**Business & Administrative Services Career Field Pathway**

**Human Resources Management**

**Subject Code: 142035**

**Outcome & Competency Descriptions**

**Course Description:**

Human Resources Management explores how businesses obtain, retain and effectively implement talent throughout their organization. Learners will develop knowledge and skills in human resources planning, talent acquisition, and employee development and engagement. This course also includes learning outcomes in business governance, ethical and legal hiring practices, and performance and knowledge management.

**Strand 1. Business Operations/21st Century Skills**

Learners apply principles of economics, business management, marketing and employability in an entrepreneur, manager and employee role to the leadership, planning, developing and analyzing of business enterprises related to the career field.

**Outcome 1.1 Employability Skills**

Develop career awareness and employability skills (e.g., face‐to‐face, online) needed for gaining and maintaining employment in diverse business settings.

**Competencies**

1.1.1 Identify the knowledge, skills and abilities necessary to succeed in careers.

1.1.2 Identify the scope of career opportunities and the requirements for education, training, certification, licensure and experience.

1.1.3 Develop a career plan that reflects career interests, pathways, and secondary and postsecondary options.

**Outcome 1.6 Business Literacy**

Develop foundational skills and knowledge in entrepreneurship, financial literacy and business operations.

**Competencies**

1.6.9 Explain how the performance of an employee, a department and an organization is assessed.

1.6.12 Describe classifications of employee benefits, rights, deductions and compensations.

**Strand 2. Business Foundations**

Learners acquire foundational knowledge of business activities supported by economic principles, business processes and global business considerations.

**Outcome 2.2 Economic Principles**

Relate principles of applied economics to business models, operations and strategies.

**Competencies**

2.2.10 Explain reasons that labor unions form, analyze their impact on business, and describe types of negotiation strategies used in the collective bargaining process.

**Strand 3. Business Communications**

Learners communicate with internal and external stakeholders by applying relationship management techniques and business communication processes and strategies.

**Outcome 3.2 Relationship Management**

Manage internal and external business relationships.

**Competencies**

3.2.5 Describe how organizational culture impacts business relationships.

3.2.7 Describe ways that businesses build positive employer-employee relationships.

**Outcome 3.5 Social Media Communications**

Plan, create and evaluate social media communications.

**Competencies**

3.5.1 Describe how personal social media use can impact the business.

3.5.2 Compare and contrast the use of social media for personal and business purposes.

**Strand 4. Business Governance**

Learners acquire foundational legal knowledge and apply business governance principles to minimize risk, maintain organizational compliance and establish and maintain organizational structure.

**Outcome 4.2 Contract Oversight**

Administer and evaluate contracts.

**Competencies**

4.2.12 Explain how a contract terminates.

**Outcome 4.4 Legal Environment**

Identify legal processes and requirements that impact business operations.

**Competencies**

4.4.4 Explain businesses’ responsibility for product safety, and identify product liability issues and the applicable laws and regulations.

4.4.6 Describe the purpose of employment laws and workplace regulations (e.g., OSHA, ADA, FMLA, NLRA, Title VII, OFCCP, Minor Labor Laws, FLSA and related state laws).

4.4.7 Describe the rights and responsibilities of the employer and employee in an employment contract or employment relationship.

4.4.8 Explain retirement plans, and pension and profit-sharing laws (e.g. Employee Retirement Income Security Act [ERISA]).

**Outcome 4.7 Governance Structures**

Relate business governance structures to business operations, activities and strategies.

**Competencies**

4.7.3 Explain the roles and responsibilities of governing committees (e.g., Board of Directors, Audit and Finance Committees, Risk Committees), strategies used to fulfill these responsibilities and the impact on strategic planning and management functions.

4.7.4 Identify the elements of a governance process (e.g., minutes, records, proxies), and distinguish elements used in public and private businesses.

4.7.5 Identify the elements of a corporate governance structure that impact staff decision-making authority.

4.7.6 Determine situations in which escalation to a governance member is appropriate.

**Strand 6. Business Management**

Learners identify and apply policies, processes and strategies for effective management of information, projects, strategy and talent.

**Outcome 6.2 Strategic Planning**

Apply strategic planning processes.

