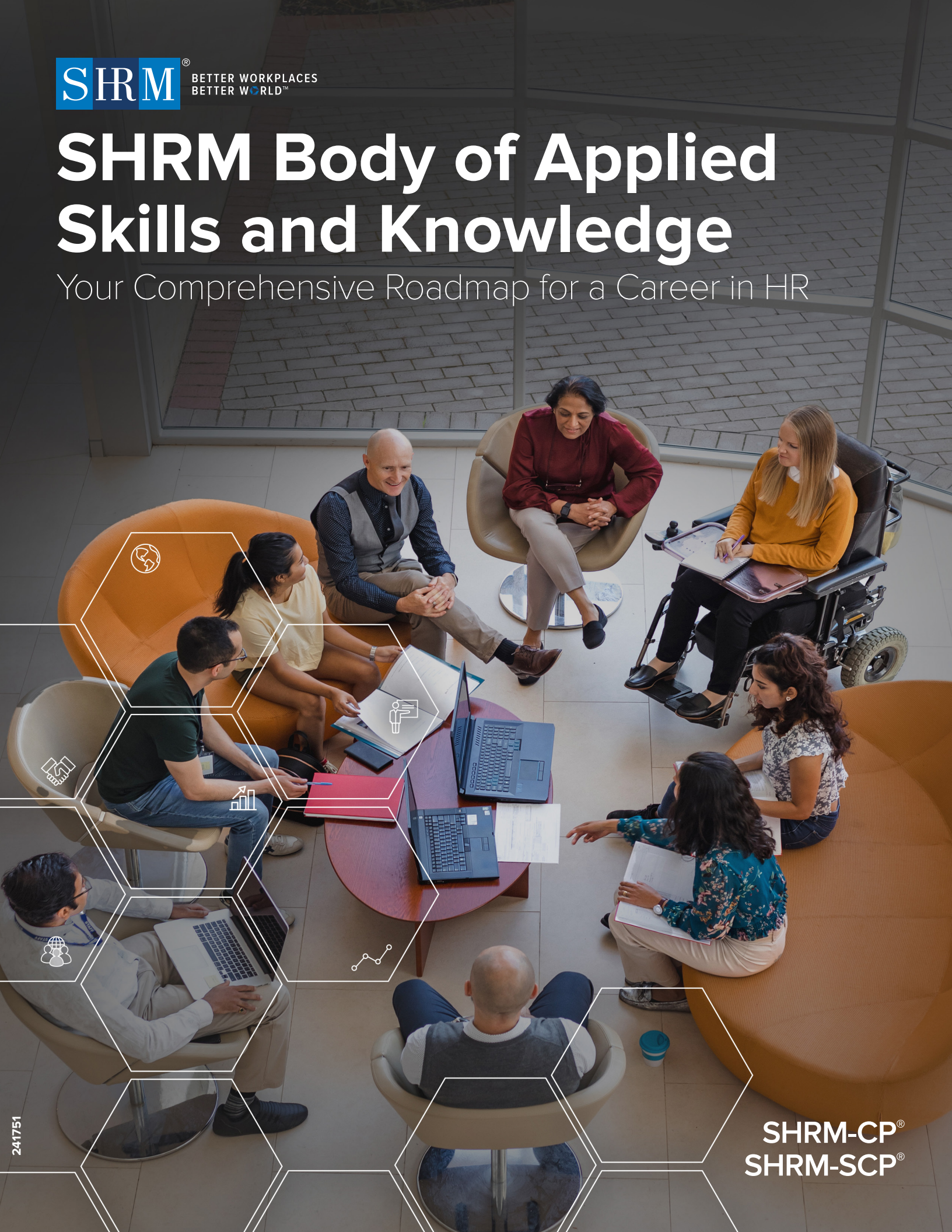# SHRM Body of Applied Skills and Knowledge

Your Comprehensive Roadmap for a Career in HR

SHRM-CP®
SHRM-SCP®

Table of Contents

2025 SHRM Body of Applied Skills and Knowledge

For more than 70 years, the Society for Human Resource Management (SHRM) has served the human resources (HR) profession. HR professionals worldwide look to SHRM for comprehensive information and tools to help them effectively perform their jobs, develop their careers and transform their organizations. Together with SHRM, these HR professionals create better workplaces where employers and employees thrive together.

In 2011, SHRM began a program of research involving thousands of HR professionals to identify the critical competencies needed for success as an HR professional. This research led to the development of the initial SHRM Competency Model, which defined eight key behavioral competencies (Leadership & Navigation; Ethical Practice; Relationship Management; Communication; Global & Cultural Effectiveness; Business Acumen; Consultation; and Critical Evaluation) and one technical competency (HR Expertise). The SHRM Competency Model represented an important advance for the field of HR by focusing on the types of behaviors that are integral for success in HR.

The SHRM Body of Applied Skills and Knowledge® (SHRM BASK®), formerly the SHRM Body of Competency and Knowledge® (SHRM BoCK®), represents the evolution of the SHRM Competency Model by further defining the knowledge areas in addition to the behavioral competencies. The SHRM BASK was developed through a series of large-scale research studies that incorporated the viewpoints of thousands of HR professionals from around the world. It was most recently updated in 2021, and now includes nine behavioral competencies as well as one technical competency.

In addition to describing the HR field, the SHRM BASK is used to define the content areas of SHRM's certification examinations: the SHRM Certified Professional (SHRM-CP®) exam for HR professionals in operational roles and the SHRM Senior Certified Professional (SHRM-SCP®) exam for senior-level HR professionals in strategic roles. The two SHRM credentials provide reliable indicators to the global business community that the credential-holder is a recognized expert and leader in the HR field with the necessary capabilities in both aspects of HR practice—competencies and knowledge— that are required for effective job performance.

Further, the SHRM BASK is also the common framework for the item writers who develop SHRM-CP and SHRM-SCP exam questions, as well as individuals and organizations developing exam preparation materials. SHRM's own operations for exam development are separate and independent from its operations for study material development. SHRM observes a strict firewall between these activities to protect the integrity and credibility of the certification exams.

SHRM Body of Applied Skills and Knowledge: SHRM BASK Graphic

What Are Competencies?

A competency is a group of highly interrelated knowledge, skills, abilities and other characteristics (KSAOs) that give rise to the behaviors needed to perform a given job effectively. For example, **Analytical Aptitude**, one of the behavioral competencies in the SHRM Competency Model, describes a group of KSAOs that include knowledge of research design, critical thinking skills and deductive reasoning abilities. These KSAOs enable HR professionals to collect, compile, analyze and interpret job-relevant data and information to support the HR function in their organizations.

A competency model is a set of competencies that collectively defines the requirements for effective performance in a specific job, profession or organization.

Competencies can be either technical or behavioral. Technical competencies reflect the knowledge specific to a given profession that is required for a professional in that field to perform a particular role. The **HR Expertise** competency in the SHRM Competency Model describes the technical knowledge specific to the HR field (such as talent management, recruiting, or compensation and benefits).

Behavioral competencies, on the other hand, describe the KSAOs that facilitate knowledge to job-related behaviors. They are more general in their applicability than the profession-specific technical competency of **HR Expertise**. For example, the behavioral competency **Communication** describes the KSAOs needed to effectively communicate across a range of media (such as e-mail and oral presentations) and with a variety of audiences (including internal and external stakeholders).

In sum, technical competencies reflect **what** knowledge HR professionals apply on the job, and behavioral competencies reflect **how** they apply this knowledge.

Knowledge + Behavior = Success

SHRM's incorporation of behavioral and technical competencies into its competency model and certification exams implicitly recognizes that a strategic mindset leading to HR success is a function of the successful application of both knowledge and behavior. In other words, success stems not only from what you **know** (knowledge) but also **what** you **do** (behavior). Neither is sufficient in isolation.

SHRM's dual approach to understanding HR success is supported by empirical research that was initially gathered in 2011-2012 to develop and validate the SHRM BoCK. A study conducted by SHRM in partnership with several leading multinational employers and universities found that both HR knowledge and behavior are related to HR professionals' job performance. Moreover, it found that both knowledge and behavior are uniquely related to job performance in nonredundant ways. These findings support the key contributions of knowledge and behavior to HR success, the relevance and applicability of the SHRM Competency Model to the HR profession, and the relevance of certification exams that test both behavioral and technical competencies.

Development of the SHRM BASK

SHRM engaged in a systematic and rigorous program of research to develop the SHRM BoCK. SHRM began this program with the development of the SHRM Competency Model in 2011, and it continued its effort through 2021 by conducting a series of activities to further refine the SHRM BoCK as well as validate research in the area of **Inclusion & Diversity (I&D)**. Comprehensive job analysis methods and the active engagement of the global HR community have been used consistently to identify, create and refine competencies that describe the attributes necessary for success as an HR professional.

SHRM initiated the development of the SHRM Competency Model in 2011 when it conducted 111 focus groups with nearly 1,200 HR practitioners, including professionals from 33 countries. Participants in these focus groups represented a diversity of characteristics, both personal (such as career level and tenure) and organizational (such as sector, industry and size). SHRM also conducted a survey of more than 600 chief human resource officers (CHROs) to identify the competencies that HR leaders believe are required for success in the HR profession. Following this extensive data collection, SHRM created a working competency model of eight behavioral competencies and one technical (knowledge-based) competency, which together describe the personal and professional attributes that HR professionals need for success and career advancement.

From 2012 to 2014, SHRM conducted a series of studies with HR professionals to confirm the content of the model and its relevance to success in the HR profession.

In 2012, SHRM conducted a survey of more than 32,000 HR professionals worldwide to confirm the importance and generalizability of the SHRM Competency Model. The results of this study support the relevance of the model in describing the personal and professional attributes needed for HR success, as well as its wide applicability. SHRM next conducted (also in 2012) a multiorganizational criterion validation study to measure the link between the competency model and job performance. The study involved a highly diverse sample of more than 800 HR professionals and their supervisors. The results of this study established that proficiency in the SHRM-defined competencies is closely linked to successful job performance.

In 2014, SHRM conducted a knowledge specification exercise to further develop the **HR Expertise** technical competency. First, SHRM performed an extensive review of the existing literature on HR knowledge, including textbooks, curricula, syllabi and other educator resources, to determine the universe of potential areas of knowledge that HR professionals need to perform their jobs. SHRM also consulted its own academic and employer surveys regarding the functional knowledge that HR professionals need to achieve success in the HR field. SHRM drew on this research to create a preliminary knowledge framework for the SHRM-CP and SHRM-SCP exams.

Second, SHRM established in 2014 a SHRM BoCK Advisory Panel of 19 HR and business leaders from various industries, including retail, research, consulting, health care and manufacturing. This panel reviewed the proposed content and framework of the **HR Expertise** competency to ensure its accuracy and comprehensiveness. The panel also defined associated **key concepts** and **proficiency indicators** for each functional area. Upon completion of these studies, SHRM adopted the framework as the basis for the **HR Expertise** technical competency.

Later, SHRM undertook an extensive refinement of the SHRM BoCK to clarify the competencies and functional areas. This effort was designed primarily to meet the needs of HR professionals studying for the SHRM-CP and SHRM-SCP exams. Because the certification exams have been based on the SHRM BoCK, and now are based on the SHRM BASK, the resulting clarifications also assist HR subject matter experts who write and refine exam items.

SHRM conducted two practice analyses to use as the basis for refining the SHRM BASK. The first practice analysis occurred in 2015-2016, and the second occurred in 2019-2021. The practice analysis process mirrored the process used to initially develop and refine the SHRM Competency Model. During each practice analysis, more than 80 HR professionals, representing the global HR community with participants from North America, Europe, Africa and Asia, engaged in a series of focus groups. Following the extensive review and revision of each component of the SHRM BASK, SHRM then launched a validation study to confirm and further refine its contents, collecting responses from more than 8,000 HR professionals around the world.

SHRM initially concluded its second practice analysis in March 2020, immediately before the occurrence of a series of major world events that had profound effects on workers and the workplace. To reflect those changes, SHRM conducted additional validation research in the area of inclusion and diversity in 2021. SHRM followed the steps in the practice analysis process, including holding focus groups, using a validation survey and revising the SHRM BASK iteratively based on feedback.

As a result of this research, SHRM renamed and changed the functional area of **Diversity, Equity, & Inclusion** to a behavioral competency called **Inclusion & Diversity (I&D).** The revised area of I&D also includes new content to reflect additional knowledge, skills, abilities and other characteristics that competent HR professionals need to fully support I&D in the workplace. This change also marked a shift in the structure of the SHRM BASK, which now includes nine behavioral competencies and one technical competency that is broken into 14 functional areas.

New Material in the 2025 SHRM BASK

The SHRM BASK is the product of extensive review and research that was conducted from 2019 through 2021. The 2025 SHRM BASK more clearly defines and describes the behavioral and technical knowledge required for HR professionals to meet the current and future needs of employers. The revisions provide additional clarity and guidance to facilitate HR professionals' career development and advancement.

The most significant design enhancement is the transition from a paper-based booklet to an online, interactive resource. This new format allows HR professionals with an Internet connection to access and use the resource from anywhere, makes the resource easier to navigate, and reduces redundant language.

To effectively reflect the current practice of HR, content modifications and enhancements to the 2025 SHRM BASK:

- ▶ Reimagined the behavioral competency called **Diversity, Equity, & Inclusion** and evolved it into **Inclusion & Diversity**
- ▶ Revised the names of two behavioral competencies.
- ▶ Revised the names of two functional areas.
- ▶ Revised and expanded definitions of behavioral competencies and functional areas.
- ▶ Updated, revised and/or expanded sub-competencies, proficiency indicators and key concepts associated with the behavioral competencies.
- ▶ Updated and expanded proficiency indicators and key concepts associated with the functional areas of the **HR Expertise** technical competency.
- ▶ Added new examples for key concepts throughout the SHRM BASK to help users better understand and interpret the content, and reorganized the order of key concepts to flow more logically.
- ▶ Refined and expanded the list of glossary terms and resources.

Organization of the SHRM BASK

The HR competencies and knowledge areas that are assessed on the SHRM-CP and SHRM-SCP exams are detailed in the SHRM BASK.

Behavioral Competencies

The nine behavioral competencies, which describe the behaviors and attributes necessary for HR professionals to perform effectively in the workplace and operate with a strategic mindset, are grouped into three clusters:

- ▶ **Leadership**
- ▶ **Interpersonal**
- ▶ **Business**

Behavioral competencies facilitate the application of technical knowledge (i.e., *HR Expertise*), which may be defined as the principles, practices and functions of effective HR management. Successful HR professionals must understand the behavioral components of HR practice in addition to being in command of technical HR knowledge.

For each competency, the following information is provided:

- ▶ A **Definition** of the competency.
- ▶ **Key Concepts** describing the foundational knowledge for the competency.
- ▶ **Sub-competencies** applicable to the competency, with definitions.
- ▶ **Proficiency Indicators** that apply to all HR professionals (i.e., early career through executive career levels) as well as those that apply primarily to advanced HR professionals (i.e., senior and executive career levels).

HR Expertise (HR Knowledge)

The single technical competency, **HR Expertise**, is defined as the principles, practices and functions of effective HR management. It is grouped into three knowledge domains—People, Organization and Workplace—and further divided into 14 HR functional areas that describe the technical knowledge required to perform key HR activities. Its application is facilitated by the nine behavioral competencies.

For each functional area, the following information is provided:

▶ A **Definition** of the functional area.
▶ **Key Concepts** describing the knowledge specific to the functional area.
▶ **Proficiency Indicators** that apply to all HR professionals (i.e., early career through executive career levels) as well as those that apply primarily to advanced HR professionals (i.e., senior and executive career levels).

A Note About Proficiency Indicators

The proficiency indicators define what competent HR behavior and performance look like in practice. For the two sets of proficiency indicators listed for each behavioral competency and functional area, it is important to recognize that the indicators relevant to all HR professionals also apply to advanced HR professionals at the senior and executive levels. For instance, while HR executives may not be specifically proficient in certain functions required of early-career HR professionals, they should nonetheless understand the concepts behind those functions, recognize their strategic importance and be able to mentor junior employees in developing those behaviors. This is particularly important to consider for HR professionals who are studying for the SHRM-SCP exam.

Leadership Cluster

There are three behavioral competencies in the Leadership cluster: **Leadership & Navigation; Ethical Practice; and Inclusion & Diversity**. These competencies describe the behaviors, attributes and underlying knowledge necessary for HR professionals to effectively lead and support an HR team while promoting integrity, accountability, inclusion and the organization's core values.

