

# **Human Resources Management in Germany**

## **Professional Standards, Training Program and Professionalization-Index**

**Prof. Gerold Frick, Deutsche Gesellschaft für Personalführung e.V.  
Sofia, 21.01.2010**



# Agenda

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1. Initial Point – DGFP Professionalization Initiative
2. New Framework: Integrated Professional HRM
3. ProPerTraining Program and Learning Outcomes
4. Professionalization-Index

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# 1. Initial Point

## Characteristics of Professions

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Source: Armutat 2003 a.

Chart 4

# 1. Initial Point

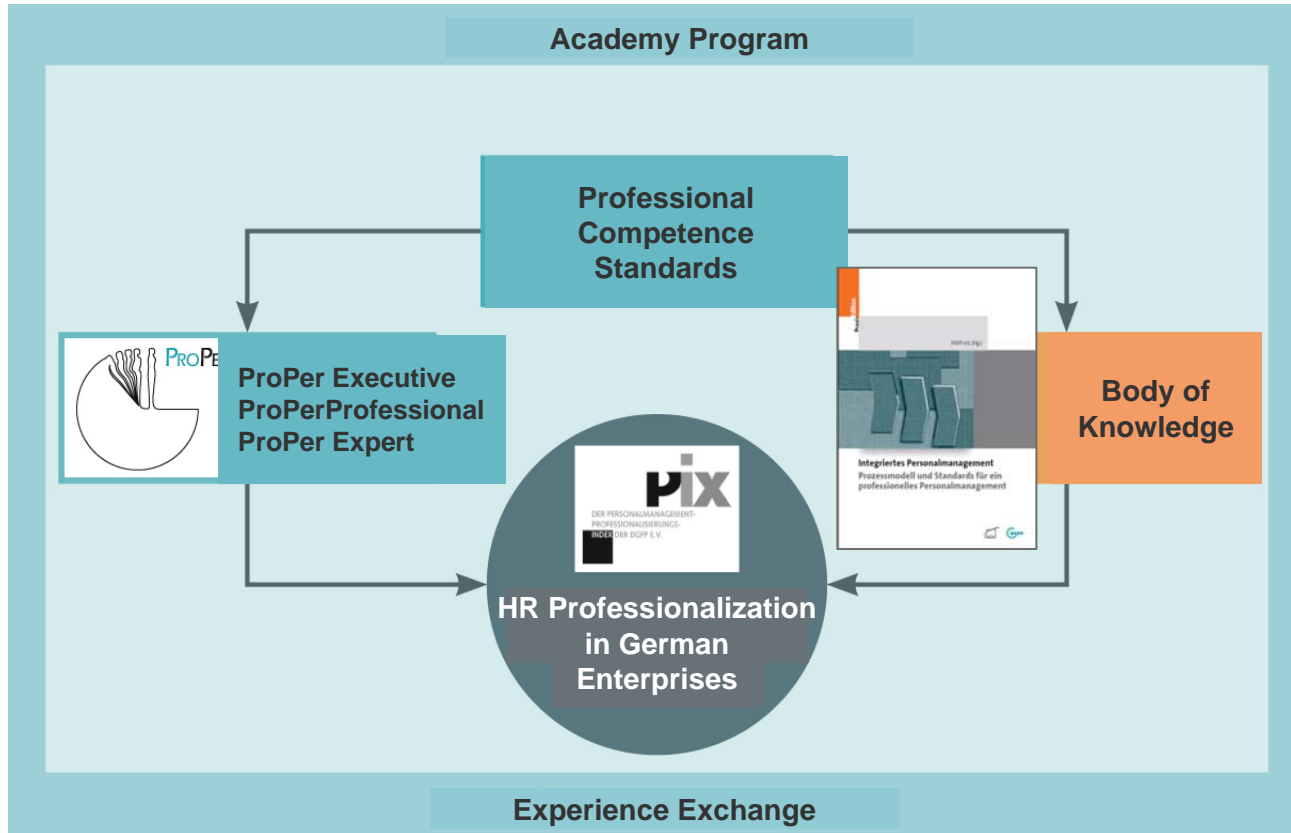
## HRM as a profession in Germany – Situation in 2000

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- HR as a profession hardly accepted
- Lack of generally accepted professional Standards
- No generally accepted qualification for HRM

