Human Resources Knowledge Directory

Human Resources Professionals Association

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Contents

The Knowledge Directory for the Human Resources Profession

What is a competency?

A *competency* is a cluster of related knowledge, skills, abilities, and characteristics that are related to the performance of a significant aspect of the practice of a profession.

A *competency model* is a collection of competencies that are relevant to the performance in a particular job, job family, or functional area.

A *competency framework* is a broad framework for integrating, organizing, and aligning various competency models.

A key aspect of competency modelling is the notion of performance. Competency is the ability to perform a certain task. The actual performance of a task is evidenced as a "behavioural indicator."

The view of the Human Resources Professional Association (HRPA) towards competency modelling is that "knowing" and "understanding" are not competencies. Indeed, although a competency is a cluster of related knowledge, skills, abilities, and characteristics that are related to the performance of a significant aspect of the practice of a profession, it is understood that a competency is more than the sum of its parts—meaning that having knowledge, skill, or ability may not, in isolation, be sufficient to be competent. Knowledge, skill, or ability may be essential for competence but they are not the same as competence. There must always be *performance* of some sort, where knowledge and/or comprehension are necessary for that performance.

In other words, knowledge for knowledge's sake or comprehension for comprehension's sake is not that useful. It is only when knowledge or comprehension is used to accomplish a task (performance) that it becomes useful. For this reason, HRPA has focused on behavioural indicators, which are descriptions of performance one would expect at a given level.

These behavioural indicators are descriptions of what it looks like to demonstrate a given competency. Behavioural indicators have the following characteristics:

- They are highly specific markers that, if present, imply that the person has the competency in question.
- They help set the degree and scope of expectation for each level of HR professional.
- They are examples of observable behaviours.
- Within a set (or cell, in the tables that follow), they are not to be taken as an exhaustive list.

One of the challenges of developing a competency model for the HR profession is the wide variety of roles performed by HR professionals and the wide variety of contexts in which HR professionals practise their profession. It is not expected that all professionals will be required to demonstrate all competencies in their work or even throughout their career. The HRPA Human Resources Professional Competency Framework applies to the broad HR profession and not just to specific roles or career levels, industries, regions, or organization

sizes. All competencies are relevant to all levels within the HR profession, although the manner in which any given competency may be expressed will differ depending on the level, role, industry, and organization size.

Functional and enabling competencies

The HRPA Human Resources Professional Competency Framework recognizes two kinds of competencies—functional competencies and enabling competencies. At the outset, it should be noted that this distinction is somewhat artificial but it is made because it is useful in a number of ways. A *functional competency* relates to the competence to perform tasks that are within the scope of practice of HR professionals. *Enabling competencies* are more generic competencies that are not specific to the performance of HR tasks but are nonetheless required for the performance of such tasks.

It would have been possible to consider enabling competencies as fundamental skills underlying the various functional competencies. However, because of the pervasiveness and importance of these skills, it makes sense to refer to them separately as enabling competencies. By separating these enabling competencies, we recognize their distinct contribution to performance as an HR professional.

Despite this, there is a strong relationship between enabling and functional competencies. It needs to be recognized that all functional competencies imply some level of proficiency within the enabling competencies, and enabling competencies on their own are not enough to define the scope of professional HR practice.

Hierarchical organization

It is useful to organize competencies hierarchically—from the broader to the more specific or from the more specific to the broader.

At the narrowest level of detail are the specific competencies. These may be regrouped into what are called groupings of related competencies. At the broadest level are the functional areas.

<div align="center">

Functional areas

↕

Groupings of related competencies

↕

Specific competencies

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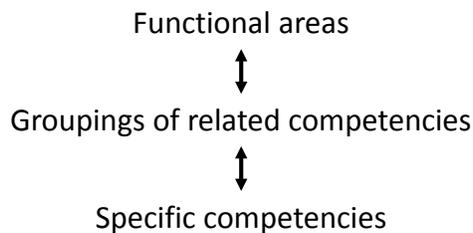
Note that some competency statements may be repeated under different groupings, if that same competency is necessary for success in more than one grouping. Competencies that are repeated are marked with an asterisk. Similarly, behavioural indicators may be repeated across competencies and between levels as appropriate (these are not specifically marked).

A numbering system is employed to categorize the various competency elements. The numbers 10 through 90 denote the nine functional areas. Groupings are marked as a numeral after the decimal (e.g., 10.1 is the first grouping in the first functional area). Competencies are numbered starting with C001 and are simply sequential

starting at grouping 10.1. Finally, behavioural indicators all begin with the letter B. That is followed by 1 if they originate at Level I (e.g., B1001), 2 if they originate at Level II (e.g., B2001), and 3 if they originate at Level III (B3001). A Level I behavioural indicator still starts with B1 even if it is repeated under Level II or Level III, and a Level II behavioural indicator starts with B2 even if it is repeated under Level III.

The numbering system is for convenience only. Likewise, the order in which competencies and behavioural indicators appear is not intended to denote any special meaning or to imply the order in which activities should occur in practice.

Origin

In 2012/13, the Canadian Council of Human Resources Associations (CCHRA) worked with HR associations and subject matter experts across Canada to develop a new Competency Framework for Certified Human Resources Professionals. HRPA participated in the development sessions. This work culminated in the development of 44 functional tasks across nine functional areas.

Notwithstanding the excellent work resulting from the CCHRA initiative, HRPA identified the need for additional scope of detail for its purposes in Ontario. Accordingly, it contracted Wickett Measurement Systems to create functional competencies at a finer level of detail, to develop behavioural indicators across three levels of HR professionals, and to fully develop and expand on the enabling competencies. An HR Competency Task Force was struck to oversee the project, representing experts in HR. Further, 10 focus groups were held with representation from all of Ontario to review the work and provide suggestions for additions, deletions, and edits.