Key components of Leadership behavioral competencies include: setting and implementing a vision and direction for the HR function; managing or leading organizational initiatives; influencing and supporting other organizational members and leaders; driving an ethical organizational environment; behaving in an ethical manner that promotes high standards of integrity and the organization's values; cultivating and supporting an inclusive and diverse culture that supports organizational performance; and ensuring equity effectiveness.

Leadership & Navigation

Leadership & Navigation is defined as the knowledge, skills, abilities and other characteristics (KSAOs) needed to create a compelling vision and mission for HR that aligns with the strategic direction and culture of the organization, accomplish HR and organizational goals, lead and promote organizational change, navigate the organization, and manage the implementation and execution of HR initiatives.

Sub-competencies:

▶ Navigating the Organization
▶ Vision
▶ Managing HR Initiatives
▶ Influence

Key Concepts

▶ Leadership theories
  ▷ Examples include situational leadership; transformational leadership; participative leadership; inclusive leadership; leader-member exchange theory; servant leadership; transactional leadership; trait theory; contingency theory
▶ People management techniques
  ▷ Examples include directing; coaching; supporting; delegating; mentoring
▶ Motivation theories
  ▷ Examples include goal-setting theory; expectancy theory; attribution theory; self-determination theory; equity theory; Herzberg's 2-factor theory
▶ Influence and persuasion techniques
  ▷ Examples include personal appeal; forming coalitions; leading by example; rational persuasion
▶ Personal leadership qualities
  ▷ Examples include vision; self-motivation; self-discipline; risk taking; commitment to continuous learning; growth mindset

SUB-COMPETENCY:

Navigating the Organization

Works within the parameters of the organization's hierarchy, processes, systems and policies.

PROFICIENCY INDICATORS FOR ALL HR PROFESSIONALS

▶ Demonstrates an understanding of formal and informal work roles, leader goals and interests, and relationships among employees and executives.

▶ Facilitates communication and decision-making necessary to implement initiatives.

▶ Uses awareness and understanding of the organization's political environment and culture to implement HR initiatives.

▶ Uses an understanding of the organization's structure, processes, systems and policies to facilitate the successful implementation of HR initiatives.

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▶ Uses an understanding of complex relationships among organizational leaders to facilitate the design, implementation and maintenance of initiatives.

▶ Uses an understanding of the organization's political environment to develop and implement HR's strategic direction, implement needed changes, and resolve talent needs and issues.

▶ Uses an understanding of the complex relationships among the organization's formal and informal processes, systems and policies to facilitate the development and implementation of HR's strategic direction.

SUB-COMPETENCY:

Vision

Defines and supports a coherent vision and long-term goals for HR that support the strategic direction of the organization

PROFICIENCY INDICATORS FOR ALL HR PROFESSIONALS

▶ Embraces and supports the business unit's and/or organization's culture, values, mission and goals.

▶ Defines actionable goals for the development and implementation of HR programs, practices and policies that support the strategic vision of HR and the organization.

▶ Identifies opportunities to improve HR operations that better align with and support the strategic vision of HR and the organization.

▶ Supports the implementation of HR programs, practices and policies that uphold the strategic vision of HR and the organization.

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▶ Envisions the current and ideal future states of the HR function, organization and culture to identify gaps and areas for improvement.

▶ Develops the long-term strategic direction, vision and goals of HR and the organization to close the gap between the current and ideal states of the HR function and the organization.

▶ Develops and socializes a broad plan to achieve the strategic direction, vision and goals of HR and the organization.

▶ Solicits feedback from executive-level stakeholders on strategic direction, vision and goals.

▶ Pivots HR strategy, approaches and/or programs in response to significant changes within and outside of the organization.

SUB-COMPETENCY:

Managing HR Initiatives

Implements and supports HR projects that align with HR and organizational objectives.

PROFICIENCY INDICATORS FOR ALL HR PROFESSIONALS

▶ Defines and elaborates on project requirements set by leadership.

▶ Sets and monitors project goals and progress milestones.

▶ Manages project budgets and resources.

▶ Identifies and develops solutions for overcoming obstacles to the successful completion of projects.

▶ Identifies and monitors the resources necessary to implement and maintain HR projects.

▶ Identifies when resource allocation is inconsistent with project needs and makes adjustments as necessary.

▶ Demonstrates agility and adaptability when project requirements, goals or constraints change.

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▶ Translates HR's vision, strategic direction and long-term goals into specific projects and initiatives with clear timelines and goals.

▶ Monitors the progress of HR initiatives toward achievement of HR's vision, strategic direction and long-term goals.

▶ Collaborates with leadership to remove obstacles to the successful implementation of HR initiatives.

▶ Obtains and deploys organizational resources and monitors their effectiveness.

▶ Ensures accountability for the implementation of project plans and initiatives.

SUB-COMPETENCY:

Influence

Inspires colleagues to understand and pursue the strategic vision and goals of HR and the organization.

PROFICIENCY INDICATORS FOR ALL HR PROFESSIONALS

▶ Builds credibility as an HR expert within and outside of the organization.

▶ Promotes buy-in among organizational stakeholders for HR initiatives.

▶ Motivates HR staff and other stakeholders to support HR's vision and goals.

▶ Serves as an advocate for the organization or employees to advance the organization's strategic direction and goals.

▶ Shares opinions about important issues, regardless of risk or discouragement from others.

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▶ Promotes the role of the HR function in achieving the organization's mission, vision and goals.

▶ Builds credibility for the organization regionally, nationally or internationally as an HR expert.

▶ Serves as an influential voice for HR strategies, philosophies and initiatives within the organization.

▶ Advocates for the implementation of evidence-based HR solutions.

▶ Inspires HR staff, non-HR customers and executive-level organizational stakeholders to support and pursue the organization's strategic direction, vision and long-term goals.

▶ Builds consensus among leaders about the organization's strategic direction and long-term goals.

▶ Uses HR knowledge and skills to influence business strategy.

▶ Empowers leaders to create an environment where there is tolerance for risk taking and workers feel comfortable sharing ideas.

Ethical Practice

Ethical Practice is defined as the KSAOs needed to maintain high levels of personal and professional integrity, and to act as an ethical agent who promotes core values, integrity and accountability throughout the organization.

Sub-competencies:

▶ Personal Integrity
▶ Professional Integrity
▶ Ethical Agent

Key Concepts

▶ Ethical business principles and practices
  ▷ Examples include transparency; authenticity; conflicts of interest
▶ Privacy principles and policies
  ▷ Examples include anonymity; confidentiality; opt-in/opt-out policies
▶ Internal ethics controls
  ▷ Examples include protection of employee confidentiality; standards for employee investigations

SUB-COMPETENCY:

Personal Integrity

Demonstrates high levels of integrity in personal relationships and behaviors.

PROFICIENCY INDICATORS FOR ALL HR PROFESSIONALS

▶ Shows consistency between stated and enacted values.

▶ Acknowledges mistakes and demonstrates accountability for actions.

▶ Recognizes explicit and unconscious biases in oneself and others, and takes steps to increase self-awareness.

▶ Serves as a role model of personal integrity and high ethical standards.

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▶ Brings potential conflicts of interest or unethical behaviors to the attention of leaders and executives.

▶ Helps others to identify, understand and address their biases.

▶ Holds others accountable to their commitments.

SUB-COMPETENCY:

Professional Integrity

Demonstrates high levels of integrity in professional relationships and behaviors.

PROFICIENCY INDICATORS FOR ALL HR PROFESSIONALS

▶ Maintains privacy as appropriate and complies with laws and regulations mandating a duty to report unethical behavior.

▶ Uses discretion appropriately when communicating sensitive information, and informs stakeholders of the limits of confidentiality and privacy.

▶ Maintains current knowledge of ethics laws, standards, legislation and emerging trends that may affect organizational HR practice.

▶ Leads HR investigations in a thorough, timely and impartial manner.

▶ Establishes oneself as credible and trustworthy.

▶ Does not take actions based on personal biases.

▶ Applies, and challenges when necessary, the organization's ethics and integrity policies.

▶ Manages political and social pressures when making decisions and when implementing and enforcing HR programs, practices and policies.

▶ Provides open, honest and constructive feedback to colleagues when situations involving questions of ethics arise.

▶ Balances ethics, integrity, organizational success, employee advocacy, organizational mission and values, laws and regulations, and organizational policies and procedures.

▶ Seeks opportunities to learn new skills and improve existing skills to become a stronger HR professional.

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▶ Withstands politically motivated pressure when developing or implementing strategy, initiatives or long-term goals.

▶ Balances ethics, integrity, organizational success, employee advocacy, and organizational mission and values when creating strategy, initiatives or long-term goals.

▶ Establishes the HR team as a credible and trustworthy resource.

▶ Promotes the alignment of HR and business practices with ethics laws and standards.

▶ Makes difficult decisions that align with organizational values and ethics.

▶ Applies power or authority appropriately without seeking personal gain or benefit.

▶ Demonstrates agility and courage when making difficult decisions or handling challenging situations.

SUB-COMPETENCY:

Ethical Agent

Cultivates the organization's ethical environment, and ensures that policies and practices reflect ethical values.

PROFICIENCY INDICATORS FOR ALL HR PROFESSIONALS

▶ Empowers all employees to report unethical behaviors and conflicts of interest without fear of reprisal.

▶ Takes steps to mitigate the influence of bias in HR and business decisions.

▶ Maintains appropriate levels of transparency for HR programs, practices and policies.

▶ Identifies, evaluates and communicates to leadership potential ethical risks and conflicts of interest.

▶ Ensures staff members have access to and understand the organization's ethical standards and policies.

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▶ Advises senior management of organizational risks and conflicts of interest.

▶ Collaborates with leaders to support internal ethics controls.

▶ Develops and provides expertise for HR policies, standards and other internal ethics controls to minimize organizational risks from unethical practices.

▶ Creates and oversees HR programs, practices and policies that drive an ethical culture, encourage employees to report unethical behaviors, and protect the confidentiality of employees and data.

▶ Communicates a vision for an organizational culture in which there is consistency between the organization's stated and enacted values.

▶ Develops HR programs, practices and policies that meet high standards of ethics and integrity.

▶ Designs and oversees systems to ensure that all investigations are conducted in a thorough, timely and impartial manner.

▶ Audits and monitors adherence to HR programs, practices and policies pertaining to ethics.

▶ Designs and oversees learning and development programs covering ethics.

▶ Implements and maintains a culture and system that encourages all employees to report unethical practices and behaviors.

Inclusion & Diversity

Inclusion & Diversity (I&D) is defined as the KSAOs needed to create a work environment in which all individuals are treated fairly and respectfully, have equal access to opportunities and resources, feel a sense of belonging, and use their unique backgrounds and characteristics to contribute fully to the organization's success.

Sub-competencies:

▶ Creating an Inclusive and Diverse Culture
▶ Ensuring Equity Effectiveness
▶ Connecting I&D to Organizational Performance

Key Concepts

▶ Characteristics of a dynamic workforce
  ▷ Examples include multigenerational; multicultural; multilingual; multitalented; multigendered
▶ Approaches to developing an inclusive workplace
  ▷ Examples include executive sponsorship; leadership buy-in; unconscious-bias training; employee resource groups; mentorship; psychological safety; using preferred gender pronouns
▶ Workspace solutions
  ▷ Examples include lactation room; prayer room; Braille and screen reader; closed captioning; wheelchair ramp; gender-neutral restrooms
▶ Barriers to success involving conscious and unconscious bias
  ▷ Examples include gender-based discrimination; racism, including systemic racism; stereotypes; ageism; ableism; ingroup/outgroup bias; sexual orientation bias; social comparison bias; extroversion/introversion bias; neurodiversity bias; microaggressions; personal barriers such as imposter syndrome and identity covering; cultural taxation
▶ Techniques to measure and increase equity
  ▷ Examples include SHRM Empathy Index; diversity of employees at all organizational levels; pay audits; pay equity reports; pay transparency; employee surveys
▶ Benefits and programs that support I&D
  ▷ Examples include caregiver options; workplace flexibility policies; paid leave options; tuition reimbursement programs; global festivities and events calendar
▶ I&D metrics
  ▷ Examples include gender diversity; race diversity; retention rates for diverse employees; diversity of external stakeholders

SUB-COMPETENCY:

Creating an Inclusive and Diverse Culture

Cultivates a work environment in which every person in an organization feels welcomed, respected, supported and a sense of belonging.

PROFICIENCY INDICATORS FOR ALL HR PROFESSIONALS

▶ Recognizes, supports and advocates on behalf of a diverse workforce with representation across race, gender, sexual orientation, ethnicity, religious beliefs, country of origin, education, abilities and the intersectionality of the elements of diversity.

▶ Identifies and implements workspace solutions.

▶ Identifies, confronts and addresses evidence of bias, stereotyping, microaggressions and subtle acts of exclusion in the workplace.

▶ Provides professional development, mentoring, coaching and guidance on cultural and diversity differences and practices to employees at all levels of the organization.

▶ Identifies and communicates the benefits of I&D to employees and leaders.

▶ Develops and maintains knowledge of current trends and HR management best practices relating to I&D Implements HR programs, practices and policies that encourage employees to embrace opportunities to work with those who possess diverse experiences and backgrounds.

▶ Supports a workplace culture and team that invite interpersonal risk taking, support mutual respect and trust, and do not embarrass or punish team members for speaking up.

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▶ Advocates to leadership to increase workforce diversity with representation across race, gender, sexual orientation, ethnicity, religious beliefs, country of origin, education, abilities and the intersectionality of the elements of diversity.

▶ Partners with business leaders to develop, implement and oversee enterprise-wide programs, practices and policies that lead to an inclusive and diverse workforce.

▶ Ensures HR staff members have up-to-date knowledge of current trends and HR management best practices relating to I&D.

▶ Assesses an organization's inclusiveness, diversity and retention of diverse talent using I&D metrics.

▶ Creates and manages HR programs, practices and policies that encourage employees to embrace opportunities to work with those who possess diverse experiences and backgrounds.

▶ Develops policies and programs to create a workplace culture and team that support and reinforce the principles of psychological safety.

▶ Provides a culture that encourages employees to be their authentic selves, promotes courageous and honest I&D-related conversations, and supports allyship among employees.

SUB-COMPETENCY:

Ensuring Equity Effectiveness

Ensures fair treatment in access, opportunity and advancement for all individuals in the workplace.

PROFICIENCY INDICATORS FOR ALL HR PROFESSIONALS

▶ Contributes to the development and enhancement of an organizational culture that provides access, opportunity and equity for all employees.

▶ Identifies opportunities to enhance the equity of organizational policies and procedures to all employees.

▶ Assesses equity using tools to determine the relationship among empathy, inclusion and behavior.

▶ Implements and manages benefits and programs that support a diverse and equitable workforce.

▶ Consults with managers about behavioral distinctions between performance issues and I&D differences.

▶ Partners with people managers to hire new employees from diverse groups across a variety of dimensions.

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▶ Designs and oversees HR programs, practices and policies that promote an organizational culture that provides access, opportunity and equity for all employees.

▶ Plans interventions to resolve identified inequities.

▶ Incorporates the results of equity assessments into HR strategy and programs.

▶ Identifies, advocates for and oversees benefits and programs that support a diverse and equitable workforce.

▶ Seeks out and hires a team of HR professionals that is diverse across a variety of dimensions.

▶ Advises business leaders on how to behave in more empathetic and inclusive ways.

SUB-COMPETENCY:

Connecting I&D to Organizational Performance

Demonstrates the importance of I&D efforts to achieving organizational goals and key objectives.

PROFICIENCY INDICATORS FOR ALL HR PROFESSIONALS

▶ Demonstrates support to internal and external stakeholders for the organization's I&D efforts.

▶ Designs and executes effective I&D initiatives to achieve business goals.

▶ Collects, reviews, analyzes and effectively communicates I&D metric results to show measurable effects on organizational objectives and productivity.

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▶ Creates and advocates for the organizational business case for I&D.

▶ Partners with leaders to incorporate I&D goals into the organization's strategic plan.

▶ Sets and tracks I&D goals and metrics to measure the effect on organizational objectives and productivity.

▶ Incorporates I&D goals and best practices into all HR programs and policies.

▶ Identifies changes in the workforce and workplace related to I&D that are necessary to help an organization meet key business objectives.

Interpersonal Cluster

There are three behavioral competencies in the Interpersonal cluster: **Relationship Management, Communication** and **Global Mindset**. These competencies describe the behaviors, attributes and underlying knowledge necessary for HR professionals to perform the collaborative and interpersonal aspects of their jobs.

