

FBLA HS: Human Resource Management

Competency A: Staff (recruitment, selection, careers, EOE delivery)	MBA Research Performance Indicators	LAPs
Tasks		
1. Explain the importance of employee confidentiality.	OP:441 Explain information privacy, security, and confidentiality considerations in business (CS) CO:187 Maintain confidentiality in dealing with personnel (SP)	**Just for You! OP:441, Explain information privacy, security, and confidentiality considerations in business
2. Define transitional employees and strategies to meet their special needs.	HR:546 Facilitate career transitions of employees (MN)	
3. Explain the planning techniques used in the hiring process (forecasting, succession, planning)	HR:416 Describe planning techniques used in the hiring process (e.g., succession planning, forecasting, etc.) (SP)	
4. Describe the stages of job analysis.		
5. Explain the role of labor market statistics on the recruitment process.	HR:427 Evaluate the effectiveness of recruitment sources (MN)	
6. Define effective recruitment strategies to hire the best qualified employees.	HR:427 Evaluate the effectiveness of recruitment sources (MN)	
7. Define team recruiting.		
8. Describe the employee selection process.	HR:356 Select and hire new employees (SU)	**Just for You! HR:356, Select and hire new employees

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<p>9. Describe testing, interviewing, and legal issues associated with employee selection.</p>	<p>HR:355 Interview job applicants (SU) HR:522 Explain assessment methods used in the hiring process (SP) HR:520 Choose employment tests to administer to job applicants (MN) HR:420 Establish employee-selection procedures (MN) BL:007 Explain the nature of human resources regulations (SU)</p>	
<p>10. Explain the validity and importance of reference checks for the employee selection process.</p>	<p>HR:522 Explain assessment methods used in the hiring process (SP) HR:426 Explain contingency factors affecting job offer (e.g., background checks, drug tests, physical results, etc.) (SP)</p>	
<p>11. Describe effective questions for the interview process.</p>	<p>HR:355 Interview job applicants (SU)</p>	
<p>12. Define contingency factors (background check, physical results) associated with the job offer.</p>	<p>HR:426 Explain contingency factors affecting job offer (e.g., background checks, drug tests, physical results, etc.) (SP)</p>	
<p>13. Define outsourcing and its impact on personnel.</p>	<p>HR:417 Evaluate the use of alternative staffing methods (e.g., outsourcing, telecommuting, etc.) (MN)</p>	

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<p>14. Define the role of Affirmative Action in the employee selection process.</p>	<p>BL:007 Explain the nature of human resources regulations (SU) HR:415 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.) (SP)</p>	
<p>15. Explain the impact of Equal Employment Opportunity legislation for women, minorities, and handicapped.</p>	<p>BL:007 Explain the nature of human resources regulations (SU) BL:008 Explain the nature of workplace regulations (including OSHA, ADA) (SU) HR:415 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.) (SP) HR:516 Explain factors to consider when hiring different categories of employees (e.g., interns, independent contractors, people with disabilities, seniors, non-US citizens) (MN)</p>	
<p>16. Describe strategies to attract and keep the top talent.</p>	<p>HR:526 Develop employee retention management plan (MN)</p>	
<p>17. Explain factors associated with employee job satisfaction.</p>	<p>HR:449 Describe ways that businesses build positive employer-employee relationships (SU)</p>	

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Competency B: Training and Development (performance management, safety, quality improvement, health)	MBA Research Performance Indicators	LAPs
Tasks		
1. Explain the importance of training to maintain the competitive advantage.	HR:362 Explain the role of training and human resources development (SU) HR:363 Explain the nature of management/supervisory training (SU)	**Just for You! HR:362, Explain the role of training and human resources development
2. Define the importance of orientation and training for employees.	HR:362 Explain the role of training and human resources development (SU)	**Just for You! HR:362, Explain the role of training and human resources development
3. Describe planning and implementation of an employee training program.	HR:527 Determine learning objectives (SP) HR:528 Choose learning methods (SP) HR:441 Write training activities (SP) HR:529 Prepare a training plan (SP) HR:530 Design a learning module (SP) HR:531 Facilitate employee learning (SP) HR:392 Train staff (SU)	
4. Determine organization and employee needs to develop appropriate training.	HR:438 Assess employee skills (SP) HR:439 Conduct task/process analysis (SP) HR:443 Conduct gap and/or needs analysis to identify human-resources development needs (SP) HR:440 Assess company's learning needs (SP)	
5. Define needs analysis and its relationship to hiring employees.	HR:353 Determine hiring needs (SU)	

