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

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| **Outcome** | **1.3 Business Ethics and Law:** Analyze how professional, ethical, and legal behavior contributes to continuous improvement in organizational performance and regulatory compliance. |
| **Competencies** | 1.3.5 Access and implement safety compliance measures (e.g., quality assurance information, safety data sheets [SDSs], product safety data sheets [PSDSs], United States Environmental Protection Agency [EPA], United States Occupational Safety and Health Administration [OSHA]) that contribute to the continuous improvement of the organization.  1.3.7 Identify the labor laws that affect employment and the consequences of noncompliance for both employee and employer (e.g., harassment, labor, employment, employment interview, testing, minor labor laws, Americans with Disabilities Act, Fair Labor Standards Acts, Equal Employment Opportunity Commission [EEOC]). |

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| **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. |

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| **Outcome** | **2.2 Economic Principles:** Relate principles and concepts of applied economics to business models, business activities and organizational goal achievement. |
| **Competencies** | 2.2.11 Explain reasons that labor unions form, analyze their impact on business, and describe types of negotiation strategies used in the collective bargaining process. |

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| **Outcome** | **3.1 Customer Relations:** Apply techniques, strategies and tools to develop, maintain and grow positive internal and external customer, or client, relationships. |
| **Competencies** | 3.1.5 Maintain confidentiality or privacy of internal and external customers. |

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| **Outcome** | **3.2 Relationship Management:** Apply techniques and strategies to develop, maintain and grow positive relationships with employees, peers and stakeholders. |
| **Competencies** | 3.2.6 Determine the nature of office politics, and overcome problems and difficulties associated with office politics and turf wars.  3.2.8 Describe the nature of organizational culture and its impact on business, and interpret and adapt to a business’s culture.  3.2.11 Manage internal and external business relationships to foster positive interactions, and strategically plan and leverage business relationships for growth.  3.2.12 Describe ways that businesses build positive employer-employee relationships. |

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| **Outcome** | **6.5 Human Resources Planning:** Plan talent-management activities that align with organizational and human-resource strategy and provide appropriate guidance for talent-management decision-making. |
| **Competencies** | 6.5.1 Explain the 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).  6.5.3 Describe the impact of an organization’s global business strategy, structure and culture on human-resources strategies.  6.5.4 Describe ways that businesses build their employer brand and the brand’s significance through human-resources 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 or tailor job application forms or blanks.  6.5.8 Develop job descriptions, job specifications and job profiles.  6.5.9 Explain assessment methods used in the hiring process, and choose employment assessments to administer to job applicants based on objectives.  6.5.10 Establish hiring policies and procedures and employee-selection procedures.  6.5.11 Develop a short-term staffing plan that supports business needs and facilitates strategic placement of talent.  6.5.12 Compare and contrast staffing and workforce planning. |

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| **Outcome** | **6.6 Talent Acquisition:** Apply policies, procedures, and strategies to obtain the best qualified candidates for job positions in union and non-union environments while minimizing associated costs. |
| **Competencies** | 6.6.1 Determine staffing needs, and evaluate availability of talent.  6.6.2 Explain factors to consider when hiring different categories of employees (e.g., interns, independent contractors, people with disabilities, older people, non-U.S. citizens).  6.6.3 Develop strategies to market the organization to potential employees.  6.6.4 Identify, select and implement legally compliant strategies to recruit and track job applicants domestically and internationally.  6.6.5 Write and post job announcements for job openings.  6.6.6 Screen and interview job applicants using culturally appropriate techniques.  6.6.7 Administer employment assessments (e.g., leadership and communication styles, personality or skill assessments) to evaluate character and competency.  6.6.8 Conduct a legally compliant investigation of applicant’s background consistent with role, job and regulatory requirements; and investigate potential for growth and development in the business.  6.6.9 Make hiring decisions, and follow up with applicants in a consistent and compliant manner.  6.6.10 Make job offers explaining contingencies underlying the offers, and negotiate employment terms or contracts.  6.6.11 Evaluate effectiveness of recruitment sources (e.g., recruiting firms, social networks), and apply staffing metrics to assess the effectiveness of hiring decisions (e.g., retention or turnover, cost-benefit analysis, costs per hire, selection ratios, adverse impact). |

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| **Outcome** | **6.7 Talent Onboarding and Development:** Apply strategies, policies and procedures to orient new hires and provide growth opportunities to engage new and existing union and non-union employees in the workplace. |
| **Competencies** | 6.7.1 Explain standard relocation practices and expatriation and repatriation issues and 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 employee and business talent-development needs (task or process analysis, gap or needs analysis).  6.7.5 Determine and obtain resources and tools for talent development, and ensure environment is appropriate for training.  6.7.7 Select and administer assessments to evaluate employee learning.  6.7.9 Apply performance improvement plans to build accountability and strengthen relationships.  6.7.11 Calculate and analyze costs associated with talent-development activities.  6.7.12 Identify leadership-development activities appropriate to the position or level.  6.7.13 Develop and facilitate programs, practices and services that promote the physical and mental well-being of individuals in the workplace.  6.7.14 Make recommendations for succession planning and for the development of a succession and workforce program tied to leadership and staff development.  6.7.15 Facilitate career-development planning. |