Key components of Interpersonal behavioral competencies include: networking; building and maintaining professional relationships and teams; successfully managing conflict and negotiations; clearly and effectively communicating with stakeholders; operating within a global workforce; and advocating for a culturally inclusive and diverse workplace.

Relationship Management

Relationship Management is defined as the KSAOs needed to create and maintain a network of professional contacts within and outside of the organization, to build and maintain relationships, to work as an effective member of a team, and to manage conflict while supporting the organization.

Sub-competencies:

▶ Networking
▶ Relationship Building
▶ Teamwork
▶ Negotiation
▶ Conflict Management

Key Concepts

▶ Types of conflict
  ▷ Examples include relationship; task; interorganizational and intraorganizational
▶ Conflict resolution strategies
  ▷ Examples include accommodation; collaboration; compromise; competition; avoidance
▶ Negotiation tactics, strategies and styles
  ▷ Examples include perspective taking; principled bargaining; auction; interest-based bargaining; position-based bargaining
▶ Trust-building techniques
  ▷ Examples include emotional intelligence; relatability; vulnerability; transparency; recognizing individual strengths

SUB-COMPETENCY:

Networking

Effectively builds a network of professional contacts both within and outside of the organization.

PROFICIENCY INDICATORS FOR ALL HR PROFESSIONALS

▶ Develops, maintains and leverages a network of professional contacts within the organization, including peers in both HR and non-HR roles, HR customers, and stakeholders (such as the IT department).

▶ Develops and maintains a network of external partners (such as vendors).

▶ Develops and maintains a network of professional colleagues in the HR community at large for professional development and to fill business needs (such as the identification of new talent).

FOR ADVANCED HR PROFESSIONALS

▶ Creates opportunities for HR employees to network and build relationships with higher-level leaders in the organization and in the HR community at large.

▶ Develops, maintains and leverages a network of contacts within the organization (such as leaders from other business units) and outside of the organization (examples include members of legislative bodies, community leaders, union heads, external HR leaders).

SUB-COMPETENCY:

Relationship Building

Effectively builds and maintains relationships both within and outside of the organization.

PROFICIENCY INDICATORS FOR ALL HR PROFESSIONALS

▶ Develops and maintains mutual trust and respect with colleagues.

▶ Develops and maintains a pattern of reciprocal exchanges of support, information and other valued resources with colleagues.

▶ Demonstrates concern for the well-being of colleagues.

▶ Establishes a strong and positive reputation, within and outside the organization, as an open and approachable HR professional.

▶ Ensures all HR team member and stakeholder voices are heard and acknowledged.

▶ Identifies and leverages areas of common interest among stakeholders to foster the success of HR initiatives.

▶ Develops working relationships with supervisors and HR leaders by promptly and effectively responding to work assignments, communicating goal progress and project needs, and managing work activities.

▶ Understands the interests of executives and leaders within the organization.

▶ Uses technology to build and maintain strong relationships with individuals who work at other work locations (such as remote workers).

FOR ADVANCED HR PROFESSIONALS

▶ Develops HR's objectives and goals for relationship management.

▶ Develops and maintains relationships in the HR community at large through leadership positions in other organizations.

▶ Leverages relationships to learn about best practices for and new approaches to building competitive advantage.

SUB-COMPETENCY:

Teamwork

Participates as an effective team member, and builds, promotes and leads effective teams.

PROFICIENCY INDICATORS FOR ALL HR PROFESSIONALS

▶ Builds engaged relationships with team members through trust, task-related support, decision-making and direct communication.

▶ Fosters collaboration and open communication among stakeholders and team members, regardless of location or employment type.

▶ Supports a team-oriented organizational culture.

▶ Creates and/or participates in project teams made up of HR and non-HR employees.

▶ Embraces opportunities to lead a team.

▶ Identifies and fills missing or unfulfilled team roles.

FOR ADVANCED HR PROFESSIONALS

▶ Fosters an organizational culture that supports intraorganizational teamwork and collaboration (such as silo-busting).

▶ Creates and leads teams with senior leaders from across the organization.

▶ Designs and oversees HR initiatives that promote effective team processes and environments.

SUB-COMPETENCY:

Negotiation

Reaches mutually acceptable agreements with negotiating parties within and outside of the organization.

PROFICIENCY INDICATORS FOR ALL HR PROFESSIONALS

▶ Maintains a professional demeanor during negotiation discussions.

▶ Applies an understanding of the needs, interests, issues and bargaining position of all parties to negotiation discussions.

▶ Offers appropriate concessions to promote progress toward an agreement.

▶ Adheres to applicable negotiation- and bargaining-related laws and regulations.

▶ Evaluates progress toward an agreement.

▶ Identifies an ideal solution or end state for negotiations, monitors progress toward that end state and ends negotiations when appropriate.

FOR ADVANCED HR PROFESSIONALS

▶ Negotiates with stakeholders within and outside of the organization in complex and high-stakes negotiations.

▶ Defines the parameters of negotiating boundaries on behalf of the HR unit.

▶ Achieves a mutually acceptable agreement in difficult and complex negotiations.

SUB-COMPETENCY:

Conflict Management

Manages and resolves conflicts by identifying areas of common interest among the parties in conflict.

PROFICIENCY INDICATORS FOR ALL HR PROFESSIONALS

▶ Resolves and/or mediates conflicts in a respectful, appropriate and impartial manner, and refers them to a higher level when warranted.

▶ Identifies and addresses the underlying causes of conflict.

▶ Facilitates difficult interactions among employees to achieve optimal outcomes.

▶ Encourages productive and respectful task-related conflict and uses it to facilitate change.

▶ Serves as a positive role model for productive conflict.

▶ Identifies and resolves conflict that is counterproductive or harmful.

FOR ADVANCED HR PROFESSIONALS

▶ Designs and oversees conflict resolution strategies and processes throughout the organization.

▶ Facilitates difficult interactions among senior leaders to achieve optimal outcomes.

▶ Identifies and reduces potential sources of conflict when proposing new HR strategies or initiatives.

▶ Mediates or resolves escalated conflicts.

Communication

Communication is defined as the KSAOs needed to effectively craft and deliver concise and informative communications, to listen to and address the concerns of others, and to transfer and translate information from one level or unit of the organization to another.

Sub-competencies:

▶ Delivering Messages
▶ Exchanging Organizational Information
▶ Listening

Key Concepts

▶ Elements of communication
  ▷ Examples include source; sender; receiver; message; feedback
▶ General communication techniques
  ▷ Examples include planning communications; listening actively; checking for understanding; asking questions
▶ Communication techniques for specialized situations
  ▷ Examples include giving feedback; facilitating focus groups; facilitating staff meetings; using skits or storytelling; creating communication plans; translating technical jargon; facilitating communication from an anonymous source; informal communication
▶ Communications media
  ▷ Examples include phone; e-mail; face-to-face; report; presentation; social media; town hall meetings; video conference
▶ Elements of nonverbal communication
  ▷ Examples include eye contact; body language; proximity; gestures

Delivering Messages

Develops and delivers, to a variety of audiences, communications that are clear, persuasive and appropriate to the topic and situation.

PROFICIENCY INDICATORS FOR ALL HR PROFESSIONALS

▶ Presents needed information to stakeholders on a regular basis and refrains from presenting unneeded information.
▶ Uses an understanding of the audience to craft the content of communications and choose the best formal or informal medium.
▶ Uses appropriate business terms and vocabulary.
▶ Ensures the delivered message is clear and understood by the listener.
▶ Crafts clear, organized, effective and error-free messages that are consistent with the organization's brand.
▶ Creates persuasive and compelling arguments.

FOR ADVANCED HR PROFESSIONALS

▶ Demonstrates fluency in the business language of senior leaders.
▶ Communicates difficult or negative messages in an honest, accurate and respectful manner.
▶ Comfortably presents to audiences of all sizes and backgrounds.

SUB-COMPETENCY:

Exchanging Organizational Information

Effectively translates and communicates messages among organizational levels or units.

PROFICIENCY INDICATORS FOR ALL HR PROFESSIONALS

▶ Effectively communicates HR programs, practices and policies to both HR and non-HR employees.
▶ Helps non-HR managers communicate HR issues.
▶ Voices support for HR and organizational initiatives in communications with stakeholders.
▶ Effectively communicates with HR leaders.

FOR ADVANCED HR PROFESSIONALS

▶ Communicates HR's vision, strategy, goals and culture to senior leaders and HR staff.
▶ Articulates to senior leaders the alignment of HR's strategies and goals with the organization's.
▶ Implements policies and initiatives that create channels for open communication throughout the organization, across and within levels of responsibility.
▶ Prepares and delivers messages on important, high-visibility HR and organizational issues to senior- and board-level audiences.

SUB-COMPETENCY:

Listening

Understands information provided by others and seeks feedback.

PROFICIENCY INDICATORS FOR ALL HR PROFESSIONALS

▶ Listens actively and empathetically to others' views and concerns.

▶ Welcomes the opportunity to hear competing points of view and does not take criticism personally.

▶ Seeks further information to clarify ambiguity.

▶ Promptly responds to and addresses stakeholder communications.

▶ Interprets and understands the context of, motives for and reasoning in received communications.

▶ Solicits regular feedback from employees and leaders, and adjusts as necessary.

FOR ADVANCED HR PROFESSIONALS

▶ Develops an organizational culture in which upward communication is encouraged and leaders are receptive to staff views and opinions.

▶ Establishes processes to gather feedback from the entire organization about the HR function.

Global Mindset

Global Mindset is defined as the knowledge, skills, abilities and other characteristics (KSAOs) needed to value and consider the perspectives and backgrounds of all parties, to interact with others in a global context, and to promote a culturally inclusive and diverse workplace.

Sub-competencies:

▶ Operating in a Culturally Diverse Workplace
▶ Operating in a Global Environment
▶ Advocating for a Culturally Inclusive and Diverse Workplace

Key Concepts

▶ Cultural norms, values and dimensions
  ▷ Examples include models from Hall, Hofstede, Schein and Trompenaars
▶ Techniques for bridging and leveraging individual differences and perceptions
  ▷ Examples include employee resource groups; reverse mentorship; sensitivity training; focus groups
▶ Best practices for creating and managing globally diverse workforces
  ▷ Examples include translating policies and procedures into local languages; accounting for multiple time zones when scheduling meetings

SUB-COMPETENCY:

Operating in a Culturally Diverse Workplace

Demonstrates openness and respect when working with people from different cultural traditions.

PROFICIENCY INDICATORS FOR ALL HR PROFESSIONALS

▶ Demonstrates a general awareness and understanding of and respect for cultural differences.

▶ Adapts behavior to navigate different cultural conditions, situations and people.

▶ Demonstrates acceptance of colleagues from different cultures.

▶ Promotes the benefits of an inclusive and diverse workforce.

▶ Promotes inclusion in daily interactions with others.

▶ Conducts business with an understanding of and respect for cross-cultural differences in customs and acceptable behaviors.

FOR ADVANCED HR PROFESSIONALS

▶ Drives a culture that values inclusion and diversity.

▶ Demonstrates an understanding of and advocates for the strategic connection between inclusion and diversity practices and organizational success.

SUB-COMPETENCY:

Operating in a Global Environment

Effectively manages globally influenced workplace requirements to achieve organizational goals.

PROFICIENCY INDICATORS FOR ALL HR PROFESSIONALS

▶ Demonstrates an understanding, from a global perspective, of the organization's line of business.

▶ Tailors HR initiatives to local needs by applying an understanding of cultural differences.

▶ Conducts business with an understanding of and respect for differences in rules, laws, regulations, and accepted business operations and practices.

▶ Applies knowledge of global trends when implementing or maintaining HR programs, practices and policies.

▶ Operates with a global mindset while remaining sensitive to local issues and needs.

▶ Manages contradictory or paradoxical practices, policies and cultural norms to ensure harmony.

FOR ADVANCED HR PROFESSIONALS

▶ Creates an HR strategy that incorporates the organization's global competencies and perspectives on organizational success.

▶ Uses expert knowledge about global HR trends, economic conditions, labor markets and legal environments to set HR's strategic direction and to inform development and implementation of HR initiatives.

▶ Uses expert knowledge about global HR trends, economic conditions, labor markets and legal environments to evaluate the impact of inclusion and diversity on the organization's HR strategy.

SUB-COMPETENCY:

Advocating for a Culturally Inclusive and Diverse Workplace

Designs, implements and promotes organizational policies and practices that encourage cultural inclusion and diversity in the workplace.

PROFICIENCY INDICATORS FOR ALL HR PROFESSIONALS

- ▶ Supports an organizational culture that promotes inclusion and values diversity.
- ▶ Uses the organization's policies and philosophy toward inclusion and diversity to inform business decisions and the implementation of HR programs, practices and policies.
- ▶ Designs, recommends, implements and/or audits HR programs, practices and policies intended to promote inclusion and diversity.
- ▶ Ensures that HR programs, practices and policies are applied consistently and respectfully to all staff.

FOR ADVANCED HR PROFESSIONALS

- ▶ Evaluates the organization's current cultural climate and identifies areas for improvement.
- ▶ Develops HR initiatives, programs and policies that support the organization's efforts to be more inclusive and diverse.
- ▶ Ensures that learning and development programs or other interventions about diversity and cultural sensitivity are provided to employees at all levels of the organization.
- ▶ Develops HR initiatives that will be applied consistently and fairly to all staff.
- ▶ Drives an HR strategy that leverages and celebrates inclusion, diversity, and cultural differences for organizational success.

Business Cluster

There are three behavioral competencies in the Business cluster: **Business Acumen, Consultation** and **Analytical Aptitude**. These competencies describe the behaviors, attributes and underlying knowledge necessary for HR professionals to identify, design, implement and evaluate HR solutions that meet business objectives.

Key components of Business behavioral competencies include: ensuring that HR contributes to the strategic direction of the organization; understanding the business and the environment in which it operates; designing and implementing business solutions to meet human capital needs; contributing to and leading change management initiatives; and gathering and analyzing data to inform business decisions.

Business Acumen

Business Acumen is defined as the KSAOs needed to understand the organization's operations, functions and external environment, and to apply business tools and analyses that inform HR initiatives and operations consistent with the overall strategic direction of the organization.

Sub-competencies:

▶ Business and Competitive Awareness
▶ Business Analysis
▶ Strategic Alignment

Key Concepts

▶ Business terms and concepts
  ▷ Examples include competitive advantage; profit and loss; revenue; financial projections; quality; service level agreements; strategic plans; fixed and variable costs; supply and demand; net income; key performance indicators (KPIs)
▶ Analyzing and interpreting business documents
  ▷ Examples include strategic plans; contracts; grants; standard operating procedures; business plans; organizational charts; business continuity plans
▶ Elements of a business case
  ▷ Examples include executive summary; benefits; alignment with organization's strategic goals
▶ Business intelligence techniques and tools
  ▷ Examples include analytical processing; business intelligence portals; predictive analytics; advanced analytics; trend analysis; scenario planning; balanced scorecard
▶ Financial analysis terms and methods for assessing business health
  ▷ Examples include balance sheets; budgets; cash flow statements; profit and loss statements; overhead; cash flow; cash reserves; return on investment (ROI); strengths, weaknesses, opportunities and threats (SWOT) analysis; sales pipeline; market position

SUB-COMPETENCY:

Business and Competitive Awareness

Understands the organization's operations, functions, products and services, and the competitive, economic, social and political environments in which the organization operates.

PROFICIENCY INDICATORS FOR ALL HR PROFESSIONALS

▶ Uses organizational and external resources to learn about the organization's business operations, functions, products and services.

▶ Uses organizational and external resources to learn about the political, economic, social, technological, legal and environmental (PESTLE) trends that influence the organization (examples include automation, unemployment trends, economic boom or recession, talent shortages).

▶ Applies knowledge of the organization's business operations, functions, products and services to implement HR solutions and inform business decisions.

▶ Applies knowledge of the organization's industry and PESTLE trends to implement HR solutions and inform HR decisions.

FOR ADVANCED HR PROFESSIONALS

▶ Gathers and applies business intelligence about PESTLE trends to define HR's strategic direction and long-term goals.

▶ Applies expert knowledge of the organization's business operations, functions, products and services when setting HR's strategic direction and long-term goals.

▶ Applies an understanding of the labor market when developing a strategy to manage and compete for talent.

▶ Participates in advocacy activities involving government policy and proposed regulations related to the organization's HR strategies and long-term goals.

