Appendix A: Required Professional Capabilities
Classification System

10000   FUNCTIONAL AREA ONE: STRATEGY

10100   **Impact the organization and human resources practices by bringing to bear a strategic perspective that is informed by economic, societal, technological, political, and demographic trends to enhance the value of human resources.**
Knowledge of:

10101   Economic, societal, technological, political, demographic trends and their impact, or potential impact, on business and human resources practice

10102   All important developments that are impacting and will impact the business environment and human resources practice

10103   The most important current ideas in the field of business administration and human resources management

Skill in:

10104   Working at different levels of abstraction—being able to see the practical implications and applications of abstract ideas and concepts

10105   Developing actions with different time horizons from decisions and actions with immediate impact to decisions and actions whose impact will be felt only several years later

10200   **Develop an understanding of the application of governance principles and methods by keeping current with leading practices to contribute to and implement approved strategy.**
Knowledge of:

10201   Leading practice and governance principles
10202   Organizational strategy and objectives
10203   Organizational development principles
10204   Change management
10205   Organizational principles
10206   Budgeting and financial management
10207   Accountability matrix and decision-making frameworks
10208   Ethical standards and practices
10209   Corporate social responsibility
10210   Information flows
10211   Global and industry trends
10212   Research methodologies
10213   Metrics and dashboards
Skill in:
10214   Planning and thinking strategically
10215   Building and managing relationships
10216   Managing projects
10217   Delegating authority

10300   **Provide effective leadership for human resources, with due recognition of the roles and responsibilities of the governing body and the organization's leadership and their relationships with other stakeholders, to implement the business plan and manage risk.**

Knowledge of:

10301   Business unit goals and objectives and strategic planning process

10302   Organizational vision, mission, and values

10303   Stakeholder groups and their needs and interests

10304   Conflict management principles

10305   Risk management principles

10306   Organizational design

10307   Leadership principles and styles

Skill in:

10308   Thinking strategically

10309   Embodying vision, mission, and values in daily activities

10310   Aligning human resources goals and objectives to business strategy

10311   Facilitating group work and discussion

10312   Managing conflict

10313   Process mapping

10314   Risk assessment and evaluation

10315   Communicating verbally and in writing

10400   **Contribute to the organization's vision, mission, values, and goals, demonstrating business acumen and participating in the strategic planning process, to support organizational objectives.**

Knowledge of:

10401   Strategic and business planning principles

10402   Business operations

10403   Change management methodologies and techniques

10404   Change management theories and models

10405   Stakeholder groups and their needs and interests

10406   Roles and responsibilities of key stakeholders

10407   Conflict management principles

10408   Ethical and conflict of interest principles

10409   Finance and accounting principles

10410   Team building strategies

Skill in:

10411   Contributing to strategic plan and business plan development

10412   Change management

10413   Mapping, assessing and evaluating risk

10414   Building and managing relationships

10415   Facilitating discussions of stakeholders to develop organizational direction

10416   Resolving conflicts and disputes

10417   Managing projects

| 10418 | Researching and analyzing information |
| 10419 | Communicating verbally and in writing |

10500	**Align human resources practices by translating organizational strategy into human resources objectives and priorities to achieve the organization's plan.**
	Knowledge of:
10501	Change management practices and principles
10502	Rationale for change
10503	Human resources strategies and objectives
10504	Business objectives and strategic priorities
10505	Current organizational challenges
10506	Business acumen
10507	Human resources Strategic Plan development
	Skill in:
10508	Creating an operational and business plan
10509	Creating a strategic human resources plan
10510	Assessing need and readiness for change
10511	Applying change management techniques
10512	Monitoring and assessing success of strategies
10513	Prioritizing objectives
10514	Managing projects
10515	Managing risk
10516	Auditing, analyzing, and interpreting information

10600	**Consult in the development of a change management strategy considering the goals, resources required, and forces of resistance to achieve the organization's plan.**
	Knowledge of:
10601	Leading human resources practices
10602	Organizational design and strategy
10603	Change management principles and models
10604	Project management
10605	Finance and accounting principles
10606	Organizational effectiveness metrics
10607	Ethical decision making
10608	Communication strategies
10609	Facilitation practices
	Skill in:
10610	Monitoring, assessing and evaluating the current state of the organization as part of the change management initiative
10611	Prioritizing objectives
10612	Communicating verbally and in writing

10613	Building and managing relationships
10614	Assessing internal and external readiness for change
10615	Identifying cultural factors that will support or hinder change
10616	Researching and analyzing alternatives and options for the future
10617	Building buy-in and commitment
10618	Creating change champions

