Colorado CTE

# Human Resource Management (2015): Grades 9, 10, 11, 12, Higher Education

Adopted 2015

**Business Law: Know, abide by, and enforce laws and regulations affecting business operations and transactions.** MAHR.01

01. **Implement human resources laws and regulations to ensure equitable treatment of employees and to meet government requirements.** MAHR.01.01
    a. Explain unfair labor practices. MAHR.01.01.A
    b. Comply with compensation and benefit laws. MAHR.01.01.B
    c. Determine human resources management's legal responsibility in maintaining labor relations. MAHR.01.01.C
    d. Participate in collective-bargaining process. MAHR.01.01.D

**Communication Skills: Obtain and convey ideas and information to aid in business decision-making.** MAHR.02

01. **Communicate with staff to clarify workplace expectations and benefits.** MAHR.02.01
    a. Maintain confidentiality in dealing with personnel. MAHR.02.01.A
    b. Describe elements of a human resources management's communications program. MAHR.02.01.B
    c. Communicate diversity strategies. MAHR.02.01.C
    d. Communicate compensation and benefits plan and policies to workforce. MAHR.02.01.D

02. **Manage internal and external business relationships to influence organizational decision-making.** MAHR.02.02
    a. Establish strategic relationships with individuals/teams in the business. MAHR.02.02.A
    b. Establish alliances with key individuals and groups to share best-practices. MAHR.02.02.B

**Emotional Intelligence: Motivate and supervise personnel to achieve co an goals.** MAHR.03

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01. **Exhibit behaviors and actions to effectively motivate and lead people.** MAHR.03.01
    a. Identify and describe strategies that provide performance incentives. MAHR.03.01.A

b. Motivate and lead employees toward innovative ideas and/or critical thinking ability. MAHR.03.01.B

c. Motivate and lead employees toward continuous learning and/or professional development. MAHR.03.01.C

02. **Exhibit behaviors and actions to effectively motivate and lead change.** MAHR.03.02

a. Identify and describe reasons for macro- and micro-economic change (change in the community, industry, internal and external operations). MAHR.03.02.A

b. Motivate and lead employees toward macro- and micro-economic change (change in the community, industry, internal and external operations). MAHR.03.02.B

c. Describe the interrelationships, interactions, and communications required for teaming. MAHR.03.02.C

d. Develop and implement team operating procedures. MAHR.03.02.D

e. Describe and be able to adopt the tools/resources that facilitate working in team (WebX, Groupware, etc.). MAHR.03.02.E

f. Exhibit the ability to be flexible and allow for adaptations in work that team-tasking requires. MAHR.03.02.F

g. Structure evaluation mechanisms to promote teamwork. MAHR.03.02.G

**Financial Analysis: Maintain, monitor, control and plan the use of financial resources to ensure a business's financial well-being.** MAHR.04

01. **Manage financial resources to maintain and evaluate human resources expenses.** MAHR.04.01

a. Prepare and maintain human resources development budget. MAHR.04.01.A

b. Evaluate cost of a human resources development program. MAHR.04.01.B

**Human Resources Management: Plan, staff, lead and organize human resources to enhance productivity and satisfaction.** MAHR.05

01. **Make termination and transition decisions that meet company goals.** MAHR.05.01

a. Establish criteria for termination. MAHR.05.01.A

b. Ensure termination procedures are in compliance with federal, state and local laws. MAHR.05.01.B

c. Document communications with employees during termination procedures. MAHR.05.01.C

d. Conduct exit interview with employee following termination. MAHR.05.01.D

02. **Develop programs to assist in meeting needs of separated and transitional employees.** MAHR.05.02

a. Determine employee needs for employment transition. MAHR.05.02.A

b. Research materials and methods available to assist with transition. MAHR.05.02.B

c. Communicate employment programs available. MAHR.05.02.C

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03. **Describe the nature and scope of human resource management models.** MAHR.05.03