Uses

This Competency Framework serves to inform the role, function, and services HRPA provides. The Framework serves as the foundation for all credential requirements. It can be used to establish education requirements, for examination development, and for career planning.

This document is also valuable to employers and employees because it sets out the reasonable expectations for those working in HR roles. Educators can use the information provided here to inform and build curriculum, and students and candidates can use it to inform their preparations and study. Finally, allied professionals can use the document as a resource for the scope of practice of those working as HR professionals.

Levels of human resources professionals in Ontario

Level I

HR professionals at Level I act in a contributing role in a larger HR function or act as the sole HR practitioner in a small HR function. These roles are mostly administrative in nature. Individuals at this level have responsibilities such as, but not limited to, supporting HR initiatives, executing tasks passed down from management, and operating at the tactical and transactional levels. These roles could be understood as "technologist" or

"technician" roles. Individuals at Level I often have position titles such as Human Resources Assistant, Staffing Coordinator, Human Resources Clerk, or Human Resources Coordinator.

This person may or may not have specialized HR training, but is capable of learning the skills to support the HR function in a small or large organization. They would report to a more senior HR staff member. They must have strong attention to detail and be motivated to develop their skills and knowledge relating to the HR function they are supporting.

Level I staff members are expected to be accountable for carrying out their duties thoroughly and with discretion, but are not expected to lead activities or design systems. Though their work is subject to regular oversight, they do not need all their daily tasks to be monitored.

Level II

HR professionals at Level II can be found in either specialist or generalist positions. Individuals at this level have responsibilities such as, but not limited to, managing projects, programs, and initiatives; implementing plans passed down from senior management; and delegating tasks to entry-level staff. In professional matters, individuals at this level can act independently. Individuals at Level II often have position titles such as Director of Human Resources, Human Resources Manager, Human Resources Generalist, and Human Resources Specialist.

Level II professionals have received specialized training in HR and have spent at least three years working full time in an HR setting. They may be expected to report to the Vice President of Human Resources in a large firm or to be the most senior HR person at a smaller firm. They may have one or more front-line HR staff reporting to them, though in a small firm they may be expected to perform all HR functions themselves. They are expected to understand and be capable in all the HR functions and to be able to understand how all the functions work together within a larger system.

They must be able not only to carry out HR functions with proficiency, but also to create HR systems that support the mandate of the firm. At a large firm, or one spread across many geographic locations and/or business lines, Level II professionals may call on other experts to help them in their tasks. Level II staff members understand that they are an important part of the success of an organization and that they will often have sole responsibility for many critical HR functions. They must be consummate professionals who do not need regular oversight.

Level III

HR professionals at Level III can be found in either specialist or generalist positions but have a high level of experience and responsibility. Individuals at this level have responsibilities such as, but not limited to, leading the HR function and developing and executing significant HR projects. Individuals at Level III often have position titles such as Vice President of Human Resources, Director of Human Resources or Principal.

A Level III HR professional is a person who, through personal attributes and achievements, has reached the upper echelons of the profession. Although most Level III HR professionals will be found in corporations and the public sector, Level III professionals are also found in other settings, such as consulting.

Level III professionals have all the capabilities found at Level II, but have refined their skills through experience across business cycles and across different types of organizations. They are adept at seeing the big picture and

think outside their own domain to enhance the success of the organization in which they work. They have left the technical aspects of the HR function behind for the most part and now focus on short- and long-term strategy and on implementing systems at an organization-wide level.

Competency framework

The diagram below illustrates the functional areas and enabling competencies in the HRPA Human Resources Professional Competency Framework. The numbering of the functional areas below corresponds to that used in the text that follows.

Functional Areas

10   STRATEGY

A cluster of competencies related to the ability to think and act strategically in regards to organizations, business, and the HR function.

20   PROFESSIONAL PRACTICE

A cluster of competencies related to the ability to conduct oneself in a professional manner and to exhibit high levels of professionalism in all contexts and situations.

30   ORGANIZATIONAL EFFECTIVENESS

A cluster of competencies related to using the levers available to HR professionals to maximize the performance of organizations, teams, and individuals within the context of executing the organization's strategy.

40   WORKFORCE PLANNING AND TALENT MANAGEMENT

A cluster of competencies related to the recruitment and deployment of human resources within an organization.

50   LABOUR AND EMPLOYEE RELATIONS

A cluster of competencies related to managing the relationships between employer and employees.

60   TOTAL REWARDS

A cluster of competencies related to the management of rewards within an organization in a manner that maximally supports the execution of organizational strategy.

70   LEARNING AND DEVELOPMENT

A cluster of competencies related to the optimization of the ability of the organization, teams, and individuals to acquire and put to use new competencies.

80   HEALTH, WELLNESS, AND SAFE WORKPLACE

A cluster of competencies related to the creation and maintenance of healthy and safe workplaces.

90   HUMAN RESOURCES METRICS, REPORTING, AND FINANCIAL MANAGEMENT

A cluster of competencies related to the ability to collect, manage, and synthesize information relevant to the management of human resources and the ability to incorporate financial analysis in the making of decisions about HR investments.

Knowledge Directory

CODING SCHEME

K(0-9)(01-99).(01-99)

K   Knowledge. Distinguish from C for competency and B for behavioural indicator.

0-9   Functional area. 0 is for foundational domain, and 1 through 9 are for functional areas 10 (Strategy) through 90 (Human Resources Metrics, Reporting, and Financial Management).

01-99   Knowledge category.

.01-99 Knowledge category element.

Example: K311.05

NOTE: Some of these below have 1 or 2 more levels of specificity (a…, i….)

Notes:

- Some knowledge elements could appear under more than one category. Placed only where they are most directly relevant.
- Knowledge elements that cut across most or all domains are indicated as Foundational.
- For additional detail and scope
  - RPGs
  - Texts

<u>K0</u> Foundational

Knowledge underlying most or all HR management activities.

