



# HR Governance Course: Frameworks, Board Committees and People Oversight

4 – 8 January 2027

Paris - Right Bank business hotel



## HR Governance Course: Frameworks, Board Committees and People Oversight

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### Introduction:

HR governance course on frameworks, board committees and people oversight: a 5-day course for HR leadership, HR business partnering and governance, compliance and board secretariat functions that ends with an HR governance framework and charter for a case organisation. Many organisations leave decisions on senior appointments, pay, dismissals and conduct cases to habit, so authority is unclear and boards learn of people issues too late. Nominees already advise executives or committees on people matters, and the course is taught through case study on board papers, delegation schedules and committee agendas. CoreConcept Training Center delivers this HR governance course.

### Course Objectives:

- Distinguish HR governance from HR management and diagnose the current state of people oversight in an organisation
- Allocate decision rights for people matters between the board, its committees and management, including a delegation of authority schedule
- Govern the HR policy architecture through ownership, approval, periodic review and retirement gates
- Prepare remuneration and nomination committee agendas, terms of reference and board workforce reports using human capital metrics
- Oversee people risk, HR controls, HR data handling and speak-up channels through defined escalation and reporting routes
- Assess HR governance maturity and draft an HR governance framework and charter for approval

### Target Audience:

- HR leadership functions accountable to the executive team and the board for the people agenda
  - HR business partnering functions that advise senior leaders on appointments, pay and organisational change
  - Governance and board secretariat functions that prepare committee papers, agendas and minutes on people matters
  - Compliance and ethics functions responsible for conduct, speak-up and policy monitoring
  - Reward and talent functions that supply analysis to remuneration and nomination committees
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## **Course Outline:**

### **Day 1: HR Governance Foundations and Current-State Diagnosis**

- HR Governance Definition Separating Oversight from HR Management
- Corporate Governance Principles Applied to People Decisions
- Governance Failure Cases Involving Pay, Conduct and Appointments
- HR Governance Stakeholder Map for Board, Executives and Employees
- HR Governance Current-State Diagnostic Questionnaire and Gap Summary

### **Day 2: HR Governance Frameworks, Roles and Delegated Authority**

- ISO 30408 Human Governance Guidelines Read for HR Leaders
- Three-Tier Model of Board, Committee and Management Roles
- People Decision Rights Matrix Using RACI Allocation
- Delegation of Authority Schedule for Hiring, Pay and Dismissal
- Board Reserved Matters List for Senior Appointments and Restructuring

### **Day 3: Policy Architecture, Committee Support and Workforce Reporting**

- HR Policy Architecture Tiers and Policy Ownership Register
- Policy Lifecycle Gates for Approval, Periodic Review and Retirement
- Remuneration Committee Terms of Reference and Annual Agenda
- Nomination Committee Support for Succession and Board Composition
- ISO 30414 Human Capital Metrics for Board Workforce Dashboards

### **Day 4: Oversight of People Risk, HR Controls, Data and Conduct**

- People Risk Appetite Statement and Board Escalation Thresholds
- Lines of Assurance Map for HR Compliance Monitoring
- HR Data Governance Roles, Data Ownership and Privacy Safeguards
- Speak-Up Channel Oversight Using ISO 37001 Anonymous Reporting Criteria
- Grievance and Ethics Case Trend Report for the Board

### **Day 5: Case Study on an HR Governance Framework and Charter**

- HR Governance Maturity Assessment Scale for a Case Organisation
  - Case Organisation Decision Rights and Committee Structure Redesign
  - HR Governance Calendar Linking Policy Reviews and Committee Cycles
  - HR Governance Charter Drafting with Mandates and Accountabilities
  - HR Governance Framework and Charter Peer Challenge Completion
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## **Skills You Will Gain:**

- Board Paper Preparation on People Matters
- Decision Rights Allocation
- Delegated Authority Design
- Committee Secretariat Support
- Human Capital Metric Selection
- Speak-Up Oversight
- HR Data Stewardship
- Governance Maturity Scoring

## **Why Attend This Course:**

- Deliver an HR governance framework and charter to the chief executive, the company secretary and the board for adoption
- Decide which people decisions the board reserves, which its committees review and which management may take under delegation
- Avoid unauthorised pay awards, unreviewed policies and late escalation of conduct cases that expose the organisation to dispute and reputational damage
- Share the decision rights matrix, committee agenda templates and maturity scale with HR and governance colleagues

## **Conclusion:**

Back at work, the participant presents the HR governance framework and charter to the chief executive, the company secretary and the board, who use it to confirm reserved matters, committee mandates and the limits of management authority over people decisions. HR and governance staff then follow the governance calendar for policy reviews, committee papers and workforce reports. After the first full committee cycle, the organisation should review whether escalations arrived on time, whether delegated decisions stayed within limits and whether the maturity score has moved.

## **Frequently Asked Questions FAQ:**

### **What should participants prepare before the HR governance course?**

Participants should already advise executives, committees or the board on people matters. Bringing an anonymised delegation of authority schedule, committee terms of reference or a recent board workforce report lets them test the decision rights matrix and maturity scale on their own organisation.

## **How does the HR governance course differ from HR audit, HR policy writing or HR risk courses?**

It concentrates on who decides and who oversees people matters: board, committees and management. Policy drafting, audit fieldwork and risk register building appear only where they feed oversight, such as policy approval gates, assurance maps and board escalation thresholds.

## **Why do boards need HR governance beyond executive pay approval?**

Boards answer for appointments, succession, conduct and culture as well as pay. HR governance gives them reserved matters, committee mandates, workforce metrics and speak-up reporting, so people issues reach the board early and decisions taken under delegation stay within agreed limits.

## **What do participants take back from the HR governance course?**

Participants take back an HR governance framework and charter for a case organisation, with a decision rights matrix, delegation schedule, committee agenda templates, a governance calendar and a maturity assessment scale they can adapt for their own board and executive team.