- a. Explain human resources management functions. MAHR.05.03.A
- b. Describe phases of human resources management. MAHR.05.03.B
- c. Discuss factors that impact human resources management (e.g., availability of qualified employees, alternative staffing methods, employment laws/regulations, company policies/procedures, compensation and benefit programs, staff diversity, etc.). MAHR.05.03.C

04. **Plan talent-acquisition activities to guide human resources management decision-making.** MAHR.05.04

- a. Describe planning techniques used in the hiring process (e.g., succession planning, forecasting, etc.). MAHR.05.04.A
- b. Evaluate the use of alternative staffing methods (e.g., outsourcing, telecommuting, etc.). MAHR.05.04.B
- c. Assess availability of qualified applicants. MAHR.05.04.C
- d. Classify jobs. MAHR.05.04.D
- e. Establish employee-selection procedures. MAHR.05.04.E
- f. Develop strategies to market the organization to potential employees. MAHR.05.04.F
- g. Develop a staffing plan. MAHR.05.04.G

05. **Implement talent-acquisition activities to obtain qualified staff.** MAHR.05.05

- a. Administer and interpret employee selection tests. MAHR.05.05.A
- b. Assess employees' potential for growth and development in the organization. MAHR.05.05.B
- c. Make job offer. MAHR.05.05.C
- d. Explain contingency factors affecting job offer (e.g., background checks, drug tests, physical results, etc.). MAHR.05.05.D
- e. Evaluate the effectiveness of recruitment sources. MAHR.05.05.E

06. **Control talent-acquisition activities to improve efficiencies of human resources selection.** MAHR.05.06

- a. Use staffing metrics to assess effectiveness of hiring decisions (e.g., cost benefit analysis, costs-per-hire, selection ratios, adverse impact, etc.). MAHR.05.06.A
- b. Develop hiring policies and procedures. MAHR.05.06.B

07. **Conduct on-boarding activities to facilitate employee start-up.** MAHR.05.07

- a. Perform post-employment offer activities. MAHR.05.07.A
- b. Explain the use of employment contracts. MAHR.05.07.B
- c. Explain standard relocation practices. MAHR.05.07.C

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d. Assist with employee relocation. MAHR.05.07.D

e. Describe expatriation and repatriation issues and practices. MAHR.05.07.E

f. Evaluate effectiveness of new-employee orientation. MAHR.05.07.F

g. Assess effectiveness of training. MAHR.05.07.G

**08. Determine employee-development needs to foster staff's growth and professional development.** MAHR.05.08

a. Assess employee skills. MAHR.05.08.A

b. Conduct task/process analysis. MAHR.05.08.B

c. Assess company's learning needs. MAHR.05.08.C

**09. Administer human resources development activities.** MAHR.05.09

a. Write training activities. MAHR.05.09.A

b. Select subject-matter experts for employee-development activities. MAHR.05.09.B

c. Conduct gap and/or needs analysis to identify human resources development needs. MAHR.05.09.C

d. Determine issues impacting human resources development (e.g., organizational culture and policies, societal norms, etc.). MAHR.05.09.D

e. Apply human resources development theories. MAHR.05.09.E

f. Develop training program. MAHR.05.09.F

g. Implement employee-development program. MAHR.05.09.G

h. Assess human resources development program effectiveness. MAHR.05.09.H

**10. Control human resources management activities to maintain workforce standards.** MAHR.05.10

a. Assist with establishment of work rules. MAHR.05.10.A

b. Implement informal performance appraisals. MAHR.05.10.B

c. Assist supervisors with performance appraisal tools. MAHR.05.10.C

d. Develop written performance-management procedures. MAHR.05.10.D

e. Develop human-resources policy/procedure manual. MAHR.05.10.E

**11. Build employer-employee relationships to foster productivity.** MAHR.05.11

a. Describe ways that businesses build positive employer-employee relationships. MAHR.05.11.A