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6. Determine trainee problems and develop solutions.		
7. Develop strategies to reduce employee/trainee conflict.		
8. Recognize different learning styles when creating training.	HR:530 Design a learning module (SP) HR:531 Facilitate employee learning (SP)	
9. Set objectives that are observable, measurable, attainable, and specific.	HR:527 Determine learning objectives (SP)	
10. Explain how effective training curriculum is impacted by internal and external sources.	HR:444 Determine issues impacting human-resources development (e.g., organizational culture and policies, societal norms, etc.) (SP)	
11. Explain the impact of technology and visual aids on effective training plans.		
12. Administer training delivery that focuses on the needs of trainees.	HR:392 Train staff (SU)	
13. Define strategies for evaluation and improving the delivery of training.	HR:437 Assess effectiveness of training (MN)	
14. Explain the latest training and development trends.		
15. Explain the long-term benefits of employee professional development.	HR:362 Explain the role of training and human resources development (SU)	**Just for You! HR:362, Explain the role of training and human resources development
16. Identify online training resources.		

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17. Define human resource safety and security programs that are in compliance with laws and regulations.	BL:008 Explain the nature of workplace regulations (including OSHA, ADA) (SU)	
18. Describe evaluation processes to evaluate training programs.	HR:437 Assess effectiveness of training (MN)	
Competency C: Employee Compensation and Benefits	MBA Research Performance Indicators	LAPs
Tasks		
1. Define legal aspects of employee compensation and payroll deductions.	BL:120 Comply with compensation and benefit laws (SP)	
2. List legally required benefits that employers must provide to employees.	BL:120 Comply with compensation and benefit laws (SP)	
3. Describe discretionary fringe benefits.	HR:475 Explain the nature of benefit plans (e.g., health insurance, life insurance, educational assistance, health club membership, etc.) (SP)	
4. Define perception of fair compensations and its impact on employee productivity.	HR:390 Discuss employee compensation (SU)	
6. Explain the impact of rising health care costs and increased compensation expectations of employees.	HR:472 Identify emerging compensation issues (SP)	
7. Calculate dollar, average, and percentage labor costs.	FI:438 Calculate employee earnings (SP)	**Just for You! FI:438, Calculate employee earnings
8. Calculate dollar, average, and percentage benefit costs.	FI:439 Calculate employee deductions (SP)	**Just for You! FI:439, Calculate employee deductions
10. Explain how labor costs affect break-even point.		

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11. Explain a salary schedule.		
12. Explain variable pay based upon level of performance.	FI:061 Describe sources of income and compensation (CS)	
13. Define types of benefits provided by employers.	HR:475 Explain the nature of benefit plans (e.g., health insurance, life insurance, educational assistance, health club membership, etc.) (SP)	
14. Explain the difference between broad branding, strategic compensation, and comparable worth.		
15. Define piecework plan, merit pay, and employee reward program.		
16. Describe how pay rates are calculated.		
17. Explain team-based compensation plans.		
18. Define social security, unemployment compensation, and worker’s compensation benefits.	FI:638 Explain the nature of payroll expenses (e.g., Social Security tax, Medicare tax, FUTA, SUTA, workers' compensation, etc.) (CS)	
Competency D: Performance Management	MBA Research Performance Indicators	LAPs
Tasks		
1. Define coaching, counseling, and discipline in the employer/employee relationship.	HR:364 Coach employees (SU) HR:369 Explain the nature of remedial action (SU)	**Just for You! HR:369, Explain the nature of remedial action
2. Explain the importance of active listening.	CO:017 Demonstrate active listening skills (PQ)	*LAP-CO-017 Listen Up! (Demonstrating Active Listening Skills)
3. Describe how influence increases performance.		