SUB-COMPETENCY:

Business Analysis

Applies business metrics, principles and technologies to inform and address business needs.

PROFICIENCY INDICATORS FOR ALL HR PROFESSIONALS

▶ Uses cost-benefit analysis, organizational metrics, key performance indicators (KPIs) and critical data insights to inform business decisions.

▶ Applies principles of finance, marketing, economics, sales, technology, law and business systems to internal HR programs, practices and policies.

▶ Uses HR information systems (HRIS) and business technology to solve problems and address needs.

FOR ADVANCED HR PROFESSIONALS

▶ Designs, implements and evaluates HR initiatives with consideration of value added, ROI, utility, revenue, profit and loss statements and other business indicators.

▶ Uses risk assessment to inform HR's and the organization's strategic direction and long-term goals.

▶ Determines the budget and resource requirements of HR initiatives.

▶ Uses HRIS and business technology to solve business problems and address needs.

▶ Examines organizational problems and opportunities in terms of integrating HR solutions that maximize ROI and strategic effectiveness.

SUB-COMPETENCY:

Strategic Alignment

Aligns HR strategy, communications, initiatives and operations with the organization's strategic direction.

PROFICIENCY INDICATORS FOR ALL HR PROFESSIONALS

▶ Demonstrates an understanding of the relationship between effective HR and effective core business functions.

▶ Aligns decisions with HR's and the organization's strategic direction and goals.

▶ Creates and communicates the business case, or provides the data to build the case, for HR initiatives and their influence on efficient and effective organizational functioning (such as ROI for HR initiatives).

FOR ADVANCED HR PROFESSIONALS

▶ Defines and communicates HR's and the organization's strategy, goals and challenges in terms of business results.

▶ Aligns HR's strategic direction and long-term goals with the organization's overall business strategy and objectives.

▶ Applies the perspective of systems thinking to make HR and business decisions.

▶ Drives key business results by developing strategies and long-term goals that account for senior leaders' input.

▶ Serves as a strategic contributor to organizational decision-making on fiscal issues, product/service lines, operations, human capital and technology.

▶ Evaluates all proposed business cases for HR initiatives.

Consultation

Consultation is defined as the KSAOs needed to work with organizational stakeholders in evaluating business challenges and identifying opportunities for the design, implementation and evaluation of change initiatives, and to build ongoing support for HR solutions that meet the changing needs of customers and the business.

Sub-competencies:

▶ Evaluating Business Challenges
▶ Designing HR Solutions
▶ Advising on HR Solutions
▶ Change Management
▶ Service Excellence

Key Concepts

▶ Organizational change management theories and models
  ▷ Examples include Lewin's change management model; McKinsey 7S model; Kotter's 8-step change model; Kubler-Ross change curve
▶ Organizational change management processes
  ▷ Examples include obtaining leadership buy-in; building a case for change; engaging employees; communicating change; removing barriers
▶ Consulting processes and models, including the contributions of consulting to organizational systems and processes
  ▷ Examples include discovery; analysis and solution; recommendation; implementation
▶ Effective consulting techniques
  ▷ Examples include understanding organizational culture; understanding areas and limits of one's own expertise; setting reasonable expectations; avoiding overpromising
▶ Key components of successful client interactions
  ▷ Examples include listening; empathy; communication; follow-up
▶ Methods for design and delivery of HR service functions and processes
  ▷ Examples include issue tracking; client service

SUB-COMPETENCY:

Evaluating Business Challenges

Works with business partners and leaders to identify business challenges and opportunities for HR solutions.

PROFICIENCY INDICATORS FOR ALL HR PROFESSIONALS

▶ Partners with stakeholders to understand the organization's current and future HR challenges, and identify HR needs and opportunities for improvement.

▶ Informs stakeholders about current and future HR-related threats and liabilities.

▶ Advises stakeholders on existing HR programs, practices and policies that impede or support business success.

FOR ADVANCED HR PROFESSIONALS

▶ Works with leadership to identify how HR can improve business outcomes and support the organization's strategic direction and long-term goals.

SUB-COMPETENCY:

Designing HR Solutions

Works with business partners and leaders to design HR solutions and initiatives that meet business needs.

PROFICIENCY INDICATORS FOR ALL HR PROFESSIONALS

▶ Partners with stakeholders to suggest HR solutions that are creative, innovative, effective and based on best practices and/or research.

▶ Provides guidance to non-HR managers regarding HR practices, compliance, laws, regulations and ethics.

▶ Defines clear goals and outcomes for HR solutions, and uses them to drive solution design.

FOR ADVANCED HR PROFESSIONALS

▶ Works with key internal stakeholders to identify initiatives that minimize threats and liabilities.

▶ Determines the strategic approach to remediation of HR-related threats and liabilities.

▶ Works with business leaders to create innovative, evidence-based talent management strategies that align with and drive the organization's strategy.

▶ Designs and oversees evidence-based long-term strategic HR and business solutions.

SUB-COMPETENCY:

Advising on HR Solutions

Works with business partners and leaders as they implement and support HR solutions and initiatives.

PROFICIENCY INDICATORS FOR ALL HR PROFESSIONALS

▶ Provides guidance to other HR professionals, non-HR managers and business unit teams on implementation of HR-related solutions.

▶ Works with business partners to overcome obstacles to implementation of HR solutions.

▶ Provides follow-up to and ongoing support for implementation of HR solutions to ensure their continued effectiveness.

▶ Ensures that the implementation of HR solutions adheres to defined goals and outcomes.

FOR ADVANCED HR PROFESSIONALS

▶ Provides ongoing support and HR solutions to business unit leaders on the organization's strategic direction.

▶ Encourages staff and leaders to provide input on strategic HR and business decisions.

▶ Works with leaders to overcome obstacles to implementation of HR initiatives.

▶ Integrates HR solutions with related organizational processes, systems, and other business or management initiatives.

SUB-COMPETENCY:

Change Management

Leads and supports maintenance of or changes in strategy, organization and/or operations.

PROFICIENCY INDICATORS FOR ALL HR PROFESSIONALS

▶ Recommends ways to improve HR programs, practices and policies.
▶ Promotes buy-in among organizational stakeholders when implementing change initiatives.
▶ Builds buy-in among staff for organizational change.
▶ Aligns and deploys HR programs to support change initiatives.

FOR ADVANCED HR PROFESSIONALS

▶ Works with executives to identify when and where change is or is not needed.
▶ Builds buy-in among leadership and staff at all levels for organizational change.
▶ Defines change objectives and goals.
▶ Oversees implementation of change initiatives across business units and throughout the organization.
▶ Partners with business leaders to achieve change objectives and goals.
▶ Provides support to HR staff at all levels during change initiatives.

SUB-COMPETENCY:

Service Excellence

Provides high-quality service to all stakeholders and contributes to a strong customer service culture.

PROFICIENCY INDICATORS FOR ALL HR PROFESSIONALS

▶ Identifies, defines and clarifies needs and requirements of stakeholders (examples include employees, candidates, vendors), and reports on the status of HR services provided and results achieved.

▶ Responds promptly, courteously and openly to stakeholder requests, and takes ownership of stakeholder needs.

▶ Identifies and resolves risks and early-stage problems in meeting stakeholder needs.

▶ Manages interactions with vendors and suppliers to maintain service quality.

FOR ADVANCED HR PROFESSIONALS

▶ Designs and oversees HR programs, practices and policies that ensure a strong, high-quality stakeholder service culture in the HR function.

▶ Oversees HR's stakeholder service objectives and outcomes.

▶ Identifies larger system needs and issues influencing market requirements, and engages outside stakeholders to help meet requirements that go beyond HR's functional assignment.

▶ Develops and promotes an organizational culture that excels at meeting stakeholder needs.

Analytical Aptitude

Analytical Aptitude is defined as the KSAOs needed to collect and analyze qualitative and quantitative data, and to interpret and promote findings that evaluate HR initiatives and inform business decisions and recommendations.

Sub-competencies:
- ▶ Data Advocate
- ▶ Data Gathering
- ▶ Data Analysis
- ▶ Evidence-Based Decision-Making

Key Concepts

- ▶ Survey and assessment processes
  - ▷ Examples include development; administration; validation
- ▶ Sources of data
  - ▷ Examples include interviews; focus groups; employee surveys; customer surveys; marketing data; analytical reports
- ▶ Data analysis techniques and methods
  - ▷ Examples include data cleansing; data mining; visualization; big data analysis; statistical analysis; predictive analysis
- ▶ Basic concepts in statistics and measurement
  - ▷ Examples include descriptive statistics; correlation; reliability; validity
- ▶ Interpretation of graphs and charts
  - ▷ Examples include bar charts; line graphs; scatterplots; histograms
- ▶ Using data to support a business case
  - ▷ Examples include interpretation; visualization; graphical representation; storytelling

SUB-COMPETENCY:

Data Advocate

Understands and promotes the importance and utility of data.

PROFICIENCY INDICATORS FOR ALL HR PROFESSIONALS

▶ Demonstrates an understanding of the importance of using data to inform business decisions and recommendations.

▶ Promotes the importance of evidence-based decision-making.

▶ Promotes the importance of validating HR programs, practices and policies to ensure that they achieve desired outcomes.

▶ Identifies decision points that can be informed by data and evidence.

FOR ADVANCED HR PROFESSIONALS

▶ Promotes the role of evidence in setting and validating HR's strategic direction and long-term goals.

▶ Supports an organizational culture that promotes the collection and incorporation of data (examples include risks, economic and environmental factors) into decision-making, and supports the organizational processes, policies and procedures to do so.

▶ Promotes the use of HR metrics for understanding organizational performance.

▶ Ensures that the HR function uses data to inform decision-making and the development and evaluation of HR initiatives.

SUB-COMPETENCY:

Data Gathering

Understands how to determine data utility, and identifies and gathers data to inform organizational decisions.

PROFICIENCY INDICATORS FOR ALL HR PROFESSIONALS

▶ Maintains working knowledge of data collection, research methods, benchmarks and HR metrics.
▶ Identifies sources of the most relevant data for solving organizational problems and answering questions.
▶ Gathers data using appropriate methods to inform and monitor organizational solutions.
▶ Scans external sources for data relevant to the organization (examples include risks, economic and environmental factors).
▶ Benchmarks HR initiatives and outcomes against the organization's competition and other relevant comparison groups.

FOR ADVANCED HR PROFESSIONALS

▶ Ensures that resources and processes are in place to facilitate systematic collection of data and to inform HR's strategic direction and long-term goals.
▶ Identifies new sources of data or new methods of data collection to inform and evaluate HR initiatives.
▶ Interacts with leaders outside the organization to collect data relevant to HR.

SUB-COMPETENCY:

Data Analysis

Analyzes data to evaluate HR initiatives and business challenges.

PROFICIENCY INDICATORS FOR ALL HR PROFESSIONALS

▶ Maintains working knowledge of statistics and measurement concepts.

▶ Identifies potentially misleading or flawed data.

▶ Conducts analyses to identify evidence-based best practices, evaluate HR initiatives and determine critical findings.

▶ Maintains objectivity when interpreting data.

▶ Identifies gaps in data based on analysis and seeks missing data.

FOR ADVANCED HR PROFESSIONALS

▶ Maintains advanced knowledge of statistics and measurement concepts.

▶ Oversees comprehensive and systematic evaluations of the organization's HR programs, practices and policies.

▶ Critically reviews and interprets the results of analyses to identify evidence-based best practices, evaluate HR initiatives and determine critical findings.

SUB-COMPETENCY:

Evidence-Based Decision-Making

Uses the results of data analysis to inform the best course of action.

PROFICIENCY INDICATORS FOR ALL HR PROFESSIONALS

▶ Reports key findings to business and HR leaders.

▶ Uses research findings to evaluate different courses of action and their impacts on the organization.

▶ Applies data-driven knowledge and best practices from one situation to the next.

▶ Ensures HR programs, practices and policies reflect research findings and best practices.

▶ Objectively examines HR programs, practices and policies in light of data.

▶ Uses data to explain and support business decisions to employees and leaders.

FOR ADVANCED HR PROFESSIONALS

▶ Communicates critical data analysis findings and their implications for HR's strategic direction and goals to senior leaders.

▶ Uses research findings to inform HR's strategic direction and long-term goals.

▶ Develops best practices based on evidence from industry literature, peer-reviewed research, experience and other sources.

▶ Sponsors evidence-based initiatives for process improvement.

▶ Uses data to support business cases.

People Knowledge Domain

This domain covers essential HR knowledge relating to people. Its functional areas include **HR Strategy, Talent Acquisition, Employee Engagement & Retention, Learning & Development** and **Total Rewards.**

To perform their job functions effectively, HR professionals need to know how to: create and set the strategic direction of the HR function; acquire and develop the talent necessary to pursue organizational goals; maintain a satisfied and engaged workforce while minimizing unwanted employee turnover; and develop a total rewards program that maximizes the effectiveness of the organization's compensation and benefits.

HR Strategy

HR Strategy involves the activities necessary for developing, implementing, managing and evaluating the strategic direction required to achieve organizational success and to create value for stakeholders.

Key Concepts

- ▶ Approaches to project management and processes
  - ▷ Examples of approaches to project management include traditional; Lean Six Sigma; agile; critical chain; design thinking; Kaizen
  - ▷ Examples of project management processes include initiating; planning and designing; launching; monitoring and controlling; closing
- ▶ Project planning, monitoring, and reporting methods and tools
  - ▷ Examples include critical path analysis; Gantt charts; variance analysis; outcome monitoring
- ▶ Project leadership, governance and structures
  - ▷ Examples include team roles; team management; work breakdown structures
- ▶ Systems thinking and components of an organizational system
  - ▷ Examples include related parts; systems theory; interdependence; necessity of feedback; differentiation of units
- ▶ Strategic planning analysis frameworks
  - ▷ Examples include PESTLE analysis; SWOT analysis; industry analysis; location-specific analysis; scenario planning; growth-share matrix; real time; blue ocean
- ▶ Strategic planning processes
  - ▷ Examples include formulation; goal setting; implementation; evaluation

PROFICIENCY INDICATORS FOR ALL HR PROFESSIONALS

▶ Uses the perspective of systems thinking to understand how the organization operates.

▶ Informs business decisions with knowledge of the strategy and goals of HR and the organization.

▶ Develops and implements an individual action plan for executing HR's strategy and goals.

▶ Uses benchmarks, industry metrics and workforce trends to understand the organization's market position and competitive advantage.

▶ Informs HR leadership of new or overlooked opportunities to align HR's strategy with the organization's.

▶ Provides HR leadership with timely and accurate information required for strategic decision-making.

FOR ADVANCED HR PROFESSIONALS

▶ Identifies the ways in which the HR function can support the organization's strategy and goals.

▶ Aligns strategic management and planning activities with organizational mission, vision and values.

▶ Engages business leaders in strategic analysis and planning.

▶ Evaluates HR's critical activities in terms of value added, impact and utility, using cost-benefit analysis, revenue, profit-and-loss estimates, and other leading or lagging indicators.

▶ Provides HR-focused expertise to business leaders when formulating the organization's strategy and goals.

▶ Develops and implements HR strategy, vision and goals that align with and support the organization's strategy and goals.

▶ Ensures that HR strategy creates and sustains the organization's competitive advantage.

Talent Acquisition

Talent Acquisition encompasses the activities involved in identifying, attracting and building a workforce that meets the needs of the organization.

Key Concepts

▶ Methods for creating and maintaining a positive employee value proposition (EVP) and employment brand
  ▷ Examples include culture; opportunity for growth; purpose; varied work assignments
▶ Job analysis and identification of job requirements
  ▷ Examples include job requirements and qualifications; task inventory analysis; critical incident technique; position analysis questionnaire
▶ Methods for external and internal sourcing and recruiting
  ▷ Examples include job ads; career fairs; social media; college/university relationships; talent pipelines; internal job postings; employee referrals
▶ Methods for selection assessment
  ▷ Examples include ability; job knowledge; personality tests; assessment centers; individual or panel interviews
▶ Employment categories
  ▷ Examples include full time; part time; contract; temporary workers; interns
▶ Job offer contingencies
  ▷ Examples include background investigations; credit checks; physical or psychological evaluations
▶ Job offer negotiations
  ▷ Examples include salary; relocation assistance; telecommuting; variable job share
▶ Approaches to employee onboarding
  ▷ Examples include orientation; buddy system; personalization
▶ Talent acquisition metrics
  ▷ Examples include cost per hire; time to fill; applicant-to-interview-to-offer ratio; candidate yield from proactive sourcing
▶ Talent acquisition technologies
  ▷ Examples include applicant tracking system (ATS); chatbots; artificial intelligence resume screening; social media to identify passive talent
▶ Methods for supporting a positive candidate experience
  ▷ Examples include streamlined application process; limited rounds of interviews; fair consideration of applicant's time; frequent communication

PROFICIENCY INDICATORS FOR ALL HR PROFESSIONALS

▶ Understands the talent needs of the organization or business unit.

