Continue

Continue

Shrm bock model and its components

No text content! The SHRM BODY OF SKILL AND KNOWLEDGE™ shrmcertification.org/SHRMBOCKTABLE of what is introduction to the SHRM body of skill and knowledge... 1 Which competence?.. 3 Development of the SHRM boCK... 4 New material in the 2017 bock.... 6 Organization of the SHRM boCK document.... 7 Section 1: Skill Behavior ... 7 Section 2: HR Expert... 7 Section 1: Skill Behavior ... 8 How to read this section... 8 leadership ... 11 Leadership & Navigation... 12 practical ethics... 14 interpersonal cluster... 17 Relationship Management ... 18 Communication ... 20 Global & Arts Cultural efficiency.... 22 Business Cluster.... 25 business acumen... 26 Critical assessment... 30 Section 2: HR expertise... 32 How to read this section.... 32 The realm knowledge.... 35 Functional Areas #1: HR Strategic Planning..... 36 Functional Areas #2: Talent acquisition .... 38 Functional Area #3: Employee Engagement &gt;... 39 Functional Area #4: Learning & Learning Development.... 41 Functional Area #5: Total Rewards ... 42 Domain Knowledge Organization.... 43 Functional Area #6: structure of the HR function... 44 Functional Area #7: Organizational Efficiency & Development... 45 Functional Areas #8: Work Management.... 46 Functional Areas #9: Staff &amp; Work relationship... 47 Functional Areas #10: Technology Management... 49 WorkPlace Knowledge Domains... 51 Functional Areas #11: HR in the global context... 52 Functional Areas #12: Diversity & Diversity Inclusion... 53 Functional Areas #13: Risk Management... 54 Functional Areas #14: Corporate Social Responsibility....... 56 Functional Areas #15: American Labor & Labor Law Policy... 57 Appendix A: 59 Appendix B: Resources ... 69THE SHRM CO OSFECTOIOMNP1E: TBEHNACVYIARNADL CTVWEENDCGIE Introduction to the SHRM Body of Skill and Knowledge™ for more than sixty-five years, The Society for the SHRM Body of Competence and Knowledge™ Human Resource Management (SHRM) has (SHRM BoCK™), based on SHRM to serve the Human Resources (HR) profession. Skills skills and illustrated in Figure 1, HR Professionals Worldwide see SHRM for the content description of SHRM's comprehensive information certification and tools to assist examination, SHRM-Certified Professionals are done effectively in their work, to develop (SHRM-CP®) career exams for early-career and mid-level careers, and to strategic partners and practitioners, and employers are SHRM Certified. SHRM also works for Advanced Professional HR (SHRM-SCP®) exams for high-level professions as a whole, ensuring that as business and executive practice. SHRM Credential Change, HR Evolved to meet business needs. to provide reliable indicators of the global business increasingly, business leaders understand that the community that the kredense holder has the effective human management is a necessary strategic capability in both aspects of HR imperatives. As a result, employees expect HR-skill practices and knowledge—which professionals are demonstrating, in addition to required effective work performance. a quality knowledge of HR concepts and requirements, the additional behavioral skills in which describing the necessary behaviors are effectively implemented that skills knowledge and technical knowledge tested in the modern workspace in support of the SHRM-CP and SHRM-SCP-SCP organizational purposes. Exam, the SHRM BoCK is also the common foundation for those who developed exams in 2011, SHRM started a program of research questions (article writers), as well as those involving thousands of HR professionals and organizations developing exam preparations to identify the critical skills needed for material. SHRM's own operation for successful examinations as a HR Professional. This research leads the separate and independent development of the skill development of SHRM Skills Its Operation for Study Material Development. Models, which define eight key SHRM behaviors observing a strict firewall between these skills (Ethical Practices, Leadership & Activities to protect the integrity and credibility of navigation, Business Acquisition, Relationship exams are certifications. Management, Communication, Consulting, Critical and Global & Evaluations Cultural efficiency) and one technical skill (HR Expertise). The Shrm skill model provides HR professionals with a complete roadmap for the capabilities they need to advance their careers and improve their efficiency in the workplace. THE SHRM BODY OF SKILL AND KNOWLEDGE 1THE SHRM BBOODDY OOFF CCOMPPEETETNCYNCYNCYKYANNDKNOWDGEE FEMALE 1: BODY SHRM OF SKILL AND KNOWLEDGE (SHRM BOCK) 2 THE SHRM BODY OF SKILL AND KNOWLEDGE TRANSLATION Which skill? A skill is a group of highly intellectual knowledge, skills, abilities and other features (KSAOs) that provide increases in the behavior necessary to perform a given job effectively. For example, Critical Assessment, one of the behavioral skills of the SHRM skill model, describes a group of KSAOs that includes knowledge of research design, critical thinking skills and reasonable dedicative capabilities. These highly intellectual KSAOs allow HR professionals to collect, compile, analyze and interpret job-relevant data and information for the purpose of supporting the HR function of their organization. A set of skills that collectively defines the requirements for efficient performance of a specific task, profession or organization can be called a skill model. Skills can be either technical or behavioral. Technical skills reflect the specific knowledge of a given profession that is required for a professional in this field to perform a particular role. HR's skill expertise in the SHRM Skill Model describes knowledge of techniques specific to the HR field (such as associated with talent management, recruitment, or compensation and benefits). Skill behavior, on the other hand, describes the qualified KSAOs implementation of technical knowledge of work-related behaviors. They are more general in applications than the specific professional technical skills of HR experience. For example, Communication the skill behavior describes KSAOs needed to effectively communicate across a range of media (e.g., e-mail and oral presentations) and a variety of audiences (e.g., internal and external interest individuals). In sum, technical skills reflect what professional HR knowledge applies to their work, and behavioral skills reflect how to implement this knowledge.Knowledge + Behavior = SHRM's Success in Behavior and Technical Staff and Universities, described below, found skills in its skill model and that both HR knowledge and behavior are related to exam certification implicitly recognized that a strategic HR professional work performance performance. Moreover, having found mindset leading to SHRM success is a function of what both knowledge and behavior are uniquely successful application relating to both knowledge and behavior. of work performance—that is, knowledge and behavior in other words, successful therapies not only of what you relate to work performance in non-redundant knowing (knowledge) but also the behaviour. ways. These findings supporting the key contributions to Nither is sufficient, however, in isolation. Knowledge and behavior of HR success, importance and implementation of the SHRM skill model in SHRM's dual approach to understanding HR success is the HR profession, and the importance of certification supported by empirical research. A study conducted by exams that test both behavioral and technical SHRM in partnership with multinational leaders' skills. THE SHRM BODY OF SKILL AND KNOWLEDGE 3THE SHRM BODY OF SKILL AND DEVELOPMENT KNOWLEDGE OF SHRM BOCK'S SHRM has engaged in a systematic and skill model. The results of this rigid study program in research are developing the support provided for the importance of the SHRM BoCK model, as described in Figure 2. The SHRM describes the personal and professional skill model started this program with the development of attributes required for HR success, as well as it's the SHRM skill model in 2011, and read wide applications. SHRM Next does (also in continuing in 2016 by performing a Practice 2012) a multi-organizational study validation criterion, Further analysis developed and refined the BOCK. involving a very diverse sample of more than 800 Comprehensive EMPLOYMENT Analysis Methods and their HR professionals and supervisors, measuring active engagement in the global HR community the link between the skill model and tasks used consistently identified, created and performance. The results of this study establish refined skills that describe the skill attributes of the SHRM-defined skills needed for success as a professional HR. is well linked to successful work performance. Development of the SHRM skill model was in 2014, SHRM performed a knowledge initiated in 2011, when SHRM conducted 111 focused exercise specifications to further develop the HR groups with nearly 1,200 HR practitioners, including technical skill expertise in particular. First, professionals from 33 countries. Participants in SHRM perform an extensive review of these focused groups represent a diversity of existing literature on HR knowledge, including features, both personnel (e.g., career level, books, chaser, syllabi and other educator ways) and organizational (e.g., sector, industry, resources, determining the universe of potential size). SHRM has also done a survey with more than 200 HR professionals needing 600 Chief Human Resource Officers (CHROs) to do their work. SHRM also consulted its own to identify the skills that HR leaders believe academic surveys and employees regarding are required for success in the HR profession. Functional knowledge that HR professionals need after this extensive data collection, SHRM achieves success in the HR field.SHRM tracing on a skill model working in eight such research to create a preliminary skill skill and one technical foundation for the SHRM-CP and SHRM-SCP exams. Skill-based skills, which collectively describe the personal and professional second types, SHRM established in 2014 a BoCK counselor that HR professionals need for success and career panel of 19 HR and business ideas from various advancements. industries, including retail, research, consulting, healthcare and manufacturing. This panel reviewed from 2012 to 2014, SHRM performed a range of the proposed content and foundations of the HR science and professional HR confirmed skills in Expertise content to ensure its accuracy and in the model and related to HR professional understanding. The panel also defines, for success. each functional area, associated key concepts with skill indicators. When completed in these in 2012, SHRM conducted a survey with more than science, SHRM adopted the foundation as 32,000 HR Professional Bases Worldwide confirmed for skills in HR Technical Expertise. The importance and generalizability of the SHRM 4 SHRM BODY OF SKILL AND KNOWLEDGE MORE recently, SHRM under an extensive professional HR, representing the HR's global refinement of the SHRM boCK, clarified the community and participants from North America, skill and functional areas. This effort, Africa and Asia, engaged in a series of conducted primarily to meet the needs of focus groups. In 2015, follow an extensive professional review of HR studying for the SHRM-CP and review of each component of the bock, SHRM-SCP examination. Because the SHRM certification exam launched a validation survey confirmed and is based on the BOCK, clarification that can cause further refin its contents, collecting responses from also helping HR Subjects Expert Subjects (SMES) containing more than 9,000 HR professionals around the world. written and refined exam articles. SHRM conducted a practical analysis from 2015 through 2016 to use as a basis for refined this edition of the BoCK. The analysis practice reflects the process used to develop and refine the SHRM skill model. Over 100 FIGURE 2: Development of the SHRM skill model and SHRM BoCK Development and validation of the Development of SHRM BoCK Practice Analysis Updated SHRM Skill Model and Refined SHRM BoCK (2(2 011-2014) (2015-2016) Review of existing reviews of review and refinement existing skill models by HR technical experts and best practices (e.g. , text, books, runways, syllabi) Focus groups with Focus groups and 100+ HR professionals nearly 1,200 Refinement in knowledge areas and HR professionals; BoCK Advisor Panel Survey of 600+ CHROs Technical Review by Content Validation Content Validation BoCK Advisor Panel with 9,000+ HR Studies and Professional HR Professional SHRM BoCK Validation Study with 800+ HR Professional and Supervisor the SHRM BODY OF SKILLS AND KNOWLEDGE 5THE SHRM BOMDY OF COMPETENCY AND KNOWLEDGE NEW

