



Human Resources Governance: Legislation, Compliance & Corporate Practices

15 - 22 Nov 2026
Istanbul



Human Resources Governance: Legislation, Compliance & Corporate Practices

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Course Overview:

Human Resources Governance provides an integrated institutional framework that ensures decisions, policies, and practices related to human capital are managed according to clear principles of fairness, transparency, accountability, compliance, and oversight. This Human Resources Governance course is designed to provide participants with a practical understanding of how HR can evolve from a primarily operational function into a governance system that connects people-related decisions with organizational strategy, legislation, regulatory requirements, and institutional controls.

The course examines the relationship between corporate governance and human resources, human capital governance mechanisms, roles and responsibilities, delegated authorities, stakeholder management, business ethics, and accountability. It also addresses HR legislation and HR compliance from a practical perspective, enabling organizations to translate legal and regulatory requirements into HR policies and procedures that can be effectively implemented, monitored, reviewed, and audited.

The programme extends into key HR applications, including workforce planning, job analysis and job descriptions, recruitment and selection, performance management, training and development, compensation, and employee relations. These activities are examined in connection with HR risks, internal controls in human resources, HR auditing, and HR performance indicators.

The applied structure of the course incorporates the principles of fairness, transparency, openness, and accountability reflected in HR governance practices, together with practical approaches to HR management, compliance, policies, controls, recruitment, performance management, employee retention, training, and workplace conflict resolution.

Target Audience:

- Human Resources Directors and General Managers
- Heads of Human Resources and Personnel Departments
- HR Governance Officers and Specialists
- Corporate Compliance and HR Compliance Professionals
- Policies and Procedures Officers
- Organizational Development Directors and Managers
- Employee Relations Professionals
- Workforce Planning Specialists
- Performance Management and Development Professionals
- Internal Auditors and HR Auditors
- Risk Management and Internal Control Professionals
- Legal Affairs and HR Legislation Professionals
- Members of HR and Governance Committees
- Senior managers and executives overseeing human capital decisions
- Government and public-sector professionals responsible for policies, regulations, and employee management

Targeted Organizational Departments:

- Human Resources Department
- Human Capital Management Department
- Corporate Governance Department
- Compliance Department
- Legal Department
- Risk Management Department
- Internal Audit Department
- Internal Control Department
- Policies and Procedures Department
- Organizational Development Department
- Strategy and Corporate Performance Department
- Workforce Planning Department
- Employee Relations and Personnel Affairs Department
- Learning and Development Department
- Quality and Organizational Excellence Department



Targeted Industries:

- Government entities and equivalent public bodies
- Ministries and regulatory authorities
- Public institutions and government agencies
- Municipalities and local authorities
- Utilities and public service organizations
- Banks and financial institutions
- Insurance companies
- Oil, gas, and energy organizations
- Telecommunications and information technology
- Industrial and manufacturing organizations
- Transportation and logistics
- Healthcare organizations
- Education institutions and universities
- Holding companies and investment groups
- Professional and consulting services firms
- Large organizations with multiple locations and branches

Course Offerings:

By the end of this course, participants will be able to:

- Explain the concept of Human Resources Governance and its relationship with corporate governance and HR management.
- Differentiate between traditional human resources management and human capital governance.
- Apply fairness, transparency, openness, and accountability principles to HR decisions and practices.
- Define the governance roles and responsibilities of senior management, HR functions, line managers, and key stakeholders.
- Connect HR legislation and regulatory requirements with policies, procedures, and day-to-day HR practices.
- Evaluate HR compliance levels and identify non-compliance cases, regulatory gaps, and sources of HR risk.
- Develop a structured approach for reviewing, approving, updating, and monitoring HR policies and procedures.
- Identify HR risks and connect them with appropriate preventive, detective, and corrective controls.
- Apply internal control principles to sensitive and high-risk human resources processes.
- Evaluate the governance of recruitment, selection, promotion, compensation, performance management, and training processes.
- Review delegated authorities, responsibilities, and decision-making boundaries within HR processes.
- Explain the role of HR auditing in testing the effectiveness of policies, controls, and compliance practices.
- Design HR performance indicators and monitoring measures that support governance, oversight, and decision-making.
- Analyze the relationship between organizational justice, transparency, accountability, and employee commitment.
- Align HR practices and human capital decisions with strategic objectives and organizational performance.
- Identify opportunities for improving human capital governance, compliance, control, and institutional oversight.