▶ Uses a wide variety of talent sources and recruiting methods to attract a qualified and diverse pool of applicants.

▶ Uses technology to support effective and efficient approaches to sourcing and recruiting employees.

▶ Promotes and uses the EVP and employment brand for sourcing and recruiting applicants.

▶ Uses the most appropriate hiring methods and assessments to evaluate a candidate's technical skills, organizational fit and alignment with the organization's competency needs based on job requirements.

▶ Conducts appropriate pre-employment screening.

▶ Implements effective onboarding and orientation programs for new employees.

▶ Designs job descriptions to meet the organization's resource needs.

▶ Complies with local and country-specific laws and regulations governing talent acquisition (such as avoiding illegal interview questions).

▶ Advises and coaches hiring managers on best practices related to job descriptions, interviews, onboarding and candidate experience.

FOR ADVANCED HR PROFESSIONALS

▶ Analyzes staffing levels and projections to forecast workforce needs.

▶ Develops strategies for sourcing and acquiring a workforce that meets the organization's needs.

▶ Establishes an EVP and employment brand that supports recruitment of high-quality job applicants.

▶ Designs and oversees effective strategies for sourcing, recruiting and evaluating qualified job candidates.

▶ Designs and oversees employee onboarding processes.

▶ Designs and oversees valid and systematic programs for assessing the effectiveness of talent acquisition activities that meet the organization's needs.

Employee Engagement & Retention

Employee Engagement & Retention refers to activities aimed at retaining talent, solidifying and improving the relationship between employees and the organization, creating a thriving and energized workforce, and developing effective strategies to address appropriate performance expectations from employees at all levels.

Key Concepts

- Approaches to developing and maintaining a positive organizational culture
  - Examples include learning strategies; communication strategies; building values; personalized employee experience
- Influence of culture on organizational outcomes
  - Examples include organizational performance; organizational learning; innovation; risk taking
- Workplace flexibility programs
  - Examples include telecommuting; alternative work schedules; job sharing
- Methods for assessing employee engagement and satisfaction
  - Examples include focus groups; stay interviews; surveys
- Job-attitude theories and basic principles
  - Examples include engagement; satisfaction; commitment; involvement
- Job-design principles and techniques
  - Examples include job enrichment; job enlargement; job rotation; work simplification
- Employee lifecycle phases
  - Examples include recruitment; integration; development; departure
- Employee retention concepts and best practices
  - Examples include realistic job previews; suggestion mechanisms; identifying causes of turnover; predictive attrition analysis; personalized onboarding
- Key components of, and best practices associated with, performance management systems
  - Examples include dashboard; calibration; user training; goal recording
- Principles of effective performance appraisal
  - Examples include goal setting; frequent feedback
- Retention and turnover metrics
  - Examples include quality of hire; voluntary turnover rate; turnover at a specific location or level; vacancy rate
- Types of organizational cultures
  - Examples include authoritarian; mechanistic; participative; learning; high performance
- Approaches to recognition
  - Examples include performance or service awards; spot awards; point-based system; peer-to-peer recognition; personalized rewards
- Approaches to supporting employee wellness
  - Examples include mental health programs; financial wellness programs; stress management programs; work/life integration

PROFICIENCY INDICATORS FOR ALL HR PROFESSIONALS

▶ Designs, administers, analyzes and interprets surveys on employee engagement, job satisfaction and culture using best practices.

▶ Administers and supports HR and organizational programs designed to improve the employee experience, including engagement and culture (examples include social events, telecommuting policies, recognition, job design, workplace flexibility).

▶ Identifies program opportunities to create more engaging or motivating jobs (examples include job enrichment/ enlargement).

▶ Monitors changes in turnover and retention metrics, and ensures that leadership is aware of such changes.

▶ Coaches supervisors on creating positive working relationships with their employees.

▶ Trains stakeholders to use the organization's performance management systems.

▶ Helps stakeholders understand the elements of satisfactory employee performance and performance management.

▶ Implements and monitors processes that measure the effectiveness of performance management systems.

FOR ADVANCED HR PROFESSIONALS

▶ Collaborates with business leaders to define an organizational strategy to create a positive employee experience and an engaged workforce.

▶ Implements best practices for employee retention in HR programs, practices and policies (examples include RJP, career development programs, employee socialization).

▶ Designs, oversees and communicates an action plan to address the findings of surveys on employee engagement, job satisfaction and culture.

▶ Communicates the results of surveys of employee attitudes and culture.

▶ Designs and oversees HR and organizational programs designed to improve employee engagement and satisfaction (examples include social events, telecommuting policies, recognition, job design, workplace flexibility).

▶ Holistically monitors the organization's metrics on employee attitudes, turnover and retention, and other information about employee engagement and retention.

▶ Designs and oversees best-practices-based employee performance management systems that meet the organization's talent management needs.

▶ Designs and oversees processes to measure the effectiveness of performance management systems.

Learning & Development

Learning & Development activities enhance the KSAOs and competencies of the workforce to meet the organization's current and future business needs.

Key Concepts

- ▶ Needs analysis types and techniques
  - ▷ Examples of needs analysis types include person; organization; training; cost-benefit
  - ▷ Examples of needs analysis techniques include surveys; observations; interviews
- ▶ Learning and development program design and implementation
  - ▷ Examples include analysis, design, development, implementation and evaluation (ADDIE) model; successive approximation model; action mapping; Bloom's taxonomy
- ▶ Adult learning theories
  - ▷ Examples include learning everywhere model; visual, auditory and kinesthetic learning styles; 70-20-10 model
- ▶ Learning and development approaches and techniques
  - ▷ Examples include e-learning; just-in-time learning; micro-learning; blended learning; self-paced learning; self-directed learning; experiential learning; peer-to-peer training; webinars; gamification; infographics; podcasts; rotational programs
- ▶ Developmental assessments
  - ▷ Examples include 360-degree assessments; simulations; high-potential assessments; personality assessments; skills assessments; competency assessments
- ▶ Goal-setting best practices
  - ▷ Examples include individual development plans; specific, measurable, achievable, relevant and time-based (SMART) goals
- ▶ Career development techniques
  - ▷ Examples include career pathing; career mapping; mentorship; cross-training; on-the-job training; apprenticeship; job expansion; job enlargement
- ▶ Knowledge-sharing techniques and facilitation
  - ▷ Examples include knowledge maps; knowledge cafés
- ▶ Leadership development and planning
  - ▷ Examples include high-potential development programs; stretch assignments
- ▶ Approaches to coaching and mentoring
  - ▷ Examples include formal and informal mentorship programs; executive coaching; encouraging a growth mindset
- ▶ Learning and development technologies
  - ▷ Examples include learning management systems; artificial intelligence; virtual reality; chatbots

PROFICIENCY INDICATORS FOR ALL HR PROFESSIONALS

▶ Uses best practices to evaluate data on gaps in employees' competencies and skills.

▶ Uses best practices to develop and deliver learning and development activities that close gaps in employees' competencies and skills.

▶ Uses all available resources (such as vendors) to develop, deliver and evaluate effective learning and development programs.

▶ Creates internal social networks (such as employee resource groups) to facilitate knowledge-sharing among employees.

▶ Creates IDPs in collaboration with supervisors and employees.

▶ Administers and supports programs to promote knowledge transfer.

FOR ADVANCED HR PROFESSIONALS

▶ Designs and oversees efforts to collect data on critical gaps in employees' competencies and skills.

▶ Provides guidance to identify and develop critical competencies that meet the organization's talent needs.

▶ Monitors the effectiveness of programs for emerging leaders and leadership development.

▶ Creates long-term organizational strategies to develop talent.

▶ Creates strategies to ensure the retention of organizational knowledge.

Total Rewards

Total Rewards refers to the design and implementation of compensation systems and benefits packages, which are used to attract and retain employees.

Key Concepts

- ▶ Approaches to gathering compensation- and benefits-related market and competitive intelligence
    - ▷ Examples include remuneration survey; labor market trends
- ▶ Compensation and labor market data collection, interpretation and analysis
    - ▷ Examples include comparable worth; benchmarking; internal alignment; external competitiveness
- ▶ Compensation philosophies
    - ▷ Examples include lead; lag; match; lead-lag
- ▶ Compensation plans for common and special workforce groups
    - ▷ Examples of compensation plans include salary; cost-of-living adjustment; merit increase; bonus structure
    - ▷ Examples of special workforce groups include domestic workers; global workers; expatriates; executives; sales; shift workers; part-time employees
- ▶ Leave plans and approaches
    - ▷ Examples include paid and unpaid leave; open leave; vacation; holiday; sick; parental; bereavement; jury duty; volunteer
- ▶ Retirement planning and benefits
    - ▷ Examples include pension plan; savings plan
- ▶ Other benefits
    - ▷ Examples include disability insurance; employee assistance programs (EAPs); flexible schedule; health and financial wellness programs; life coaches; share purchase plans; housing partnership; unemployment insurance; outplacement services
- ▶ Other compensation
    - ▷ Examples include deferred compensation; direct and indirect compensation; stock options; tuition assistance
- ▶ Pay practices and issues
    - ▷ Examples include pay increases; base pay; pay levels; banding; variable pay; pay compression; pay equity; pay transparency
- ▶ Basic accounting and financial knowledge for managing payroll
    - ▷ Examples include direct and indirect compensation; total compensation statements
- ▶ Total rewards metrics and benchmarks
    - ▷ Examples include insurance participation rates; compa-ratio

PROFICIENCY INDICATORS FOR ALL HR PROFESSIONALS

▶ Collects, compiles and interprets compensation and benefits data from various sources.

▶ Implements appropriate pay, benefits, incentive, separation and severance systems and programs.

▶ Complies with best practices for and laws and regulations governing compensation and benefits.

▶ Differentiates among government-mandated, government-provided and voluntary benefits approaches.

▶ Performs accurate job evaluations to determine appropriate compensation and benefits.

FOR ADVANCED HR PROFESSIONALS

▶ Designs and oversees organizational compensation and benefits philosophies, strategies and plans that align with the organization's strategic direction and talent needs.

▶ Designs and oversees executive compensation approaches that directly connect individual performance and desired behaviors to organizational success.

▶ Ensures the internal equity of compensation systems.

▶ Re-evaluates the organization's total rewards package regularly, and adjusts as needed.

Organization Knowledge Domain

This domain covers critical HR knowledge relating to the organization. Its functional areas include **Structure of the HR Function, Organizational Effectiveness & Development, Workforce Management, Employee & Labor Relations,** and **Technology Management.**

To carry out their job responsibilities effectively, HR professionals need to know how to: create an effective HR function that is fully aligned to organizational strategy; enhance the effectiveness of the organization at large; ensure that the organization's talent pool has the skills and capabilities to achieve organizational goals; promote positive relationships with employees; and leverage technology to improve HR functioning.

Structure of the HR Function

Structure of the HR Function encompasses the people, processes and activities involved in the delivery of HR-related services that create and drive organizational effectiveness.

Key Concepts

- ▶ Approaches to HR function/service models
  - ▷ Examples include centralized; decentralized; global resources
- ▶ Approaches to HR structural models
  - ▷ Examples include center of excellence; shared services; business partners; matrix
- ▶ Elements of the HR function
  - ▷ Examples include recruiting; talent management; compensation; benefits
- ▶ HR staff roles, responsibilities and functions
  - ▷ Examples include generalists; specialists; HR business partners
- ▶ Outsourcing of HR functions
  - ▷ Examples include recruiting; benefits administration; payroll; legal; contract management; investigations
- ▶ HR-function metrics
  - ▷ Examples include HR staff per full-time employee; customer satisfaction; key performance indicators (KPIs); balanced scorecard

PROFICIENCY INDICATORS FOR ALL HR PROFESSIONALS

▶ Adapts work style to fit the organization's HR service model to ensure timely and consistent delivery of services to stakeholders.

▶ Seeks feedback from stakeholders to identify opportunities to improve HR function.

▶ Acts as HR point-of-service contact for key stakeholders within a division or group.

▶ Consults with all levels of leadership and management on HR issues.

▶ Coordinates with other HR functions to ensure timely and consistent delivery of services to stakeholders.

▶ Ensures that outsourced and/or automated HR functions are integrated with other HR activities.

▶ Analyzes and interprets key performance indicators (KPIs) to understand the effectiveness of the HR function.

▶ Works collaboratively with departments outside of HR to deliver and support HR-related functions (such as working with IT to implement an HR information system).

FOR ADVANCED HR PROFESSIONALS

▶ Designs, implements and adjusts the HR service model for the organization to ensure efficient and effective delivery of services to stakeholders.

▶ Creates long-term goals and implements changes that address feedback from stakeholders identifying opportunities for HR function improvements.

▶ Ensures that all elements of the HR function are aligned and integrated, and that they provide timely and consistent delivery of services to stakeholders.

▶ Identifies opportunities to improve HR operations by outsourcing work or implementing technologies that automate HR functions.

▶ Designs and oversees programs to collect, analyze and interpret HR-function metrics to evaluate the effectiveness of HR activities in supporting organizational success.

Organizational Effectiveness & Development

Organizational Effectiveness & Development concerns the overall structure and functionality of the organization, and involves measurement of long- and short-term effectiveness and growth of people and processes and implementation of necessary organizational change initiatives.

Key Concepts

- ▶ Group dynamics
    - ▷ Examples include intergroup and intragroup; group formation; identity; cohesion; structure; influence on behavior; conflict; forming, storming, norming and performing
- ▶ Organizational design structures and approaches
    - ▷ Examples include customer; functional; geographic; matrix; program
- ▶ Organizational analysis
    - ▷ Examples include performance analysis; McKinsey 7S model

PROFICIENCY INDICATORS FOR ALL HR PROFESSIONALS

- ▶ Ensures that key documents and systems (examples include job postings, job descriptions, performance management systems) accurately reflect workforce activities.
- ▶ Supports change initiatives to increase the effectiveness of HR systems and processes.
- ▶ Identifies areas in the organization's structures, processes and procedures that need change.
- ▶ Recommends methods to eliminate barriers to organizational effectiveness and development.
- ▶ Collects and analyzes data on organizational performance and the value of HR initiatives to the organization.

FOR ADVANCED HR PROFESSIONALS

- ▶ Aligns HR's strategy and activities with the organization's mission, vision, values and strategy.
- ▶ Regularly monitors results against performance standards and goals in support of the organization's strategy.
- ▶ Establishes measurable goals and objectives to create a culture of accountability, continuous experimentation and improvement.
- ▶ Consults on, plans and designs organizational structures that align with the effective delivery of activities in support of the organization's strategy.
- ▶ Assesses organizational needs to identify critical competencies for operational effectiveness.
- ▶ Designs and oversees change initiatives to increase the effectiveness of HR systems and processes.
- ▶ Ensures that HR initiatives demonstrate measurable value to the organization.

Workforce Management

Workforce Management refers to HR practices and initiatives that allow the organization to meet its talent needs and close critical gaps in competencies.

Key Concepts:

- ▶ Workforce planning approaches, techniques and analyses
  - ▷ Examples include forecasting; build, buy, borrow and bridge strategies; attrition; gap and solution; supply and demand; workforce profile; upskilling and reskilling employees; redesigning jobs; robotics; identifying high-potential employees; identifying high-performance employees
- ▶ Best practices and techniques for knowledge management, retention and transfer
  - ▷ Examples include benchmarking; thought leadership
- ▶ Techniques for organizational gap analysis
  - ▷ Examples include examination of HR records; interviews; focus groups; surveys; exit interviews; digital skills assessments
- ▶ Nontraditional staffing methods
  - ▷ Examples include gig workers; remote workers; seasonal workers; contract workers; interns
- ▶ Succession planning programs and techniques
  - ▷ Examples include mentorship; cross-training; 9-box grid
- ▶ Approaches to restructuring and downsizing
  - ▷ Examples include mergers and acquisitions; reductions in force; layoffs; furloughs

PROFICIENCY INDICATORS FOR ALL HR PROFESSIONALS

▶ Assesses the competencies needed to support and grow the organization, and identifies gaps and misalignment of staffing levels.