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4. Explain the importance of employer and employee feedback.		
5. List the steps in the counseling process.		
6. Describe counseling methods and techniques associated with the counseling process.		
7. Explain the relationship between deficiency in knowledge and deficiency in execution.		
8. Explain how performance problems are related to personal problems.		
9. Explain how deficiency of knowledge relates to deficiency in execution.		
11. Explain the importance of employee agreement to change.		
12. Identify the purpose and components of performance management systems.	HR:368 Assess employee performance (SU) HR:461 Implement informal performance appraisals (MN) HR:463 Develop written performance-management procedures (MN) HR:536 Develop performance management system (MN)	
13. Explain the steps in the appraisal process.	HR:368 Assess employee performance (SU) HR:461 Implement informal performance appraisals (MN) HR:463 Develop written performance-management procedures (MN)	

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14. Explain the advantages and disadvantages of an appraisal system.	HR:463 Develop written performance-management procedures (MN) HR:536 Develop performance management system (MN)	
15. Differentiate types and purposes of performance appraisals.	HR:368 Assess employee performance (SU)	
16. Describe strategies to improve employee morale and motivation resulting in increased productivity.	HR:449 Describe ways that businesses build positive employer-employee relationships (SU)	
17. Describe employee behavior that requires disciplinary action.	HR:455 Discipline employees (MN)	
18. Explain disciplinary techniques to address employee behavior.	HR:369 Explain the nature of remedial action (SU) HR:455 Discipline employees (MN)	**Just for You! HR:369, Explain the nature of remedial action
19. Describe legal issues associated with employee discipline.	HR:455 Discipline employees (MN)	
20. Describe best human resource practices for positive financial results.		
21. Define effective performance management systems.	HR:536 Develop performance management system (MN)	

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Competency E: Government Relations and Issues (discrimination, laws, federal labor acts)	MBA Research Performance Indicators	LAPs
Tasks		
1. Describe personnel laws.	BL:119 Explain unfair labor practices (SP) BL:007 Explain the nature of human resources regulations (SU) BL:008 Explain the nature of workplace regulations (including OSHA, ADA) (SU)	
2. Differentiate between equal employment and Equal Employment Opportunity Act.	BL:007 Explain the nature of human resources regulations (SU)	
3. Define types of sexual, hostile environment, discrimination, and reverse discrimination.	BL:007 Explain the nature of human resources regulations (SU)	
4. Explain the requirement for verification of employability under IRCA and describe penalties for noncompliance.	BL:007 Explain the nature of human resources regulations (SU) NF:269 Verify new hire's employment eligibility (SP)	
5. Explain Affirmative Action.	BL:007 Explain the nature of human resources regulations (SU)	
6. Describe a human resource Code of Ethics for employees.	HR:411 Explain the role of ethics in human resources management (SP)	<i>*LAP-HR-411 Moral Mediators (Ethics in Human Resources Management)</i>
7. Define employee rights and responsibilities.	BL:075 Discuss employment relationships (SU)	
8. Describe habitual employee handicaps (tobacco, drugs, alcohol).	OP:482 Monitor drug and alcohol testing (SP)	

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9. Differentiate between exempt and non-exempt employees.	BL:075 Discuss employment relationships (SU) HR:458 Adhere to employment-at-will regulations (MN)	
10. Define an independent contractor.	BL:075 Discuss employment relationships (SU)	
11. Define defamation, disclosure, and negligent hiring.	BL:007 Explain the nature of human resources regulations (SU)	
12. Explain the Fair Labor Standards Act (FLSA).	BL:008 Explain the nature of workplace regulations (including OSHA, ADA) (SU)	
13. Explain OSHA requirements.	BL:008 Explain the nature of workplace regulations (including OSHA, ADA) (SU)	
14. Explain requirements of ADEA and its impact on early retirement programs.	BL:007 Explain the nature of human resources regulations (SU)	
15. Explain Family Medical Leave Act, Worker Adjustment and Retraining Act, Older Worker Benefit Protection Act, and Retirement Security Act.	BL:007 Explain the nature of human resources regulations (SU)	
16. Define the Americans with Disabilities Act and accommodations made by employers.	BL:008 Explain the nature of workplace regulations (including OSHA, ADA) (SU)	
17. Define work-related injuries covered by Worker’s Compensation.	BL:008 Explain the nature of workplace regulations (including OSHA, ADA) (SU)	
18. Define the role of the National Labor Relations Act.	BL:119 Explain unfair labor practices (SP)	
19. Explain workplace violence and the need for security programs.	OP:223 Identify potential workplace violence conditions (SP)	