20000   FUNCTIONAL AREA TWO: PROFESSIONAL PRACTICE

20100	**Undertake human resources role and responsibilities and build productive relationships consistent with standards of practice with due diligence and integrity to balance the interests of all parties.**
	Knowledge of:
20101	Standards of practice
20102	Ethical standards and code of conduct
20103	Hierarchy and organizational power dynamics
20104	Communication techniques
20105	Conflict management and dispute resolution techniques
20106	Negotiation techniques
20107	Decision-making processes
20108	Group dynamics and processes
20109	Principles related to managing up
20110	Stakeholder groups and their needs and interests
	Skill in:
20111	Fulfilling the leadership role of human resources for the organization
20112	Critical and analytical thinking
20113	Finding the balance between the needs of the employees and organizational performance objectives
20114	Managing and resolving conflict
20115	Advocating for employees
20116	Educating and informing managers
20117	Communicating verbally and in writing
20118	Communicating popular and unpopular messages
20119	Influencing and persuading key stakeholders

20200	**Adhere to ethical standards for human resources professionals by modeling appropriate behaviour to balance the interests of all stakeholders.**
	Knowledge of:
20201	Standards of practice
20202	Ethical standards and code of conduct and conflict of interest
20203	Organizational power dynamics

20204	Conflict management and dispute resolution strategies
20205	Negotiation techniques
20206	Effective communication techniques

Skill in:

20207	Filling the leadership role of human resources for the organization
20208	Leading by example
20209	Critical thinking
20210	Advocating for stakeholders
20211	Educating and informing managers
20212	Finding the balance between the needs of the employees and organizational performance objectives
20213	Influencing parties in discussions, employees on suggested action steps
20214	Negotiating levels of human resources and management, employees, groups, informal leaders, union representatives
20215	Solving problems
20216	Managing conflict and resolution
20217	Communicating popular and unpopular messages
20218	Communicating verbally and in writing

| **20300** | **Adhere to legal requirements as they pertain to human resources policies and practices to promote organizational values and manage risk.** |

Knowledge of:

20301	Relevant and impending acts, legislation, regulations, regulatory bodies, and legal precedents
20302	How decisions get made and how they apply to the organizational decision-making environment
20303	Organizational values and culture
20304	Risk management principles
20305	Audit methods, programs and practices
20306	Quality improvement
20307	Legal trends and precedents

Skill in:

20308	Developing human resources policies to align with organizational strategy and frameworks
20309	Researching laws, regulations, common law, and legal precedents
20310	Conducting process review of own practices
20311	Improving services based on manager and employee feedback
20312	Communicating verbally and in writing

| **20400** | **Recommend ethical solutions to the organization's leadership by analyzing the variety of issues and options to ensure responsible corporate governance and manage risk.** |

Knowledge of:

20401	Governance principles
20402	Risk management
20403	Ethical standards and codes of conduct

20404	Conflict of interest rules
20405	Human resources standards and practices
20406	Relevant and impending acts, legislation, regulations, regulatory bodies, and legal precedents
20407	Administrative law

Skill in:

20408	Aligning human resources strategy to the business strategy
20409	Critical thinking
20410	Providing alternatives and solutions
20411	Keeping everyone out of trouble
20412	Advising executives on complex issues
20413	Delegating tasks and authority
20414	Communicating verbally and in writing

*20500 **Foster the advancement of the human resources profession by participating in professional activities and advocating for the profession to enhance the value of human resources in the workplace.**

Knowledge of:

20501	Canadian and local human resources associations and entities
20502	Certification requirements
20503	Mentoring and coaching strategies
20504	Group dynamics

Skill in:

20505	Getting involved and making a difference
20506	Researching current trends and best practices relevant to the advancement of human resources as a profession
20507	Learning the competencies of one's own profession
20508	Educating upward and outward in the organization
20509	Mentoring new human resources recruits
20510	Promoting certification and the profession
20511	Networking and building relationships
20512	Innovating and using creativity

20600 **Promote an evidence-based approach to the development of human resources policies and practices using current professional resources to provide a sound basis for human resources decision making.**

Knowledge of:

20601	Research methodology and research design
20602	Tenets of evidence-based management and evidence-based human resources
20603	Various quantitative and qualitative research methodologies
20604	Recent research finding in relevant areas of human resources

Skill in:

20605	Discerning what human resources policies and practices may be fads and what human resources policies and practices have substantial evidence to support them
20606	Discerning the strengths and weakness of various qualitative and quantitative research methodologies
20607	Able to evaluate the quality of research into human resources policies and practices
20608	Able to draw appropriate conclusions from research studies
20609	Able to integrate the results of research studies into the broader context of research into any given human resources issue and draw balanced conclusions based on the pattern of results
20610	Translating research findings into actionable human resources policies and practices
20611	Make decisions about existing human resources policies and practices based on relevant evidence