b. Assess effectiveness of employee-relations activities. MAHR.05.11.B

c. Develop employee-relations programs. MAHR.05.11.C

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**Resolve staff issues/problems to enhance productivity and improve employee relationships.** MAHR.05.12

a. Explain labor-relations issues. MAHR.05.12.A

b. Describe out-placement procedures and activities used in layoffs. MAHR.05.12.B

c. Document employee issues. MAHR.05.12.C

d. Discipline employees. MAHR.05.12.D

e. Participate in dispute resolution. MAHR.05.12.E

f. Determine the strategic importance of employee exit. MAHR.05.12.F

g. Adhere to employment-at-will regulations. MAHR.05.12.G

h. Release staff due to layoffs. MAHR.05.12.H

13. **Select compensation system to match management's goals and attract employees.** MAHR.05.13

a. Explain payroll functions. MAHR.05.13.A

b. Select a payroll system. MAHR.05.13.B

c. Determine components of compensation system. MAHR.05.13.C

d. Explain the components of a compensation system. MAHR.05.13.D

e. Discuss the nature of executive compensation. MAHR.05.13.E

f. Identify pay structures. MAHR.05.13.F

g. Determine pay grade of job. MAHR.05.13.G

14. **Analyze compensation functions to meet employee expectations and to remain competitive with other employers.** MAHR.05.14

a. Identify emerging compensation issues. MAHR.05.14.A

b. Analyze pay rates. MAHR.05.14.B

c. Evaluate compensation policies and procedures. MAHR.05.14.C

15. **Identify employee benefit options to attract and keep qualified employees.** MAHR.05.15

a. Explain the nature of benefit plans (e.g., health insurance, life insurance, retirement plans, educational assistance, health club, etc.). MAHR.05.15.A

b. Explain the nature of retirement plans. MAHR.05.15.B

16. **Select benefit options to offer employees.** MAHR.05.16

a. Conduct benefits need assessment. MAHR.05.16.A

b. Design a retirement plan. MAHR.05.16.B

c. Establish a benefits plan. MAHR.05.16.C

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17. **Analyze benefit plans to maximize employee satisfaction while minimizing human resources costs.** MAHR.05.17
    a. Explain methods that can be used to analyze benefit plans. MAHR.05.17.A
    b. Evaluate benefits plan. MAHR.05.17.B
18. **Analyze employee fitness and wellness program to facilitate employee well-being.** MAHR.05.18
    a. Explain types of fitness/wellness programs offered by businesses. MAHR.05.18.A
    b. Assess company's employee fitness/wellness program. MAHR.05.18.B
19. **Select employee fitness and wellness program to facilitate employee well-being.** MAHR.05.19
    a. (no outcomes listed) MAHR.05.19.A
20. **Develop company's health and safety programs to ensure compliance with regulations and employee protection.** MAHR.05.20
    a. Implement workplace injury/occupational illness procedures. MAHR.05.20.A
    b. Evaluate effectiveness of company's injury/occupational illness prevention programs. MAHR.05.20.B
    c. Set up company's injury/occupational illness prevention programs. MAHR.05.20.C
21. **Assess company's health and safety programs to ensure compliance with regulations and employee protection.** MAHR.05.21
    a. (no outcomes listed) MAHR.05.21.A
22. **Contribute to organizational development to change the beliefs, attitudes, values, and structure of organizations so that they can better adapt to new technologies, markets, and challenges.** MAHR.05.22
    a. Explain the nature of organizational development. MAHR.05.22.A
    b. Apply organizational-development theories. MAHR.05.22.B
    c. Evaluate human resources management's contribution to organizational effectiveness. MAHR.05.22.C

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**Information Management: Access, process, maintain, evaluate, and disseminate information to support business functioning.** MAHR.06