00 Definitions

.00 Balanced interests

.01 Business plan

.02 Change management

.03 Competency

.04 Competency matrix

.05 Competency framework

.06 Culture, organizational

.07 Demographic changes

.08 Employee goals

.09 Employee value proposition

.10 Engagement

.11 Ergonomics

.12 Ethical decision making

.13 Evidence-based decision making

.14 Feedback

.15 Gap analysis

.16 Goals, organizational

.17 Goals, employee

.18 Governance

.19 Human resources

.20 Human resource audit

.21 Human resource information system

.22 Human resource management

.23 Human resource planning

.24 Initiatives

.25 Job

.26 Job analysis

.27 Job description

.28 Job design

.29 Job families

.30 Job identity

.31 Job performance standards

.32 Job specification

.33 Knowledge workers

.34 Mission statement

.35 Morale

.36   National Occupational Classification

.37   Position

.38   Productivity

.39   Strategic human resource management

.40   Strategic plan

.41   Values, organizational

.42   Vision statement

.43   Work flow

.44   Workforce plan

01 Risk assessment

.00   Models

.01   Measuring

     a. Organizational

     b. Organizational change

     c. Governance

     d. Human resources

     e. Workplace health and safety

     f. Litigation

     g. Legal

.02   Assessing likelihood of occurrence

.03   Assessing impact

.04   Minimizing

.05   Mitigating

02 Communication

.00   Techniques

.01   Purposes

.02   Verbal

.03   Non-verbal

.04   Respect

.05   Persuasiveness

.06   Transparency

.07   Written communications

.08   With employees

.09   With unions

.10   With senior leadership

.11   With external stakeholders

.12   Measuring effectiveness

03 Project management process

.00   Work plan development

.01   Measuring impact

<u>K1</u> Strategy

Knowledge necessary to think and act strategically in regards to organizations, business, and the HR function.

00 Current events

Includes all information gained from media sources that are generally available, including newspapers, Internet and word-of-mouth.

    .00   Business

    .01   Economic

    .02   Societal

    .03   Technological

    .04   Political

    .05   Global

    .06   Demographic

    .07   Trend identification

01 HR opportunities

02 HR risks

03 HR strategies

04 HR practices

05 HR tactics

06 Factors impacting HR strategy

    .00   Internal

    .01   External

07 Governance models

    .00   Policy governance

08 Boards of directors

    .00   Structures

    .01   Roles and responsibilities

    .02   Relationship to leadership

09 Leadership

    .00   Structures

    .01   Roles and responsibilities

10 Stakeholders

    .00   Owners

    .01   Customers/clients

    .02   Employees

    .03   Government agencies

    .04   Society

11 Management

.00   Models

.01   Techniques

12   Business plan

.00   Models

.01   Characteristics

13   Organizational policy/direction

.00   Vision

.01   Mission

.02   Values

.03   Short term goals

.04   Long term goals

14   Business acumen

.00   Fiscal responsibility

.01   Accounting

.02   Marketing

15   Business strategy

.00   Elements

.01   Development

.02   Execution

16   Benchmarks

.00   Organizational goals

.01   Practices in comparable organizations

.02   Industry salary data

17   Strategic plan

.00   Elements

.01   Development

18   Gap analysis

.00   Purpose

.01   Evaluation methods

19   International HR management

.00   Global HR management

.01   Stages of corporate evolution

   a.   Domestic

   b.   International

   c.   Multinational

   d.   Global

.02   Factors influencing international HR management

   a.   Culture variables

   b.   Language and communication barriers

      c. Local regulations

      d. Variations in labour economies and availability

      e. Immigration policies

      f. Political change and variability

      g. Variations in compensation policies and conventions

.03   Determining staffing mix in a multi-cultural context

.04   Integration between branch offices and head offices

.05   Foreign head office v Canadian head office

.06   Factors influencing success of expatriate placements

      a. Relocation policies

      b. Attention to administrative demands

      c. Selection of the right individuals

      d. Pre-departure training

      e. Repatriation procedures

20 Strategic human resource management process

The process by which an organization develops and maintains a strategic HR plan which aligns human resources to organizational goals, taking into account the environmental context.

.00   Environmental scan

      a. Economic forces

          i.   Economic cycle

          ii. Global trade

          iii. Productivity improvement

          iv. Global competitiveness

      b. Technological forces

          i.   Flexible work design

          ii. Information sharing and knowledge management

          iii. Automation

      c. Demographic forces

          i.   Gender balance in the workplace

          ii. Shift towards knowledge workers

          iii. Educational attainment of workers

          iv. Aging population

          v.   Generational shift

          vi. Internationally-trained workers

      d. Cultural forces

          i.   Diversity

          ii. Ethics

.01   Organizational mission and goals analysis

.02   Analysis of organizational character and culture

.03   Analysis of organizational strategies

    .04   Selection of human resource strategies

    .05   Implementation of human resource strategies

    .06   Review and audit of human resource strategies

21 Human resource department

    .00   Positions

    .01   Functions

22 Human resource information system

K2 Professional Practice

Knowledge required to conduct oneself in a professional manner and to exhibit high levels of professionalism in all contexts and situations.