20700	**Research business information and global and technological trends using credible sources to incorporate appropriate technologies and ideas into the practice of human resources.** **Knowledge of:**
20701	Research and information finding resources and methodologies
20702	Sources of credible information on global and technological trends
20703	Social media and how to best use them
20704	Laws governing social media and employment, and privacy
20705	Legal landscape and case law in regards to the application of technology and social media in the workplace
20706	Multigenerational needs and differences
20707	Policies and proprietary issues
20708	Communication using new and emerging channels
	Skill in:
20709	Researching information on global and technological trends impacting the practice of Human Resources
20710	Evaluating the credibility and trustworthiness of information and reports
20711	Judging the relative value of the application of 'best practices' in specific organizational settings
20712	Making the best use of social media to identify global and technological trends impacting the practice of Human Resources

30000	**FUNCTIONAL AREA THREE: ENGAGEMENT**

30100	**Promote engagement, commitment, and motivation of employees by developing, implementing, and evaluating innovative strategies to enhance productivity, morale, and culture.** **Knowledge of:**
30101	Theories and models of human motivation and engagement including the predictors of employee engagement
30102	Research on the topic of employee engagement
30103	The tools, techniques, and processes which are available to increase employee engagement
30104	Current trends in human resources and business in regards to employee engagement

30105	Methodologies used to measure employee engagement within organizations
30106	Team dynamics and organizational behaviour theories
30107	Tools and methodologies available to measure employee engagement and to identify the specific predictors of employee engagement

Skill in:

30108	Applying employee engagement research to practical settings
30109	Designing, implementing and monitoring employee engagement strategies at the organizational level
30110	Advise practitioners on the use of employee engagement at the individual level
30111	Building and managing relationships
30112	Influencing and persuasion
30113	Facilitating group discussion
30114	Managing projects
30115	Thinking creatively
30116	Communicating verbally and in writing

| **30200** | **Develop initiatives through which leaders align culture, values, and work groups to increase the productivity and engagement of employees.** |

Knowledge of:

30201	Leadership and leadership development theories and models
30202	Organizational culture theories and models
30203	Organizational design theories and models
30204	Performance management theories and models
30205	Strategies for managing diversity in the workplace

Skill in:

30206	Influencing and persuasion
30207	Analyzing human behaviour
30208	Demonstrating leadership
30209	Demonstrating business acumen
30210	Coaching leaders to be more effective as leaders

| **30300** | **Demonstrate the value of employee engagement using appropriate measures to encourage productivity, continuous improvement, and innovation and to enhance attraction and retention.** |

Knowledge of:

30301	Tools and methodologies available to measure employee engagement
30302	Tools and methodologies available to assess the impact of employee engagement initiatives
30303	Quality management and continuous improvement theories and tools

Skill in:

30304	Designing organizational measurement tools, processes, and initiatives
30305	Choosing or designing appropriate metrics
30306	Designing and implementing appropriate and effective data collection methodologies

30307	Analyzing and reporting information verbally and in writing
30308	Giving and receiving verbal and written feedback
30400	**Partner with appropriate leadership to communicate with employees, the union, and organizational stakeholders on organizational challenges and developments to create understanding and enhance affiliation with the organization.**

Knowledge of:

30401	Organizational strategy, goals, and objectives
30402	Organizational culture and history
30403	How to identify key opinion shapers and influencers
30404	Communication theories, tools, and techniques

Skill in:

30405	Partnering with organizational leaders, building trust
30406	Applying effective change management practices to organizational initiatives
30407	Persuading and influencing organization leaders and opinion shapers and influencers
30408	Communicating verbally and in writing

40000	**FUNCTIONAL AREA FOUR: WORKFORCE PLANNING AND TALENT MANAGEMENT**

40100	**Create a workforce plan by identifying current and future talent needs to support the organization's goals and objectives.**

Knowledge of:

40101	Workforce planning strategies and methods
40102	Needs assessment and models for predicting needs and gaps
40103	Demographic trending
40104	Strategic planning
40105	Business objectives and strategic priorities
40106	The development of competency frameworks
40107	Analysis techniques
40108	Organizational structure and design
40109	Market forces and organizational growth trends
40110	Career planning and development

Skill in:

40111	Applying the organizational strategic plan to develop talent sourcing plans
40112	Identifying resource needs
40113	Identifying required work qualifications
40114	Linking training to an individual's career development plan
40115	Measuring current performance
40116	Documenting work
40117	Evaluating and analyzing jobs
40118	Developing models for determining needs and gaps
40119	Forecasting