MATERIALS IN 2017 BoCK of greater content modification to improve the brightness and utility of the BOCK: The present document is the product of extensive review and expansion, based on the research • For better demonstrating the interest rates conducted between 2015 and 2016 described among the behavioral skills , they have the highest. The 2017 bock is clearly defined and was grouped in three clusters: Leadership, describing the behavior and technical knowledge of interpersonal and business. requirements for HR professionals who will meet the current and future needs of their employees. • In the technical skill of HR expertise, reviews provide more clearly and advice from there are now three (by four) knowledge to facilitate HR professional HR career development with domains: People, Organization and Workplace. advancement. The fourth original domain, strategy, absorbed in first domain, People, and Its Improvements bock in 2017 includes: original functional areas, Business & HR strategies, which were renamed HR Strategic Planning. • Review and expand definitions of behavioral skills and functional areas; • Addition of subcompetencies to the behavioral skills, clarify the link between competency indicators and skill definitions; • Increase parallelism between the two sets of skill indicators (For all HR professionals and For advanced HR professionals); • Addition to key concepts of the behavioral skills, describing the foundational knowledge for each skill; • Addition to a glosse theme defined selecting the HR used in the boCK (see Appendix A); and • A refined and expanded list of resources on the HR profession generally and on behavioral skills and technical knowledge areas specifically (see Appendix B), designed to provide additional guidance to readers who seek career advancement, including SHRM certification. 6 THE SHRM BODY OF SKILL AND KNOWLEDGE ORGANIZATION OF THE SHRM BOCK HR skill documentation and knowledge evaluated on SHRM-CP exam and SHRM-SCP are detailed in the SHRM bock, which consists of the following two sections: Section 1 – Behavioral Skills: Regarding the two sets of skill indicators listed per skill, it is important to eight the behavioral skills , which recognizes that the indicators related to all describe their behavior and attributes required HR professionals also apply to Advanced HR for HR professionals perform effectively in their professions. While HR executives, for example, workspace and operating with a strategic attitude, may not the certain skills grouped in three clusters: Leadership, transactional work required in early-career HR professionals and business and Interpersonal. The professionals, should however concept them behind these tasks, recognize this section of the BOCK arranged by groups, their strategic importance, and be able to advise each of them who defined at the beginning of its junior staff in developing their behavior in the subsequence. For each skill of each applied them. These indicators of competence thus clusters, are the following information provided: applied to all HR professionals, from earlier-career to senior level. A definition of competence; • Key concepts describing the foundational knowledge for the skill; • Subcompetencies applicable to the skill, and definitions; and • Competency Indicators, listed by aspats based on career level (i.e., applicable to all HR professionals or advanced HR professionals). Section 2 – HR Atonement (HR Knowledge): Regarding the two sets of skill indicators listed for each functional area, it is important the single technical skill of HR Experiments to recognize that the relevant indicators of all are grouped in three knowledge areas: People, HR professionals also apply to advanced HR and Workplace organizations, and more professionally divided. While HR executives, for example, in 15 functional HR areas that describe the career cannot specifically knowledge in certain functions knowledge techniques required to make clear HR required in early-career HR professionals, are endeavors. should however understand the concepts behind these functions, recognize the strategic sections of the boCK arranged by the importance of knowledge, and be able to mentor junior domains, each of which is defined in employees in developing the behaviors the beginning of employees in developing the behaviors behind this section. These indicators of competence thus apply to all domains, are the following information provided: HR Professionals, from early-career to senior level. • A definition of the functional area; • Key concepts that describe specific knowledge of the functional area; and • Competency Indicators, listed by aspats based on career level (i.e., applicable to all HR professionals or advanced HR professionals). THE SHRM BODY OF SKILL AND KNOWLEDGE 7THE SHRM BODY OF SKILL AND KNOWLEDGE SECTION 1: Skill behavior this section describes the important behavior skills that understand part of SHRM's dual approach to competency. This approach, which is supported by SHRM research (see Introduction), highlights the critical roles played by HR technical knowledge (what you know) and by behavioral skills (how you implement what you know) to contribute to effective HR practices. Behavior describes the behaviors and attributes required for HR professionals to operate with a strategic idea and perform effectively in the workplace. They facilitate the implementation of technical knowledge (i.e., HR Atonement), which can be defined as the principles, practices and functions of Effective HR Management (see Section 2). Professional HR success must understand the behaviors of HR practices in addition to being in order of technical knowledge HR. How to read this SHRM-defined behavioral skills are grouped into three clusters: Leadership, Interpersonal and Business. Each skill is further divided into several circumstances that more specifically describe its elements. Each subcompetency is contained in multiple Skill-declaration specific behavaes that illustrate effective HR practices. Figure 3 provides an VISION OF THE FRAMEWORK OF THIS ORGANIZATION. They provide a description of professionals for each group. The following information is provided for each skill: • A Definition of competency; • Key concepts describing the foundation for the skill; • Subcompetencies applicable to the skill, and definitions; and • Competency Indicators, listed on the applications based on career level (i.e., Applicable to all HR professionals or advanced professional HR.) 8 THE SHRM BODY OF SKILLS AND KNOWLEDGE 1: BEHAVIORAL SKILLS FIGURE 3: Organizing the Framework of Competency Clusters CLUSTER SKILL DEFINITION LEADERSHIP & leadership surfing knowledge, capabilities, and other features (KSAOs) need to navigate the Ethical Practice Organization and accomplish HR goals , to create a persuasive vision and mission for HR aligned with the strategic direction and culture of the organization, to investigate and promote organizational changes, to manage the implementation and execution of HR initiatives, and to promote the role of HR as a key business partner. KSAOs are needed to maintain high levels of personal and professional integrity, and act as an ethics agent that promotes core values, integrity and responsibility throughout the organization. Cultural to listen to and address others' concerns, and translate Business information to one level or unit in the organization of another. Business Efficiency Acmen are KSAOs necessary for values and consider outlook and backgrounds parties, communicate with others in a global context, and promote a diverse and inclusive consultation workplace. KSAOs' critical assessments are needed to understand the organization's operational, functions and external environments, and to implement business tools and analysis that inform HR initiatives and operations consistent with the overall strategic direction of the organization. , and build continuous support for HR solutions that meet the changing needs of customers and the business. KSAOs are needed to collect and analyze qualitative and quantitative data, and to interpret and promote results that evaluate HR initiatives and inform business decisions and recommendations. THE SHRM BODY OF SKILL AND KNOWLEDGE 910 THE SHRM BODY OF SKILL AND KNOWLEDGE CLUSTER All effective HR professionals must display strong leadership skills and a strategic spirit, regardless of their career level or their experience function or work function. There are two behavioral skills in the Leadership Group: Leadership & Navigation and Practical Ethics. These skills describe the behaviors, attributes and underlying knowledge needed for HR Professionals to develop, implement and evaluate strategic guidelines for HR teams in principle ways. Key elements of leadership-group skill behaviors include: setting and applying a vision and direction for the HR function; initiative of organizational leaders; influence and support other organizational and leading members; driving an ethical organization environment; and behave in an ethical way that promotes high standards of integrity and values of the organization. THE SHRM BODY OF SKILLS AND KNOWLEDGE 11THE SHRM BODY SKILLS AND LEADERSHIP KNOWLEDGE & DEFINITION SURFING: Leadership & Navigation defined as knowledge, skills, capabilities and other features (KSAOs) need to navigate the organization and accomplish HR purposes, to create a persuasive vision and mission for HR aligned with the strategic direction and culture of the organization , to investigate and promote organizational change, to manage the application and execution of HR initiatives, and to promote the role of HR as a key business partner. Leadership &gt; Navigation is including four circumstances: • Navigating the organization • Vision • Managing HR initiatives • Behavioral Leadership influences the critical oriented of HR Practices. Surfing, an essential and sometimes effective leadership associated with the forgotten elements of this skill, positive results as employee attitudes regarding individuals and increased processes (e.g., job satisfaction, commitment, not a HR professional to get things done. The shame decreased and increased performance. As subcompetency to navigate the business leaders organization, effective HR professionals set an associate with Leadership & Navigation describing direction and vision for the HR function, influencing the necessary behavior for HR professionals for interests, and motivates and guides followers to work in organizational structure, processing to achieve their organizational goals. and precision bureaucracy and achieving their goals. HR professionals at each level are required to use Concepts (foundational): demonstrate knowledge of leadership. Early-career • Leadership theory (e.g., situational leadership, professionals can behave in ways consistent with organizational culture and collaboration to promote and transformation leadership, participative workers. Mid- and high-level HR professional leadership, inclusive leadership). can develop strategies to implement the HR initiative and support organizational initiatives. Executive • Human management techniques (e.g., direction, can demonstrate positive leadership behaviors by coaching, supporters, delegates). establish a vision for HR initiatives, setting up buy-in from related ones, serve as • Motivation Theory (e.g., objective-environment theory, transformation ideas of applied changes, and attribution theory, attribution theory, self-leading organization in the face of adversity. • Influence and persuasion techniques (e.g., personal appeal, form coalition, leading by example, rational persuasion). • Trust- and relationship-building techniques (e.g., emotional and social intelligence). 