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20. Define the Privacy Act of 1974 and its impact on Human Resources management.	BL:007 Explain the nature of human resources regulations (SU)	
21. Explain the Drug Free Workplace Act of 1988.	BL:008 Explain the nature of workplace regulations (including OSHA, ADA) (SU)	
Competency F: Human Resource Planning (mission, vision, internal/external issues, future needs)	MBA Research Performance Indicators	LAPs
Tasks		
1. Define human resource planning.	SM:050 Explain how human resources management participates in a company's strategic planning process (SP)	
2. Explain the role of human resources in a comprehensive planning process.	SM:050 Explain how human resources management participates in a company's strategic planning process (SP)	
3. Describe the goals and policies within human resources.	HR:410 Discuss the nature of human resources management (CS)	LAP-HR-410 People Pusher (Nature of Human Resources Management)
4. Explain the importance of teams at work.	EI:045 Participate as a team member (CS)	<i>*LAP-EI-045 Team Up (Participating as a Team Member)</i>
5 Recognize the role of diversity in an organization.	HR:415 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.) (SP)	
6. Evaluate and update human resource policies.		

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<p>7. Identify human resource challenges and possible remedies.</p>	<p>HR:415 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.) (SP)</p>	
<p>8. Identify latest human resource trends impacted by work from home, flexible scheduling, job sharing, etc.</p>	<p>NF:275 Explain trends in human resources management (SP) HR:417 Evaluate the use of alternative staffing methods (e.g., outsourcing, telecommuting, etc.) (MN)</p>	
<p>9. Explain human resources' role for maintain a company code of ethics.</p>	<p>HR:411 Explain the role of ethics in human resources management (SP)</p>	<p><i>*LAP-HR-411 Moral Mediators (Ethics in Human Resources Management)</i></p>
<p>10. Discuss how changes in technology, workforce diversity, skill requirements, and world issues (COVID 19) impact human resources.</p>	<p>HR:415 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.) (SP)</p>	

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Competency G: Labor Relations and Collective Bargaining (union management relations, employee rights, negotiating contracts)	MBA Research Performance Indicators	LAPs
Tasks		
1. Develop a timeline for the history of management-labor relations.		
2. Compare adversarial and cooperative approaches to labor relations.	EC:015 Explain the concept of organized labor and business (SP) HR:452 Explain labor-relations issues (SP)	LAP-EC-915 Get United (Organized Labor)
3. Describe labor legislation (Wagner Act, Taft-Hartley Act).	EC:015 Explain the concept of organized labor and business (SP)	LAP-EC-915 Get United (Organized Labor)
4. Describe case laws that prohibit certain acts by organized labor.	EC:015 Explain the concept of organized labor and business (SP)	LAP-EC-915 Get United (Organized Labor)
5. Describe case laws that prohibit certain acts by management.	EC:015 Explain the concept of organized labor and business (SP) BL:121 Determine human resources management's legal responsibility in maintaining labor relations (MN)	LAP-EC-915 Get United (Organized Labor)
6. List the steps for organizing a labor union.		
7. Explain the employee grievance process.	HR:366 Handle employee complaints and grievances (SU)	**Just for You! HR:366, Handle employee complaints and grievances
8. Describe the negotiation process and binding arbitration.	EC:015 Explain the concept of organized labor and business (SP) HR:452 Explain labor-relations issues (SP)	LAP-EC-915 Get United (Organized Labor)

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9. Explain the role of the National Labor Relations Board.	EC:015 Explain the concept of organized labor and business (SP) HR:452 Explain labor-relations issues (SP)	LAP-EC-915 Get United (Organized Labor)
10. List the steps of collective bargaining.	BL:122 Participate in collective-bargaining process (MN)	
11. Define impasse and labor strike.	EC:015 Explain the concept of organized labor and business (SP)	LAP-EC-915 Get United (Organized Labor)
12. Define unions, mediation, and arbitration.	EC:015 Explain the concept of organized labor and business (SP)	LAP-EC-915 Get United (Organized Labor)
13. Explain the goal of management when negotiating with labor.	BL:121 Determine human resources management's legal responsibility in maintaining labor relations (MN)	
14. List the goals, structure, and management of labor unions.	EC:015 Explain the concept of organized labor and business (SP)	LAP-EC-915 Get United (Organized Labor)

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