

Washington State HR Disciplines

Companion to the HR Professional Core Competencies for the Washington State HR Manager Community - July 12, 2016

Washington State HR Disciplines <i>(in Alphabetical Order)</i>	Discipline Sub-Elements	Other HR Organization's Related Disciplines
<p>Resources for "Starting Point Disciplines" will be drafted first</p>		<p>S = SHRM; P = IPMA-HR; A = ATD</p>
Benefits	<ul style="list-style-type: none"> • Benefits Terminology; • types, characteristics, sources and funding of benefits; • selection and negotiation with providers; • understanding differences in employment definitions used by state's benefit providers; • budget and cost control; • applicable laws that govern benefit plans; • retirement plans; • importance of benefits strategies to other HR functions 	<ul style="list-style-type: none"> • Benefits (S) • Employee Benefits (P)
Classification and Compensation	<ul style="list-style-type: none"> • Applicable laws and regulations that govern job classification activities; • concepts and principles of job classification; • job analysis techniques; • classification processes; • methods for establishing classification relationships; • importance of classification strategies to other HR disciplines; • translating classification into compensation; • pay for performance; • executive compensation; • understanding of total compensation; • state's biennial salary survey; • importance of compensation strategies to other HR functions 	<ul style="list-style-type: none"> • Compensation (S) • Job Classification and Compensation (P)
Diversity and Equal Employment Opportunity (EEO)	<ul style="list-style-type: none"> • Laws that govern EEO and Diversity strategies; • Value of inclusive work practices, community outreach, and cultural competency • regulatory and oversight agencies; • EEO concepts and employer's policies; • EEO Uniform Guidelines and selection policies; • Discrimination complaints, investigations and resolution; • Reasonable accommodations; • EEO reports and monitoring; • Importance of diversity programs to other HR functions 	<ul style="list-style-type: none"> • Diversity (S) • EEO and Diversity (P)
Employee Development	<ul style="list-style-type: none"> • Providing growth and development opportunities for employees that meet individual and organizational needs, today and into the future • Application of cultural competency; • application of organizational development strategies to succession planning; • instructional design; • learning technologies; • evaluating learning impact; • managing learning programs; • non-classroom developmental opportunities, such as mentoring; • integrating talent management • Learning Management System (LMS) capabilities and usage; • Importance of employee development to other HR functions. 	<ul style="list-style-type: none"> • Organizational & Employee Development (S) • Employee Relations (S) • Organizational Development (P) • Areas of Expertise (A)

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Employee Relations	<ul style="list-style-type: none"> • The exercise of management fairness, consistency, and compassion to the workforce, and building an engaging employee/employer relationship that leads to success; • Applicable laws and regulations that govern labor/employee relations activities for non-represented employees; • Roles of OFM/State HR, Department of Enterprise Services, Personnel Resources Board and Individual Agencies • Merit System Rules and rule-making processes; • investigation, discipline and appeal procedures; • Importance of employee relations to the other HR functions and to the business of the agency; <p><i>Employee Relations as an HR Discipline exists in both represented and non-represented environments; the focus in both environments is on the employee/employer relationship and meeting the needs of both.</i></p>	<ul style="list-style-type: none"> • Labor Relations (S) • Employee Relations (S) • Labor and Employee Relations (P)
Labor Relations	<ul style="list-style-type: none"> • Applicable laws and regulations that govern labor/employee relations activities in a collective bargaining environment; • Focuses on the relationship between management and unions, and understanding of the union's unique legal authority and obligation to represent employee's interests; • Understanding how to manage employee relations in a represented environment; • Roles of OFM/Labor Relations, Unions and Individual Agencies • bargaining units; • collective bargaining models and cycles; • forms of collective bargaining agreements; • work interruptions/stoppages; • laws and regulations that affect collective bargaining processes; • investigation, just cause, and discipline procedures; • grievance administration and arbitration; • labor/management relations; • Importance of labor relations to the other HR functions, overlaps with Employee Relations Discipline. <p><i>Labor Relations as an HR Discipline exists only in represented environments; It co-exists with the Employee Relations Discipline which focuses on the employee/employer relationship and meeting the needs of both.</i></p>	<ul style="list-style-type: none"> • Labor Relations (S) • Employee Relations (S) • Labor and Employee Relations (P)
Performance and Organizational Management Identified as a Starting Point Discipline	<ul style="list-style-type: none"> • Creating and maintaining a positive, productive and inclusive work environment; • Developing effective working relationships with teams and employees • resolving workplace disputes; • managing employee performance; • coaching, counseling, and performance feedback documentation; • Employee Assistance Program; • progressive discipline and just cause; • employee engagement and recognition; • Organizational culture and change strategies; • workforce, organization, and succession planning; • managing staff reductions; • Importance of performance and organizational management to other HR functions 	<ul style="list-style-type: none"> • Organizational & Employee Development (S) • Employee Relations (S) • Organizational Development (P)

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<p>Public Sector HR Basics</p>	<ul style="list-style-type: none"> • Differences between public and private sector HR operations; • history of laws that have affected the development of the public sector HR function; • major laws and regulations that govern HR operations; • roles and responsibilities of HR professionals in organizations; • typical organizational structures; • Strategic HR operations; • Professional HR Organizations; • importance of ethics in HR; • Legally defined HR Support Roles for various agencies (such as OFM, AGO, HCA, EEB, etc.); • Washington state Ethics Law; • Washington state HR Structure and interrelationships; • Washington state HR Governance approach; • Public records retention and disclosure requirements; • Importance of understanding public sector HR basics. 	<ul style="list-style-type: none"> • Ethics & Corporate Social Responsibility (S) • Public Sector HR Basics (P)
<p>Recruitment</p> <p style="color: green;">Identified as a Starting Point Discipline</p>	<ul style="list-style-type: none"> • Planning and utilizing data-driven recruiting strategies for all position levels and segments; • Role of workforce planning to achieve agency results; • Developing and using inclusive recruiting strategies including social media, branding, and Employee Value Proposition; • Recruitment strategies to attract and obtain a qualified candidate pool; • long term recruitment strategies; • importance of background and reference checks; • negotiating with selected candidates; • importance of evaluating recruitment strategies • On-Line Recruiting System (OLRS) • Types of employment in Washington and sources of guidance 	<ul style="list-style-type: none"> • Staffing Management (S) • Recruitment (P) • Selection (P)
<p>Selection</p> <p style="color: green;">Identified as a Starting Point Discipline</p>	<ul style="list-style-type: none"> • Selection in the public sector; • merit system considerations; • typical selection methods; • test development and design; • test administration considerations; • scoring methodologies; • use of preference points; • use and management of eligible lists; • other qualification considerations; • Non-discrimination laws and practices in Washington state; • Importance of proper selection practices to other HR functions. 	<ul style="list-style-type: none"> • Staffing Management (S) • Recruitment (P) • Selection (P)
<p>Technology and Data</p>	<ul style="list-style-type: none"> • use of information technology to enhance HR operations, solve business challenges, and meet agency goals; • understanding technology systems used in your position; • understanding data definitions and their importance to data integrity; • running and interpreting data reports • Understanding of Core Enterprise HR Systems, including OLRs, BI, LMS, HRMS, and Pay1; • Understanding of agency-unique HR Systems; • use of workforce planning data, including how to gather, analyze, interpret and apply the data • Importance of technology and good data to other HR functions. 	<ul style="list-style-type: none"> • Technology (S) • Public Sector HR Basics (P) • Learning Technologies (A)