00 HRPA Rules of Professional Conduct

01 HR standards of practice

    .00   National

    .01   International

02 Relationship building

    .00   Methods

03 Balanced interests

    .00   Purpose

    .01   Identifying affected parties

    .02   Ensuring balancing of interests

04 Evidence-based decision making

    .00   Purpose

    .01   Methods

    .02   Primary sources of evidence

        a. Quantitative evidence

        b. Qualitative evidence

        c. HR journals

        d. HR newsletters

        e. Internet

    .03   Assessing source credibility

    .04   Outputs

05 Modeling

    .00   Behaviours

    .01   Methods

    .02   Measuring impact

06   HR legal requirements

    .00   Sources of information

        a. Canadian Charter of Rights and Freedoms

        b. Canadian Human Rights Act

        c. Canadian Human Rights Commission

        d. Provincial human rights laws

        e. Provincial human rights commissions

        f. Employment Equity Act

        g. Canada Labour Code

        h. Workplace Hazardous Material Information System

    .01   Enforcement

    .02   Natural justice

    .03   Federal

    .04   Provincial

    .05   Municipal

07   Employee rights

    .00   Legal rights

    .01   Rights granted through collective agreements

    .02   Rights granted through letter of offer/employment contract

    .03   Right to privacy

        a. Personal Information Protection and Electronic Documents Act (PIPEDA)

    .04   Right to fair treatment

08   Discrimination

    .00   Prohibited grounds

        a. Race and colour

        b. Religion

        c. Age

        d. Sex

        e. Sexual orientation

        f. Marital status

        g. Family status

        h. Disability

        i. Pardoned convicts

        j. Harassment

        k. Employer retaliation

    .01   Systemic

    .02   Bona fide occupational requirement

09   Employment equity

    .00   Impact on HR practices

    .01   Programs

   .02 Pay equity

   .03 Reverse discrimination

  10 Ethical decision making

   .00 Purpose

   .01 Methods

   .02 Outputs

  11 Value of HR

   .00 Key benefits

   .01 Methods for demonstrating

  12 HR profession

   .00 Scope

   .01 Designations

   .02 Obligations

   .03 Relationship to other business professionals

   .04 International HR management

K3 Organizational Effectiveness

Knowledge required for using the levers available to HR professionals to maximize the performance of organizations, teams, and individuals within the context of executing the organization's strategy.

  00 Initiatives

   .00 Scope

   .01 Inputs

   .02 Execution

   .03 Outputs

  01 Productivity

   .00 Methods of collecting data

   .01 Measures

   .02 Outputs

   .03 Uses of information

  02 Engagement

   .00 Current literature

   .01 Methods of collecting data

   .02 Measures

   .03 Outputs

   .04 Uses of information

   .05 Strategies to enhance employee engagement

  03 Employee involvement

   .00 Desired outcomes of employee involvement

.01   Self-directed work teams

.02   High-involvement work practices

.03   Employee self-service

04   Morale

.00   Methods of collecting data

.01   Measures

.02   Outputs

.03   Uses of information

05   Organizational structure

.00   Governance

.01   Hierarchy

.02   Levels

.03   Organizational chart

.04   Single location v multiple locations

.05   International issues

06   Organizational design

.00   Identifying optimal design

.01   Organizational redesign

07   Organizational design problems

.00   Identifying

.01   Analyzing

.02   Correcting

08   Performance issues

.00   Employee

.01   Work teams

.02   Measuring

.03   Analyzing

.04   Documenting

.05   Correcting

09   Change management

.00   Identifying short and long term goals

.01   Assessing HR impact of planned changes

.02   Evaluating risks

.03   Strategy development

.04   Work plan development

10   Team effectiveness

.00   Identifying team effectiveness targets

.01   Team dynamics

.02   Team dysfunction

    .03   Team leadership

    .04   Measuring team effectiveness

    .05   Team interventions

    .06   Team leadership interventions

    .07   Measuring impact of interventions

11 Job analysis process

    .00   Purpose

    .01   Preparations

         a. Familiarize

         b. Determine uses

         c. Identify target jobs

    .02   Collection

         a. Determine sources

            i.   Documentation

           ii.   Human sources

         b. Design collection instruments

            i.   Job analysis questionnaire

           ii.   Functional job analysis

          iii.   Critical incident method

         c. Determine collection methods

            i.   Interviews

           ii.   Focus groups

          iii.   Questionnaires

          iv.   Employee logs

           v.   Observation

         d. Execute job analysis

         e. Apply job analysis data

12 Job description

    .00   Contents

    .01   Job identity

    .02   Job summary

    .03   Working conditions

    .04   Approvals

    .05   Job specifications

    .06   Job performance standards

13 Competency models

    .00   Models

    .01   Competency matrix

14 Job design

    .00   Organizational considerations

           a. Efficiency

           b. Work flow

    .01   Ergonomic considerations

    .02   Employee considerations

           a. Autonomy

           b. Variety

           c. Task identity

           d. Feedback

           e. Task significance

    .03   Job specialization

           a. Job rotation

           b. Job enlargement

           c. Job enrichment

           d. Job re-design

           e. Employee involvement

           f. Work teams

           g. Job families

    .04   Environmental considerations

           a. Workforce availability

           b. Social expectations

           c. Work practices

15 Downward communication systems

    .00   Management-employee meetings

    .01   In-house publications

    .02   Email

    .03   Intranets

    .04   Blogs

    .05   Social media

16 Upward communication systems

    .00   Grapevine communication

    .01   Management by walking around

    .02   Social media

    .03   Complaints mechanisms

    .04   Suggestion systems

    .05   Open door policies

    .06   Management-employee meetings

    .07   Employee opinion surveys

<u>K4</u> Workforce Planning and Talent Management

Knowledge required for the recruitment and deployment of human resources within an organization.