➔ DGFP Board Decision: Professionalization Initiative

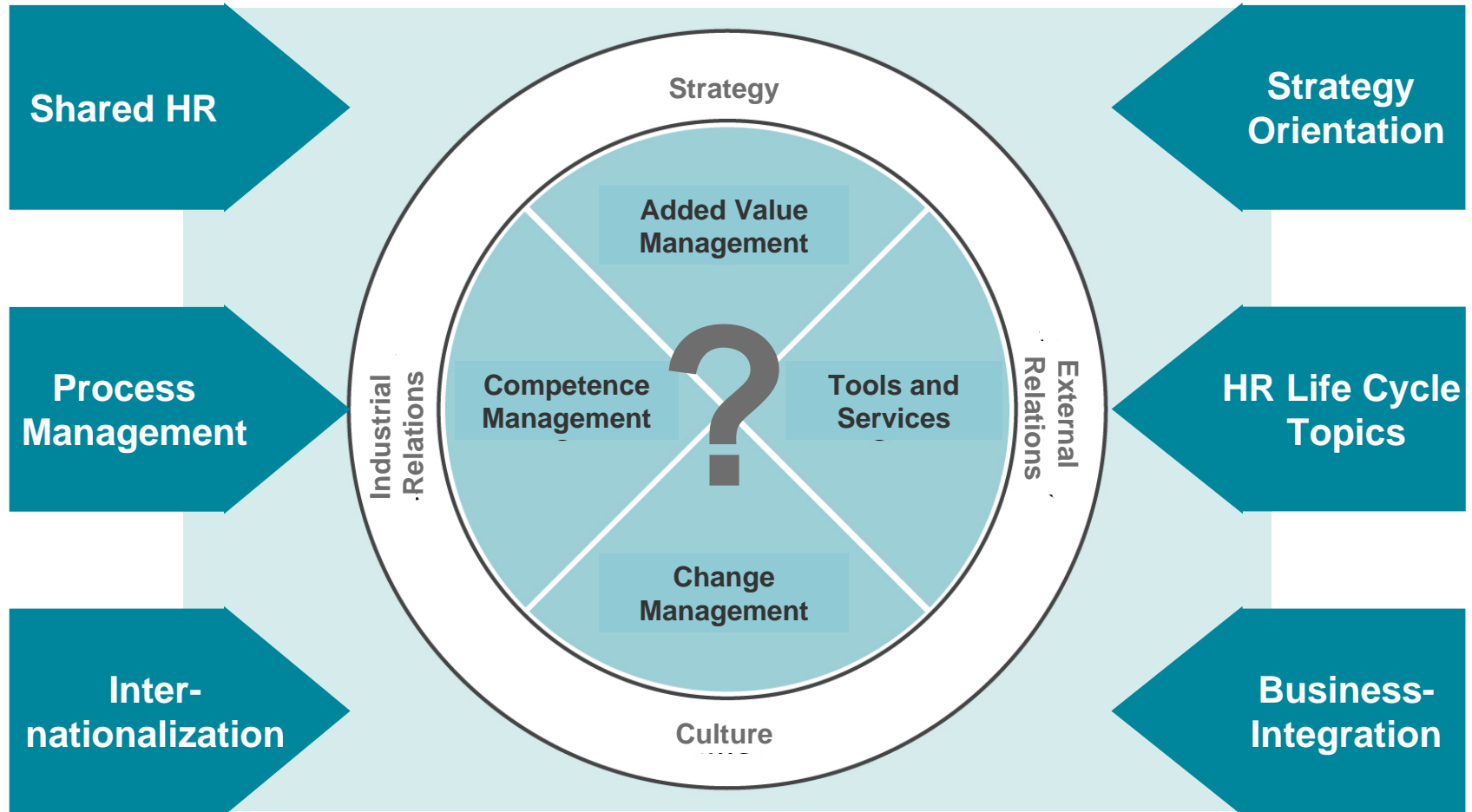
# 1. Initial Point DGFP Professionalization Initiative since 2000



Source: Deutsche Gesellschaft für Personalführung e.V. (Hrsg.) (2009): Integriertes Personalmanagement in der Praxis – Prozesse und professionelle Standards. Bielefeld. Seite 12

# 1. Initial Point

## Drivers and dimensions for the relaunch of the professional standards in 2008



Source: DGFP e.V. 2009

Chart 7

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## 2. New Framework Model of an Integrated Professional HRM