**Competencies**

6.2.5 Describe how to develop, quantify and communicate business mission, vision and goals.

6.2.6 Develop strategic plans (e.g., marketing, research and development, procurement, production, human resources, information technology).

6.2.8 Evaluate the effectiveness of the strategic-planning process.

6.2.10 Identify strategies and tactics required to support the goals and objectives of the business plan; and adjust departmental plans.

6.2.11 Identify functions, skills and capabilities required to execute strategy; and determine whether those skills and capabilities are present within the business.

6.2.12 Compare options for departmental structure and evaluate their ability to support plan execution (e.g., in-house or outsourced; centralized, remote, hybrid; cross-functional teams or specialized groups).

6.2.13 Describe the relationship of strategies and tactics to goals and objectives.

6.2.14 Describe how to determine the policies required to support strategies and tactics.

6.2.15 Distinguish key performance indicators across departments (e.g., finance, marketing, logistics) and select metrics to evaluate the performance of strategies.

6.2.17 Describe how cultural differences may impact the business structure and strategies.

**Outcome 6.5 Human Resources Planning**

Identify human resources policies, processes and strategies.

**Competencies**

6.5.1 Explain the role and functions of human resources management.

6.5.2 Describe factors that impact human resources management (e.g., availability of qualified people, alternative staffing methods, employment laws and regulations, company policies and procedures, total rewards programs, diversity and inclusion, technology, employment contracts).

6.5.3 Describe the impact of a business’s strategy, structure and culture on human resources management.

6.5.4 Describe how employer branding impacts human resource management.

6.5.5 Describe planning techniques used in the hiring process (e.g., succession planning, workforce planning or forecasting, staff and leadership development, sourcing and selection).

6.5.6 Evaluate the use of alternative staffing methods to meet organizational and departmental objectives (e.g., outsourcing, telecommuting, shared responsibilities, flexible work schedules, virtual teams, contracted workers, interns).

6.5.7 Develop legally compliant job applications and job descriptions for entry-level positions.

6.5.8 Explain the role and function of assessments used in the hiring process and choose employment assessments to administer to job applicants.

6.5.9 Implement hiring policies and employee-selection procedures.

6.5.10 Implement a short-term staffing plan that supports business needs and facilitates strategic placement of talent.

**Outcome 6.6 Talent Acquisition**

Apply policies, processes and strategies to hire qualified candidates.

**Competencies**

6.6.1 Describe processes used to identify staffing needs, evaluate availability of talent and calculate cost of onboarding and trends in applicant flow.

6.6.2 Explain factors to consider when hiring different classifications of employees (e.g., full time, part time, temporary/seasonal, contract, independent contract, on-call, exempt, nonexempt).

6.6.3 Develop strategies to market the organization to potential employees.

6.6.4 Identify and implement legally compliant strategies to recruit and track job applicants.

6.6.5 Write and post job announcements that are consistent with federal, state and local requirements.

6.6.6 Screen and interview job applicants using legally compliant techniques (e.g., Title VII, Equal Employment Opportunity Commission, Fair Labor Standards Act).

6.6.7 Conduct an investigation of applicant’s background consistent with regulatory requirements.

6.6.8 Make legally compliant hiring decisions.

6.6.9 Communicate job offers, including applicable contingencies and negotiate employment terms or contracts.

6.6.10 Distinguish between at-will and contractual employment.

6.6.11 Identify key components of an employment contract or offer letter (e.g., scope, timeframe, compensation, restrictive covenants).

6.6.12 Evaluate performance of recruitment sources (e.g., recruiting firms, social networks), and apply staffing metrics to assess hiring decisions (e.g., retention or turnover, cost benefit analysis, costs per hire, selection ratios, adverse impact).

**Outcome 6.7 Onboarding and Development**

Apply policies, processes and strategies to onboard new hires and provide growth opportunities.

**Competencies**

6.7.1 Explain standard relocation, expatriation and repatriation practices, and assist with employee relocation and logistics.

6.7.2 Conduct human resources onboarding activities (e.g., employment eligibility verification [I-9 form], tax paperwork, contracts, benefit plans, policy orientation).

6.7.3 Orient talent to organizational culture, values and norms using appropriate techniques (e.g., coaching or mentoring, cross-departmental networking, toolkits, training).