00 Workforce planning

  .00   Objective

  .01   Identifying short and long term goals

  .02   Measuring talent needs

   a. Current

   b. Future

  .03   Talent need gap analysis

  .04   Workforce plan characteristics

  .05   Workforce plan execution

01 Human resource planning process

  .00   Forecasting demand

  .01   Assessing supply

  .02   Design programs

  .03   Implement programs

  .04   Program evaluation

02 Forecasting demand for human resources

  .00   External

   a. Economic developments

   b. Technological changes

   c. Competition

   d. Social/political/legal changes

  .01   Organizational decisions

   a. Strategic plan

   b. Budgets

   c. Sales and production forecasts

   d. New ventures

   e. Restructuring

  .02   Workforce factors

  .03   Forecasting techniques

   a. Expert judgment

    i.   Nominal group technique

    ii. Delphi technique

   b. Trend projection

    i.   Extrapolation

    ii. Indexation

   c. Budget analysis

   d. Comparison with similar organizations

         e. Simulations

  .04   Outputs

         a. Statement of future needs

         b. Staffing table

03 Assessing supply of human resources

  .00   Internal supply

         a. Skills inventories

         b. Management inventories

         c. Replacement charts and summaries

         d. Markov analysis

  .01   External supply

         a. Labour market analysis

             i.   National

            ii.   Local

         b. Demographic trends

         c. Canadian Occupational Projection System

04 HR strategies to manage an oversupply of human resources

  .00   Headcount reduction strategies

         a. Layoffs

         b. Leave without pay

         c. Termination

         d. Outplacement

         e. Incentives for voluntary separation

  .01   Attrition strategies

         a. Hiring freeze

         b. Early and phased retirement

  .02   Alternative working arrangements

         a. Job sharing

         b. Part-time employees

         c. Internal transfers

05 HR strategies to manage a shortage of human resources

  .00   Hiring

         a. Full-time employees

         b. Part-time employees

  .01   Contracting out

         a. Independent contractors and consultants

         b. Outsourcing

         c. Crowdsourcing

  .02   Developing internal employees

  .03   Creating flexible work arrangements

      a. Overtime provision

      b. Flexible hours and location

      c. Flexible retirement

      d. Float and transfer

06 Program evaluation

07 Employee value proposition

    .00   Elements

    .01   Identifying what employees value about organization

    .02   Factors that employees value in an organization

    .03   Identifying organizational changes that would enhance employee value

08 Attraction initiatives

    .00   Establishing targets

    .01   Identifying essential characteristics of desirable employees

    .02   Identifying sources of desirable employees

    .03   Execution

    .04   Measuring impact

09 Strategic value of effective recruitment

    .00   Competitive advantage through obtaining the best fitting recruits

    .01   Diversity benefits

    .02   Opportunity for employee development

    .03   Opportunity for injection of new skills and perspectives

    .04   Manage total cost of recruitment

10 Establishing vacancies that need to be filled

    .00   Reactive mechanisms

    .01   Proactive methods of determining vacancies

11 Origin of recruit

    .00   Internal

          a. Advantages

          b. Disadvantages

    .01   External

          a. Advantages

          b. Disadvantages

12 Factors influencing recruitment

    .00   Internal policies

          a. Promote-from-within policies

          b. Compensation policies

          c. Employment status policies

          d. International hiring policies

    .01   Workforce plans

.02　Diversity management programs

.03　Business growth

.04　Recruiter methods

.05　External conditions

　　　a.　Local, national and global economy

　　　b.　Employment statistics

.06　Job requirements

.07　Financial resources available for recruitment

.08　Total rewards package

.09　Inducements

13　Recruitment methods

.00　Unsolicited applications

.01　Open house

.02　Referrals from other employees

.03　Departing employees

.04　Advertising

　　　a.　Choice of media

　　　b.　Blind ads

.05　Internet posting

.06　Employment and Social Development Canada services

.07　Canadian Forces

.08　Employment agencies

.09　Temporary help agencies

.10　Professional search firms

.11　Educational institutions

.12　Job fairs

.13　Professional associations

.14　Labour organizations

.15　International recruitment methods

.16　Choosing the right mix of recruitment methods

　　　a.　Fit to target population

　　　b.　Costs

　　　c.　Anticipated return on investment

14　Recruitment metrics

.00　Applications received

.01　Qualified applicant as proportion of total applicants

.02　Cost per hire

.03　Quality/performance of hires

.04　Offers-applicants ratio

15　Information received from job applicants

.00   Cover letter

.01   Résumé

.02   Curriculum vitae

.03   Application form

      a. Weighted application blank

      b. Biographical information blank

.04   Work samples

.05   Proof of education and credentials

.06   Past employer contact information for references

.07   Letters of reference

.08   Salary expectations

16 Strategic impact of selection process

.00   Contribution of employees to execution of organizational strategy

.01   Addressing current and future job requirements

.02   Integration with organizational priorities

.03   Adherence to organizational constraints

.04   Adaptation to labour market conditions

17 Selection metrics

.00   Selection ratio

.01   Manager evaluation of new hires

.02   Cost of selection process

.03   Training costs for new hires

.04   New hire feedback on process

.05   New hire feedback on fit of job to expectations

18 Selection process

.00   Initial screening

.01   Employment tests

      a. Reliability

      b. Validity

      c. Personality tests

      d. Ability tests

      e. Knowledge tests

      f. Performance tests

      g. Integrity tests

.02   Interviews

      a. Pre-screening interview

      b. Manager interview

      c. Peer interviews

      d. Team interviews

.03   Realistic job preview

.04   Reference checks

.05   Contingent assessments

      a. Medical evaluation

      b. Drug tests

      c. Verification of credentials

.06   Hiring decision

      a. Fit to job requirements

      b. Fit to work team

      c. Fit to organization

      d. Total rewards requirements

      e. Holistic approach

      f. Multiple hurdles approach

      g. Compensatory approach

19 Employment interview

.00   Goals of the employment interview

.01   Types of interviews

      a. One-on-one interviews

      b. Group interviews

      c. Panel interviews

      d. Unstructured interviews

      e. Structured interviews

           i. Behavioural description interviews

          ii. Situational interviews

        iii. Stress-producing interviews