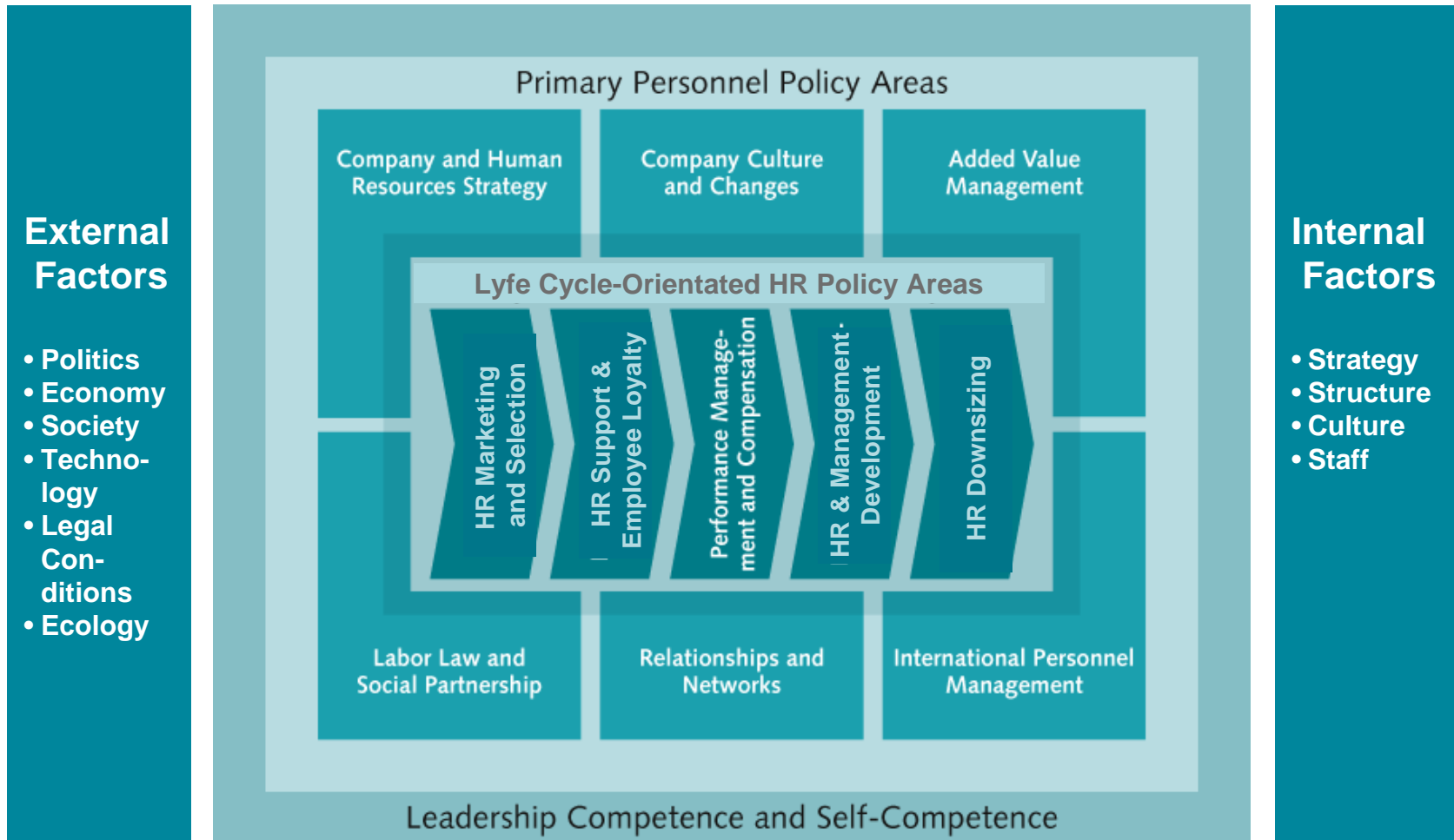


Chart 9

## 2. New Framework Primary HR Policy Areas

<b>Company and Human Resources Strategy</b>	HR managers as strategic partners: substance and methodology of strategic HRM and strategic embedding
<b>Company Culture and Changes</b>	HR managers as change managers: substance and methodology for designing a company culture and the social and HR aspects of changes
<b>Added Value Management</b>	HR managers as added value managers: substance and methodology of transparent and measurable control of all HR activities
<b>Labor Law and Social Partnership</b>	HR managers as experts in the fields of German labor law: substance and methodology of the competent application of German labor and social law, as well as the design of cooperation with the special interest groups of the company
<b>Relationships and Networks</b>	HR managers as network designers: substance and methodology of HR-related relationship management with stakeholders inside and outside the company
<b>International Human Resources Management</b>	HR managers as facilitators of internationalization: substance and methodology of strategic, international HRM with cross-national HR transfers

## 2. New Framework Life Cycle-Oriented HR Policy Areas

<b>Human Resources Marketing and Selection</b>	Substance and methodology of developing an attractive employer image and recruiting and integration of Human Resources for one's own company
<b>Human Resources Support and Employee Loyalty</b>	Substance and methodology for consulting and coaching management and employees
<b>Performance Management and Compensation</b>	Substance and methodology for coordinated, performance-enhancing compensation, performance evaluation and working hour account systems
<b>Human Resources and Management Development</b>	Substance and methodology for identification, development and utilization of strategically relevant competences
<b>Human Resources Downsizing</b>	Substance and methodology for flexibilization of workforce structures and culturally acceptable employee severance management
<b>Leadership competence and self-competence</b>	HR managers as persons of high integrity, who continually reflect upon their own role and the working environment, and who act like role models

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### 3. ProPer Training Program Three Target Groups – Three Training Programs



#### Training Program **ProPer** – Professionalization of Personnel Management

Focussed, modern and practice-oriented:  
The ProPer Training Program sets standards for professional personnel management.