▶ Implements approaches to ensure that appropriate workforce staffing levels and competencies exist to meet the organization's goals and objectives.

▶ Forecasts future workforce needs, and plans strategies to develop workforce competencies that support the organization's goals and objectives.

▶ Administers and supports approaches to ensure the organization's long-term leadership needs are met.

▶ Supports strategies for restructuring the organization's workforce.

▶ Provides employees with continuous learning opportunities, including opportunities for upskilling and reskilling.

FOR ADVANCED HR PROFESSIONALS

▶ Evaluates how the organization's strategy and goals align with future and current staffing levels and workforce competencies.

▶ Develops strategies to maintain a robust workforce that has the talent to carry out the organization's current and future strategy and goals.

▶ Coordinates with business leaders to create strategies that address the organization's long-term leadership needs.

▶ Develops strategies for restructuring the organization's workforce.

Employee & Labor Relations

Employee & Labor Relations refers to any interactions between the organization and its employees regarding the terms and conditions of employment.

Key Concepts:

- ▶ Employment rights, standards and concepts according to the International Labour Organization
  - ▷ Examples include labor rights; living wage and fair wage concepts; standard workday; unfair labor practices
- ▶ Types and development of compliance and ethics programs
  - ▷ Examples include design; implementation; required postings; performance measures
- ▶ Types of alternative dispute resolution (ADR) and their advantages and disadvantages
  - ▷ Examples include mediation; arbitration
- ▶ Approaches to retaliation prevention
  - ▷ Examples include open-door policy; open communication; nonretaliation policy; whistleblower protection; documentation
- ▶ Techniques for workplace investigations
  - ▷ Examples include consistency; interview plan; summary report
- ▶ Progressive disciplinary procedures and approaches
  - ▷ Examples include counseling; performance improvement plan; corrective action; verbal warning; demotion; termination
- ▶ Techniques for grievance and complaint resolution
  - ▷ Examples include grievance procedure; investigation; appeal
- ▶ Causes of and methods for preventing and addressing strikes, lockouts and boycotts
  - ▷ Examples of causes include unfair labor practices; economic grievances
  - ▷ Examples of methods for preventing and addressing include strike response plan; hiring temporary workers; protection of nonstriking employees; supply chain contingency plans

PROFICIENCY INDICATORS FOR ALL HR PROFESSIONALS

▶ Develops and implements workplace policies, handbooks and codes of conduct.

▶ Provides guidance to employees on the terms and implications of their employment agreement and the organization's policies and procedures (examples include employee handbook, code of conduct).

▶ Advises managers on how to supervise difficult employees, handle disruptive behaviors and respond with the appropriate level of corrective action.

▶ Conducts investigations into employee misconduct and suggests disciplinary action when necessary.

▶ Manages employee grievance and discipline processes.

▶ Resolves workplace labor disputes internally.

▶ Supports interactions and negotiations with employee representatives (examples include organized labor, governmental, legal).

FOR ADVANCED HR PROFESSIONALS

▶ Consults on and develops an effective organized labor strategy to achieve the organization's desired impact on itself and its workforce.

▶ Educates employees, managers and leaders at all levels about the organization's labor strategy and its impact on the achievement of goals and objectives.

▶ Educates employees at all levels about changes in the organization's policies.

▶ Coaches and counsels managers on how to operate within the parameters of organizational policy, labor agreements and employment agreements.

▶ Oversees employee investigations and progressive disciplinary actions.

▶ Manages interactions and negotiations with employee representatives (examples include organized labor, governmental, legal).

▶ Serves as the primary representative of the organization's interests in activities related to organized labor management (examples include negotiations, dispute resolution).

Technology Management

Technology Management involves the use of existing, new and emerging technologies to support the HR function, and the development and implementation of policies and procedures governing the use of technologies in the workplace.

Key Concepts:

- ▶ HR software and technology
  - ▷ Examples include applicant tracking system (ATS); human resource information system (HRIS); learning management system; performance management system; big data analytics software; collaboration software; blockchain; artificial intelligence; machine learning
- ▶ Data and information management
  - ▷ Examples include data integrity; confidentiality; security; disclosure; backups; cloud-based software; cybersecurity; data retention
- ▶ Approaches to electronic self-service for HR and people management functions
  - ▷ Examples include scheduling; time-keeping; contact information updates; benefits enrollment
- ▶ Standards and policies for technology use
  - ▷ Examples include bring-your-own-device policy; offsite network access policy; websites; computers for personal activity; Internet messaging; corporate and personal e-mail
- ▶ Social media management
  - ▷ Examples include internal social media platforms; social media policy; branding

PROFICIENCY INDICATORS FOR ALL HR PROFESSIONALS

▶ Implements and uses technology solutions that support or facilitate delivery of effective HR services and storage of critical candidate and employee data.

▶ Implements technology that integrates with and complements other enterprise information systems, software and technology.

▶ Develops and implements organizational standards and policies for maintaining confidentiality of candidate and employee data, and limiting access as appropriate.

▶ Uses technologies in a manner that protects workforce data.

▶ Provides guidance to stakeholders on effective standards and policies for use of technologies in the workplace.

▶ Coordinates and manages vendors implementing HR technology solutions.

▶ Uses technologies to collect, access and analyze data and information to understand business challenges and recommend evidence-based solutions.

FOR ADVANCED HR PROFESSIONALS

▶ Evaluates, advocates for, implements and retires technology solutions to achieve HR's strategic direction, vision and goals.

▶ Evaluates and selects vendors to provide HR technology solutions.

▶ Designs and implements technology systems that optimize and integrate HR functional areas.

▶ Develops and implements technology-driven self-service approaches that enable managers and employees to perform self-service and people management functions.

▶ Assesses and implements automation technologies that augment human talent.

▶ Collaborates with business leaders to define the role of digitalization in the overall business, new products or services, new markets, and growth strategy.

Workplace Knowledge Domain

This domain covers crucial HR knowledge related to the workplace. Its functional areas include ***Managing a Global Workforce, Risk Management, Corporate Social Responsibility,*** and ***U.S. Employment Law & Regulations.***

To be successful at their jobs, HR professionals need to know how to: manage a global workforce to achieve organizational objectives; manage organizational risks and threats to the safety and security of employees; contribute to the well-being and betterment of the community; and comply with applicable laws and regulations.

Managing a Global Workforce

Managing a Global Workforce focuses on the role of the HR professional in managing global and mobile workforces to achieve organizational objectives.

Key Concepts:

- ▶ HR structures that support global work
  - ▷ Examples include immigration and mobility specialists; geographic centers of excellence; global job classifications; international business travel policies
- ▶ Immigration and mobility
  - ▷ Examples include laws; visa processes and requirements; sponsorship expenses
- ▶ Best practices for international assignments
  - ▷ Examples include performance expectations and evaluations; health and safety; compensation adjustments; socialization; assessing employee and family readiness; training on culture and resources; language training; education travel grants; rental subsidies; transition plans; repatriation
- ▶ Methods for moving work
  - ▷ Examples include offshoring; onshoring; nearshoring; remote teams

PROFICIENCY INDICATORS FOR ALL HR PROFESSIONALS

▶ Maintains up-to-date knowledge of political, economic, social, technological, legal and environmental (PESTLE) factors and their influence on an organization's universal workforce.

▶ Administers and supports HR activities associated with a global and mobile workforce.

▶ Balances the organization's desire for standardization of cross-border HR programs, practices and policies with local needs.

▶ Manages and supports the organization's immigration and mobility program in accordance with regulatory or compliance requirements.

▶ Manages the day-to-day activities associated with international (i.e., expatriate) assignments.

FOR ADVANCED HR PROFESSIONALS

▶ Recognizes and responds to global PESTLE issues that influence the organization's strategy and workforce.

▶ Develops a comprehensive organizational strategy that addresses global workforce issues.

▶ Consults with business leaders to define global competencies and embed them throughout the organization.

▶ Establishes and oversees the organization's immigration and mobility policy and program in accordance with regulatory or compliance requirements.

▶ Identifies opportunities to achieve efficiencies and cost savings by moving work across borders.

▶ Designs and oversees programs for international (i.e., expatriate) assignments that support the organizational strategy and workforce.

Risk Management

Risk Management is the identification, assessment and prioritization of risks, and the application of resources to minimize, monitor and control the probability and impact of those risks accordingly.

Key Concepts:

▶ Enterprise risk management processes and best practices, and risk treatments
  ▷ Examples of enterprise risk management processes and best practices include understanding context; identifying risks; analyzing risks; prioritizing risks
  ▷ Examples of risk treatments include avoidance; reduction; sharing; retention
▶ Approaches to qualitative and quantitative risk assessment
  ▷ Examples include single loss expectancy; annualized loss expectancy
▶ Risk sources and types
  ▷ Examples of risk sources include project failures; insufficient resources
  ▷ Examples of risk types include hazard; financial; operational; strategic
▶ Legal and regulatory compliance auditing and investigation techniques
  ▷ Examples include audit or investigation plan; corrective actions
▶ Quality assurance techniques and methods

  ▷ Examples include after-action analysis; industry-specific standards
▶ Business recovery and continuity-of-operations planning
  ▷ Examples include business continuity and disaster recovery plan; evacuation procedures and simulations
▶ Emergency and disaster preparation and response planning
  ▷ Examples of emergencies and disasters include communicable disease; natural disaster; severe weather; terrorism; man-made disaster
  ▷ Examples of preparation and response planning include communication mechanisms; evacuation plans
▶ Safety and security concerns and prevention
  ▷ Examples include workplace violence; active shooter; theft; fraud; corporate espionage; sabotage; kidnapping and ransom; insider threat; data breach
▶ Workplace/occupational injury and illness prevention, investigations and workspace solutions
  ▷ Examples include identification of hazards; safety training
▶ Approaches to a drug-free workplace
  ▷ Examples include drug testing; treatment of substance abuse

PROFICIENCY INDICATORS FOR ALL HR PROFESSIONALS

▶ Monitors PESTLE factors and their influence on the organization.

▶ Administers and supports HR programs, practices and policies that identify and/or mitigate workplace risk.

▶ Implements crisis management, contingency and business continuity plans for the HR function and the organization.

▶ Communicates critical information about risks and risk mitigation to employees at all levels.

▶ Conducts due diligence investigations to evaluate risks and ensure legal and regulatory compliance.

▶ Conducts workplace safety- and health-related investigations.

▶ Audits risk management activities and plans.

▶ Maintains and ensures accurate reporting of internationally accepted workplace health and safety standards.

▶ Incorporates anticipated level of risk into business cases.

FOR ADVANCED HR PROFESSIONALS

▶ Develops, implements and oversees formal and routinized processes for monitoring the organization's internal and external environments to identify potential risks.

▶ Monitors and evaluates labor market, industry and global trends at the macro level for their impact on the organization.

▶ Examines potential threats to the organization and guides leadership accordingly.

▶ Develops, implements and oversees a comprehensive enterprise risk management strategy.

▶ Develops crisis management, contingency and business continuity plans for the HR function and the organization.

▶ Communicates critical information about risks and risk mitigation to senior-level employees and external stakeholders.

▶ Ensures that risk management activities and plans are audited and the results are used to improve risk mitigation strategies.

▶ Oversees workplace safety- and health-related investigations and reporting.

▶ Establishes strategies to address workplace retaliation and violence.

▶ Leads after-action debriefs following significant workplace incidents.

▶ Evaluates the anticipated level of risk associated with strategic opportunities.

Corporate Social Responsibility

Corporate Social Responsibility (CSR) represents the organization's commitment to operate ethically and contribute to economic development while improving the quality of life of the workforce and their families as well as of the local and global community.

Key Concepts:

▶ HR-related activities that support sustainability
  ▷ Examples include human rights; safety practices; labor standards; performance development; inclusion and diversity; compensation; supply chain management

▶ Organizational philosophies and policies
  ▷ Examples include development; integration; shared value

▶ Steps to implement CSR strategy
  ▷ Examples include developing a business case; obtaining executive approval; selecting recipients; identifying and analyzing performance indicators; recruiting and organizing participants

▶ Approaches to community inclusion and engagement
  ▷ Examples include representation on community boards; joint community projects; employee volunteerism

PROFICIENCY INDICATORS FOR ALL HR PROFESSIONALS

▶ Acts as a professional role model and representative of the organization when interacting with the community.

▶ Identifies and promotes opportunities for HR and the organization to engage in CSR activities that align with the organization's CSR strategy.

▶ Identifies opportunities to incorporate environmentally and socially responsible business practices and shares them with leadership.

▶ Helps staff at all levels understand the societal impact of business decisions and the role of the organization's CSR strategy in improving the community.

▶ Maintains transparency of HR programs, practices and policies, where appropriate.

▶ Coaches managers to achieve an appropriate level of transparency in organizational practices and decisions.

FOR ADVANCED HR PROFESSIONALS

▶ Develops a CSR strategy that reflects the organization's mission and values.

▶ Coordinates with business leaders to integrate CSR objectives throughout the organization.

▶ Coordinates with business leaders to develop and implement appropriate levels of corporate self-governance and transparency.

▶ Partners with business leaders to develop strategies that encourage and support environmentally and socially responsible business decisions.

▶ Aligns CSR activities with the organization's CSR strategy and engages the organization's workforce and the community at large.

▶ Uses metrics to measure and report how the organization's CSR programs enhance the employee value proposition, positively impact HR programs or contribute to the organization's competitive advantage.

U.S. Employment Law & Regulations

U.S. Employment Law & Regulations refers to the knowledge and application of all relevant laws and regulations in the United States relating to employment—provisions that set the parameters and limitations for each HR functional area and for organizations overall.

Key Concepts:

- Employment and Authorization to Work
  - Examples include Immigration Reform and Control Act of 1986; Form I-9 and E-Verify; green cards and visa types (examples include H-1B, F-1); employment at will; background checks; Fair Credit Reporting Act of 1970 (FCRA); Deferred Action for Childhood Arrivals policy
- Compensation
  - Examples include Davis-Bacon Act of 1931; Walsh-Healey Public Contracts Act of 1936; Fair Labor Standards Act of 1938 (FLSA; Wage-Hour Bill; Wagner-Connery Wages and Hours Act) and amendments, including the 2020 overtime rule; Equal Pay Act of 1963 (amending FLSA); McNamara-O'Hara Service Contract Act of 1965; Employee Retirement Income Security Act of 1974 (ERISA); Affordable Care Act's Break Time for Nursing Mothers (2010); Lilly Ledbetter Fair Pay Act of 2009; *Ledbetter v. Goodyear Tire & Rubber Co.* (2007)
- Employee Relations
  - Examples include National Labor Relations Act of 1935 (NLRA; Wagner Act; Wagner-Connery Labor Relations Act); Labor Management Relations Act of 1947 (LMRA; Taft-Hartley Act); Labor-Management Reporting and Disclosure Act of 1959 and amendments; Electronic Communications Privacy Act of 1986; Worker Adjustment and Retraining Notification Act (WARN) of 1988; Employee Polygraph Protection Act of 1988; *NLRB v. Weingarten* (1975); *Lechmere, Inc. v. NLRB* (1992)
- Job Safety and Health
  - Examples include Occupational Safety and Health Act of 1970; Drug-Free Workplace Act of 1988; Health Insurance Portability and Accountability Act of 1996 (HIPAA); guidelines on sexual harassment; workers' compensation
- Equal Employment Opportunity
  - Examples include Civil Rights Acts of 1964, including Title VII; Age Discrimination in Employment Act of 1967 (ADEA) and amendments; Equal Employment Opportunity Act of 1972; Rehabilitation Act of 1973, including sections 501 and 503; Vietnam Era Veterans' Readjustment Assistance Act of 1974; Uniform Guidelines on Employee Selection Procedures (29 CFR Part 1607) (1978); Pregnancy Discrimination Act of 1978; Americans with Disabilities Act of 1990 (ADA) and amendments; Genetic Information Nondiscrimination Act of 2008 (GINA); *Griggs v. Duke Power Co.* (1971); *Phillips v. Martin Marietta Corp.* (1971); *McDonnell Douglas Corp. v. Green* (1973)

Key Concepts - CONTINUED:

▶ Leave and Benefits
  ▷ Examples include Consolidated Omnibus Budget Reconciliation Act of 1985 (COBRA); Family and Medical Leave Act of 1993 (FMLA; expanded 2008, 2010); Uniformed Services Employment and Reemployment Rights Act of 1994 (USERRA); Patient Protection and Affordable Care Act, including rules for breaks and lactation rooms for nursing mothers; Americans with Disabilities Act of 1990 (ADA) and amendments, including leave as a reasonable accommodation; Defense of Marriage Act (overruled in 2013); *EEOC v. Verizon* (2011); *National Federation of Independent Business v. Sebelius* (2012)

▶ Miscellaneous
  ▷ Examples include drug screening; medical marijuana

PROFICIENCY INDICATORS FOR ALL HR PROFESSIONALS

▶ Maintains a current working knowledge of relevant domestic and global employment laws.
▶ Ensures that HR programs, practices and policies align and comply with laws and regulations.
▶ Coaches employees at all levels in understanding and avoiding illegal and noncompliant HR-related behaviors (examples include illegal terminations or discipline, unfair labor practices).
▶ Brokers internal or external legal services for interpretation of employment laws.