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| **Outcome** | **6.8 Total Rewards and Recognition:** Apply strategies, processes and procedures to administer and assess compensation and benefits plans in union and non-unionized environments. |
| **Competencies** | 6.8.1 Describe compensation methods; their advantages and disadvantages; legal ramifications; and the impact on achievement of corporate, team and individual goals.  6.8.2 Explain compensation issues associated with interns, retirees, consultants or contractors, union agreements and fair pay.  6.8.3 Classify jobs (e.g., Fair Labor Standards Act [FLSA] exempt, non-exempt, Equal Employment Opportunity Commission [EEOC] occupational category), and apply salary ranges, pay grades or bands and benefits eligibility.  6.8.4 Conduct legally acceptable 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 Evaluate impact of total rewards options (e.g., retirement plans, benefits plans, pay-for-performance, market-based pay system) for employees, and make recommendations to improve value of total rewards options.  6.8.7 Administer total rewards programs and strategies.  6.8.8 Compare company’s total rewards practices with those of successful businesses to determine competitiveness of offerings. |

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| **Outcome** | **6.9 Employee Engagement, Experience and Relations:** Identify and administer strategies, policies, activities and procedures to promote employee satisfaction, engagement and retention and to minimize costs. |
| **Competencies** | 6.9.8 Use community involvement as a talent acquisition, development and retention strategy (e.g., determine interest in community activities, coordinate involvement).  6.9.9 Assess employer-employee relationships and talent engagement strategies, resolving identified issues.  6.9.10 Delegate work to others, and assist with prioritizing work responsibilities. |

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| **Outcome** | **6.10 Human Resources Operations:** Develop, implement and evaluate the day-to-day policies, procedures and activities that are used to ensure efficient, effective human-resources management. |
| **Competencies** | 6.10.1 Coach and mentor supervisors to facilitate effective use and delivery of performance appraisals and performance appraisal tools.  6.10.2 Process human-resource compliance paperwork, and complete required reporting (e.g., workers’ compensation claims, Occupational Safety and Health Administration [OSHA] documents, employment documents, fair medical leave, disability, unemployment).  6.10.3 Facilitate career transitions of employees.  6.10.4 Identify and evaluate the feasibility of implementing innovative approaches to human-resources management.  6.10.5 Identify performance-management systems and written performance-management procedures appropriate to organizational size and values.  6.10.6 Communicate policies and procedures to staff through an employee handbook and policy and procedures manual.  6.10.7 Establish performance improvement plans and processes.  6.10.8 Determine the extent and causes of employee turnover, identify corrective measures, and make recommendations to manage the issues arising from employee turnover.  6.10.9 Analyze and report on the cost of turnover, lost time and ineffective employee relations.  6.10.10 Demonstrate human-resources management’s contribution to organizational effectiveness (e.g., human resources management analytics) using objective evidence.  6.10.11 Describe talent-management issues associated with organizational changes (e.g., rightsizing, downsizing, talent reallocation, organizational restructuring or redesign).  6.10.12 Conduct talent-management audit (e.g., identify key persons, identify at-risk employees). |

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| **Outcome** | **8.4 Contract Oversight:** Administer contracts to achieve organizational goals and minimize risk. |
| **Competencies** | 8.4.10 Plan for and comply with contract termination provisions to reduce business risk (e.g., provide notice, process refunds). |

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| **Outcome** | **9.4 Internal Controls:** Establish suitable internal controls to ensure the proper recording and reporting of transactions in compliance with applicable standards. |
| **Competencies** | 9.4.5 Inspect and ensure the continued functioning of internal controls. |

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| **Outcome** | **10.1 Strategic Planning:** Implement planning tools to guide organization’s or department’s activities. |
| **Competencies** | 10.1.3 Translate the business mission into departmental imperatives.  10.1.6 Develop and communicate time-bound company or departmental vision, goals and objectives.  10.1.7 Develop strategic action plans at the departmental level to achieve goals and objectives (e.g., marketing, research and development, procurement, production, human resources, information technology).  10.1.9 Evaluate a department’s contribution to organizational effectiveness. |

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| **Outcome** | **10.2 Strategic Execution:** Apply the principles and concepts used to align organizational and departmental strategies with tactical execution plans. |
| **Competencies** | 10.2.1 Identify activities required to support the strategic goals, objectives, and plans of the organization; and adjust departmental focus.  10.2.2 Identify functions, skills, and capabilities required to execute strategy; and determine whether those skills and capabilities are present or available.  10.2.3 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).  10.2.4 Describe the relationship of departmental strategies to departmental goals and objectives.  10.2.6 Explain uses of and differences in financial and operational information analysis (e.g., financial KPIs, marketing KPIs, logistics KPIs), and identify metrics that promote a balanced and successful approach to execute strategy. |