<table>
<thead>
<tr>
<th>Washington State HR Disciplines (in Alphabetical Order)</th>
<th>Discipline Sub-Elements</th>
<th>Other HR Organization’s Related Disciplines</th>
</tr>
</thead>
<tbody>
<tr>
<td>Resources for “Starting Point Disciplines” will be drafted first</td>
<td>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</td>
<td>Benefits (S) Employee Benefits (P)</td>
</tr>
<tr>
<td>Benefits</td>
<td>Classification and Compensation</td>
<td>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</td>
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<tr>
<td>Classification and Compensation</td>
<td>Diversity and Equal Employment Opportunity (EEO)</td>
<td>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</td>
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<tr>
<td>Diversity and Equal Employment Opportunity (EEO)</td>
<td>Employee Development</td>
<td>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</td>
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<td>(in Alphabetical Order)</td>
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<td><strong>S = SHRM;</strong> <strong>P = IPMA-HR;</strong> <strong>A = ATD</strong></td>
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<td><strong>Labor Relations (S)</strong> <strong>Employee Relations (S)</strong> <strong>Labor and Employee Relations (P)</strong></td>
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| **Employee Relations**           | • 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;  
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. | **Labor Relations (S)** **Employee Relations (S)** **Labor and Employee Relations (P)**                         |
| **Labor Relations**              | • 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.  
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. | **Labor Relations (S)** **Employee Relations (S)** **Labor and Employee Relations (P)**                         |
| **Performance and Organizational Management** | • 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 | **Organizational & Employee Development (S)** **Employee Relations (S)** **Organizational Development (P)**                      |
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| Resources for "Starting Point Disciplines" will be drafted first | • 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. | • Ethics & Corporate Social Responsibility (S)  
• Public Sector HR Basics (P) |
| Public Sector HR Basics | | |
| Recruitment | • 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 | • Staffing Management (S)  
• Recruitment (P)  
• Selection (P) |
| Identified as a Starting Point Discipline | | |
| Selection | • 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. | • Staffing Management (S)  
• Recruitment (P)  
• Selection (P) |
| Identified as a Starting Point Discipline | | |
| Technology and Data | • 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. | • Technology (S)  
• Public Sector HR Basics (P)  
• Learning Technologies (A) |