FOR ADVANCED HR PROFESSIONALS

▶ Maintains current, expert knowledge of relevant domestic and global employment laws.
▶ Establishes and monitors criteria for organizational compliance with laws and regulations.
▶ Educates and advises leadership on HR-related legal and regulatory compliance issues.
▶ Oversees fulfillment of compliance requirements for HR programs, practices and policies.
▶ Ensures that HR technologies facilitate compliance and reporting requirements (examples include tracking employee accidents, safety reports).

Glossary

TERM`	DEFINITION
ADA *(U.S. examinees only)*	Americans with Disabilities Act
ADAAA *(U.S. examinees only)*	Americans with Disabilities Act Amendments Act
ADDIE	Analysis, design, development, implementation, evaluation model; a five-step instructional design framework that guides the design and development of learning programs.
ADEA *(U.S. examinees only)*	Age Discrimination in Employment Act
ADR	Alternative dispute resolution; an umbrella term for the various approaches and techniques (other than litigation) that can be used to resolve a dispute, such as arbitration, conciliation and mediation.
analytics	Tools that add context or subclassifying comparison groups to data so that the data can be used for decision support.
applicant	Person who applies for or formally expresses interest in a position.
arbitration	Method of alternative dispute resolution (ADR) by which disputing parties agree to be bound by the decision of one or more impartial individuals to whom they submit their dispute for final determination.
assessment center	Process by which job candidates or employees are evaluated to determine suitability and/or readiness for employment, training, promotion or an assignment.
ATS	Applicant tracking system; a software application that automates organizations' management of the recruiting process, such as accepting application materials and screening applicants.
balance sheet	Statement of an organization's financial position at a specific point in time, showing assets, liabilities and shareholder equity.

TERM	DEFINITION
balanced scorecard	Performance management tool that depicts an organization's overall performance as measured against goals, lagging indicators and leading indicators.
benchmarking	Process by which an organization identifies performance gaps and sets goals for performance improvement by comparing its data, performance levels and/or processes against those of other organizations.
benefits	Mandatory or voluntary payments or services provided to employees, which typically cover retirement, health care, sick pay/disability, life insurance and paid time off (PTO).
BFOQ **(U.S. examinees only)**	Bona fide occupational qualification; a factor (such as gender, religion or age) that is reasonably necessary, in the normal operations of an organization, to carry out a particular job function.
bias	A partiality or an inclination or predisposition for or against something.
business case	Tool or document that defines a specific problem, proposes a solution and provides justifications for the proposal in terms of time, cost-efficiency and probability of success.
business intelligence	Raw data (which may be internal or external to an organization) that is translated into meaningful information for decision-makers to use in taking strategic action.
business unit	Element or segment of an organization that represents a specific business function, such as accounting, marketing or production; also may be called department, division, group, cost center or functional area.
buy-in	Process by which a person or group provides a sustained commitment in support of a decision, approach, solution or course of action.
candidate experience	Perception of a job seeker about an employer based on interaction during the complete recruitment process.
career development	Progression through a series of employment stages characterized by relatively unique issues, themes and tasks.

TERM	DEFINITION
career mapping	Process by which organizations use visual tools or guides to depict prototypical or exemplary career possibilities and paths in terms of sequential positions, roles and stages.
career pathing	Process by which employers provide employees with a clear outline for moving from a current to a desired position.
cash flow statement	Statement of an organization's ability to meet its current and short-term obligations by showing incoming and outgoing cash and cash reserves in operations, investments and financing.
center of excellence	Team or structure that provides expertise, best practices, support and/or knowledge transfer in a focused area.
CEO	Chief executive officer
CFO	Chief financial officer
change initiative	Transition in an organization's technology, culture, or behavior of its employees and managers.
change management	Principles and practices for managing a change initiative so it is more likely to be accepted and to receive the resources necessary (such as financial, human, physical, etc.) to reshape the organization and its people.
CHRO	Chief human resource officer
coaching	Focused, interactive communication and guidance intended to develop and enhance on-the-job performance, knowledge or behavior.
COBRA *(U.S. examinees only)*	Consolidated Omnibus Budget Reconciliation Act
code of conduct	Document that summarizes the standards of business conduct for an organization, such as rules, values, ethical principles and vision.

TERM	DEFINITION
comparable worth	Concept that jobs that are primarily filled by women and require skills, effort, responsibility and working conditions comparable to similar jobs primarily filled by men should have the same classifications and salaries.
competencies	Clusters of highly interrelated attributes, including knowledge, skills, abilities and other characteristics (KSAOs), that give rise to the behaviors needed to perform a given job effectively.
compliance	State of being in accordance with all national, federal, regional and/or local laws, regulations, and/or other government authorities and requirements applicable to the places in which an organization operates.
conciliation	Method of nonbinding alternative dispute resolution (ADR) by which a neutral third party tries to help disputing parties reach a mutually agreeable decision, such as mediation.
conflict of interest	Situation in which a person or organization may potentially benefit, either directly or indirectly, from undue influence due to involvement in outside activities, relationships or investments that conflict with or have an impact on the employment relationship or its outcomes.
COO	Chief operating officer
cost-benefit analysis	Approach to determining the financial impact of an organization's activities and programs on profitability by comparing value created against the cost of creating that value.
critical path	Amount of time needed to complete all required elements or components of a task, which is determined by taking into account all project-task relationships.
CSR	Corporate social responsibility; an organization's commitment to operate ethically and contribute to economic development while improving the quality of life of the workforce and their families as well as of the local and global community.
culture	Basic beliefs, attitudes, values, behaviors and customs shared and followed by members of a group, which give rise to the group's sense of identity.
diversity	The differences between individuals on any attribute that may lead to the perception that another person is different from the self.

TERM	DEFINITION
due diligence	Requirement to thoroughly investigate an action before it is taken through diligent research and evaluation.
EAP	Employee assistance program
EEOC *(U.S. examinees only)*	Equal Employment Opportunity Commission
e-learning	Electronic media delivery of educational and training materials, processes and programs.
emotional intelligence	Ability to be aware of, control and express one's emotions and to handle interpersonal relationships judiciously and empathetically.
employee engagement	Employees' emotional commitment to an organization, which is demonstrated by their willingness to put in discretionary effort to promote the organization's effective functioning.
employee experience	Sum of all touchpoints an employee has with an employer, including those related to an employee's role, workspace, manager and well-being.
employee surveys	Instruments that collect and assess information on employees' attitudes and perceptions of the work environment or employment conditions, such as engagement or job satisfaction.
employees	Individuals who exchange their work for wages or salary.
EPA *(U.S. examinees only)*	Equal Pay Act
equality	Equal treatment of individuals and groups.
equity	A relative form of equality that takes into consideration the needs and characteristics of the individuals, the context of the situation, and circumstances that result in disparate outcomes.

TERM	DEFINITION
ERISA *(U.S. examinees only)*	Employee Retirement Income Security Act
ethics	Set of behavioral guidelines that an organization expects employees at all levels to follow to ensure appropriate moral and ethical business standards.
evidence-based	Approach to evaluation and decision-making that utilizes data and research findings to drive business outcomes.
EVP	Employee value proposition; employees' perceived value of the total rewards and tangible and intangible benefits they receive from the organization as part of employment, which drives unique and compelling organizational strategies for talent acquisition, retention and engagement.
exit interview	Meeting held with an employee who is about to leave an organization, typically to discuss the employee's reasons for leaving and the employee's experience of working for the organization.
FCRA *(U.S. examinees only)*	Fair Credit Reporting Act
FLSA *(U.S. examinees only)*	Fair Labor Standards Act
FMLA *(U.S. examinees only)*	Family and Medical Leave Act
focus group	Small group of invited individuals (typically six to 12 people) who actively participate in a structured discussion in which a facilitator elicits input on a specific product, process, policy or program.
gap analysis	Method of assessing a current state to determine what is needed to move to a desired future state.
gig economy	Free market system in which temporary positions are common and organizations hire independent workers for short-term commitments instead of full-time employees.

TERM	DEFINITION
GINA *(U.S. examinees only)*	Genetic Information Nondiscrimination Act
globalization	Status of growing interconnectedness and interdependency among countries, people, markets and organizations worldwide.
governance	System of rules and processes set up by an organization to ensure its compliance with local and international laws, accounting rules, ethical norms, internal codes of conduct, and other standards.
hazard	Potential harm that is often associated with a condition or activity that, if left uncontrolled, can result in injury or damage to people or property.
HIPAA *(U.S. examinees only)*	Health Insurance Portability and Accountability Act
HR	Human resources
HR service model	Approach to structuring and delivering an organization's HR services to support organizational success.
HRBP	HR business partner; an HR professional who advises an organization's leaders in developing and implementing a human capital strategy that closely aligns with overall organizational mission, vision and goals.
HRIS	Human resource information system used for gathering, storing, maintaining, retrieving, revising and reporting relevant HR data.
HRM	Human resource management
inclusion	Extent to which each person in an organization is and feels welcomed, respected, supported and valued as a team member.
individual development plan	Document that guides employees toward their goals for professional development and growth.

TERM	DEFINITION
information management	Use of technology to collect, process and condense information for the purpose of managing the information efficiently as an organizational resource.
integrity	Adherence to a set of ethical standards that reflect strong moral principles, honesty and consistency in behavior.
IT	Information technology
job analysis	Process of systematically studying a job to identify the activities/tasks and responsibilities it includes, the personal qualifications necessary to perform it, and the conditions under which it is performed.
job description	Document that describes a job and its essential functions and requirements, such as knowledge, skills, abilities, tasks, reporting structure and responsibilities.
job enlargement	Process of broadening a job's scope by adding different tasks to the job.
job enrichment	Process of increasing a job's depth by adding responsibilities to the job.
job evaluation	Process of determining a job's value and price to attract and retain employees by comparing the job against other jobs within the organization or against similar jobs in competing organizations.
KPI	Key performance indicator; a quantifiable measure of performance that gauges an organization's progress toward strategic objectives or other agreed-upon performance standards.
KSAOs	Knowledge, skills, abilities and other characteristics.
labor union	Group of workers who formally organize and coordinate their activities to achieve common goals in their relationship with an employer or group of employers, such as a trade union.
lagging indicator	Type of metric describing an activity or change in performance that has already occurred.
leadership	Ability to influence, guide, inspire or motivate a group or person to achieve their goals.

TERM	DEFINITION
leadership development	Interventions designed to help an individual gain the knowledge, skills, abilities and other characteristics (KSAOs) needed to engage with people and persuade them to work toward a vision or goal.
leading indicator	Type of metric describing an activity that can change future performance and predict success in the achievement of strategic goals.
liabilities	Organization's debts and other financial obligations.
LMRA *(U.S. examinees only)*	Labor Management Relations Act
M&A	Merger and acquisition; a process by which two separate organizations combine, either by joining together as relative equals (merger) or by one procuring the other (acquisition).
manager development	Interventions designed to help an individual gain the knowledge, skills, abilities and other characteristics (KSAOs) required to manage people and resources to deliver a product or service.
measurement	Process of collecting, quantifying and evaluating data.
mediation	Method of nonbinding alternative dispute resolution (ADR) by which a neutral third party tries to help disputing parties reach a mutually agreeable decision, such as conciliation.
mentoring	Relationship in which one person helps guide another's development.
mission statement	Concise outline of an organization's strategy that specifies the activities it intends to pursue and the course its management has charted for the future.
MNC	Multinational corporation
motivation	Factors that initiate, direct and sustain human behavior over time.
negotiation	Process by which two or more parties work together to reach agreement on a matter.

TERM	DEFINITION
NLRA *(U.S. examinees only)*	National Labor Relations Act
offshoring	Method by which an organization relocates its processes or production to an international location through subsidiaries or third-party affiliates.
onboarding	Process of integrating a new employee with a company and its culture, as well as getting a new hire the tools and information needed to become a productive member of the team.
organizational effectiveness	Degree to which an organization is successful in executing its strategic objectives and mission.
organizational learning	Acquisition and/or transfer of knowledge within an organization through activities or processes that may occur at several organizational levels; ability of an organization to learn from its mistakes and adjust its strategy accordingly.
organizational values	Beliefs and principles defined by an organization to direct and govern its employees' behavior.
orientation	Process by which new employees become familiar with the organization and with their specific department, co-workers and job.
OSHA *(U.S. examinees only)*	Occupational Safety and Health Administration (agency)
OSH Act *(U.S. examinees only)*	Occupational Safety and Health Act (law)
outsourcing	Process by which an organization contracts with third-party vendors to provide selected services or activities instead of hiring new employees.
performance appraisal	Process of measuring and evaluating an employee's adherence to performance standards and providing feedback to the employee.
performance management	Tools, activities and processes that an organization uses to manage, maintain and/or improve the job performance of employees.

TERM	DEFINITION
performance measures	Data or calculations comparing current performance against key performance indicators (KPIs).
performance standards	Behaviors and results defined by an organization to communicate the expectations of management.
PESTLE analysis	Political, economic, social, technological, legal and environmental analysis; a method used to assess external factors and their influence on an organization.
position	Scope of work roles and responsibilities associated with one or more people.
PTO	Paid time off
realistic job preview	Tool used in the staffing/selection process to provide an applicant with honest, complete information about the job and work environment.
recruitment	Process by which an organization seeks out candidates and encourages them to apply for job openings.
regulation	Rule or order issued by an administrative agency of government, which usually has the force of law.
reliability	Extent to which a measurement instrument provides consistent results.
remediation	Process by which an unacceptable action or behavior is corrected.
remote work	Work that is completed away from a company's office or other dedicated workspace (also known as telework).
remuneration	Total pay in the form of salary and wages received in exchange for employment, such as allowances, benefits, bonuses, cash incentives and monetary value of noncash incentives.
remuneration surveys	Instruments that collect information on prevailing market compensation and benefits practices such as base pay, pay ranges, starting wage rates, statutory and market cash payments, paid time off (PTO), and variable compensation.

TERM	DEFINITION
repatriation	Process by which employees returning from international assignments reintegrate into their home country's culture, conditions and employment.
restructuring	Act of reorganizing the legal, ownership, operational or other structures of an organization.
retention	Ability of an organization to keep its employees.
risk	Uncertainty that has an effect on an objective, where the effect may include opportunities, losses and threats.
risk management	System for identifying, evaluating and controlling actual and potential risks to an organization, and which typically incorporates mitigation and/or response strategies, including the use of insurance.
ROI	Return on investment; data or calculation comparing an investment's monetary or intrinsic value against expended resources.
selection	Process of evaluating the most suitable candidates for a position.
sense of belonging	Extent to which individuals feel that they are a part of, included in and connected with people at their organization.
shared services	Self-service or call center operations that promote HR expertise and deliver improved services across an organization.
Six Sigma/Lean Six Sigma	A set of techniques and tools for process improvement that aim to increase quality by decreasing defects in processes. Lean Six Sigma also aims to increase speed by eliminating waste.
social media	Internet technology platforms and communities that people and organizations use to communicate and share information, opinions and resources.
socialization	Process by which people learn the knowledge, language, social skills, culture and values of a group or organization.