      f. Computer-assisted interviewing

.02   Interview process

      a. Preparations

      b. Establishing rapport

      c. Exchange of information

      d. Termination of interview

      e. Post-interview evaluation and documentation

.03   Common interview errors

      a. Halo effect

      b. Asking leading questions

      c. Conscious or unconscious use of stereotypes

      d. Overuse of interview time by the interviewer

      e. Comparison to other candidates rather than objective standard

20 Post-selection process

.00   Employment contract

      a. Probationary period

        b. Start date and term

        c. Terms of employment

        d. Confidentiality, conflict of interest and non-compete agreements

        e. Termination procedures

    .01   Informing unsuccessful candidates

21 Onboarding

    .00   Purpose of onboarding process

    .01   Orientation

        a. Role

        b. Organization

        c. Co-workers

        d. Socialization

        e. HR services

        f. Expectations

        g. Evaluating effectiveness of orientation process

    .02   Job training

        a. Formal training

        b. Self-study

        c. Job shadowing

22 Career planning

    .00   Career management

    .01   Career development

    .02   Individual career development

        a. Employee measures of their own career success

        b. Factors affecting career choices

    .03   Role of human resources departments in assisting individual career management

        a. Advocating to management

        b. Developing career-related supported materials

        c. Succession planning to support career development

        d. Integrating career management into human resource planning

        e. Creating career-oriented development activities

        f. Aligning performance management evaluations with career development

    .04   Application of technology to career planning

23 Employee retention

    .00   Measures of employee retention

    .01   Identifying top talent/high potential employees

    .02   Factors that influence employee retention

24 Performance management system

    .00   Current literature on performance management

    .01   Goals of performance management systems

.02   Determining effectiveness of human resources development's role

25   Performance appraisals

     .00   Elements of performance appraisal systems

     .01   Characteristics of effective performance appraisal systems

     .02   Setting employee future performance goals

     .03   Management by objectives

     .04   Setting employee expectations

     .05   Alignment of employee goals and performance to organizational goals

     .06   Measuring employee performance

           a.   Objective measures of performance

               i.   Rating scales

               ii.   Performance tests

               iii.   Observations

               iv.   360-degree feedback

               v.   Assessment centre

           b.   Comparative evaluations of performance

               i.   Ranking employees

               ii.   Forced distributions

           c.   Making ratings

               i.   Training raters

               ii.   Rater biases

               iii.   Evaluation interviews

     .07   Identifying gaps between employee expectations and employee performance

     .08   Legal implications of performance appraisals

26   Employee discipline

     .00   Preventive discipline

     .01   Corrective discipline

     .02   Progressive discipline

     .03   Positive discipline

     .04   Restrictions on disciplinary practices

27 Dismissal
  .00 Termination for cause
        a. Incompetence
        b. Misconduct
  .01 Termination without cause
        a. Reasonable notice
        b. Calculating notice period
        c. Payment in lieu of notice
  .02 Managing the dismissal process
  .03 Legal considerations associated with employee dismissal
        a. Wrongful dismissal
        b. Demonstration of just cause
        c. Constructive dismissal
        d. Human rights complaints

28 Downsizing
  .00 Workforce reduction
  .01 Work redesign
  .02 Systematic change

29 Succession planning
  .00 Identifying key roles
  .01 Methods
  .02 Elements of a succession plan

30 Leadership development
  .00 Early identification of leadership talent
  .01 Leadership development activities
  .02 Establishing development goals
  .03 Measuring impact of leadership development plan

31 Coaching
  .00 Methods
  .01 Measuring impact

32 Advocacy
  .00 Purpose
  .01 Methods
  .02 Measuring impact

K5 Labour and Employee Relations

Knowledge required for managing the relationships between employer and employees.

00 Strategic value of employee relations

.00   Impact on productivity

.01   Buy-in to organizational objectives and changes

.02   Impact on employment costs

.03   Impact on the development of employees

01   Collaboration and cooperation

.00   Employer and employees

.01   Management and unions

.02   Cooperative programs

.03   Value

.04   Objectives

.05   Mechanisms to enhance

02   Legal constraints on employee-employer relations

.00   Canadian labour legislation

     a.   Federal

     b.   Provincial

     c.   Elements of Canadian labour legislation

.01   Labour relation boards

.02   Unfair labour practices

     a.   Management

     b.   Unions

03   Labour unions

.00   Factors impacting employees' decision to unionize

.01   Perceptions of unions

.02   Union avoidance strategies

.03   Goals of unions

.04   Union structures and models

.05   Trends and variations in levels of unionization

.06   Canadian Labour Congress

.07   Union organizing process

.08   Bargaining rights

.09   Effect on human resources practices

.10   Effect on management practices

04   Collective agreements

.00   Purpose of collective agreements

.01   Negotiation of collective agreements

     a.   Adversarial approach

     b.   Mutual gains bargaining

     c.   Steps in the negotiation process

     d.   Mediation and conciliation

     e.   Public sector bargaining

.02   Elements of collective agreements
- a. Union recognition
- b. Union security
- c. Wage rates
- d. Cost of living adjustments
- e. Insurance benefits
- f. Pension benefits
- g. Income maintenance
- h. Time-off benefits
- i. Seniority clause
- j. Discipline
- k. Management rights
- l. Dispute resolution
- m. Arbitration provision
- n. Grievance procedures
- o. Duration of the agreement

.03   Impact of precedents

.04   Impact on wages and benefits

.05   Impact on productivity

05   Natural justice

.00   Principles

.01   Applied in the workplace

06   Conflict

.00   Between employees

.01   Between employees and management

.02   Between unions and management

.03   Grievance administration

.04   Assessing risks

.05   Reducing

07   Labour and employee relations strategies

.00   Models

.01   Assessing risks

.02   Assessing costs

.03   Assessing benefits

.04   Analyzing strengths and weaknesses to determine optimal strategy

08   Labour disputes

.00   Reasons for strikes
- a. Misinformation or misjudgment
- b. Collective voice of workers