01. **Utilize a human resource information system to increase organizational efficiency.** MAHR.06.01
    a. Explain the nature of a human resource information system (HRIS). MAHR.06.01.A
    b. Capture and store data in a human resource information system (HRIS). MAHR.06.01.B
    c. Mine data in human resource information system. MAHR.06.01.C
    d. Identify trends in human resource information systems (HRIS). MAHR.06.01.D
    e. Institute policies/procedures to protect the privacy of human-resources information. MAHR.06.01.E

02. **Utilize relevant human resource tools to increase organizational efficiency.** MAHR.06.02
    a. (no outcomes listed) MAHR.06.02.A

**Marketing: Employ and manage the tools, techniques and systems businesses use in creating, communicating and delivering value to the public.** MAHR.07

01. **Describe a company's unique selling points.** MAHR.07.01
    a. Develop strategies to market the organization to potential employees. MAHR.07.01.A

02. **Recognize a company's unique selling points, or what sets the company apart from its competitors.** MAHR.07.02
    a. Develop strategies to market the organization to potential employees. MAHR.07.02.A

**Operations: Monitor plan and control day-to-day business activities to foster a healthy and safe work environment.** MAHR.08

01. **Explain human resources health and safety issues.** MAHR.08.01
    a. Describe general health and safety practices monitored and assessed by human resources management. MAHR.08.01.A
    b. Discuss the nature of incident and emergency response plans. MAHR.08.01.B
    c. Describe the nature of employee-assistance programs. MAHR.08.01.C
    d. Explain the nature of employee fitness/wellness programs. MAHR.08.01.D
    e. Discuss human resources management issues resulting from employee's drug use and dependency. MAHR.08.01.E

02. **Troubleshoot health and safety problems to foster a safe work environment.** MAHR.08.02
    a. Identify potential workplace violence conditions. MAHR.08.02.A
    b. Protect business's security when terminating employees. MAHR.08.02.B
    c. Implement workplace injury/occupational illness procedures (e.g., worker's compensation, OSHA). MAHR.08.02.C
    d. Ensure compliance with all applicable workplace health and safety laws and regulations. MAHR.08.02.D

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e. Facilitate investigation procedures of workplace safety, health, and security enforcement agencies. MAHR.08.02.E

**03. Develop and analyze human resources safety and security programs, practices, and services.** MAHR.08.03

a. Recommend an emergency response and business recovery plan. MAHR.08.03.A

b. Recommend an incidence response plan. MAHR.08.03.B

c. Evaluate incident and emergency response plans (e.g., natural disasters, workplace safety threats, evacuations, etc.). MAHR.08.03.C

d. Recommend a security plan for a business. MAHR.08.03.D

e. Evaluate security plans to protect the company from liability. MAHR.08.03.E

f. Develop/select injury/occupational illness prevention programs. MAHR.08.03.F

g. Develop/select safety training and incentive programs. MAHR.08.03.G

h. Set up an employee-assistance program. MAHR.08.03.H

i. Assess employee-wellness programs. MAHR.08.03.I

j. Evaluate effectiveness of safety training and incentive programs. MAHR.08.03.J

**Strategic Management: Plan, control, and organize the Human Resource department so that the department maximizes its contribution to business success.** MAHR.09

**01. Implement strategic-planning processes to guide human resources management decision-making.** MAHR.09.01

a. Explain how human resources management participates in a company's strategic planning process. MAHR.09.01.A

b. Determine the strategic importance of organizational exit. MAHR.09.01.B

c. Develop organizational change-management program. MAHR.09.01.C

d. Facilitate activities to enable strategic management process implementation. MAHR.09.01.D

e. Evaluate human resources management's contribution to organizational effectiveness. MAHR.09.01.E

**02. Evaluate organization's strategic planning and policy-making processes to guide decision-making.** MAHR.09.02

a. Apply environmental scanning techniques to assess strategic-planning processes. MAHR.09.02.A

b. Apply results of environmental scan to business goals/objectives. MAHR.09.02.B