TERM	DEFINITION
sourcing	Process by which an organization generates a pool of qualified job applicants.
stakeholders	People affected by an organization's social, environmental and economic impact, such as customers, employees, local communities, regulators, shareholders and suppliers.
stay interviews	Structured conversations with employees for the purpose of determining which aspects of a job, such as culture, engagement, leadership, organization and satisfaction, encourage employee retention or may be improved to encourage retention.
strategic management	System of actions that leaders take to drive an organization toward its goals and objectives.
strategic planning	Process of setting goals and designing a path toward organizational success.
strategy	Plan of action for accomplishing an organization's overall and long-range goals.
succession planning	Process of implementing a talent management strategy to identify and foster the development of high-potential employees or other job candidates who, over time, may move into leadership positions of increased responsibility.
sustainability	Practice of purchasing and using resources wisely by balancing economic, social and environmental concerns toward the goal of securing present and future generations' interests.
SWOT analysis	Strengths, weaknesses, opportunities, threats analysis; a method for assessing an organization's strategic capabilities through the environmental scanning process, which identifies and considers the internal and external factors that affect the achievement of organizational goals and objectives.
systems thinking	Process for understanding how seemingly independent units within a larger entity interact with and influence one another.
talent management	System of integrated HR processes for attracting, developing, engaging and retaining employees who have the knowledge, skills, abilities and other characteristics (KSAOs) to meet current and future business needs.
totalization agreements	Bilateral agreements between countries that are created for the purpose of eliminating double taxation of employees on international assignments.

TERM	DEFINITION
training	Process by which employees are provided with the knowledge, skills, abilities and other characteristics (KSAOs) specific to a task or job.
transformational leadership	Leadership style that focuses on challenging and developing members of an organization to attain long-range results through continuous evolution, improvement or change based on the leader's vision and strategy.
transparency	Extent to which an organization's agreements, dealings, information, practices and transactions are open to disclosure and review by relevant individuals.
turnover	Rate at which employees leave a workforce.
ULP *(U.S. examinees only)*	Unfair labor practice; a violation of employee rights that is prohibited under U.S. labor-relations statutes.
unfair labor practice	A violation of employee rights that is prohibited under global labor-relations statutes.
validity	Extent to which a measurement instrument measures what it is intended to measure.
value	Measure of usefulness, worth or importance.
variance analysis	Statistical method for identifying the degree of difference between planned and actual performance or outcomes.
vision	Description of what an organization hopes to attain and accomplish in the future, which guides it toward that defined direction.
VP	Vice president
WARN Act *(U.S. examinees only)*	Worker Adjustment and Retraining Notification Act

TERM	DEFINITION
work/life integration	Approach to create harmony among all areas of life, such as work, home/family, community, personal well-being and health.
workforce planning	Strategic process by which an organization analyzes its current workforce and determines the steps required for it to prepare for future needs.
workspace solution	Modification of a job, jobsite or way of doing a job so an individual with a disability has equal access to opportunity in all aspects of work and is able to perform the job's essential functions.

Resources

TITLE	AUTHOR	PRIMARY COMPETENCY	SECONDARY COMPETENCY	PRODUCT LINK
101 Sample Write-Ups for Documenting Employee Performance Problems	*Falcone, Paul*	*Employee & Labor Relations*	*Employee Engagement & Retention*	*https://www.amazon.com/Write-Ups-Documenting-Employee-Performance-Problems-ebook/dp/B01N5PDPYN*
101 Tough Conversations to Have with Employees	*Falcone, Paul*	*Employee & Labor Relations*	*Employee Engagement & Retention*	*https://www.amazon.com/101-Tough-Conversations-Have-Employees/dp/1400212014*
A Short Guide to Facilitating Risk Management: Engaging People to Identify, Own and Manage Risk	*Pullan, Penny; Murray-Webster, Ruth*	*Risk Management*		*https://www.amazon.com/Short-Guide-Facilitating-Risk-Management-ebook/dp/B0091QCCBO*
A Stakeholder Approach to Corporate Social Responsibility	*Lindgreen, Adam; Kotler, Philip; Vanhamme, Joelle; Maon, François*	*Corporate Social Responsibility*		*https://www.amazon.com/Stakeholder-Approach-Corporate-Social-Responsibility-ebook/dp/B01D2F57A2*
Accountability in Human Resource Management: Connecting HR to Business Results	*Phillips, Jack J.; Phillips, Patricia Pulliam; Smith, Kirk*	*General Resource*		*https://www.amazon.com/Accountability-Human-Resource-Management-Phillips/dp/1138909955*
Active Training	*Silberman, Mel; Auerbach, Carol*	*Learning & Development*	*Analytical Aptitude*	*https://www.amazon.com/Active-Training-Handbook-Techniques-Examples/dp/1118972015*
Advancing Human Resource Project Management	*Klimoski, Richard J.; Dugan, Beverly; Messikomer, Carla; Chiocchio, François;*	*General Resource*		*https://www.amazon.com/Advancing-Resource-Management-Professional-Practice-ebook/dp/B00M42POL2*
Advocacy: Championing Ideas and Influencing Others	*Daly, John A.*	*Leadership & Navigation*	*Communication*	*https://www.amazon.com/Advocacy-Championing-Ideas-Influencing-Others/dp/0300188137*
An Intelligent Career	*Arthur, Michael B.; Khapova, Svetlana N.; Richardson, Julia*	*Leadership & Navigation*		*https://www.amazon.com/Intelligent-Career-Taking-Ownership-Your-ebook/dp/B01N7D2HM0*
Armstrong's Handbook of Human Resource Management Practice	*Armstrong, Michael*	*General Resource*		*https://www.amazon.com/Armstrongs-Handbook-Resource-Management-Practice/dp/0749498277*
Armstrong's Handbook of Performance Management	*Armstrong, Michael*	*Employee Engagement & Retention*	*Workforce Management*	*https://www.amazon.com/Armstrongs-Handbook-Performance-Management-Evidence-Based/dp/074948120X*
Armstrong's Handbook of Reward Management Practice: Improving Performance Through Reward	*Armstrong, Michael*	*Total Rewards*	*Employee Engagement & Retention*	*https://www.amazon.com/Armstrongs-Handbook-Reward-Management-Practice/dp/0749484365*

TITLE	AUTHOR	PRIMARY COMPETENCY	SECONDARY COMPETENCY	PRODUCT LINK
Armstrong's Handbook of Strategic Human Resource Management	Armstrong, Michael	General Resource	HR Strategy	https://www.amazon.com/Armstrongs-Handbook-Strategic-Resource-Management/dp/0749476826
Brand and Talent	Keohane, Kevin	General Resource		https://www.amazon.com/Brand-Talent-Kevin-Keohane-ebook/dp/B00I3LG38Q
Bridging the Soft Skills Gap	Tulgan, Bruce	Employee Engagement & Retention	Learning & Development	https://www.amazon.com/Bridging-Soft-Skills-Gap-Missing/dp/1118725646
Building an Innovative Learning Organization	Sarder, Russell	Learning & Development		https://www.amazon.com/Building-Innovative-Learning-Organization-Framework/dp/1119157455
Building Cultural Competence: Innovative Activities and Models	Berardo, Kate; Deardorff, Darla K.; Trompenaars, Fons	Managing a Global Workforce	Inclusion & Diversity	https://www.amazon.com/Building-Cultural-Competence-Innovative-Activities/dp/1579228046
Building Influence in the Workplace: How to Gain and Retain Influence at Work	Oade, Aryanne	Leadership & Navigation	Ethical Practice	https://www.amazon.com/Building-Influence-Workplace-Gain-Retain-ebook/dp/B01FYBI52E
Business	Pride, William M.; Hughes, Robert J.; Kapoor, Jack R.	General Resource		https://www.amazon.com/Business-12th-William-M-Pride/dp/1133595855
Business & Society: Ethics, Sustainability & Stakeholder Management	Carroll, Archie B.; Brown, Jill; Buchholtz, Ann K.	General Resource		https://www.amazon.com/Business-Society-Sustainability-Stakeholder-Management/dp/1305959825
Business Analytics for Managers	Laursen, Gert H. N.; Thorlund, Jesper	General Resource		https://www.amazon.com/Business-Analytics-Managers-Intelligence-Reporting/dp/111929858X
Business Ethics	Collins, Denis	General Resource	Ethical Practice	https://www.amazon.com/Business-Ethics-Practices-Designing-Organizations/dp/1506388051
Business Foundations: A Changing World	Ferrell, O.C.; Hirt, Geoffrey; Ferrell, Linda	General Resource		https://www.amazon.com/Business-Foundations-Changing-C-Ferrell/dp/1259685233
Career Errors: Straight Talk about the Steps and Missteps of Career Development	Burtnett, Frank	Employee Engagement & Retention	Talent Acquisition	https://www.amazon.com/Career-Errors-Straight-Missteps-Development/dp/1475848412
Careers and Talent Management: A Critical Perspective	Reis, Cristina	General Resource		https://www.amazon.com/Careers-Talent-Management-Perspective-Routledge-ebook/dp/B019FQ7PD4
Change Leadership: Developing a Change-Adept Organization	Orridge, Martin	Consultation		https://www.amazon.com/Change-Leadership-Developing-Change-Adept-Organization/dp/0566089351

TITLE	AUTHOR	PRIMARY COMPETENCY	SECONDARY COMPETENCY	PRODUCT LINK
Clash of the Generations: Managing the New Workplace Reality	Grubb, Valerie M.	Inclusion & Diversity		https://www.amazon.com/Clash-Generations-Managing-Workplace-Reality/dp/1119212340
Compensation	Gerhart, Barry; Newman, Jerry	General Resource		https://www.amazon.com/Compensation-Barry-Gerhart/dp/1260565610
Corporate Social Responsibility	Rasche, Andreas; Morsing, Mette; Moon, Jeremy	Corporate Social Responsibility	HR Strategy	https://www.amazon.com/Corporate-Social-Responsibility-Communication-Governance/dp/1107535395
Crucial Accountability	Patterson, Kerry; Grenny, Joseph; McMillan, Ron; Switzler, Al; Maxfield, David	Relationship Management		https://www.amazon.com/ Crucial-Accountability- Resolving- Expectations- Commitments/ dp/0071829318
Crucial Conversations	Patterson, Kerry; Grenny, Joseph; McMillan, Ron; Switzler, Al	Communication		https://www.amazon.com/Crucial-Conversations-Talking-Stakes-Second/dp/0071771328
Defining HR Success: 9 Critical Competencies for HR Professionals	Alonso, Alexander; Cohen, Debra; Strobel, Kari R.; Kurtessis, James	General Resource		https://www.amazon.com/Defining-HR-Success-Alexander-Alonso/dp/1586443828
Effective Succession Planning	Rothwell, William J.	Workforce Management		https://www.amazon.com/Effective-Succession-Planning-Leadership-Continuity/dp/0814449158
Employee Benefits	Martocchio, Joseph	General Resource		https://www.amazon.com/Employee-Benefits-Joseph-J-Martocchio/dp/1259712281
Employee Training & Development	Noe, Raymond A.	General Resource		https://www.amazon.com/Employee-Training-Development-Raymond-Noe/dp/1260565637
Employment Law for Business	Bennett-Alexander, Dawn; Hartman, Laura	Employee & Labor Relations		https://www.amazon.com/Employment-Law-Business-Dawn-Bennett-Alexander/dp/1259722333
Enterprise Information Management: When Information Becomes Inspiration	Baan, Paul	General Resource		https://www.amazon.com/Enterprise-Information-Management-Inspiration-Professionals-ebook/dp/B00AKIF5O8
Financial Intelligence	Berman, Karen; Knight, Joe; Case, John	Business Acumen		https://www.amazon.com/Financial-Intelligence-Revised-Managers-Knowing/dp/1422144119
From Hello to Goodbye: Proactive Tips for Maintaining Positive Employee Relations	Walters, Christine V.	Employee & Labor Relations	Employee Engagement & Retention	https://www.amazon.com/Hello-Goodbye-Proactive-Maintaining-Relations-ebook/dp/B005Z4AOXO/

TITLE	AUTHOR	PRIMARY COMPETENCY	SECONDARY COMPETENCY	PRODUCT LINK
Fundamentals of Human Resource Management	Bauer, Talya; Erdogan, Berrin; Caughlin, David; Truxillo, Donald	General Resource		https://www.amazon.com/Fundamentals-Human-Resource-Management-Analytics/dp/154437772X/
Fundamentals of Human Resource Management	DeCenzo, David A.; Robbins, Stephen P.; Verhulst, Susan L.	Learning & Development		https://www.amazon.com/Fundamentals-Resource-Management-Binder-Version/dp/1119032741
Fundamentals of Human Resource Management (What's New in Management)	Dessler, Gary	Ethical Practice	Corporate Social Responsibility	https://www.amazon.com/Fundamentals-Human-Resource-Management-Whats/dp/0134740211
Global Talent Management	Collings, David G.; Scullion, Hugh; Caligiuri, Paula M.	Managing a Global Workforce		https://www.amazon.com/Global-Talent-Management-HRM/dp/1138712442/
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Managing Cultural Differences: Global Leadership for the 21st Century	Harris, Philip R.; Moran, Robert T.; Moran, Sarah V.	Managing a Global Workforce	Ethical Practice	https://www.amazon.com/Managing-Cultural-Differences-Leadership-Century/dp/1138223689
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Organization Development: A Practitioner's Guide for OD & HR	Cheung-Judge, Mee-Yan; Holbeche, Linda	Workforce Management	Consultation	https://www.amazon.com/Organization-Development-Practitioners-Guide-OD/dp/0749470178
Organization Development: The Process of Leading Organizational Change	Anderson, Donald L.	Leadership & Navigation	Employee Engagement & Retention	https://www.amazon.com/Organization-Development-Process-Leading-Organizational/dp/1544333021
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OtherWise: The Wisdom You Need to Succeed in a Diverse and Divisive World	Martin, Dick	Inclusion & Diversity	Managing a Global Workforce	https://www.amazon.com/OtherWise-Wisdom-Succeed-Diverse-Divisive-ebook/dp/B00821JVQI
People Analytics in the Era of Big Data: Changing the Way You Attract, Acquire, Develop, and Retain Talent	Isson, Jean Paul; Harriott, Jesse S.; Fitz-enz, Jac	General Resource	Analytical Aptitude	https://www.amazon.com/People-Analytics-Era-Big-Data/dp/1119050782
Performance Leadership™	Moustafa Leonard, Karen; Pakdil, Fatma	Employee Engagement & Retention	Communication	https://www.amazon.com/Performance-LeadershipTM-Karen-Moustafa-Leonard-ebook/dp/B01F7T1WFA/
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Predicting Success: Evidence-Based Strategies to Hire the Right People and Build the Best Team	Lahey, David	General Resource		https://www.amazon.com/Predicting-Success-Evidence-Based-Strategies-People/dp/B08BZXQTDW
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Service Led Design: Planning the New HR Function	Saunders, Jane; Hunter, Ian	Structure of the HR Function		https://www.amazon.com/Service-Led-Design-Planning-Transformation-ebook/dp/B06XDNV6GJ
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Smart Flexibility: Moving Smart and Flexible Working from Theory to Practice	Lake, Andy	Employee Engagement & Retention		https://www.amazon.com/Smart-Flexibility-Flexible-Working-Practice-ebook/dp/B01DQ00B18
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The Art of Change Leadership: Driving Transformation in a Fast-Paced World	Cran, Cheryl	General Resource		https://www.amazon.com/Art-Change-Leadership-Transformation-Fast-Paced/dp/B07YZTCH7D
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The Employer's Legal Handbook	Steingold, Fred S.	General Resource	U.S. Employment Law & Regulations	https://www.amazon.com/Employers-Legal-Handbook-Employees-Effectively/dp/1413327044
The Global Human Resource Management Casebook, Second Edition	Castro Christiansen, Liza; Biron, Michal; Farndale, Elaine; Kuvaas, Bård	General Resource	Global Mindset	https://www.amazon.com/Global-Human-Resource-Management-Casebook-ebook/dp/B079M4KQQ2
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The Inclusion Dividend	Kaplan, Mark; Donovan, Mason	Inclusion & Diversity		https://www.amazon.com/The-Inclusion-Dividend-audiobook/dp/B00JLQEAPA
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The Worldwide Workplace: Solving the Global Talent Equation	Johnson, Mike	Talent Acquisition		https://www.amazon.com/Worldwide-Workplace-Solving-Global-Equation-ebook/dp/B00K5NHSQQ

TITLE	AUTHOR	PRIMARY COMPETENCY	SECONDARY COMPETENCY	PRODUCT LINK
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Using Technology to Create Value: Designing the Tools for the New HR Function	*Boroughs, Allan; Rickard, Cat*	*Technology Management*		*https://www.amazon.com/Using-Technology-Create-Value-Transformation-ebook/dp/B06XDQ1HCQ*
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Work Analysis in the Knowledge Economy: Documenting What People Do in the Workplace for Human Resource Development	*Jacobs, Ronald L.*	*Talent Acquisition*	*Learning & Development*	*https://www.amazon.com/Work-Analysis-Knowledge-Economy-Documenting-ebook/dp/B07FNB6YXZ*