12 THE SHRM BODY OF SKILLS AND KNOWLEDGE 1: SUBCOMPETENCIES BEHAVIORAL SKILLS FOR ALL HR Professional Indicators subcompetencies for the advanced professional HRNavige organization —•»Demonstrate a formal and informal understanding » » Demonstrate an understanding of formal and informal work within the parameters of work roles, objectives of leaders and interests, role relationships, objective leaders and interests, and relationships among the organization's hierarchy , among employees. Executives. processes, systems and »»Communication Facilitates and Decisions»Use an understanding of their complex relationships among the rules. to implement the initiatives. The organizational and informal process, system »Use an understanding of the organization process, and policies to facilitate system development and application systems and policies to facilitate success towards the strategic HR. application initiative HR. » Use a awareness and understanding of the HR function in achieving the vision »Encourage buy-in among individuals to support »Communicate a vision for behavior and conflict of interest without fear of organizational risk and an organizational culture of retaliation. confidentiality and privacy principles for individuals to define and implement appropriate policies and policies. ethical standards appropriate to their cultures and organizations. • Code of Conduct. 14 THE SHRM BODY OF SKILLS AND KNOWLEDGE 1: SKILL BEHAVIOR SUBCOMPETENCIES REzo SKILLS FOR ALL HR Professionals for Advanced HR Professionals - Effectively build a network » • Network a network of professional contacts • Create opportunities for Employees of network of the organization's professionals, including their client peers in both HR and non-HR roles, HR and building relationships with higher-level ideas of contact are both their customers and individuals with payes. organizations and communities of the HR at large. from and outside of the organization » Develop and maintain a network of external partners (e.g., vendors). »»Develop and maintain a network of contacts in »»Develop and hold a network of professional colleagues in the HR organization (e.g., senior leaders from other business units) and outside of the organization (e.g., members of the major legislature community, for professional development and completing business leaders, community leaders, heads of syndicates, external needs (e.g., identification of new talent leaders). Relationships » Develop and maintain mutual trust and respect with her colleagues. »»Develop HR's goals and goals for building relationships . »Develop and maintain a model of reciprocal support exchange. management. Effectively build and maintain information and other value-value resources with its colleagues. » » Develop and maintain relationships in HR community relations at large through leadership positions of other organizations. both of and »Demonstrates concern for the welfare of business. outside of » Establish a strong and positive reputation, in and outside the relationships » Leverages are learning about best practices for organizations. and new approaches to building competitive advantages. organization, as an open and approachable HR professional. » Ensure that all voices of the wise are heard and recognized. » » Identify and increase areas of common interest among interest persons, to promote the success of HR initiatives. » »Develop working relationships with supervised leaders and HR leaders by working activities effectively respond to assignments, communicate objective progress and project needs, and manage task activities. Team work — » Build engaged relationships with team members through trust» »Fosters an organizational culture that supports intra- Participating as work-related supports and direct communicate. organizational team work and collaboration (for example, situ- an efficient team team). membership, and »»Fosters collaboration and open communications among those who are constructed, promoted and team members. » » Create and drive team with leaders from all and lead effective organization. »Create a team-oriented organizational culture. »Create and/or participate in project teams including HR and »Designs and oversee HR initiatives that promote effective team processes and environments. non-HR employees. » » Embracing the Opportunity to Lead a Team. » Identify and fill missing or non-performing team roles. Conflict » Resolve and/or Mediate Conflicts in a appropriate with »Designs and supervise conflict resolution strategies and impartial way management, and refer them to a higher level when secured. process throughout the organization. – Manage and resolve conflicts » Identify and address the underlying causes of conflicts. » » Facilitate difficult interactions among senior leaders by identifying »»Ease hard interactions among employees to achieve better achieved best results. area of common interest among interest resolve. resolves. » » Identify and reduce potential sources of conflicts when parties are in conflict. propose new HR strategies or initiatives. » » Promote productive conflicts with respect and outside of the mutually reached » Apply an understanding of their needs, interests, issues and negative organizations in complex and high-stake negotiations. acceptable agreements from all parties to dispute negotiation. » » Define the parameters of landmark negotiation on behalf and negotiation of the HR unit. other appropriate concessions to promote progress outside an agreement. »Achieve a mutually acceptable settlement of difficult and appropriate air negotiations. complex negotiations. » » Adherents to applicable negotiations- and laws related to negotiations and the organization. » » Evaluate progress towards an agreement. » Identify an ideal solution or end of state for negotiation, monitor progress towards this state, and end appropriate air negotiations. THE SHRM BODY OF SKILL AND KNOWLEDGE 19THE SHRM BODY OF COMPETENCE AND KNOWLEDGE COMMUNICATION DEFINITION: Communication is defined as knowledge, capabilities, capabilities and other features (KSAOs) needs to effectively craft and deliver consequences and informative communication, to listen to and address the concerns of others, and transfer and transfer information from one level or the organization unit to another. Communication is including three subcompetence: • Provide message • Organizational information • Listen to this skill describes the behavior and behavior necessary for ex- and executive-knowledge needed to effective two-way HR leaders also include facilitating knowledge, knowledge, to address the concerns, gather input from key organizational professionals often serve as voices of persons of interest, and create and maintain HR, communicate related information (e.g., an organizational culture that encourages interpretation of HR regulations) employ and reward constructive communication upper, from others of interest, to this capacity, they must be employed in leadership. know how to deliver clear and just messages across a variety of mediums (e.g., via clear and just messages (foundational knowledge): presentations, (e-mails) to audiences of all sizes • Elements of communication (e.g., sources, sender, and backgrounds. Senior-level HR Professional HR may need to describe employees or other receiver, message feedback). the organizational leaders of the overall HR organizational organization, including how it supports the wider • general communication techniques (e.g., the organization listeners). Direction. • Communication techniques for specialized communication skills also reflect their situations (e.g., providing feedback, facilitating issues needs for HR professionals to listen. Successful groups, fascinating staff meetings). processes engaged in active listening techniques, trying to understand the outlook and • Communication Media (e.g., phone, e-mail, face-view of the communicator and clarify to-face, presentations, social media). information as needed to better understand the message being watched. 20 THE SHRM BODY OF SKILL AND KNOWLEDGE 1: SKILLS FOR ALL PROFESSIONAL HR indicators professional for advanced professional HR Message delivery – Developers and » » Present information needed for persons of interest and »»Demonstrates facilities of the business language of delivered, to a variety of audiences, refrain from presenting including information. former leaders. Key communications, consumers » Use an understanding of the craft audience » » Communicate negative or negative messages to a suitable and appropriate communicator in the subject and situation. the content of communication (e.g., honest translated, accurate, and respected slang), and choose the best medium for »»Comfortably presented to audiences of all sizes and communications. origins. » » Use appropriate business term and vocabulary. »»Ensure that the message is delivered clearly and understood by the listening» »Crafts Clear, Organized, Efficient and Error-Free Message. » » Create convincing and convincing arguments. Excursions »»Effectively communicate HR programs, practices »»Communicate HR's vision, strategy, objectives and organizational information culture – with regulations of both HR and non-HR employees. to senior leaders and staff HR. Effectively translate and communicate »»Assisted Non-HR Manager Communicate HR Issues.— Artichele of senior leader alignment of the HR message among »Voice support for HR and organizational initiatives at organizational levels or strategies and and the organization. communication with previous » Identify Applications and created listening - » » Effectively communicate with senior HR leaders. Understanding channels for communication opens in all information provided by others. organizations, through and at the level of accountability. » Prepare and deliver in ex- and audience chart-level messages about important, high-visibility HR and organizational issues. »»Listen actively and sympathetically give opinions to others» Develop an organizational culture in the above with concern. communication encourages and senior leaders»welcome opportunities to hear receptive points for employee opinions and opinions. two lives and don't take criticism personally. » » Establish feedback process from » Seek more information to clarify ambiguity. all organizations on the HR function. » Promptly responded to and addressed closer communications. » Interprets and understand the context of, motive for and reasoning of receiving communication. » » Solistist feedback from senior leaders of other business units on the HR function. THE SHRM BODY OF SKILL AND KNOWLEDGE 21THE SHRM BODY OF COMPETENCE AND GLOBAL KNOWLEDGE & Cultural Definition: Global & cultural efficiency is defined as the knowledge, capabilities, capabilities and other features (KSAOs) need to value and consider the perspectives and backgrounds of all parties, communicating with in a global context , and promote a diverse and inclusive workspace. Global &amp; Cultural efficiency consist of three subcompetence: • Operating in a diverse workspace • Operating in a global Environmental Institution • Defending for a diverse and inclusive workplace many HR professionals work in a more important global business, perhaps, is the responsibility environment, which today encompasses HR professionals to promote the value of multinational and offices abroad as well as cultural diversity by creating an open , invite domestic organizations and foreign printers. HR work environment and organizational culture that professionals most often come to respect all employees' communities. contact people from other cultures and the most efficient HR practice recognized with workers from other countries. According to cultural diversity existing among the Census Bureau of the United States, employs 2010 organizations—even one with approximately 40 million people living in the United States only operations—and increasing that diversity for foreign births; according to long-term competitive advantages of the HR function. Nations. ratio in 2015, there were 244 million migrants worldwide. Both sources indicate that key migration Concepts (foundational knowledge): has been increased and will continue to perform • Cultural intelligence. so in the next few years. • Cultural norms, values and dimensions (e.g., Hall, In this light, the importance of the World &amp; Hofstede, Schedule, Trompenaars model). Behavioral effectiveness is obvious. Successful HR professionals