

# DACUM Research Chart for Human Resource Specialist

## DACUM Panel

Holly Boerger  
HR Specialist  
Invensys Climate Controls

Victoria Callahan  
HR Generalist  
Mack Tools

Robin Clark  
Manager, HR & Facilities  
Vision Services Plan

Chris Keppler  
Sr. Labor Relations Officer  
Ohio Health Department

Don Schackne  
President/CEO  
Personnel Mgt. & Associates

Floyd Taylor, Jr.  
HR Specialist  
American Showa, Inc.

## DACUM Facilitator

Robert E. Norton  
CETE/OSU

## Observers

Amy Brubaker  
Brad Harshaw

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Duties		← Tasks				
A	<b>Manage Legal Compliance*</b>	A-1 Research HR legislative & litigative trends	A-2 Analyze HR legislative & litigative trends	A-3 Communicate relevant information on HR legislation and litigation to managers		A-4 Develop legal action plan to comply with HR Laws
		B-1 Conduct existing HR policy review	B-2 Research best HR practices	B-3 Conduct internal HR policy survey	B-4 Analyze current EE issues/ concerns	B-5 Identify outside HR resources
B	<b>Develop H.R. Policies</b>	B-13 Conduct timely HR policy reviews				
		C-1 Conduct future workforce needs analysis	C-2 Obtain direction from senior management	C-3 Determine short/long-range goals (e.g., AA/EEO plans)		C-4 Develop budget for workforce planning
C	<b>Manage Workforce Planning</b>	C-12 Develop organizational succession plan	C-13 Develop EE exit strategies	C-14 Compile employment statistics	C-15 Complete compliance reports	
		D-1 Evaluate current organization wage program	D-2 Determine external sources for W/S market data		D-3 Secure W/S market data	D-4 Analyze W/S external/ internal data
D	<b>Manage Wage And Salary Administration</b>	E-1 Conduct training needs assessment	E-2 Identify internal/external training sources		E-3 Develop training objectives	E-4 Develop training curriculum
		F-1 Conduct benefit needs assessment	F-2 Analyze competitive benefit packages	F-3 Negotiate with benefit vendors	F-4 Determine employee benefit budget	F-5 Determine increased benefit cost ramifications
E	<b>Conduct Workforce Development</b>	F-11 Administer retiree benefits	F-12 Manage COBRA benefits	F-13 Maintain HIPAA compliance		
		G-1 Conduct employee satisfaction survey	G-2 Interpret HR policies	G-3 Enforce HR policies and procedures	G-4 Coach management team on Labor issues	G-5 Conduct employee investigation
F	<b>Manage Benefits Administration</b>	G-12 Train management staff on CBA (collective bargaining agreement)		G-13 Prepare future negotiation agenda		
		H-1 Ensure safe work environment	H-2 Ensure secure work environment	H-3 Coordinate health management policy	H-4 Provide OSHA/safety training	H-5 Enforce OSHA regulations
G	<b>Manage EE &amp; Labor Relations</b>					
H	<b>Manage Health, Safety, &amp; Security Issues</b>					

\*Duty A has some specific legal tasks, but there are also many other legal implications that are integral to the performance of some of the tasks in the duties B through J and L as well.

A-5 Implement HR legal compliance action plan	A-6 Follow-up on HR legal compliance action plan					
B-6 Write HR policy manual	B-7 Revise HR policy manual	B-8 Write employee handbook	B-9 Revise employee handbook	B-10 Maintain HR records	B-11 Conduct HR policy training	B-12 Distribute HR policy information
C-5 Conduct job analysis	C-6 Write job descriptions	C-7 Review job descriptions	C-8 Create assessment tools (e.g., skill testing)	C-9 Recruit potential staff (internal/external)	C-10 Develop employee performance review process	C-11 Develop employee career pathing
D-5 Develop wage/salary grades/ranges	D-6 Develop wage/salary equity plan	D-7 Distribute wage/salary/grades/ranges	D-8 Establish merit raise budget	D-9 Determine bonus structure	D-10 Manage payroll process	D-11 Answer EE wage/salary question(s)
E-5 Develop training budget	E-6 Determine training cost(s)	E-7 Manage training logistics	E-8 Arrange for training (e.g., internal/external)	E-9 Evaluate success of training program (materials, logistics, trainer)		E-10 Measure training impact (e.g., return on investment)
F-6 Orient new employee(s) to benefit package		F-7 Answer employee benefit questions	F-8 Coordinate employee benefit fair	F-9 Coordinate benefits enrollment	F-10 Educate employees to total compensation cost	
G-6 Administer progressive disciplinary program		G-7 Administer dispute resolution process	G-8 Develop recognition & reward program	G-9 Coordinate team building activities	G-10 Maintain up/down communications	G-11 Negotiate CBA
H-6 Complete OSHA reports	H-7 Investigate accidents & injuries	H-8 Report workplace injuries	H-9 Interact with public safety personnel	H-10 Develop emergency management plan	H-11 Educate EE's on emergency mgt. plan	H-12 Conduct emergency management drills