40120	Communicating verbally and in writing
40200	**Increase the attractiveness of the employer to potential employees by identifying and shaping the organization's employee value proposition to build a high quality workforce.**

Knowledge of:

40201	Business objectives and strategic priorities
40202	Methods and techniques for defining an organization's employee value proposition
40203	Impact of labour markets and their dynamics
40204	Principles related to employer branding and how employer brands are shaped
40205	Best methods and media for reaching prospective employees

Skill in:

40206	Defining an employer's employee value proposition
40207	Developing a marketing strategy that will put forward the employer's employee value proposition before the various stakeholders
40208	Conducting research into the needs and wants of prospective employee groups
40209	Integrating the employer's employee value proposition, knowledge of labour markets and dynamics, and marketing strategies into a coherent employee attraction strategy.

40300	**Execute a workforce plan by sourcing, selecting, hiring, on-boarding, and developing people to address competency needs and retain qualified talent aligned with the organization's strategic objectives.**

Knowledge of:

40301	Hiring strategies and sourcing
40302	Talent sourcing methods
40303	Business objectives and strategic priorities
40304	Job markets trends
40305	Screening and assessment techniques and their relative predictive validity
40306	Interviewing techniques
40307	Orientation practices and on-boarding programs
40308	Employment terms and conditions
40309	Relevant labour and employment laws
40310	Relevant organizational policies
40311	Collective agreements
40312	Compensation and total rewards strategies
40313	Succession planning
40314	Termination strategies
40315	Legislation related to termination

Skill in:

40316	Conducting job evaluation
40317	Connecting job profile requirements to the skills of the individual
40318	Applying judgment to execute all of the steps of the recruitment process
40319	Documenting the recruitment and selection process
40320	Interviewing applicants

40321	Evaluating candidates
40322	Assessing culture fit
40323	Negotiating offers
40324	Managing the candidate experience
40325	Closing the application process and file
40326	Communicating verbally and in writing
40327	Educating managers about sound recruitment practices
40328	Monitoring the application of human resources principles through the recruitment process

40400	**Implement a performance management system by measuring against established goals and expectations to align individual and organizational performance with strategy.**
	Knowledge of:
40401	Organizational performance measurement systems and metrics
40402	Business objectives and strategic priorities
40403	Performance management programs, methods, and metrics
40404	Collective agreements
40405	Job requirements
40406	Goal-setting principles and objectives
40407	Decision-making biases in performance evaluation
40408	Performance appraisal techniques
40409	Strategies for conducting conversations about performance at all skill levels
40410	Individual and organizational performance metrics
40411	Compensation practices
	Skill in:
40412	Articulating expectations, setting objectives and performance standards
40413	Connecting individual performance objectives with organizational goals
40414	Documenting performance
40415	Developing performance management and appraisal processes that minimize decision-making biases
40416	Conducting performance reviews
40417	Managing performance
40418	Leading discussions relevant to how to conduct performance management meetings
40419	Coaching managers
40420	Creating a coaching culture

50000   FUNCTIONAL AREA FIVE: LABOUR AND EMPLOYEE RELATIONS

50100   Promote a collaborative work environment between the employer, the union (where it exists), employees, and other representative groups through clear and open communication to achieve a respectful, productive, and engaged workforce.
Knowledge of:

50101   Labour and employee relations principles
50102   Relevant and impending acts, legislation, regulations, regulatory bodies, and legal precedents
50103   Collective bargaining process
50104   Proactive relationship and conflict management practices
50105   Change management models
50106   Global and industry trends and issues in regards to labour and employee relations
50107   Collective bargaining principles and strategies
50108   Union charters, constitutions, and by-laws

Skill in:

50109   Maintaining a strategic perspective
50110   Building, influencing, and managing collaborative relationships
50111   Building and managing multi-stakeholder relationships
50112   Influencing and collaborating
50113   Resolving conflicts and disputes
50114   Negotiating collective agreement and remedies to disputes
50115   Persuading and influencing key stakeholders on the outcomes and resolution of issues
50116   Managing diversity
50117   Using research skills needed to prepare and execute collective bargaining
50118   Using communication and relationship skills on remedies, decision making, and problem solving
50119   Communicating verbally and in writing

50200   Interpret legislation, collective agreements (where applicable), and policies consistent with legal requirements and organizational values to treat employees in a fair and consistent manner and manage the risk of litigation and conflict.
Knowledge of:

50201   Labour and employee relations principles
50202   The union certification process
50203   The role of labour Ministries, Labour Relations boards, and other employment law tribunals
50204   Structure and interpretation of collective agreements
50205   Relevant and impending acts, legislation, regulations, regulatory bodies, and legal precedents

Skill in:

50206   Educating managers and supervisors about legal compliance and contract requirements
50207   Writing policies and procedures
50208   Approaching issues and conflict or disagreements in a fair and consistent manner

50209	Thinking critically
50210	Researching information

50300 **Recommend labour and employee relations strategies based on risks, costs, and opportunities in order to achieve business objectives.**
Knowledge of:

50301	Organizational and labour or employee relations strategies
50302	Labour and employee relations principles
50303	Business objectives
50304	Relevant and impending acts, legislation, regulations, regulatory bodies, and legal precedents
50305	Arbitration process
50306	Impact and risk in changes to collective agreements, policies, or litigation
50307	Finance and accounting principles

Skill in:

50308	Negotiating collective agreement
50309	Conducting cost-benefit analysis
50310	Thinking critically and strategically
50311	Making decisions
50312	Making presentations
50313	Facilitating
50314	Communicating verbally and in writing

50400 **Negotiate as a means to resolve employee and labour relations issues consistent with the law, economic and societal trends, and established objectives and strategies to achieve agreement.**
Knowledge of:

50401	Organizational strategies and business conditions and objectives
50402	Relevant and impending acts, legislation, regulations, regulatory bodies, and legal precedents
50403	Global and industry economic and social trends
50404	Current labour disputes and settlements
50405	Circumstances requiring external expertise

Skill in:

50406	Documenting conversations, decisions, and rationale
50407	Conducting cost-benefit analysis
50408	Thinking critically and analytically
50409	Research and analysis of relevant industry information
50410	Listening and observing all participants - both management and union, as well as lawyers, arbitrators, mediators
50411	Negotiating collective agreements, related agreements such as Memoranda of settlements, Letters of Understanding, and solutions to disputes
50412	Communicating verbally and in writing

60000   FUNCTIONAL AREA SIX: TOTAL REWARDS

60100   Create a total rewards structure that encompasses compensation, pensions, benefits, and perquisites to maintain consistency, fairness, and organizational competitiveness, comply with legal requirements, and encourage desired behaviour.
Knowledge of:

60101   Compensation planning strategies, pension plans, benefits, and perquisites and trends
60102   Compensation structure and design
60103   Organizational financial capabilities and constraints
60104   Theoretical and applied aspects of human motivation
60105   Applicable legislation and regulations
60106   Employee recognition measures, systems, and programs
60107   Corporate social responsibility
60108   Ethics and code of conduct/conflict of interest standards/policy
60109   Workforce demographics and trends
60110   Impact of global factors and economic trends
60111   Privacy legislation
60112   Pay philosophy and pay policy
Skill in:
60113   Developing a compensation program
60114   Developing employee rewards and recognition programs
60115   Designing compensation to meet the needs of different segments
60116   Interpreting and applying legislation and regulations
60117   Assessing the needs of employees
60118   Designing surveys
60119   Developing, implementing, and analyzing salary surveys
60120   Assessing internal equity and market competitiveness of the compensation system

60200   Implement the total rewards structure using appropriate job evaluation systems and market comparisons to ensure consistency, fairness, and organizational competitiveness, compliance with legal requirements, performance, and desired behaviour.
Knowledge of:
60201   Compensation systems, compensable factors, and performance linkages
60202   Legislation and compliance, including reporting requirements
60203   Job evaluation and classification systems
60204   Salary survey tools
60205   Internal equity processes
60206   Organizational financial capabilities and constraints
60207   Business practices and trends
Skill in:
60208   Developing compensation systems

60209	Developing employee rewards and recognition programs
60210	Researching compensation programs and practices
60211	Making linkages between performance management and compensation
60212	Negotiating the internal ranking or hierarchy of positions in the organizational structure
60213	Managing change
60214	Managing projects
60215	Designing salary surveys
60216	Communicating verbally and in writing

60300	**Evaluate the total rewards structure using appropriate metrics and monitoring trends and innovations to ensure consistency, fairness, organizational competitiveness, compliance with legal requirements, performance, and desired behaviour and to identify recommendations for the organization's leadership.** **Knowledge of:**
60301	Total rewards concepts, programs, and methodologies
60302	Compensation legislation and regulations
60303	Metrics and benchmarking analysis
60304	Global and industry trends in compensation
	Skill in:
60305	Collecting, analyzing, and interpreting compensation and rewards data
60306	Interpreting and applying compensation-related legislation and regulations
60307	Researching, analyzing, and interpreting compensation and rewards data, trends, measurements, best practices, legislation, innovative practices
60308	Managing compensation programs
60309	Measuring and reporting program effectiveness
60310	Communicating with all stakeholders
60311	Communicating verbally and in writing