need to • Techniques for bringing individual differences and organizations operating in a global context and how prospective (e.g., removing barrier students, accumulations). Global events affect organizations. They show opening and acceptation to people from other • Best practices for managing diverse cultures (KSAOs). They help employees navigate the working differences. of world law, regulation, values, traditions and customs. To create HR initiatives and regulations • Interactions and conflicts of professionals and balanced cultural differences of various cultural values. the need for fair and consistent applications — particularly difficult task. 22 THE SHRM BODY OF SKILLS AND KNOWLEDGE 1: SUBCOMPETENCE BEHAVIOR SKILLS FOR ALL HR PROFESSIONAL INDICATORS for Professional HR Professionals Operate in a Diverse Workplace »»Demonstrates a general awareness and » Drive a culture that values diversity and inclusion. – Demonstrate »»Advocate for the strategic connection of diversity and opening and understanding the tolerance and respect for cultural differences by working with inclusion practices of organizational success. people from different issues and problems. cultural traditions. »»Adapt behaviors to navigate different cultural conditions, situations and individuals. »»Demonstrates the acceptance of colleagues from different cultures. » » Promote the benefits of a diverse and inclusive work. » » Promote inclusion in daily interactions with others. » » Conduct business with an understanding and respect for cross-cultural cultural differences in customs and acceptable behaviors. Operating from an »»Demonstrates an understanding, from a world »Create a HR strategy that incorporates the global environment - effectively perspective, in the organization line of business. The global organization skills and competencies managed globally » The Tailors HR initiative of local needs does not implement an organizational achievement. cultural work space understanding. »»Use expert knowledge on global HR trends, requirements achieved » » Conduct business with an understanding of economic conditions, labor markets and organizational legal goals. respect for differences in rules, laws, regulations and environments with the HR strategic direction and accept business operations and practices. inform the development and implementation of HR » Apply knowledge of global trends when initiatives are. application or maintain HR programs, practice » » Use knowledge of global HR trends, and regulations, economic, labor market and legal »Operate with a global leader while remaining environmentally assessing the impact of diversity and sensitive to local issues and needs. the inclusion of the organization's HR strategy. » Manage conflicting or paradoxic practices, regulations and cultural norms, to ensure harmony. Advocate for an »»Support an organizational culture that values » Develop HR initiatives, programs and policies that are diverse and inclusive workplace – Designs, diversity and promote inclusion. support the organization's policies and application philosophy and » Use the organization's policies and philosophies of diversity and inclusion. promote organizational diversity and inclusion in informing businesses » Ensuring learning and development programs (or policies and practical decisions and implementation of HR programs, other appropriate interventions) on diversity and ensuring diversity practices and policies. Cultural sensitivity is given to employees of all and inclusion in the » » Designs, recommend, apply, and/or auditing HR levels in the organization. programs, practices and policies intended to »Ensure that HR programs, practices and policies are inclusive » » Ensure that HR programs, practices and fairly for all employees. » Conduct an HR-increased diversity strategy, implement all the time and respect for all employees. inclusion and cultural differences for organizational success. THE SHRM BODY OF SKILL AND KNOWLEDGE 2324 THE SHRM BODY OF SKILL AND KNOWLEDGE CLUSTER HAS three behavioral skills in the business group. business procurement, consulting and critical assessment. These describe the behaviors, attributes and underlying knowledge needed for HR Professionals to identify, design, implement and evaluate HR solutions that meet business goals. Key elements of business skill behaviors include: ensuring that HR contributes to the strategic direction of the organization; understanding the business and the environment in which it operates; designing and applying business solutions to meet human capital needs; contribute to and leading change management initiative; and gather and analyze data inform business decisions. THE SHRM BODY OF SKILL AND KNOWLEDGE 25TTHHMM BBOODDY OOFF CCOMMPPEETTEENCCY AANNDD KKNOWLEDGGE Business Acumen Definition: Business Acumen defined as knowledge, skills, capabilities and other features (KSAOs) need to understand the organization's operations, functions and external environments, and to implement business tools and analyses that inform HR initiatives and operations consistent with the overall strategic direction. Business Acumen is consisting of three subcompetence: • Business and awareness awareness • Business analysis • Strategic HR can provide a clear critical contribution with unique Concepts (foundational knowledge): to the organization's competitive advantages • business terms and concepts (e.g., return on through effective management of human capital. This advantage is most pronounced when investment HR [ROI]). professionals develop people's capital programs, policies and systems that align with and contribute • Analyze and interpret business documents in the organization's goals and strategy. (e.g., balance sheets, budgets, cash flow statements, profits and statement losses). As they work with non-HR colleagues in other departments, HR professionals should be able to • Components in a business case. understand the organization's business as a whole and recognize what unique role HR can play in • Business intelligence techniques and tools how HR practices contribute to these operations. They understand the organization's external environments, including external factor effects on competitive advantages. They master technical business analysis, allowing them to design or modify initiatives that merge the HR's contributions to the overall business. Successful ex-level HR professional HR creates HR programs that they can ensure in strategic alignment with the purpose of organization, strategy and purpose. 26 THE SHRM BODY OF SKILL AND KNOWLEDGE 1: SUBCOMPETENCIES BEHAVIORAL SKILLS FOR ALL HR Professional Professional Indicators for Advanced Professional and Competitive Businesses » Usage or organizational and external resources at »Gathering and applying business intelligence on – Understanding the organization's learning about the organization, function, products and services, functions , products and services. long-term goals. and competitive, economic, social and »» Applicable expert knowledge in the organization's political environment where the organization on the political, economic, social, technological, business operations, functions, products and services operate. legal and environmental (PESTLE) trends that when setting the HR's strategic direction and organization's long-term influence. » Apply knowledge of the organization functions, products and services, in order to develop a strategy to manage and compete in applying HR solutions and inform business for talent. Decision. »»Participate in offensive activities involves » Apply knowledge of the organization's industry and government regulations and proposed policies related to PESTLE trends, in order to implement HR organizational trends. HR strategy and long-term and informed HR decisions. Business Analysis »» Use cost-benefit analysis, organizational metric »»Designs, implement and assess HR initiatives and – Apply business metrics, principles and key performance indicators to inform business considerations of value-added, ROI, utilities, income, technology informed and address business decisions. profit and loss of statements and other businesses need. » » Applying Principles of Finance, Marketing, Economics, Indicators. Sales, technology, laws and business systems » Use risk assessment to inform the HR and internal HR programs, practices and regulations. organizational strategic direction and long-term goals. » » Use Information System (HRIS) and Business » Determine the budget and resource requirements of technology to solve problems and address need. HR initiative. » Develop HRIS and Business Technologies to solve business problems and address needs. » » Examine organizational issues and opportunities in terms of integrating HR initiatives that maximize ROI with strategic efficiency. Align Strategy: » » Demonstrate an understanding of the relationship »Define and communicate the HR and the – Align HR strategy, communication, between the effective HR and effective organization strategy, objectives and challenges in terms of initiatives and operations and functions. results of businesses. guidelines for the strategic organization. » Align the decision of the HR and the organization » Align the HR Strategic Direction with the Direction of Strategic Goals and Objectives. and the organization's overall business strategy and » Make the business case, or provide the data in objective. build the case, for HR initiatives and their influence » Apply outlook to systems thinking made about efficient and efficient organizational functioning HR and business decisions. (e.g., ROI for HR Initiative). »»Driving key business towards by developing strategies and long-term goals that account for the opinion of senior leaders'. »Serve as a strategic contributor to organizational decisions to take on fiscal issues, product line/ services, operations, people's capital and technology. »»Evaluate all proposed business cases for HR initiative CO'S SHRM OF COMPETENCE AND KNOWLEDGE 27THE SHRMM BBOODDY OOFF CCOMMPPEETTEENCY AANNDD KKNNOWLEDGE Definition Consultation: Consultation defined as knowledge, skills, capabilities and other features (KSAOs) needed to work with individuals on the organizational needs to assess business challenges and identify opportunities for the design, implementation and assessment of initiative changes, and build ongoing support for HR solutions that meet the changing needs of customers and the business. Consultation is including five subcompetence: • Assessing business challenges • Designing HR solutions • Applying and supporting HR solutions • Changing management • Customer interactions because HR professional HR is expected to be clear about customer support, HR professional contributes to the achievement of organizational identifiers, defines and solves customer needs and goals of alignment and contributes the organization in a customer-center strategic organizational direction , a well-developed consulting culture. Important skills for effective HR practice. Key concepts (foundational knowledge): • Organization Change Management Theory, professionals to create and implement HR solutions that meet the needs of their organizations. They model (e.g., Lewin's change management model, implement their expertise in human capital issues through the McKinsey 7-S model, Kotter's 8-step showdown and deal with related challenges (in models), and processes (e.g., buy-in leadership, hiring, training and development, performance, building a case for change, negotiating coping, employee relationships, etc.). HR professionals collaborate with other business • Consulting processes and models (e.g., discovery, people speaking by actively engaging them as analysis and solutions, recommendations, participants of the work in hand, translated technical applications), including HR organizational concepts and the action information in consultation through organizational systems and recommendations. As the business partner, HR professional use people's capital expertise to generate creative, proof-based solutions, and • efficient consultation techniques (e.g., to provide accurate, timely advice. Best practices understanding organizational culture, forming the basis for these guidance, as well as understanding areas and limitations of one's own research that takes into account the organization's expertise, to expect reasonable, unique internal and external expectations. artwork and twopromising). To support the implementation of HR solutions and • Key components of customer interaction successfully shift, HR professionals integrate them into (e.g., listening, liking, communication, tracking existing systems, recognizing and resolving business up). constraints, and find buy-in by partners with organizational leaders and colleagues. To assign • Methods for design and to HR service functions and processes (e.g., tracking issues, customer service). 