Concept, Course Contents and Dates for 2<sup>nd</sup> half of 2009

#### **ProPer Expert – Administrative Specialist**

Administrative specialists from all fields, entry-level employees in the field of Human Resources management and university graduates with a non-personnel-related academic background

#### **ProPer Professional – HR Functional Specialist**

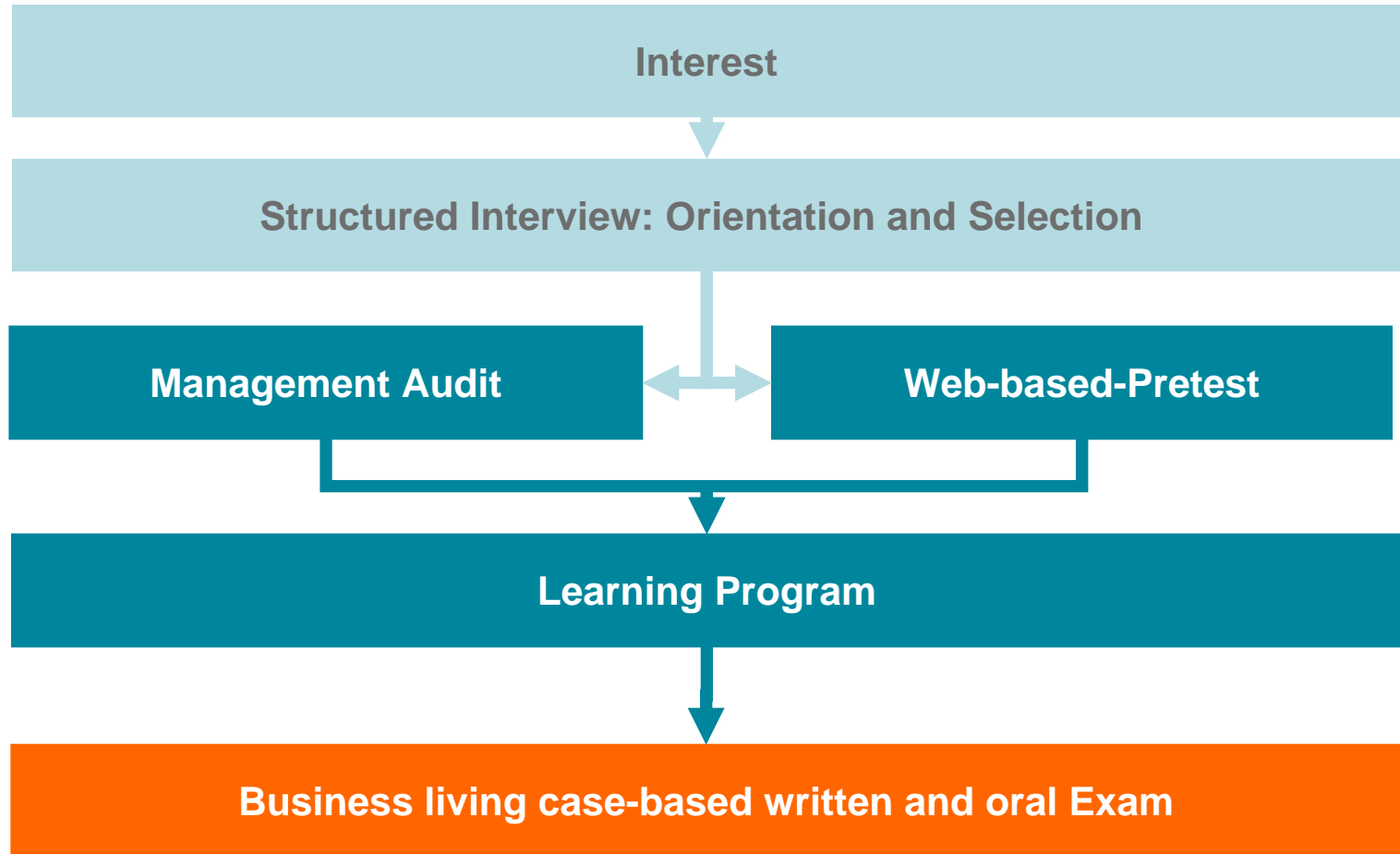
HR specialists from all fields, business partners at the HR specialist level, management trainees in HRM and university graduates with primary studies in HRM

