 with 60 participants which would be divided in two parallel sessions**
- **Program evaluations and quality improvement initiatives are conducted through questionnaires to participants and facilitators, and sampling interviews with sponsor companies on program modules, facilitators, benefits of the program, and achievement of program objectives and expectations**

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AU-CE CHRP PROGRAM EVALUATION (II)

- **Results of questioners are discussed among program administration staff and facilitators, and improvement actions outlined for the coming batches**
- **More than 90% questionnaire respondents showed very good to excellent rating on CHRP Program in term of benefits of the program, relevancies to participants' job, and meeting program objectives and expectations**
- **Approximately 75% questionnaire respondents said the program modules were very good to excellent but lacking in depth due to the time constrains of each session**
- **More than 90% questionnaire respondents rated that facilitations of the sessions had been very good to excellent, especially those provided by seasoned practitioners and experienced university lecturers**

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ENCOURAGING COMMENTS TO AU-CE CHRP PROGRAM

- **“I wish there will be advance level of AU-CE CHRP Program”**
- **“My company has determined that possession of certificate of Certified Human Resource Professionals is a requisite for HR staff”**
- **“26 participants attended the first CHRP batch and participants of the sixth batch are more than doubled. This reflects the CHRP Program has drawn more and more interest to HR practitioners”**
- **“I was just assigned in the HR Division of my company subsidiary office in Hanoi. I plan to take sabbatical leave to participate in AU-CE CHRP Program in Jakarta”**
- **AU-CE CHRP Alumni are enthusiastic to attend the closing ceremony of following batches where two – three best thesis papers are presented by graduates**

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TYPICAL CHRP CLASS



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TYPICAL GROUP CASE STUDY



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CONCLUDING REMARKS

- The AU-CE CHRP Program is a unique “learning by doing” process or a competency based human capital enhancement program, specifically tailored for development of HR Professionals
- The AU-CE CHRP Program is a comprehensive, intensive, competency based program which covers three basic functions of the human resources management spectrum: HR Development, HR Management (Compensation and Industrial Relations), and Supplementary HR Knowledge and Skills.
- Certification is granted based on competency assessment that include session attendance, and successfully passing written examinations and presenting thesis paper
- The AU-CE CHRP Program has been a success story proven by industry acceptance and growing participation. It’s a dynamic “learning by doing” process that combines academic excellence and practitioners’ competence and wisdom

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CHRP BATCH 6 GRADUATION (63 Participants)



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THANK YOU

The authors wish to thank Atma Jaya University Continuing Education for unrelenting supports to the CHRP Program and for permitting the authors to share information of this unique program to honorable participants of the 35th International ARTDO Conference 2008 in Cairo.

Thank you all for your kind attention !!

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