.01   Stages

  .02 Resolution mechanisms

  .03 Intervention

  .04 Legal considerations

09 Negotiation

  .00 Goals

  .01 Models

  .02 Strategies

10 Mediation

  .00 Goals

  .01 Models

  .02 Strategies

11 Arbitration

  .00 Structure

  .01 Purpose

  .02 Rules

12 Tribunals

  .00 Structure

  .01 Purpose

  .02 Rules

13 Facilitation

  .00 Methods

  .01 Goals

14 Diversity management

  .00 Factors leading to need for diversity management programs

  .01 Value of diversity in the workplace

    a. Changes in workforce

    b. Efficient use of human capital

    c. Competitive advantage

    d. Consistent with new approach to organizational structure

    e. Focus on teams

  .02 Core and secondary dimensions of diversity

15 Diversity management activities

  .00 Identify desired future state

  .01 Assess current systems against desired state

    a. Identify gaps

    b. Identify barriers to diversity

  .02 Institute changes to current system to align to current state

    a. Engage senior management

    b. Diversity committees

        c. Diversity training programs

        d. Education/training/retraining

        e. Mentoring and apprenticing

        f. Support groups

        g. Alternative work arrangements

        h. General communications

        i. Communication standards

  .03 Evaluation of effectiveness of changes

K6 Total Rewards

Knowledge required for the management of rewards within an organization in a manner that maximally supports the execution of organizational strategy.

00 Total rewards structures

  .00 Models

        a. Pay-for-performance model

        b. Individual incentive plans

            i. Piecework

            ii. Production bonuses

            iii. Commissions

            iv. Executive incentive plans

        c. Team-based pay and incentive plans

        d. Skill and knowledge-based pay

        e. Variable pay

        f. Profit sharing plans

        g. Employee stock ownership plans

        h. Cost-reduction plans

        i. Non-monetary rewards

  .01 Compensation management systems

        a. System for establishing total rewards across jobs

        b. System for effecting changes to employee compensation

  .02 Equitability

        a. Internal equity

        b. External equity

  .03 Goals

        a. Recruiting qualified personnel

        b. Retaining desired employees

        c. Ensuring equity across roles and the organization

        d. Rewarding desired employee behaviours

        e. Controlling costs

           f. Complying with regulations

           g. Administrative efficiency

.04   Comparative data

           a. Sources of compensation data

           b. Wage and salary surveys

.05   Total rewards system elements

           a. Compensation

           b. Pensions

           c. Benefits

           d. Perquisites

           e. Social interaction

           f. Security

           g. Status and recognition

           h. Work variety

           i. Workload

           j. Authority

           k. Autonomy

           l. Opportunity for advancement

           m. Opportunity for development

           n. Feedback mechanisms

           o. Work conditions

.06   Measurement of the effectiveness of the total rewards structure

.07   Identifying need for change to the total rewards structure

.08   Legal considerations underlying employee compensation

01 Factors affecting employee compensation

.00   Prevailing wage rates

.01   Unionization

.02   Productivity

.03   International pay

.04   Organization wage and salary policies

.05   Government policies

           a. Minimum wage regulations

           b. Contracts with the federal government

           c. Staff records

           d. Pay equity legislation

           e. Provincial legislation

02 Employee benefits

.00   Role in total rewards systems

.01   Societal value

.02   Value to organization

.03   Legally-required benefits

    a. Canadian Pension Plan

    b. Quebec Pension Plan

    c. Employment Insurance

    d. Workers' Compensation

    e. Health insurance plans

    f. Holidays

    g. Vacation

.04   Optional insurance benefits

    a. Life insurance

    b. Health-related insurance

    c. Short-term disability

    d. Long-term disability

.05   Employee security benefits

    a. Severance pay

    b. Guaranteed annual wage

    c. Supplemental unemployment benefits

    d. No lay-off policies

.06   Retirement plans

    a. Registered pension plans

        i. Defined benefits plans

        ii. Defined contribution plans

    b. Vesting

    c. Pension Benefits Standards Act

.07   Paid time off benefits

    a. Breaks

    b. Paid sick leave

    c. Holidays and vacation beyond legally-required minimum

.08   Employee services

    a. Education assistance

    b. Financial services

    c. Social opportunities

    d. Employee assistance programs

    e. Relocation programs

.09   Flexible benefit programs

.10   Management challenges of indirect compensation

.11   Taxation of employee benefits

03   Job evaluation system

.00   Job ranking

.01   Job grading

.02   Point system

  a. Point system documentation

  b. Identifying compensable elements

  c. Determining levels within each compensable element

  d. Allocating points to elements and sub-elements

  e. Allocating points across levels

  f. Documenting descriptions for elements, sub-elements, and levels

  g. Application of the point system

.03   Pay levels

.04   Broadbanding

.05   Compensation structure

.06   Linkage to total rewards structure

04   Value of total rewards

.00   Measuring value

  a. Compa-ratio

.01   Communicating value

.02   Linkage to desired employee behaviours

05   Communication media

.00   Email

.01   Website

.02   Intranet

.03   Information packets

.04   Local media

.05   National media

.06   Social media

K7 Learning and Development

Knowledge required for the optimization of the ability of the organization, teams, and individuals to acquire and put to use new competencies.