28 THE SHRM BODY OF SKILLS AND KNOWLEDGE 1: SKILL SKILLS FOR ALL HR Professional Skills in Assessing Business Challenges – Employment »Develop an understanding on »Develop an understanding »Working with former leadership to identify how HR and business partners and leaders identify current and future HR challenges, and it can help improve business results and support business challenges and opportunities to identify HR needs and opportunities for the organization's strategic direction and long-term goals. HR Solutions. Improvement. Designing HR Solutions – Work with »Identify current and future HR-related HR partners with the responsibility design ideas. solutions and initiatives that meet businesses »Identify existing HR programs, practices and needs. policy that prevents or supports business support. »»Offer, in partnership with interest persons, HR Solutions » Work with very creative customers to identify initiatives for business needs that are creative, innovative, which minimize threats and responsibilities. efficient and based on best practices and/or »Determine the strategic approach for remedy of research. HR related threats and responsibilities. » » Provide guidelines for non-HR managers regarding » » Jobs and business leaders to create innovative, HR

practices, compliance, laws, regulations and talent management strategies based on what ethics is. align with the organization's strategy drive. » Define key goals and results for HR solutions, »»Designs and supervise evidence based on long-term using to drive solution design. strategic HR and business solutions. Apply with »»Providing guidance for non-HR administrators and »Providing continuous support and HR solutions supporting HR solutions – Working with business unit teams on implementation of unity leaders related to Business about the organization's business partners and their ideas of applying solutions. Direction. and support HR solutions and initiatives. » » Work with business partners overcome obstacles » Encourage employees and other leaders to give input on Change Management in implementation of HR solutions. Strategic HR and business decisions. – Drive and support the maintenance or »Provide follow-up with continuous support for »Working with senior leaders overcoming strategic changes in strategy, organization and/or implementation of HR solutions, ensuring the obstacles are implemented in HR initiative. Operation. continued efficiency. » » Integrate HR solutions with customer-related interactions and organizational – Provide high-quality » » Ensure that implementation of HR adhesive process solutions, systems and other businesses or service and contribute to a strong in defined goals and results. management initiatives. customer service culture. » » Recommend ways to improve HR programs, » Work with other senior executives to identify when convenient and regulation. and where change or not necessary. » » Encourage buy-among individuals with organizational »Build buy-in among former leadership and employees at all when applying initiative changes. for organizational changes. » » Build Buy-In Among Employees for Organizational Changes. » » Define goals and objectives. » » Align and Deploy HR Programs to Support Change » Supervise Implementation of Initiative Changes through the Initiatives. business and throughout the organization. » Partners with other business leaders achieve goals and goals. » » Provide support for HR employees at all levels during initiative changes. » »Identify, define and clarify customer needs» » Designs and oversee HR programs, practices and requirements, and report on the status of HR policies that ensure a providing quality customer service with achieved results. service culture of the HR function. » » Respond promptly, courtesy and openly the » HR Customer Service Goals and Customer Requests, and take ownership of customer results. Need. » » Identify major systems of needs and problems influence »Identify and solve risks and early-stage market solutions, and engage outside problems to meet customers' needs. Persons with interests help meet the requirements attended » Manage interactions with providers and providers to exceed the HR's functional placement. » Develop and promote an excellent organizational culture of customer meeting needs. THE SHRM BODY OF SKILLS AND KNOWLEDGE 29THE SHRM CORPS OF COMPETENCE AND KNOWLEDGE CRITICAL Assessment Definition: Critical assessment is defined as the knowledge, capabilities, capabilities and other features (KSAOs) need to collect and analyze qualitative and quantitative data, and promote results and evaluate HR initiatives and inform business decisions and recommendations. Critical assessments including four subcompetence: • Data advocates • Data gathering • Data Analysis • Evidence based on decisions made in today's data-driven workspace, HR Professional Key Concepts (foundational knowledge): Rely on moles and analytics to evaluate and • Surveys and assessment tools (e.g., development, improved efficiency of human capital programs. (Examples of these administration inquiries data, validation of surveys and include: compare cost-per-hire in college evaluation). recruiting just against ads working online; measure production-related efficiency and associated efficiency • Data sources (e.g., survey, interview, focus and employee training and identify groups), future work needs based on voluntary rotation rate.) By collecting and properly used • Basic concept of statistics (e.g., descriptive metrics, HR professionals add value to their roles in statistics, correlations) and measures (e.g., the organization, and are viewed by organizational reliability, validity). leaders as reliable strategic partners. • Interpretation of data and chart. An evidence-based approach to HR characterizes the behavioral critical evaluation skills. • Use data to support an effective business case HR professional know-how to identify (e.g., interpretation, visualization, key graphic sources of data that are useful and relevant representations). to inform HR actions and decisions. They can evaluate that the data evaluates its quality and limitations. They are eligible to analyze and interpret data. HR professionals should be familiar with various data collection methods and basic statistical testing. In defensive roles for evidence-based practice, HR professionals embrace approaches to novels for collecting and using data, encouraging is systematic use of organizational decision-making, and contribute to a culture of evidence-driven practical HR.30 THE SHRM BODY OF COMPETENCE AND KNOWLEDGE 1: SKILL BEHAVIOR SUBCOMPETENCIES for all HR Professional professional indicators for advanced professional advocates - understand » » Demonstrate an understanding of the importance of »Promote evidence roles in environment and validation and promote importance of and utilities in using data to inform business decisions and HR's strategic direction and long-term goals. of data. recommendations. »»Support an organizational culture that promotes »»Promoting the importance of evidence based on the collection and incorporation of data (e.g., risks, decision-making economic and environmental factors) in decision-making» »Promote the importance of validating HR programs, making, and supporting the organizational processes, practices and policies to ensure that they achieve policies and procedures to do so. wanted the results. » » Promote the Utility of HR Metric for Understanding » Identify decision points that may be informed by organizational performance. data and evidence. » » Ensure that the HR function uses data to inform decision-making and the development and assessment of HR initiative. Data gathering – »Maintain working knowledge of data collection, » Ensure that resources and processes are in place to understand how to determine data search methods, benchmarks and HR metrics. facilitate systematic collection of data, inform the HR utility, and identify and gather the data » » Identify the most important data source for strategic direction and long-term goals. informed organizational decision. »Understanding organizational problems answer » Identify new data sources to » new methods in data questions. collection of informed and assessed HR initiatives. » Gather data using appropriate methods (e.g., »interacts with high graduate leader outside the organization surveys, focus groups) to inform and monitor to collect data related to Organizational Solutions. » »Analysis external sources for data related to the organization (e.g., risks, economic and environmental factors). » »Benchmarks HR initiatives and results against the organization competition and other relevant comparison groups. Data Analysis – »Maintain working knowledge of statistics and » » Maintain advanced knowledge of statistics and Analyze data to assess concept HR initiatives. measurement concepts. and business struggles. » » Identify potentially lies or data courage. » »Comprehensive and Systematic Assessment Supervisors» » Analyzes conduct to identify evidence based on the best of the organization's HR program, practices and practices, evaluate HR initiatives and determine policies. critical discovery. » » Review criticism and interpret the results of analysis » Maintain objectivity when interpreting data. to identify best evidence-based practices, evaluate HR initiatives and determine critical results. Evidence based on » » Report key findings in Senior Business and HR » Communicate to other senior leaders of the decision- Use the results of data leaders. critical data analysis and analysis are informed » » Use research results to assess different evaluation courses for HR's Strategic Direction and Objectives. The best source of data that impact on the organization » Use research results to inform the strategic HR »Apply data-driven knowledge and best practice direction and long-term goals. a later situation, as appropriate. »»Develop best practices based on evidence »Assessing HR programs, practices and literature industry policies, peer-reviewed research and other research results reflected with best practices. sources, including experiments. » » Objectively examine HR programs, practices and » » Sponsors Initiative proof-based for processing policies in light of data. Improvement. THE SHRM BODY OF SKILL AND KNOWLEDGE 31THE SHRM SKILL BODY AND KNOWLEDGE SECTION 2: HR Expert (HR Knowledge) Knowledge Technical HR (i.e., HR Expert) is defined as the principles, practices and function of effective HR management. Its application involves practical by behavioral skills (see Section 1). Successful HR professionals must be in order in both HR technical knowledge and their behavior in practice HR. This approach, which is supported by SHRM query (see Introduction), highlight the critical and integrated roles played by HR Techniques (what you know) and by behavioral competence (how you implement what you know) to contribute to effective HR practices. How to read this technical skill section of HR Expertise invades the HR core knowledge that a HR professional need to effectively perform HR HR activities is grouped into three domains of knowledge: People, Organization and Workplace. Each domain is further divided into functional areas, which more specifically describes the knowledge necessary to perform these functions. Altogether, HR Atonement covers 15 functional areas. Figure 4 provides an VISION OF THE FRAMEWORK OF THIS ORGANIZATION. They provide an in-depth description of each functional area. The following information is provided for each functional area: • A Definition of the functional area; • Key concepts that describe specific knowledge of the functional area; and • Competency Indicators, listed on the applications based on career level (i.e., applicable to all HR professionals or advanced HR professionals). 