#### **ProPer Executive – Head of HRM**

HR department heads, business partners at the HR department head level and HR managers before or after taking over a management function with overall responsibility

### 3. ProPer Training Program - The way to professionalize HR People

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### 3. ProPer Training Program

## Learning Outcomes according to European Qualification Framework

	Expert (10 Days)	Professional (15 Days)	Executive (15 Days)
<b>Leadership competence and self-competence</b>			
<b>Corporate and HR Strategy</b>	<p>The participants will be enabled to professionally complete all practical work tasks within the field of operational HR work. They will be given the specialized and methodological tools to accomplish their primary work tasks, considering the overriding objectives of HRM.</p> <p>(EQR 3)</p>	<p>The participants will develop their competence profiles as future-oriented policy makers and business partner of their own area of responsibility. They will be able to discuss their own ideas and further development</p> <p>(EQR 5)</p>	<p>The participants will sharpen their competence profiles as designers and strengthen their positions as indispensable partners of business management. They will review in detail their area of responsibility and develop ideas regarding a new strategic orientation.</p> <p>(EQR 7)</p>
<b>Corporate Culture and Changes</b>			
<b>Labor Law and Social Partnership</b>			
<b>Relationships and Networks</b>			
<b>Added Value Management</b>			
<b>International HRM</b>			
<b>HR Marketing and Selection</b>			
<b>HR Support and Employee Loyalty</b>			
<b>Performance Management and Compensation</b>			
<b>HR and Management Development</b>			
<b>HR Downsizing</b>			

**Exam and Certificate „DGFP-geprüfter Personalmanager“ (1 Day)**

### 3. ProPer Training Program Duration and Structure

	ProPer Executive	ProPer Professional	ProPer Expert
Leadership competence and self-competence	AC + 0,5 + EC	AC + 1,5 + EC	1,5 + EC
Corporate and HR Strategy	2,5 + 2 EC	2 + 2 EC	0,5
Corporate Culture and Changes	2 + AV	1,0	0,25
Labor Law and Social Partnership	1,5	2,0	2,0
Relationships and Networks	0,5	AV	0,25
Added Value Management	1,5	1,0	0,5
International HRM	2,0	1,0	0,5
HR Marketing and Selection	0,5	1,5	1,0
HR Support and Employee Loyalty	0,5	0,5	1 + 2 EC
Performance Management and Compensation	1 + EC	1,5	1,0
HR and Management Development	1 + EC	1,5	1,0
HR Downsizing	0,5	0,5	0,5
	15 + Exam	15 + Exam	10 + Exam

AC= Assessment Center  
EC= Evening Class

Chart 10

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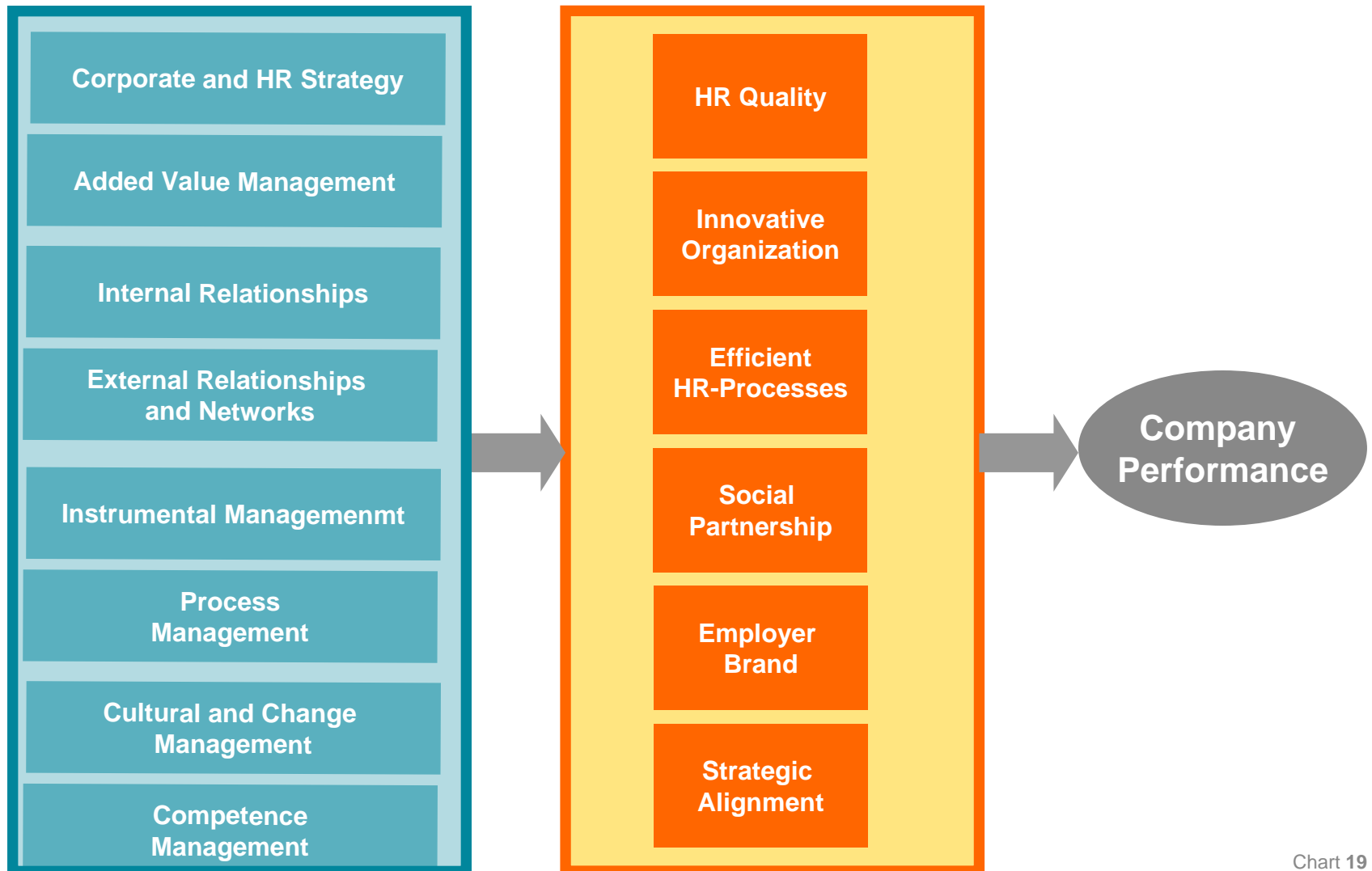
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## 4. Professionalization Index pix – Intention