Training Methodology:

The course uses a practical and interactive training methodology that combines conceptual understanding, institutional analysis, and realistic workplace situations. Learning is not limited to defining Human Resources Governance concepts; participants examine how governance principles influence actual HR decisions, policies, procedures, accountability structures, and organizational controls.

Each area begins with focused interactive sessions covering core principles such as accountability, transparency, fairness, compliance, risk management, and internal control. Participants then analyze organizational cases involving recruitment, promotion, performance management, compensation, disciplinary action, employee grievances, termination, and conflicts of interest.

Group discussions are used to identify governance weaknesses, clarify responsibilities, evaluate delegated authorities, and determine appropriate controls and corrective actions. HR legislation scenarios allow participants to examine how legal and regulatory requirements can be translated into practical policies and procedures and how organizations should respond when internal policies conflict with regulatory requirements.

Practical discussions also explore HR risks, internal controls in human resources, HR auditing, governance maturity, and HR performance indicators through realistic scenarios reflecting common workplace challenges. The methodology encourages participants to connect governance concepts directly with their organizational responsibilities and decision-making processes.

Course Toolbox:

This course does not provide participants with actual software, proprietary tools, or ready-made operational templates. Instead, participants are introduced to practical insights, examples, cases, and illustrations of tools and approaches relevant to Human Resources Governance, including:

- Practical examples of Human Resources Governance frameworks
- Examples of role, responsibility, and authority structures
- Examples of HR policies and procedures
- Scenarios involving HR legislation and regulatory compliance
- Examples of HR non-compliance cases and human resources risks
- Illustrative examples of internal controls in human resources
- HR audit cases covering policies, practices, and compliance
- Examples showing how HR risks can be connected with appropriate controls
- Practical examples involving recruitment, performance management, and employee development
- Illustrative examples of HR performance indicators and control indicators
- Cases involving fairness, transparency, accountability, and conflicts of interest
- Applied discussions on human capital governance and its relationship with organizational performance

Course Agenda:

Day 1: Strategic Foundations of Human Resources Governance

- **Topic 1:** Governance and Corporate Governance Fundamentals
- **Topic 2:** Human Resources Governance and Its Evolution
- **Topic 3:** Corporate Governance and Human Resources Alignment
- **Topic 4:** Fairness, Transparency, Openness, and Accountability Principles
- **Topic 5:** Stakeholders in Human Capital Governance
- **Topic 6:** Governance Roles of Senior Management, HR, and Line Managers
- **Reflection & Review:** Assessing HR Governance Maturity within the Organization

Day 2: HR Legislation and Compliance

- **Topic 1:** Legislative and Regulatory Framework for Human Resources
- **Topic 2:** Translating Legislation into Organizational Policies and Procedures
- **Topic 3:** Compliance in Recruitment and Employment Relations
- **Topic 4:** Compliance in Compensation, Benefits, and Leave Administration
- **Topic 5:** Disciplinary Procedures, Grievances, and Employment Termination
- **Topic 6:** Identifying and Managing HR Non-Compliance Risks
- **Reflection & Review:** Analyzing a Regulatory Case and Identifying Compliance Gaps

Day 3: Governance of HR Policies and Procedures

- **Topic 1:** Structure of Human Resources Policies and Procedures
- **Topic 2:** Policy Lifecycle from Development to Approval
- **Topic 3:** Allocation of Responsibilities and Authorities in HR Processes
- **Topic 4:** Managing Policy Exceptions and Deviations
- **Topic 5:** Business Ethics and Conflicts of Interest
- **Topic 6:** Reviewing and Updating Policies for Regulatory Changes
- **Reflection & Review:** Analyzing an HR Policy from a Governance Perspective



Day 4: Governance of Human Resources Practices

- **Topic 1:** Governance of Workforce Planning
- **Topic 2:** Governance of Job Analysis and Job Descriptions
- **Topic 3:** Governance of Recruitment, Selection, and Appointment
- **Topic 4:** Governance of Performance Management and Evaluation
- **Topic 5:** Governance of Training and Employee Development
- **Topic 6:** Governance of Compensation, Incentives, and Employee Relations
- **Reflection & Review:** Analyzing the Employee Lifecycle from a Governance Perspective