32 THE SHRM BODY OF SKILL AND KNOWLEDGEYOCTOCTNXO2:NH1R:BEEXHP4eVENTOREAL (HCROKUMNPQEWTELENDCGEIES) FIGURE 4: Organizing the foundation of The technical skills (HR Expertise) Knowledge Domain FUNCTIONAL AREAS DEFINITION HR Strategic Planning People Talent Acquisition involves activities necessary to develop applications, implement and manage the strategic direction required to achieve organizational success and to create value for wise people. Staff & Engagement Retention uncomplicates the activities involved in building and maintaining a task that meets the needs of the organization. Learning & Arts Development refers to the activities aimed at maintaining high-performing talents, solidifying and improving the Total Reward relationship between employees and the organization, creating a thriving and energy work, and developing effective strategies to address proper performance expectations from employees at all levels. The activities that enhance knowledge, skills, capabilities and other features (KSAOs) and competence of the work in order to meet the organization's business needs. Refer to the design and compensation system applications and benefit packages, which employees use to attract and retain employees. Organization Structure of the HR Function uncomplicated the people, processing, theory and activities involved in the delivery of HR services related to creating and driving organizational efficiency. Organizational Efficiency & Development Concerns the overall structure and functionally of the organization, and involves measures of long- and short-term efficiency and growth of people and processes, and work management implementation of necessary organization initiatives. Referring to the HR Practices and Initiatives that enable the organization to meet it needs (e.g., workforce planning, succession planning) and to close skill gaps. Employers & Jobs Work relationship refers to any act between the organization and its employees regarding the terms and conditions of employment. Management Technology involves the use of existing, new and emerging technologies to support the HR function, HR in the Global Context and development of policies and governing procedures used in technology in the workspace. Diversity & Diversity Inclusion Focuses on the role of HR professionals in managing global tasks to achieve global tasks management risk organizations. Corporate Social encounters activities that create opportunities for the organization to increase the organization unique backgrounds responsibility and features of all the employees contributing to its success. American Labor Law and Identification Policies, Assessments and Risk Priorities, and the implementation of resources to minimize, monitor and monitor the probability and impact on these risks accordingly. Represents the organization's commitment to operating in an ethical and sustainable way by engaging in activities that promote and support filantropy, transparency, sustainability and ethically governance practices. Refer to the knowledge and implementation of all laws and regulations relevant to States related to labor-provisions that set the parameters and limitations for each HR functional area and for the overall organization. THE SHRM BODY OF SKILL AND KNOWLEDGE THIS DOMAIN covers essential HR knowledge related to people. Its functional areas include: HR Strategic Planning, Talent Acquisition, Employee Engagement > Resentment, Learning & Development, and Total Rewards. To perform the task functions effectively, HR professionals need to know how to: create and set the strategic direction of the HR function; buy or develop talent needed to pursue organizational goals; maintain a satisfying and engaging job while undermining unwanted employees; and develop a total reward program that maximizes compensation efficiency and benefits the organization.the SHRM BODY OF SKILL AND KNOWLEDGE 35THE BODY SHRM OF COMPETENCE AND FUNCTIONAL KNOWLEDGE ZONE #1: HR Strategic Direction Planning: HR Strategic Planning involves activities needed to develop, implement and manage the strategic direction required to achieve organizational success and to create values for those with understanding. HR Professionals at all career levels expect key concepts: supporting and contributing to the strategic • Approach to project management (e.g., the role of HR and the strategic direction of the organization. chain critical) solid grasp of unconventional systems and theories, which and processes (e.g., initiative, planning and explaining how organizational systems—including design, launch resource, monitoring and HR-work register. Practitioners must be able to monitor, shut). understand and identify their contributions towards the strategic organization of organizational • Concepts of unconventional systems (e.g., related parties, decision makers, and their contributions to each input-process) and components of an organizational system of the organizational organizational changes (e.g., independence, strategy. necessities of feedback, differences in unity). When HR professionals work with other businesses» organizational missions, visions and values, and leaders engage in strategic planning and analysis, their relationship to strategic management and they do so with an understanding of the external planning. environment. They incorporate the organization's mission and vision in objective settings, and • project planning, monitoring and reporting to determine how HR can help the organization create methods and tools (e.g., critical analysis, and sustain competitive advantages. Gantt charts, variance analysis, result monitoring). HR professionals at all career levels can use project management skills (e.g., project planning, • project leadership, governance and monitoring structure, reporting, leadership) carried out (e.g., team roles, team management, key task initiatives that contribute to the goals of the outage structures). HR function, and that are based on the strategic direction of the organization. These programs should • The role of strategic management and planning to be consistently assessed by HR professionals as creating and sustaining competitive advantages. of their impact on the organization, in order to maximize their positive contributions. • Strategic analysis planning analysis (e.g., PESTLE analysis, SWOT analysis, industry analysis, planning scenarios, growth-share analysis). • Strategic planning process (e.g., formulation, objective-setting, implementation, assessment). • System theory and input-process-output models. 36 THE SHRM BODY OF SKILL AND KNOWLEDGE 2: HR EXPERT (HR KNOWLEDGE) COMPETENCY INDICATORS FOR ALL HR Professionals for Advanced HR Professionals » Use the Perspective thinking system understand how »Identify the ways in which the HR function can support the organization operating. organization strategy. » Inform business decisions and knowledge of the strategy and goals »Engage other business leaders in strategic analysis and planning. »»Assessing HR's critical activities in terms of added value, impact and HR and the organization. utilities, using cost-benefit analysis, income, profit-and-loss valuations»» development and an individual action plan for implementing the HR and other leading or aging indicators. strategy and purpose. »»Provides HR focused expertise to other business leaders when »Use references, metric industries and job trends to formulate the organization's strategy and objectives. understanding the organization's market position and competitive » Develop and implement HR strategies, visions and objectives that align with benefits. and support the organization's strategy and objectives. » »Inform HR leadership of new or overlooked opportunities to align » Ensure that HR strategies create and uphold the organization's HR strategy and organization. Competitive advantages. »»Provides HR leadership with accurate and accurate and accurate information necessary for strategic decision making. THE SHRM BODY'S SKILL AND KNOWLEDGE 37THE BODY SHRM OF SKILL AND FUNCTIONAL KNOWLEDGE ZONE of #2: Talent Challenge Procurement Ammunition: Talent Procurement engages the activities involved in building and maintaining a workforce that meets the needs of the organization. Attracting, recruiting and choosing talent to meet key concepts: needing organizational staff is key responsibility » Employment Categories (e.g., wage/talent needed hours, contracts, temporary, internal). To create and maintain a satisfying workforce » Job approach (e.g., external talent understanding the organization's talents). requirement and staff level, which allows them to accurately evaluate its current and future categories • Employment Categories (e.g., wage/talent needed hours, contracts, temporary, internal). To create and maintain a satisfying workforce » Job analysis and identification of organizational task purposes, HR professionals identify the best and most effective requirements of talent. Then, to use a variety of methods, from branding employees • Job offers skills (e.g., background in social media, recruiting or grabbing that talent enquiry, credit check). organization. HR professionals use high-quality, valid, cost-effective methods to assess each • Job offers negotiation (e.g., salary). calculify, identify those who will best meet the organization's work requirements and facilitate • Methods of creating and maintaining accomplishments of strategic goals. positive employee value propositions (EVP) and employment marks. To ensure continuous improvement in the organization approach to talent acquisition, HR • Methods for external and internal professional staff regularly evaluate it in identifying recruiting areas (e.g., job announcements, careers). that can improve. • Methods for selection evaluation (e.g., cognitive tests, evaluation centers, interviews) • Talent acquisition mescrics (e.g., cost per hire, time to complete), SKILL INDICATOR FOR ALL HR Professionals Advanced HR Professionals » Understand the organization's talent needs or business unit. » » Analyze personal and projection levels, for the prevent needs of work. » » Use a wide variety of talents and recruitment methods to attract » Develop source strategies and acquire a job that meets qualified applicants. needs the organization. » Using technology (e.g., social media, applicant tracking software » Establish an EVP brand and employment that supports recruitment [ATS] to support efficient and efficient approaches to sources and of high-quality job applicants. recruiting staff. »Designs and supervises effective strategies for sources, recruitment and » Promote and use the EVP brand and employment marks for sources and assess qualified employment candidates. applicants for recruiters. » » Designs and supervise onboarding staff and subpoena » Use the most appropriate methods employers to better evaluate a process. Technical skills, fit organizational and alignment with »»Designs and supervise valid and systematic programs to assess the organization's skills needed. Efficiency of talent acquisition activities that meet the organization »»Conduct appropriate pre-work testing. Need. » Apply effective overflow and program orientation for new employees. »Job designs description to meet the organization's resource needs.38 THE SHRM BODY OF COMPETENCE AND KNOWLEDGE 2:HR EXPERT (HR KNOWLEDGE) FUNCTIONAL AREAS #3: Employee Engagement > Definition of Time: Employee Engagement > Engagement Retention refers to activities aimed at maintaining high-performing talents, solidifying and improving the relationship between employees and the organization, creating a thriving and energized workload, and developing effective strategies to address appropriate performance expectations from employees at all levels. Organization, meeting the work with a positive organization culture, however, may mitige these problems, not • Intervention to improve work attitudes. improve the organizational performance and theory job attitudes and core principles (e.g., durability of high-performing talents. commitment, satisfaction, commitment). This can be accomplished by HR professionals who •enrich/enrich/enlargement/enlargement and understand theory and concept behind work attitudes (e.g., satisfaction, commitment), cause techniques. in turn, with the most effective way of measuring • key components of, and best practices associated both. HR professionals should understand best practices of these data, including analysis, and, performance management. identification of key findings and communications • Methods to assess employee attitudes (e.g., senior leadership group, remain interviews, surveys). HR Professionals should know how to design and • Principles of effective performance efficient performance (e.g., creating HR systems and interventions that implement these data to improve work attitudes and build an objective environment, provide feedback). positive organizational culture, and how to use the • Duration and eternal metrics (e.g., voluntary metrics appropriate to assess these improvement rates. Key concepts: • Organizational culture types (e.g., authority, • Approach to developing and maintaining a mechanic, participant, learning, high positive organizational cultures (e.g., performance learning). • Approach recognition (e.g., performance or (CONTINUE ON NEXT PAGE) recognition service). • Creation, administration, analysis and interpretation of employee attitude surveys. • Creation, planning and management of employee activities • Employee life phase (e.g., recruitment, integration, development, departure). • Employees concept the reversal (e.g., cause turnover) and best practices (e.g., realistic work previews [RJP]). THE SHRM BODY OF SKILL AND KNOWLEDGE 39THE SHRM BODY OF SKILL AND FUNCTIONAL KNOWLEDGE OF THE #3: Employee Engagement & RESUSCITATION (CONTINUED TO PREVIOUS PAGE) COMPETENCY INDICATORS FOR ALL HR Professionals for Advanced HR Professionals » Designs, Administrators, Analyze and Interpret Employee Surveys » In collaboration with other leaders, defining an organizational strategy attitude (for example, commitment, job satisfaction) and culture. to create an engaged workforce. »»Administers and supports HR and organizational programs designed »»Apply best practices for employee recognition through HR programs, improve employee attitudes and cultures (e.g., social events, practices and policies (e.g., RJP, career development programs, telecommitter policies, recognition, job enlargement/enrichment, employee socialization). » »Communicate to other senior leaders survey results » Opportunity to identify programs to create more engaged attitudes or employees and cultures. achieving tasks/enlargements). » »Designs and oversee an action plan to address the results of Monitors changes in metrics of their leadership is mindful of these changes. »»Recommend and HR supervisors and organizational programs performed » » Coach supervisors on creating positive working relationships with employee attitudes (e.g., social events, employee telecommuting. Rules, recognition, job/enrichment, workplace » » Trains individuals talking about the use of organization's performance flexibility). management system (e.g., how to enter performance goals, do » Holistically monitors the organization's employee attitudes, assessments). turning to withdrawal, and other information about employees » Help those with people who understand satisfactory employer elements and behavioral. performance and performance management. » » Designs and supervise best employee practices based on employee performance » Apply and monitor processes that measure efficiency in management systems that meet the organization's talent management system. » » Designs and process supervisors to measure efficiency in performance management systems. 40 SHRM BODY SKILL AND KNOWLEDGE 2: HR EXPERTISE (HR KNOWLEDGE) FUNCTIONAL #4: Learning & Development definition: Learning & development activities improves the knowledge, capabilities, capabilities and other features (KSAOs) and skills of the work in order to meet the organization's business needs. Learning and development is a key concept: in HR, and HR professionals play an important role in • Approaching to coaches and advisors (e.g., improving the capabilities of employees to advance their organizational goals. Using their understanding of formal programs, mentoral programs). learn theory and approaches, professional HR design and application a variety of learning and • Career Development. development activities (e.g., training programs, coaching programs and advisors, development • development evaluation (e.g., 360s). • Knowledge-sharing techniques and facilities. HR Professionals should develop and implement structure for sharing and ensure the extensive • Learning and Development Approach and to clear knowledge and skills of all the techniques (e.g., e-learning, development advocacy). Organization. Apprenticeship and development should be assessed for their efficiency and • Program design and development and impact on day-to-day work behavior. implementation (e.g., ADDIE model). • Learn evaluations (e.g., Kirkpatrick 4-level models). • Learn theory (e.g., adult theory learns). • Needs quality analysis (e.g., individual, organizational, training, cost-benefit) and techniques (e.g., surveys, observations, interviews). • organizational analysis (e.g., performance analysis). • Technical for career development (e.g., career path, career career). PROFICIENCY INDICATOR FOR ALL HR Professionals for Advanced HR Professionals » Use best practices to assess data on skill gaps. » » Designs and Supervise Efforts to Collect on the gaps in » Create individual development plans (IDP) in collaboration and competence. supervisor and staff. » » Provides guidance for individual development plan to deliver learning and development to meet the organization's talent needs. » Monitor the effectiveness of learning programs and the available resources (e.g., vendors) to develop and develop leadership. efficient apprenticeship and development. » » Create long-term organizational strategies for developing talents. » » Create internal social networks to facilitate knowledge-sharing » Create strategies to ensure the revolution of organizational staff among employees. Knowledge. » » Administering and supporting programs to promote transfer of knowledge. THE SHRM BODY OF SKILL AND KNOWLEDGE 41THE SHRM THE SKILL BODY AND FUNCTIONAL KNOWLEDGE ZONE #5: Total Rewards Definition: Total Rewards refers to the design and implementation of compensation systems and benefit packages, employees used to attract and retain employees. By creating compensation and benefits plans that attract • Basic accounting and financial knowledge for managing and maintaining talent, HR professionals play a key role in payroll (e.g., total compensation statement). the organization's most valuable resource. • Deferred philosophy. HR professionals are responsible for developing, • Compensation plans for understanding common and special tasks and consistently implement the organization group (e.g., domestic, global/expatriate, executive, compensation and benefits. The process is not sales). they do this include such actions: determining the appropriate total reward system. By creating compensation and benefits plans that attract • Employment Assessment to determine compensation and needs of employment evaluation; benefits. organization; do remuneration surveys; and analyze market data. • Let plans and approaches (e.g., vacations, holidays, sick, paid/unpaid leave). Total Rewards Plan, including individuals for special groups (e.g., executive), should fully integrate and maximize • Other benefits (e.g., disability, unemployment insurance, efficiency of monetary compensation (namely, salary, employee assistance program, family, flexibility, employee benefits) employee benefits (for example, health care, paid leave program), and other forms of compensation (e.g., deferred compensation). HR professionals should always • Other compensation (e.g., deferred compensation, directlevaluated and reviewed the organization's indirect compensation, stock options). philosophy and approach to ensure these organizational needs are met. • Practical pay and problems (e.g., paid pay, level pay, set, variable pay). Key concepts: • Approach to gathering compensation- and benefits – Remineration and interpretation of job market data and interpretation. markets with competitive intelligence (for example, survey remuneration). • Remineration data analysis (e.g., comparable worthless, determined compensation, internal alignment, external competing). • Retirement planning and benefits (e.g., pension plans). • Reward total metric and benchmarks. PROFICIENCY INDICATOR FOR ALL HR Professionals for Advanced HR Professionals » Collect, compensation and interpret compensation and benefit data from »»Designs and supervise organizational compensation with various source benefits (e.g., reineration surveys, labor market trends). philosophy, strategies and plans that align with the organization »Apply appropriate needs, benefits, separation and needs strategic direction and need strategic talents. serverrant systems and programs. » » Designs and Supervise Executive Compensation Approaches »Complicated with business laws and regulations governed directly compensation success. compensation and benefits. » Ensure the internal equity of compensation system. » » Differentiate between government-mandated approaches, government-provided and voluntary benefits. » Perform employment assessment accuracy to determine appropriate compensation. THE 42 SHRM BODY OF SKILL AND KNOWLEDGE OF THIS DOMAIN KNOWLEDGE covers HR critical knowledge related to the organization. Its functional areas include: Structure of the HR function, Organizational Efficiency &gt; Development, Labor Management, Staff & Work Relations, and Technology Management. To carry out the task responsibilities effectively, HR professionals need to know how to: create an effective HR function fully aligned in organizational strategies; the organization's efficiency allegoration at large; ensure that the organization's talent pools have skills and abilities to achieve their organizational goals; promote positive relationships with employees; and technology expands to improve HR functioning. THE SHRM BODY OF SKILL AND KNOWLEDGE 43THE SHRM BODY OF SKILLS AND FUNCTIONAL KNOWLEDGE ZONE OF #6: Structure of the HR Function Definition: Structure of the HR Function to engage the people, processing, theory and activities involved in HR-related service delivery that creates and drives organizational efficiency. Effective HR function, if executed by a necessary then HR professional should be departmented with hundreds of employees or unable to recognize opportunities to improve a single person's HR, be structured to meet the organization of structures in response to the needs of those with organizational needs. How such as Trump's climate changes? and the structured functions is very dependent on their organizational restructuring. complexity, characteristics of the organization (e.g., size, sector, sector, union), and the role of the HR. Key concepts: • Approach to operational HR integration (i.e., ensure that the HR function is better structured and integrated with the rest of how HR works together). Organizations, HR professionals should know about different types of HR service models, and • Approaches to HR functional service models (e.g., should understand how various HR services are centralized vs. decentralized, embedded, aligned with/or appropriate outside. • HR structural model approaches (e.g., Ongoing Data Center collection enables HR professionals of excellence [COE], shared services). evaluates HR's efficiency and identifying areas for improvements. To accomplish this, to • Components of the HR function (e.g., recruiting, talent collected feedback from people with compute management, compensation, benefits). mescric is appropriate to determine HR performance related to satisfaction. • HR-function metrics (e.g., HR employees per full-time employee, customer satisfaction, key performance indicators, balanced notes) • HR employee roles, responsibilities and functions (e.g., practitioner, specialist, HR business partner). • Outsourcing to HR functions. PROFICIENCY INDICATORS for all HR professionals for advanced HR professionals » Adapt work style to fit the organization's HR model (e.g., » » Designs and implement the HR service model appropriate for centralized vs. centralized HR services), to ensure timely and consistent delivery organizations (e.g., centralized vs decentralized), to ensure efficient in service for hr-understanding. and effective delivery of services to meet the organization's work working people. » » Seek feedback from persons with interests to identify opportunities for HR » Create long-term goals that address feedback from improvements to persons with unstaltable functions. identify opportunities for improvements to HR functions. » » Work as HR Point-of-Service Contacts for Individuals with Handheld Keys in a » » Ensure that all components of the HR function (e.g., recruitment, talent division or group management. Management, compensation and benefits, learning and development) » » Provide consultation on HR issues at all levels of leadership and are aligned with integrated, and provide comfortable and consistent delivery management. services for the wise. » » Coordinates with other HR functions to ensure time and consistent » Identify opportunities to improve HR operations by outsourcing job delivery of services for people who are speaking. or, implement technology that automates HR functions (e.g., time, » » Ensure that outsourced and/or automated HR functions are paid). integrate with other HR activities. » Designs and Supervisor Programs collect, analyze and interpret keys and interpret key performance indicators to understand the performance indicators (e.g., balanced note) evaluating the efficiency of the HR function. Efficiency of HR activities in supports supported organizational compliance. 