60400	**Provide information about the value of and changes to total rewards using appropriate media to achieve understanding and encourage performance and desired behaviour.** **Knowledge of:**
60401	Compensation and recognition programs
60402	Industry benchmarks and trends
60403	Effective verbal and written programs
60404	Change management
60405	Pension and benefits plans, compensation, and design
60406	Privacy legislation
60407	Conflict management and resolution approaches/methodologies
60408	Specialized topics in compensation
	Skill in:
60409	Applying appropriate methodologies
60410	Analyzing and interpreting benchmarking data

60411	Interpreting and anticipating human behaviour
60412	Influencing and persuading people
60413	Building and managing relationships
60414	Communicating verbally and in writing to employees
60415	Developing methods of gathering information about employee satisfaction with compensation system

70000   FUNCTIONAL AREA SEVEN: LEARNING AND DEVELOPMENT

70100	**Identify organizational learning priorities aligned with the business strategy using key stakeholder involvement to ensure appropriate learning and optimal return-on-investment.** **Knowledge of:**
70101	Business strategy and its implications for organizational learning priorities
70102	Adult learning principles and instructional design
70103	Approaches and tools for conducting organizational learning needs analyses
70104	Strategies and models for measuring learning outcomes
70105	Learning management systems
70106	Alternative training delivery channels and their relative advantages
70107	Awareness of cultural differences and multicultural issues as they impact organizational learning priorities
70108	Methodologies for assessing the impact and return-on-investment for learning and development initiatives
	Skill in:
70109	Analyzing data relating to organizational learning needs analyses and the assessment of the impact and return-on-investment for training and development initiatives
70110	Analyzing performance issues and identifying what training and development initiatives may be appropriate
70111	Identifying external factors that may enable or impede organizational learning
70112	Understanding/quantifying the training needs of the organization (and various sub-groups of employees within the organization)
70113	Calculating the cost-benefit of in-house vs. outsourced training
70114	Executing the training (either in-house or outsource)
70115	Evaluating the effectiveness of training

70200	**Develop opportunities for employees to learn and grow professionally by maximizing their potential aligned with business strategy to contribute effectively to organizational objectives.** **Knowledge of:**
70201	Adult learning principles
70202	Assessment of aptitude, interest, and potential
70203	Career management principles
70204	Succession planning

70205	Talent assessment and tracking methodologies
70206	Methodologies and tools for analyzing, setting up, and maintaining skill inventories within the organization
70207	Goal-setting and outcome-learning strategies

Skill in:

70208	Designing and implementing training and development programs
70209	Designing talent development pipelines
70210	Conducting talent inventories and comparing these to present and future organizational needs
70211	Identifying high potentials
70212	Applying human resources planning tools and methodologies
70213	Facilitating groups
70214	Matching skill requirements and people
70215	Communicating verbally and in writing

70300	**Implement learning and development programs in accordance with adult learning principles to build competency and ensure relevance and effectiveness.**

Knowledge of:

70301	Adult learning principles
70302	Instructional design
70303	Learning styles
70304	Alternative training delivery modalities
70305	Career development tools and methodologies
70306	Competency modeling
70307	Pre- and post-assessment tools

Skill in:

70308	Designing training and development programs that are well adapted to the organization and to the learners
70309	Managing projects
70310	Teaching, coaching, facilitating, and mentoring
70311	Managing tendering processes
70312	Vendor management

70400	**Evaluate learning and development priorities and programs in accordance with sound measurement principles to document attainment and progress toward organizational objectives.**

Knowledge of:

70401	Assessment of learning and behaviour change at the individual and organizational levels
70402	Methods and techniques to evaluate the return-on-investment for learning and development initiatives
70403	Program evaluation methods and designs

Skill in:

70404	Developing training and development programs that are well adapted to the circumstances and to the audience
70405	Setting appropriate learning and development objectives at the individual and organizational levels
70406	Designing and conducting program evaluation projects for training and development initiatives
70407	Analyzing program evaluation data in ways that make it clear what the impact and value of training and development initiatives has been
70408	Communicating the result of evaluations of training and development initiatives

70500	**Develop an organizational culture where learning occurs at different levels by making learning a part of everyday work activity to enhance individual, team, and organizational effectiveness.** **Knowledge of:**
70501	Team and organizational learning theories and models
70502	Continuous improvement approaches
70503	Learning agility as it applies at the individual, team, and organizational levels
70504	The cultural enablers of innovation and organizational agility
70505	Concepts and cultural characteristics of learning organizations
	Skill in:
70506	Developing processes which facilitate and accelerate team and organizational learning
70507	Implementing continuous improvement initiatives
70508	Identifying aspects of organizational culture that get in the way of innovation and organizational agility