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Duties		Tasks				
<b>H</b>	<b>Manage Health, Safety, &amp; Security Issues (cont.)</b>	H-13 Maintain first aid supplies				
<b>I</b>	<b>Manage Leave Administration</b>	I-1 Develop organizational LOA policies	I-2 Develop organizational LOA paperwork	I-3 Distribute organizational LOA paperwork to EE	I-4 Enforce organizational LOA policies	I-5 Coordinate EE leave approval with payroll
		I-6 Coordinate replacement of staff on leave	I-7 Track employee absences	I-8 Generate organizational LOA reports		
<b>J</b>	<b>Manage Community Relations</b>	J-1 Develop organizational image	J-2 Participate in community activities	J-3 Represent employer with civic organizations	J-4 Coordinate communications with organizational spokesperson	
		J-5 Respond to media inquiries	J-6 Develop community functions (e.g., open houses, civic events)		J-7 Coordinate employee volunteer programs (e.g., United Way, Habitat for Humanity)	
		J-8 Coordinate external community request for sponsorship (e.g., Susan G. Koman, Muscular Dystrophy)		J-9 Coordinate internal charitable requests		
<b>K</b>	<b>Pursue Professional Development</b>	K-1 Create professional development plan	K-2 Pursue HR certification	K-3 Participate in professional organizations	K-4 Develop resource library	K-5 Expand HR network
		K-6 Read professional publications	K-7 Attend professional seminars	K-8 Complete college courses (e.g., continuing education for degree)		K-9 Write articles for publication
		K-10 Conduct internet research on HR issues				
<b>L</b>	<b>Manage International Workforce</b>	L-1 Research foreign employment laws	L-2 Obtain work documentation (e.g., passport, VISA)		L-3 Administer expatriot benefits & compensation	
		L-4 Coordinate cultural training (e.g., employee, family)	L-5 Facilitate employee/family relocation		L-6 Administer repatriate benefits & compensation	

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## General Knowledge and Skills

Time management	Verbal & written communication skills
Change management	Interpersonal skills
Project management	Problem solving skills
People skills	HR software packages
Coaching and counseling	Leadership skills
Multi-tasking	Media savvy (tech. skills)
Research skills	Public speaking
Negotiation skills	Analytical skills
Computer skills	Legal process & terminology
Budgeting skills	Training skills
Math skills	Organizational skills
Networking skills	Government & bureaucratic processes
Stress management skills	Listening skills
Conflict resolution skills	Awareness of cultural diversity

## Worker Behaviors

Confidentiality	Reliable
Detail oriented	Decisive
Dedicated	Loyal
Integrity	Tactful
Honesty	Discretionary
Ethical	Diplomatic
Personable	Empathetic
Approachable	Motivated
Resilient	Productive
Flexible	Results oriented
Sincere	Visible
Compassionate	Sense of humor
Aggressive/assertive	
Persuasive	

## Tools, Equipment, Supplies and Materials

Computer (hardware/software)	Telephone
Dataviewer/LCD projector	Fax
VCR/DVD player	CD burners
General office supplies (e.g., pen, paper)	Tape recorder
Internet connection	Copier
Video conferencing	Printer
TV (monitor)	Scanner
Employment law posters	Screen
Overhead projector	E-mail access
Flipcharts/easel/markers	Digital camera
Professional publications/subscriptions	White boards
Professional memberships	Laptop computer
Reference materials	Calendar
File cabinets	Calculator
First aid kits	Radio (weather)
	Defibulator

## Future Trends and Concerns

- Changing laws
- Workforce composition
- General economic climate
- Changes in technology
- Immigration
- Union activity
- Training needs
- Aging workforce
- Frequent job change
- Turnover (employee)
- Downsizing/right-sizing
- Changing quality of work life expectation
- Measures of productivity
- Measures of quality
- Outsourcing issues
- Organizational climate
- Merger/acquisition issues
- Workplace violence concerns
- Second language
- Outsourcing HR functions (e.g., consultants)
- Soaring benefit costs
- Regulatory climate
- Increase litigation (employer/employee)
- Redefining employee relationship (e.g., employee leasing, temporary employees, employment at will changes)

## Acronyms

ROI =	Return on Investment
LOA =	Leave of Absence
HR =	Human Resources
EE =	Employee
ER =	Employer
AA =	Affirmative Action (AAP)
CBA =	Collective Bargaining Agreement
COBRA =	Consolidated Omnibus Budget Reconciliation Act
ERISA =	Employee Retirement Income Security Act
EEO =	Equal Employment Opportunity
EEOC =	Equal Employment Opportunity Commission
ADA =	Americans with Disabilities Act
FMLA =	Family & Medical Leave Act
ASHA =	Occupational Safety & Health Act or Agency
W/S =	Wage and Salary