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- Measurement of professionalization parameter values of our member companies
- Control of success of our ProPer training programs
- Trend observation
- Implications for further development of our professionalization initiative
- Longterm oriented research design

## 4. Professionalization Index pix – Concept



# 4. Professionalization Index pix – Facts and Figures 2008

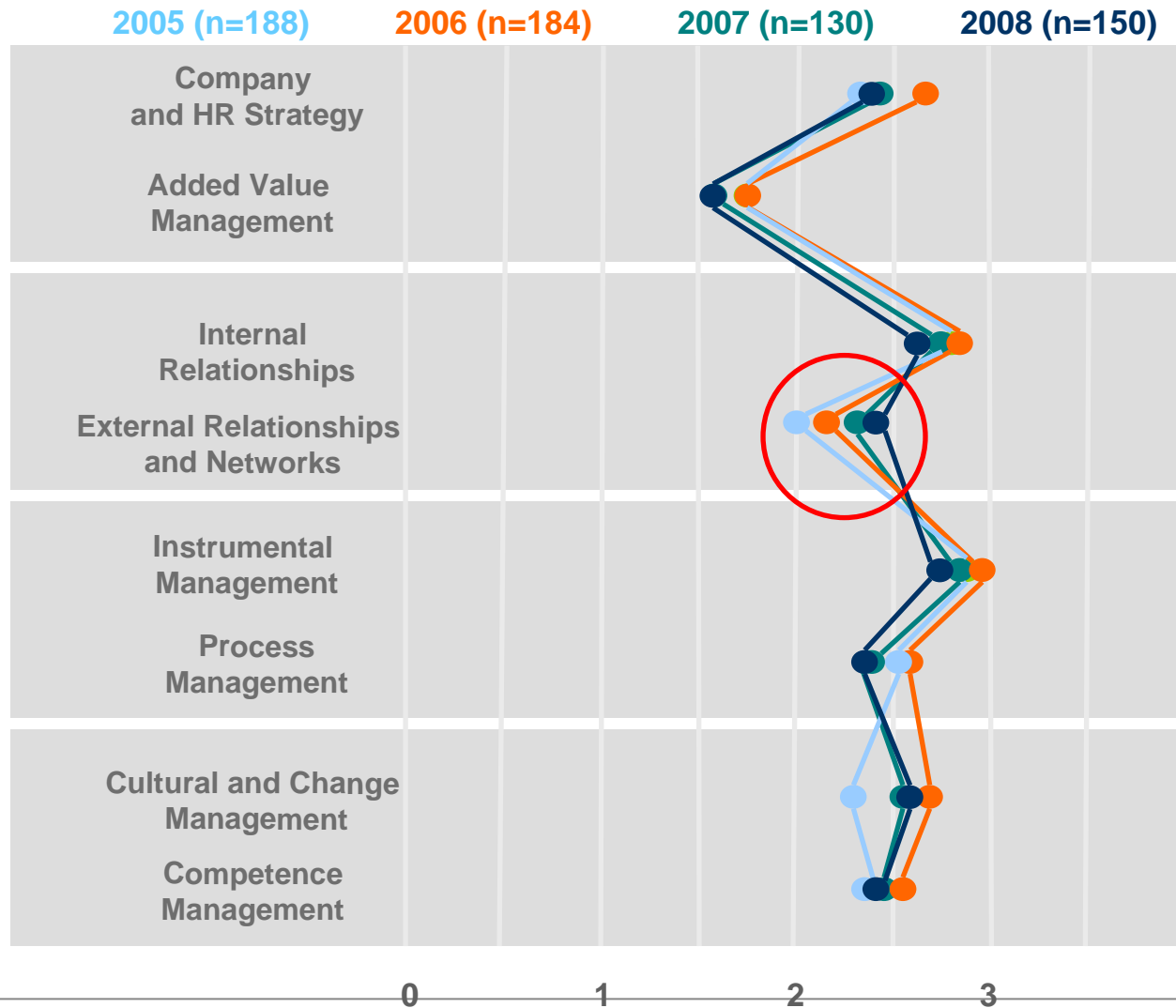


Chart 20

## 4. Professionalization Index pix – Facts and Figures 2008

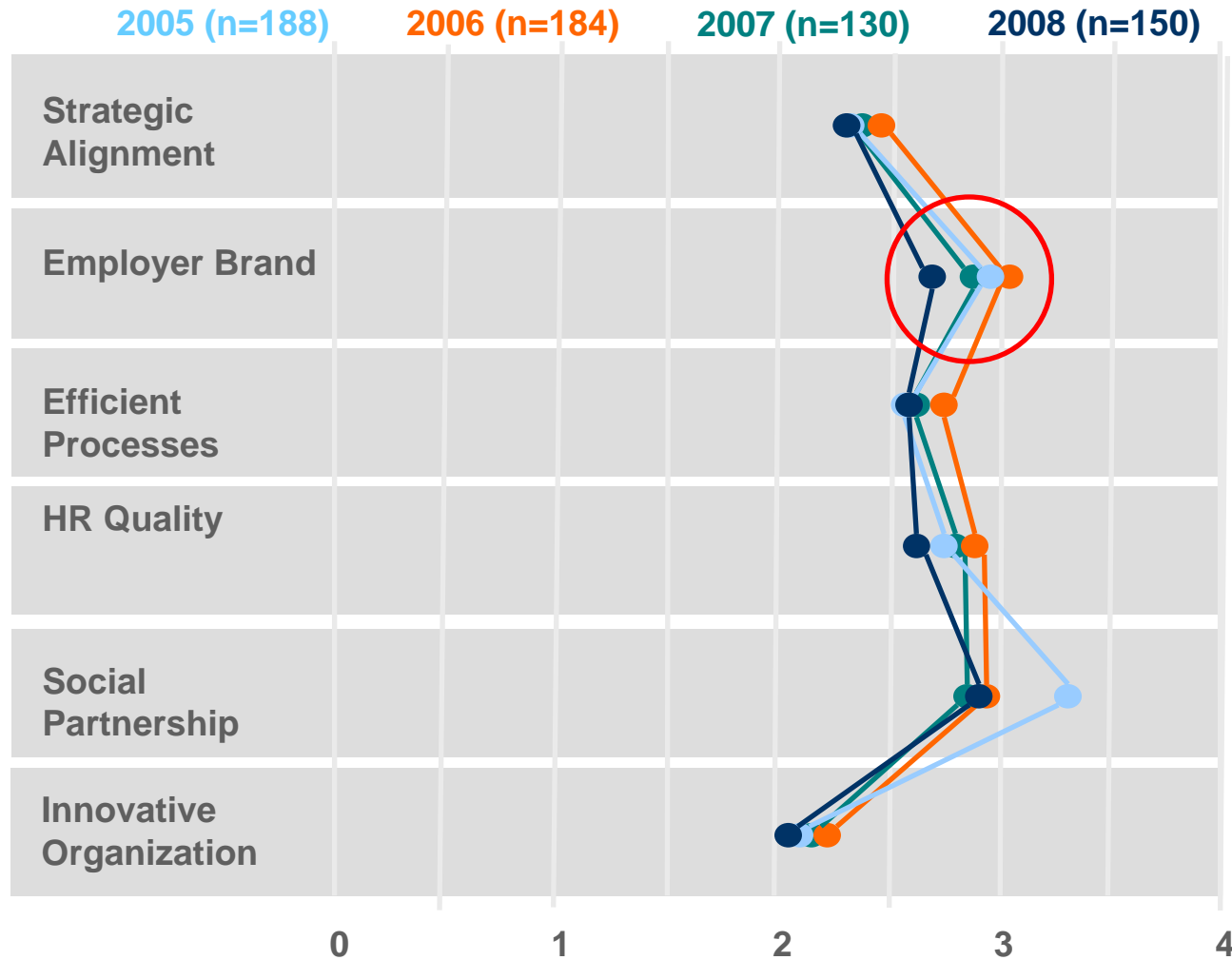
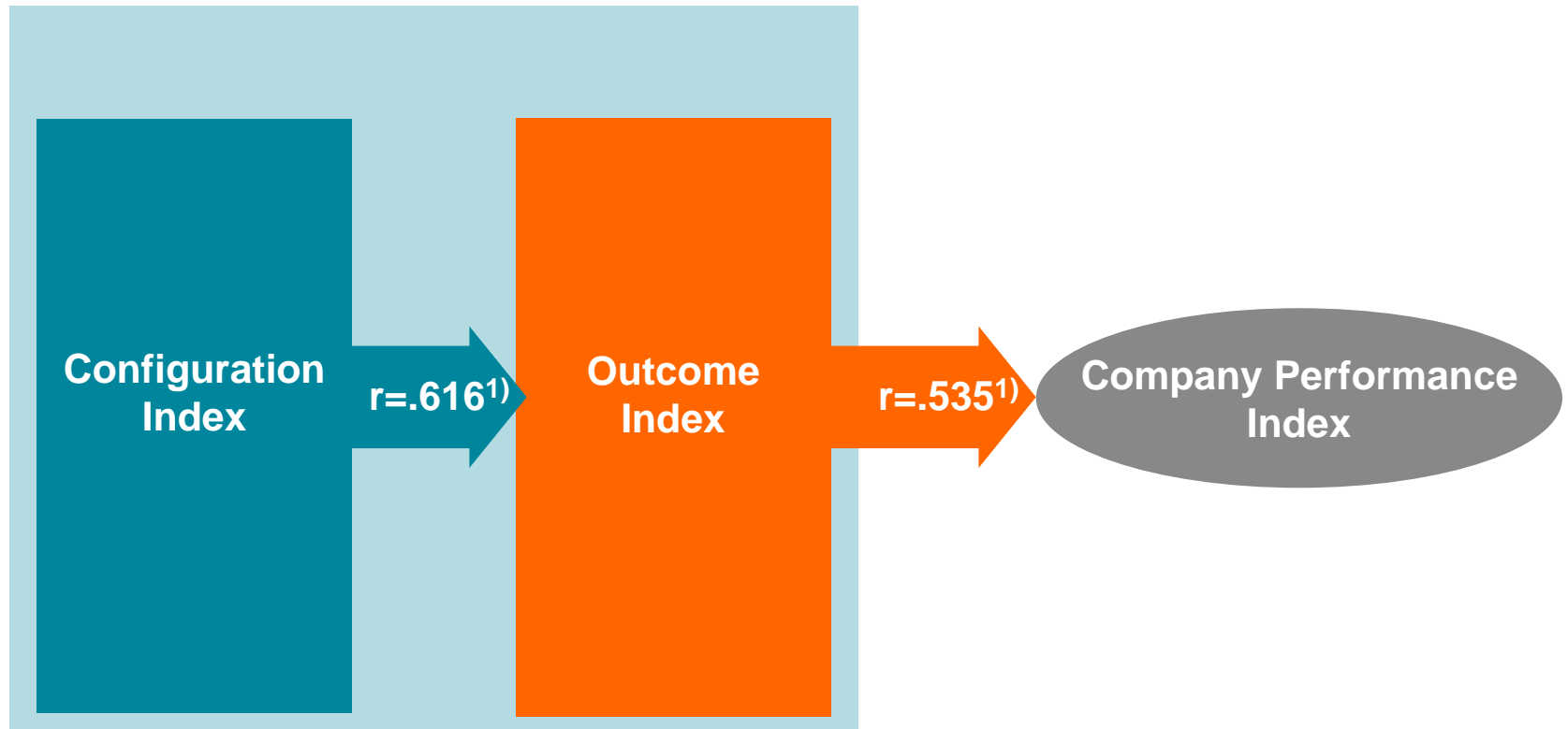


Chart 21

## 4. Professionalization Index pix – Facts and Figures 2005 - 2008

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## 5. Challenges and Next Steps

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- Spreading the professionalization initiative in German HR Community
- Implementation of a re-certification process
- Relaunch of professionalization index model
- Integration in academic programs and lifelong learning paths of business schools and universities
- Integration of distance learning elements