70600	**Develop initiatives through which leaders learn mentoring and coaching skills to support learning and development priorities of employees.** **Knowledge of:**
70601	Mentoring and coaching techniques, models, and strategies
70602	Career development theories and models
70603	Facilitation strategies
70604	'Teaching how to teach' approaches and methods
70605	Concepts and cultural characteristics of learning organizations
	Skill in:
70606	Promoting mentoring and coaching programs within the organization
70607	Identifying those situations where leaders may be more open to mentoring or coaching interventions
70608	Developing credibility with leaders
70609	Influencing and persuading leaders
70610	Providing feedback that is both tactful but accurate
70611	Having 'difficult conversations' when such conversations are needed
70612	Giving and receiving verbal and written feedback

80000   FUNCTIONAL AREA EIGHT: HEALTH, WELLNESS, AND SAFE WORKPLACE

80100   **Promote the health and safety of employees through an understanding of legislation, regulations, and standards to increase organizational awareness, ensure compliance, and manage risk.**
Knowledge of:

80101   Health and safety management systems and hierarchy of controls
80102   Comprehensive health and safety programs
80103   Relevant and impending acts, legislation, regulations, regulatory bodies, and legal precedents
80104   Refuse to work rights and responsibilities and safety litigation and precedent setting cases
80105   Hazard controls and assessments and industry/sector trends
80106   Workers' compensation and disability case management
80107   Return to Work and accommodation processes and strategies including modified work programs
80108   Cost reduction strategies in workplace insurance
80109   Internal responsibility system for occupational health and safety
80110   Benefits of a healthy work environment
80111   Work well programs
80112   Risk management principles
80113   Medical testing legal requirements
80114   Workplace fatalities response and serious accident documentation and audit requirements

Skill in:

80115   Establishing ongoing commitment to the health and safety of employees
80116   Developing and implementing health and wellness programs
80117   Conducting workplace safety investigations
80118   Managing costs through Return to Work and modified work programs
80119   Advocating strategies for healthy living
80120   Educating all stakeholders about safe work practices
80121   Communicating verbally and in writing

80200   **Develop health, safety, and wellness policies, procedures, roles and responsibilities for leaders and employees in order to ensure compliance through training, monitoring, and providing appropriate safeguards and disability management.**
Knowledge of:

80201   Relevant and impending acts, legislation, regulations, regulatory bodies, and legal precedents
80202   Reporting requirements and record keeping
80203   Policies, procedures, and standards that promote safety in the workplace
80204   Roles and responsibilities of the employer, supervisor, worker, and joint health and safety committees
80205   Industry trends related to occupational health, safety, and environment
80206   Ergonomics and other prevention strategies

80207	Acceptable practices for conducting an investigation and the associated reporting obligations
80208	Emergency response plans
80209	Business continuity planning and disaster recovery processes

Skill in:

80210	Conducting health and safety investigations
80211	Documenting conversations, decisions, and rationales relating to workplace safety issues
80212	Writing health, safety, and wellness policies and procedures
80213	Developing health, safety, and wellness educational material
80214	Delivering and facilitating health, safety, and wellness related training
80215	Monitoring health, safety, and wellness trends
80216	Providing employees with the appropriate health, safety, and wellness orientation
80217	Educating managers to gain commitment to health, safety, and wellness
80218	Generating recommendations as to health, safety, and wellness needs
80219	Analyzing jobs and the associated physical demands
80220	Researching and analyzing health, safety, and wellness trends
80221	Testing the workplace environment including ergonomics
80222	Analyzing health, safety, and wellness data and research and arriving at proper conclusions
80223	Calculating, analyzing, and reporting statistics and metrics in order to sustain effective health, safety and wellness programs
80224	Use influence, negotiation, and persuasion to sustain a positive health and safety culture

80300	**Encourage employee wellness by endorsing healthy lifestyles, educating employees, and providing opportunities for enhancement of wellness to sustain overall employee and organizational health.**

Knowledge of:

80301	Occupational risk factors
80302	Healthful lifestyles and practices
80303	Risk factor identification and management strategies
80304	Program planning, development, implementation, and evaluation strategies
80305	Change management principles
80306	Organizational culture
80307	Occupational injury impact on individuals and the organization

Skill in:

80308	Analyzing data to enable changed practice
80309	Monitoring benefits activity to invest to reduce costs
80310	Educating corporate leaders, executives, managers, and employees
80311	Planning, delivering, and evaluating programs
80312	Managing employee assistance programs
80313	Managing change
80314	Researching trends, leading practices and innovations specific to employee wellness
80315	Conducting cost-benefit analysis of programs

80400 **Establish a proactive approach to mental health and psychological well-being in the workplace by enhancing awareness at all levels of the organization to improve performance.**

Knowledge of:

80401 Mental health and psychological well-being and their impact on the workplace

80402 Effective mental health and psychological well-being interventions

80403 Methods for identifying potential or incipient mental health and psychological well-being before such issues have a noticeable negative impact on organizational effectiveness

Skill in:

80404 Developing and implementing proactive mental health and psychological well-being initiatives

80405 Identifying potential or incipient mental health and psychological well-being before such issues have a noticeable negative impact on organizational effectiveness

80406 Assessing the effectiveness of mental health and psychological well-being initiatives

90000 **FUNCTIONAL AREA NINE: HUMAN RESOURCES METRICS, REPORTING, AND FINANCIAL MANAGEMENT**

90100 **Make informed business decisions using financial and operating information to align human resources with business strategy.**

Knowledge of:

90101 Essentials of financial management and control

90102 Basic principles of management accounting

90103 Accounting techniques such as variance analysis, activity-based costing, cost analysis, cost-benefit analysis, and life-cycle cost analysis

90104 Budgeting approaches and methodologies

90105 Basic financial forecasting methodologies

Skill in:

90106 Understanding the scale and nature of investments which will be required to support the organization's business strategy (forecasting)

90107 Developing budgets for human resources expenses

90108 Developing and maintaining systems and processes which ensure that the financial resources managed or controlled by human resources are used efficiently

90109 Identifying, measuring, managing and reporting risks to the achievement of the human resources business plan

90200 **Conduct comprehensive human resources audits by sampling policies, procedures, programs, and systems to identify strengths and areas for improvement and to ensure compliance.**

Knowledge of:

90201 Human resources audit approaches and methodologies

| 90202 | Various approaches to the quantification and monitoring of human resources performance—scorecards, dashboards, key performance indicators, etc. |

Skill in:

90203	Conducting a comprehensive human resources audit
90204	Choosing or developing indicators which are best adapted to the strategy and resources of the organization
90205	Organizing the collection, integration, interpretation, and presentation of information to give a clear assessment of human resources performance in the organization

| **90300** | **Specify the requirements for a human resources information system that captures data and generates reports to inform leaders of trends to achieve organizational objectives.**
Knowledge of: |

90301	Human resources management information systems
90302	Business objectives and strategic priorities
90303	Leading and lagging indicators of individual and organizational performance
90304	Human resources management principles
90305	Project management principles and methodologies
90306	Statistical methods and analysis including the concepts of validity, reliability, and statistical inference
90307	Request for proposals process and contract management principles
90308	Financial analysis and costing

Skill in:

90309	Analyzing and interpreting data
90310	Compiling and inputting data
90311	Interpreting, analyzing, and understanding leading and lagging indicators
90312	Generating meaningful reports for management
90313	Managing projects
90314	Managing vendors

| **90400** | **Manage human resources information in compliance with legal requirements using appropriate tools and procedures in order to support decision making and inform leaders about progress toward organizational objectives.**
Knowledge of: |

90401	Human resources information systems and reporting
90402	Business objectives and strategic priorities
90403	Leading and lagging indicators of individual and organizational performance
90404	Legal requirements with respect to human resources information
90405	Privacy legislation and compliance
90406	Statistics
90407	Data security processes and issues
90408	Decision-making methods and tools

90409	Total Quality Management and continuous improvement
	Skill in:
90410	Managing human resources databases
90411	Making decisions based on data
90412	Exercising business acumen
90413	Documenting project management
90414	Data mining

90500	**Report on the effectiveness of human capital investments with respect to key performance indicators using appropriate measures and metrics to monitor trends and promote the organization's progress toward its objectives.**
	Knowledge of:
90501	Business objectives and strategic priorities
90502	Score card and similar methodologies
90503	Current local and global trends
90504	Finance and accounting principles
90505	Return on investment and cost-benefit analysis methods
	Skill in:
90506	Interpreting, analyzing, and understanding leading and lagging indicators
90507	Developing and interpreting key performance indicators
90508	Applying finance and accounting principles
90509	Compiling and inputting data
90510	Analyzing and interpreting data
90511	Writing reports
90512	Reporting performance outcomes

- 20500 – Domain is not tested on the National Knowledge Exam (NKE®).