Day 5: Human Resources Risk and Internal Control

- **Topic 1:** Understanding and Classifying Human Resources Risks
- **Topic 2:** Risks Associated with HR Decisions, Policies, and Practices
- **Topic 3:** Identifying Causes and Impacts of Human Resources Risks
- **Topic 4:** Preventive, Detective, and Corrective Controls
- **Topic 5:** Internal Control in Human Resources
- **Topic 6:** Monitoring Risks, Deviations, and Non-Compliance
- **Reflection & Review:** Analyzing an HR Process Risk and Linking It to Appropriate Controls

Day 6: Human Resources Auditing and Performance Measurement

- **Topic 1:** Human Resources Audit Concept and Scope
- **Topic 2:** Auditing HR Policies, Procedures, Records, and Files
- **Topic 3:** Testing Compliance and Operational Effectiveness of HR Controls
- **Topic 4:** HR Performance Indicators and Governance Control Indicators
- **Topic 5:** Measuring Efficiency, Effectiveness, and Fairness in HR Practices
- **Topic 6:** Audit Findings, Recommendations, and Corrective Action Follow-Up
- **Reflection & Review:** Interpreting HR Indicators from Governance and Risk Perspectives

Day 7: Building an Integrated Human Capital Governance System

- **Topic 1:** Diagnosing Human Resources Governance Maturity
- **Topic 2:** Aligning HR Governance with Organizational Strategy
- **Topic 3:** Integrating Legislation, Risks, Controls, and Performance
- **Topic 4:** Strengthening Organizational Fairness, Transparency, and Accountability
- **Topic 5:** Governance Impact on Employee Commitment and Organizational Performance
- **Topic 6:** Priorities and Roadmap for Improving Human Resources Governance
- **Reflection & Review:** Integrated Case Study and Discussion of an Organizational Improvement Roadmap



FAQ:

What specific qualifications or prerequisites are needed for participants before enrolling in the course?

No specific professional qualification in governance is required before enrolling in this course. However, participants will benefit from having a basic understanding of human resources, management, governance, internal audit, risk management, or compliance. The course is designed for managers, specialists, and professionals who want to understand how governance principles, legislation, risk management, compliance, and internal controls can be applied to human resources practices within their organizations.

How long is each day's session, and is there a total number of hours required for the entire course?

Each day's session is generally structured to last around 4–5 hours, including breaks, discussions, case studies, and interactive activities. As the programme is delivered over seven days, the total course duration is approximately 28–35 hours of instruction.

Does Human Resources Governance only mean complying with HR legislation and policies?

No. Regulatory and legislative compliance is an important component of Human Resources Governance, but it does not represent the entire governance system. HR Governance also addresses how people-related decisions are directed, controlled, monitored, and reviewed; how responsibilities and decision-making authorities are assigned; and how fairness, transparency, openness, and accountability are maintained toward management, regulators, employees, and other stakeholders.

The broader concept of Human Resources Governance is reflected in frameworks such as ISO 30408, which emphasizes governance principles including accountability, transparency, and responsible human capital management. Effective HR Governance therefore integrates compliance with decision-making structures, risk management, internal controls, ethics, performance monitoring, and organizational oversight.



How This Course is Different from Other Human Resources Governance Courses:

This course differs from traditional Human Resources Management programmes because it does not treat recruitment, performance management, training, compensation, or employee relations as isolated operational processes. Instead, these activities are examined through an integrated framework that combines governance, HR legislation, compliance, risk management, internal control, auditing, accountability, and performance measurement.

The programme begins by examining who has the authority to make a human capital decision. It then considers how that decision should be made, which legislation or policy governs it, what risks may arise, which controls can mitigate those risks, how compliance can be verified, and which indicators can be used to monitor the outcome.

HR legislation is integrated throughout the programme rather than being treated as a separate legal topic. Participants examine its implications for recruitment, performance management, compensation, grievances, disciplinary actions, termination, and internal HR policies.

The course also integrates internal controls, Human Resources Auditing, HR risk management, and HR performance indicators as essential components of sustainable human capital governance. This provides participants with a comprehensive institutional perspective that connects HR operations with governance responsibilities, organizational strategy, compliance obligations, and corporate performance.



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Governance, Risk and Compliance Training Courses

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Quality and Operations Management Training Courses

Secretarial and Administration Training Courses



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