00   Learning culture

.00   Linking learning to organizational goals

.01   Strategies to enhance learning culture

01   Organizational learning priorities

.00   Organizational learning priorities development process

.01   Return on investment of organizational learning priorities

.02   Identifying optimal organizational learning priorities

02   Continuing development

.00   Assessing employee needs for development

    .01   Assessing employee potential to develop competencies

03 Learning opportunities

    .00   In the workplace

    .01   Outside the workplace

04 Learning and development programs

    .00   Development

    .01   Goals

    .02   Outcome measures

05 Measurement principles

    .00   Validity

    .01   Reliability

    .02   Statistics

    .03   Probabilities

06 Adult learning

    .00   Principles

    .01   Methods

    .02   Current literature

07 Mentoring

    .00   Principles

    .01   Benefits

    .02   Models

    .03   Goals

    .04   Outcomes

08 Coaching

    .00   Principles

    .01   Benefits

    .02   Models

    .03   Techniques

    .04   Goals

    .05   Outcomes

09 Training methods

    .00   Models

    .01   Goals

    .02   Outcome measures

10 Training

    .00   Purpose of training

    .01   Learning principles

    .02   Training program development process

          a. Needs assessment

          b. Establishment of learning objectives

          c. Content development

          d. Training program delivery

          e. Training program evaluation

  .03   Training techniques in the workplace

          a. On-the-job training

                i.   Cross training

               ii.   Apprenticeship

              iii.   Coaching

          b. In person lectures

          c. Training videos

          d. Simulations

          e. Role playing

          f. Self-study

          g. Computer-based training

          h. Criteria for selecting optimal training technique

11   Employee development

  .00   Purpose of employee development

  .01   Employability Skills Profile

  .02   Knowledge management

  .03   Professional development

  .04   Employee development plans

          a. Assessing needs

          b. Establishing training targets

          c. Linking competencies and skills to organizational goals

          d. Identifying learning and development activities

          e. Locating and developing development resources

          f. Eliminating barriers

12   Learning and development activities

  .00   Cognitive

  .01   Behavioural

  .02   Environmental

13   Training and development outcome evaluation

  .00   Reactions to training and development activities

  .01   Changes in knowledge and skills

  .02   Changes in behaviours

  .03   Changes in organizational outcomes

  .04   Pre-test/post-test

  .05   Cost-benefit analysis

K8 Health, Wellness, and Safe Workplace

Knowledge required for the creation and maintenance of healthy and safe workplaces.

- 00 Workplace health and safety
    - .00 Legislation
    - .01 Regulations
        - a. Canada Labour Code
        - b. Hazardous Products Act
        - c. Workplace Hazardous Materials Information Systems (WHMIS)
        - d. Transportation of Dangerous Goods Act
        - e. Canadian Centre for Occupational Health and Safety Act
        - f. Provincial regulations
    - .02 Standards
    - .03 Assumption of risk
    - .04 Responsibility for health and safety
    - .05 Careless worker model
    - .06 Shared responsibility model

- 01 Health, safety and wellness in the organization
    - .00 Organizational policies
    - .01 Organizational procedures
    - .02 Leader roles and responsibilities
        - a. Senior management
        - b. Supervisors
    - .03 Employee roles and responsibilities
    - .04 Health and safety committees
    - .05 Organizational compliance standards
    - .06 Creating a climate of safety

- 02 Training programs
    - .00 Leaders
    - .01 Employees

- 03 Risks to workplace health and safety
    - .00 Hazards to health and safety in the workplace
        - a. Physical
        - b. Biological, biohazards and chemicals
        - c. Ergonomics-related
        - d. Sick building syndrome
        - e. Workplace violence
        - f. Sexual harassment
    - .01 Those most likely to get injured
    - .02 Trends in injuries over time

.03 Impact of downsizing on safety in the workplace

.04 Workplace security

.05 Mitigation of risks to workplace health and safety

04 Health and safety audits

.00 Indicators of issues

.01 Periodic audits

.02 Ongoing monitoring

05 Disability management

.00 Programs

.01 Goals

.02 Types of accommodations

.03 Measuring impact

06 Environmentalism

.00 Recycling programs

.01 Conservation programs

.02 Green programs

07 Wellness

.00 Benefits of healthy lifestyle

.01 Merits of healthy workforce

.02 Initiatives

.03 Employee wellness programs

08 Psychological health and well-being

.00 Merits of proactive approach

.01 Initiatives

.02 Workplace stress

   a. Causes of workplace stress

   b. Burnout

   c. Impact on job performance

   d. Stress audits

K9 Human Resources Metrics, Reporting, and Financial Management

Knowledge required to collect, manage, and synthesize information relevant to the management of human resources and the ability to incorporate financial analysis in the making of decisions about HR investments.

00 Organization finances

.00 Accounting

.01 Financial metrics

01 Balanced scorecard

02 HR audits

    .00   Criteria

    .01   Programs

    .02   Methods

    .03   Outputs

03 Areas covered in an HR audit

    .00   HRM information system

    .01   Staffing and development

    .02   Organizational control and evaluation

04 HR information systems

    .00   Benefits

        a. Enhanced service delivery

        b. Making better strategic decisions

        c. Better talent management

        d. Increased role for HR

    .01   Models

        a. Breadth

        b. Size

        c. Type of information

        d. Technical capabilities

    .02   Options

        a. Intranet

        b. Self-service

        c. Security

        d. Reporting needs

    .03   Components

        a. Payroll

        b. Benefits

        c. Union information

        d. Health and Safety

        e. Recruitment

        f. Training

        g. Performance management

    .04   Inputs

        a. Employee information

        b. Total rewards structure

        c. Job analyses

        d. Job descriptions

        e. Job postings

        f. Succession plans

        g. Training information

        h. Performance tracking

        i. Accident tracking

        j. Grievances

        k. HR policies

        l. HR objectives

        m. Organizational policies

        n. Organizational objectives

        o. Industry information

    .05   Outputs

        a. Regular reports

        b. Ad hoc reports

05 Human resources accounting

    .00   Purpose

    .01   Measures

    .02   Outputs

06 HR information

    .00   Types

    .01   Tools

    .02   Identifying needs

    .03   Collection methods

    .04   Retention

        a. Methods

        b. Legal requirements

        c. Regulations

07 Human capital investments

    .00   Key performance indicators

    .01   Measures of effectiveness

    .02   Trend assessment

    .03   Reporting