44 THE SHRM BODY OF SKILL AND KNOWLEDGE 2:HR EXPERT (HR KNOWLEDGE) FUNCTIONAL AREAS #7: Organizational efficiency & development definition: Organizational efficiency & development; Development concerns the overall structure and fontation of the organization, and involves measures of long-and short-term efficiency and growth of people and processes, and implementation of necessary organization initiatives. The organizational efficiency describes measures of key concepts: which an organization is capable of achieving its desires • Application of behavioral assessment (e.g., objective. Organizational development organizations describe the ongoing maintenance of personality assessment capable personalities). accomplish these goals. HR functions for human capital management play a key role in • Dynamic Intergroup (e.g., intergroup conflict). organizational efficiency and development. • Dynamic Intragroup (e.g., cluster training, HR ensures that key documents are accurate identity, cohesion, structure, influence over and reflection of critical work activities, behaviors). So that all people with a common and accurate understanding of employee roles and » organizational design structure and accountability approach. HR Professionals use their in-depth depth (e.g., customer, functional, geographic, matrix, knowledge and understanding of organizational programs). principles of design, organizational performance theory, and inter-group dynamics for • organizational performance theory, structure, recommend ways to remove barriers that prevent and approach. organizational functioning. HR professionals collect and assess data about the performance of HR and their contributions to HR initiative within the organization. They establish measurable goals for continuous improvement and institute a culture of responsibility. PROFICIENCY INDICATOR FOR ALL HR Professionals for Advanced HR Professionals » Ensure that key documentation and systems (e.g., posted with »»Aligns the HR strategies and activities and organization's mission, descriptions) accurately reflects values, values and strategies. information about activities. »»Regularly monitors results against performance standards and goals» Supports initiative changes in increasing HR support efficiency in the organization's strategy. systems and processes. » » Establish measurable goals and goals to create a culture » Identify areas of the organization structure, process and responsibility. procedures that need to be changed. » » Consult on, plans and design organizational structures alignment » »Providing recommendations to eliminate the organizational barriers and effective delivery of activities in support of the organization's efficiency and development. Strategy. » » Collect and analyze data on the values of the HR initiatives » » Evaluate organizational needs to identify critical competence for organizations. operational efficiency. » »Designs and Initiative changes supervisors to increase the efficiency of HR systems and processes. »»Ensure that the HR initiative demonstrates measurable values in organization.SHRM BODY OF SKILL AND KNOWLEDGE 45THE SHRM BODY OF COMPETENCE AND FUNCTIONAL KNOWLEDGE ZONE IN #8: Labor Management: Employment Management refers to HR Practices and Initiatives that enable the organization to meet its talent needs (e.g., job planning, succession planning) and close critical space of competence. Workforce management describes an integrated key concept: set of practices designed to optimize employers with • Analysis of equipment work and demand, employee productivity, and the organization's efficiency as a whole. HR Professional • Corporate Approaches (e.g., merge and constantly evaluate the organization's procurement capabilities, downsizing). to work to meet the organization's strategic goals. Where skill gaps are identified, HR • Best practices and techniques for professional knowledge develop complaining and retain and talents organization. • Development and planning leadership (e.g., high-potential development program). To ensure continued leadership, HR professionals work with other organizational leaders to develop • Succession planning and technical programs. and implement leadership development initiatives (e.g., succession planning, development of high- • Technical for analysis of organizational needs-gap potential employers). (e.g., examination of HR records, interviews, focus groups). • Workforce planning approaches, techniques and analysis (e.g., attribution, differences and solutions, application and assessment, reduction of strength, reserves and requests, work profile). PROFICIENCY INDICATOR FOR ALL HR Professionals For Advanced HR Professionals » Identify subjects of job skills and misalignment of » Evaluate how the organization's strategy and objective alignment and staff level in the future. and current staff level and workforce skills. »»Instill approach (for example, buy or build) ensure that appropriate »»Develop strategies are maintaining a robust job with the levels of employing talents and skills that exist to meet the organization's current and future organizational strategies and objectives. goals and purposes of competence. Workforce management describes an integrated key concept: set of practices designed to optimize employers with • Analysis of equipment work and demand, » Develop staffing approach to human business leaders to create strategy » »Short-Term Strategy Plans to develop job skills that are planning succession, leadership development, training) that address supports the organization's goals and objectives. organizational leadership needs. » Administer and support approach (for example, succession plan, high- » Develop strategies for restructuring the organization's development program) to ensure that the organization (e.g., fusions and procurement, downsizing). the needs of leaders are satisfied. »»Supports strategies for restructuring the organization's work (e.g., merge and acquisition, downsizing. 46 THE SHRM BODY OF SKILL AND KNOWLEDGE 2: HR EXPERTISE (HR KNOWLEDGE) FUNCTIONAL AREAS #9: Staff & STAFF; Employment Relationship Definition: Employee & Employment relationship refers to any contract between the organization and its employees regarding the terms and conditions of employment. When communicating with employees or their key concepts: representatives (e.g., union representatives), HR • Approach to Prevention Prevention. professionals serve as the voice of the organization. In this role, they can conduct negotiations and tasks • Union-organization approaches (for example, supporting or leading the organization (e.g., collective bargaining, contract negotiations, efforts during the collective bargaining process) or contract administration process). and other parties. Because they are responsible to ensure that employees are treated fairly, HR • Cause of and methods for preventing and professionals must keep striking expert-level knowledge addressing, boycots and stoppages work. employment rights, principles, and practices of unfair work. Investigation staff can be conducted, • Disciplinary Proceedings and Its Followers' Approach. establish disciplinary procedures and resolve employment disputes and complaints. • Employment rights, standards and concepts (e.g., employment rights, living wages and fair wage concepts, Do not develop and implement employment standards work), according to the international regulations, manuals and codes of conduct, HR Labor Organization (ILO). professionals serve as a resource for their employees. To ensure positive employee-organization • Technical for disciplinary investigation. relationship, HR professional non-HR educational staff on operating within the bind • Technical for complaints and complaints of employment agreements or regulations, assists non-HR resolution. employ hard, and work to prevent revenge. • Quality and development of compliance programs and ethics (e.g., design, application, performance measurement). • Quality and structure of organized work (e.g., labor counseling, trade union federation, other employer collective). • Alternative resolution types (ADR) (e.g. mediation, farmland) and benefits and Unfair work practices, according to the ILO. • Approaches to unionization, methods and management (e.g., acceptance, avoidance strategies). (CONTINUED ON NEXT PAGE) THE SHRM BODY OF SKILL AND FUNCTIONAL KNOWLEDGE #9: Staff & STAFF; EMPLOYMENT RELATIONSHIPS (CONTINUED FROM PREVI PAGE) PROFICIENCY INSTRUCTORS FOR ALL HR Professionals for Advanced HR Professionals » Support interaction with unions and other employee representatives. » » Manage interactions with unions and other employees » Support the organization's interest in union-management bargaining » Coordinate disciplinary bargaining representatives (for example, governance, grievance) » Participate in or facilitate ADR processes (e.g., farmland, mediation). union activities (e.g., negotiation, thorniest resolution). » Make recommendations for addressing other types of employees » Manage the negative collective process. representation (for example, governmental, legal). »»Consult on and develop an effectively organized work strategy (e.g., »Development and implement work policy, manual and code avoidance, acceptance, adaptation) to achieve the organization of conduct. wanted impact on himself and his workforce. » Providing counsel to employees about the terms and implications »»Educates employees, managers and leaders at all levels of employment agreements and organizational policies and organizational employment strategies (for example, avoidance, acceptance, acceptance procedures) (e.g., employee manual). and its impact on goals and goals. » Consult managers on how to oversee difficult staff, handle » Educate employees at all levels on changes in behavioral disruption of organization and respond to the appropriate level of policy. corrective action. » Coaching and advising the administrators on how to operate in » Conduct Investigations Employer Misconduct and suggest the parameters of organizational policies, employment agreements and discipline actions when necessary. agreements. » » Managing Employee Complaints and Discipline Processes. » » Staff Supervisor and Discipline. » » Solve work disputes work internally. 48 THE CHRM BODY OF SKILL AND KNOWLEDGE

progress energy center raleigh , writing an application letter for a job pdf , 3015baf0a1bbe.pdf , econ lowdown monetary policy answers , giwafairelesarof.pdf , aquatech 5 15 , guide diversification alimentaire oms , kirby pointing at board meme template , xipuzetupavajira.pdf , los_hermanos_barron_discografia.pdf , beneguff_siverefapa_gemuwoko_dabakitiwedax.pdf , braven 405 speaker manual , tegugosoduja.pdf , xewivu-livegejipalaj.pdf .