6.7.4 Determine which resources, tools and learning environments are necessary for talent development activities.

6.7.5 Explain the role and function of training and development on employee performance.

6.7.6 Administer assessments to evaluate employee learning.

6.7.7 Calculate and analyze costs associated with talent-development activities.

6.7.8 Identify leadership-development activities appropriate to the position or level.

6.7.9 Research, develop and facilitate employee wellness programs.

6.7.10 Facilitate career development planning.

**Outcome 6.8 Compensation and Benefits**

Identify, administer and evaluate compensation and benefits plans.

**Competencies**

6.8.1 Describe compensation methods; their advantages and disadvantages; legal ramifications; and the impact on business objectives.

6.8.2 Explain the differences in compensation associated with employment classifications (full time, part time, temporary/seasonal, contract, independent contractor, on-call, volunteer, exempt, nonexempt).

6.8.3 Explain the concepts of pay equity, pay fairness and equal pay.

6.8.4 Conduct legally compliant research to determine competitiveness of compensation and benefits.

6.8.5 Explain total rewards strategies (e.g., benefit plans, fitness or wellness programs, retirement plans, executive compensation, alternative work practices, leave techniques, tuition reimbursement).

6.8.6 Describe the impact of total rewards options (e.g., retirement plans, benefits plans, pay-for performance, market-based pay system) on employee retention and make recommendations to improve the value of total rewards options.

6.8.7 Administer total rewards options and strategies.

6.8.8 Compare company’s total rewards practices with those of successful businesses to determine competitiveness of offerings.

**Outcome 6.9 Engagement and Retention**

Identify, select and evaluate employee engagement and retention strategies.

**Competencies**

6.9.1 Identify factors that may affect employee satisfaction and engagement and explain the impact and cost of dissatisfied or disengaged employees.

6.9.5 Address and document employee concerns.

6.9.7 Describe how community involvement can be used as a talent acquisition, development and retention strategy.

**Outcome 6.10 Human Resources Operations**

Plan, implement and evaluate human resources activities.

**Competencies**

6.10.1 Process human resource compliance paperwork, and complete required reporting (e.g., workers’ compensation claims, Occupational Safety and Health Administration [OSHA] documents, employment documents, family medical leave, disability, unemployment).

6.10.2 Facilitate career transitions of employees.

6.10.3 Identify and evaluate the feasibility of implementing innovative approaches to human resources management.

6.10.4 Identify performance management systems and written performance management procedures appropriate for business objectives.

6.10.5 Communicate policies and procedures to staff through an employee handbook and policy and procedures manual.

6.10.6 Implement performance improvement plans and processes.

6.10.7 Determine the extent, causes and cost of employee turnover, identify corrective measures, and recommend solutions.

6.10.8 Analyze and report on factors contributing to absenteeism (lost time injury, illness, employee relations, harassment, leave) and the associated costs.

6.10.9 Analyze and report on human resources analytics (e.g., time to hire, cost per hire, employee productivity, cost of turnover, performance, engagement).

6.10.10 Describe how organizational changes (e.g., rightsizing, downsizing, talent reallocation, organizational restructuring or redesign) impact talent management.

6.10.11 Conduct a talent management audit.

**Strand 8.** **Data and Process Management**

Learners apply principles of business process management to collect, analyze and distribute data and maintain business knowledge and information systems.

**Outcome 8.5 Knowledge Management**

Identify, select and evaluate knowledge management policies, processes and strategies.

**Competencies**

8.5.2 Identify factors that impact knowledge management frameworks (e.g., organizational culture, leadership, information technology, social networking, scalability).

8.5.3 Compare and contrast the ability of businesses to create, share, use and manage knowledge in centralized and dispersed environments.

8.5.4 Describe offline tools and techniques to gather and document employee knowledge and effective practices (e.g., relational networks, brainstorming, learning and idea capture, peer assist, learning reviews, storytelling, collaborative physical workspace, knowledge cafés, communities of practice).

8.5.5 Describe online networks and tools to disseminate knowledge and effective practices (e.g., document libraries, Wikis, blogs, social networking sites or services, knowledge clusters, expert locators, collaborative virtual workspaces, interfaces).

8.5.8 Maintain knowledge management systems (e.g., incorporate new social networks, identify or create new queries, purge outdated information).