

DACUM Research Chart for Human Resources Professional

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Produced by



April 5-6, 2007

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Duties		← Tasks →				
A	Perform Recruiting Activities	A-1 Complete personnel requisition form	A-2 Determine recruitment sources (e.g., Internet, professional organizations, newspapers)		A-3 Post position internally	A-4 Advertise the position externally (e.g., Internet & newspapers)
		A-12 Check candidate references	A-13 Conduct background checks	A-14 Track open positions		
B	Perform Hiring Activities	B-1 Extend job offer	B-2 Schedule post-offer testing (e.g., physical/drug)	B-3 Determine post-offer start date	B-4 Process rejection letters	B-5 Create offer letter
C	Administer Compensation Programs	C-1 Perform job analysis	C-2 Create position descriptions	C-3 Benchmark salary data	C-4 Create salary structure	C-5 Analyze internal equity
D	Perform Administrative Tasks	D-1 Process employee payroll	D-2 Process employee changes (e.g., change of address, W-2, emergency contact)		D-3 Maintain employee personnel files	D-4 Distribute company materials (e.g., employee handbook, safety materials)
		D-11 Draft new H.R. policy & procedures	D-12 Develop H.R. forms (e.g., performance, leave, grievance)	D-13 Provide employment verifications		
E	Administer Benefits Program	E-1 Coordinate benefit services with outside vendors	E-2 Conduct benefit information sessions (e.g., open enrollment, provider changes)		E-3 Conduct individual benefits meetings	E-4 Process employee benefit changes (e.g., termination, enrollment forms, life events)
		E-11 Track FMLA usage	E-12 Coordinate short & long term disability programs	E-13 Review workers compensation claims	E-14 Attend workers compensation hearings	E-15 Review unemployment claims
F	Provide Organizational Training	F-1 Schedule H.R. training	F-2 Conduct policy & procedures training	F-3 Train managers on HRIS (e.g., timekeeping, applicant tracking)		F-4 Conduct equal employment opportunity training (e.g., sexual harassment, diversity, workplace violence)
		F-10 Conduct “brown bag” sessions (e.g., wellness, time management, EAP)			F-11 Document H.R. training	
G	Coordinate Employee/Labor Relations Issues	G-1 Conduct employee worklife survey	G-2 Develop strategies in response to employee worklife survey		G-3 Respond to employee issues (e.g., complaints, conflict resolution)	
		G-4 Conduct internal investigations (e.g., EEO, grievances)	G-9 Review requests for reasonable accommodation	G-10 Conduct grievance hearings	G-11 Implement union prevention strategies	G-12 Participate in arbitration hearings

A-5 Participate in job fairs	A-6 Screen resumes/ applications	A-7 Develop interview questions	A-8 Schedule interviews/ testing	A-9 Administer pre-employment tests	A-10 Conduct employment interviews (e.g., H.R., departmental)	A-11 Select successful candidate
B-6 Complete new hire paperwork	B-7 Conduct new hire orientation	B-8 Process new employee paperwork	B-9 Conduct onboarding sessions (e.g., policy review & tours)			
C-6 Provide compensation counseling (e.g., management, employees)		C-7 Conduct annual salary survey (e.g., internal, external)	C-8 Participate in salary surveys	C-9 Review recommended merit increases for policy compliance		
D-5 Document employee disciplinary actions	D-6 Maintain employee identification badging system	D-7 Generate H.R. reports (e.g., compliance, departmental, organization)		D-8 Audit H.R. documents (e.g., timesheets, personnel changes)	D-9 Track employee performance reviews	D-10 Recommend revisions to existing policies & procedures
E-5 Coordinate employee benefit changes with other departments (e.g., payroll, H.R.)	E-6 Coordinate employee wellness program	E-7 Respond to requests for benefits information (e.g., provider directory, summary plan description)		E-8 Track benefits eligibility (e.g., FMLA, new hire)	E-9 Review FMLA requests	E-10 Respond to FMLA requests
E-16 Attend unemployment hearings	E-17 Maintain OSHA log	E-18 Manage tuition reimbursement fee waiver requests	E-19 Manage leaves of absence requests	E-20 Coordinate post-hire drug testing (e.g., reasonable suspicion, post-accident)		
F-5 Conduct labor relations training (e.g., contract interpretation, grievance process)	F-6 Conduct safety training (e.g., hazmat, OSHA, B.B.P.)	F-7 Conduct management training (e.g., basic supervision, communication)		F-8 Conduct organization communication meetings (e.g., executive announcement, new product)		F-9 Produce company newsletter
G-5 Provide employee counseling (e.g., workplace relationships, interpersonal skills, emergency intervention services)		G-6 Provide supervisory advice (e.g., employee relations, union contract interpretation, compliance)		G-7 Maintain documentation (e.g., internal investigation, employee sign-offs)		G-8 Coordinate employee recognition programs
G-14 Coordinate employee events (e.g., casual days, charitable activities)						

Duties

Tasks

H	Coordinate Employee Professional Development	H-1 Conduct professional development needs assessment	H-2 Create professional development form	H-3 Meet with employee regarding professional development plan	H-4 Meet with supervisor regarding employee's professional development plan	
		H-5 Integrate performance appraisal data into professional development plan		H-6 Develop talent management plan	H-7 Schedule professional development sessions	H-8 Facilitate professional development training
		H-9 Facilitate the implementation of the employee's IDP	H-10 Track progress of employee professional development goals			
I	Manage External Stakeholder Relationships	I-1 Respond to external inquiries (e.g., complaints, applicants, temporary agencies)		I-2 Coordinate vendor services (e.g., background check, drug screening, TPA, physicals)		I-3 Coordinate work with vendors & employees (e.g., health plans, temporary services)
		I-4 Respond to vendor inquiries (e.g., OCRC, EEOC, TPA)	I-5 Research vendor services	I-6 Coordinate vendor visits	I-7 Evaluate vendor performance	I-8 Solicit vendor donations
		I-9 Coordinate community involvement				
J	Conduct Employee Off-Boarding Activities	J-1 Conduct employee exit interviews	J-2 Provide employee outplacement counseling	J-3 Conduct employee retirement counseling	J-4 Retrieve company property from employee	J-5 Notify company departments of employee separation (e.g., IT, security)
		J-6 Process employee payroll changes				
K	Pursue H. R. Professional Development	K-1 Assess human resources professional needs	K-2 Establish professional goals	K-3 Pursue continuing education	K-4 Obtain professional certifications (e.g., PHR, SPHR)	
		K-5 Attend professional training (e.g., workshops, conferences, seminars)		K-6 Review H.R. publications	K-7 Research H.R. trends (e.g., changes in laws, regulations & policies)	
		K-8 Participate in mentoring programs	K-9 Network with human resource professionals	K-10 Participate in department meetings & committees		

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General Knowledge and Skills

Communication (written, verbal, listening)
Interpersonal skills
Time management skills
Computer skills
Research skills
Organization skills
Problem solving skills
Investigative skills
Multi-tasking skills
Customer service skills
Facilitation skills
Interviewing skills
Mediation skills
Public speaking skills
Sourcing/recruiting knowledge
Presentation skills

Compensation principles
Policy development
Organizational development
Unemployment compensation
Worker's compensation
Fair Labor Standards Act
Family Medical Leave Act
Title VII-Civil Rights Act
Equal Employment Opportunity
Americans with Disabilities Act
Age Discrimination Act
Equal Pay Act
HIPPA
COBRA
Fair Labor Standards Act

Worker Behaviors

Friendly
Team player
Flexible
Multi-tasker
Dependable
Creative
Quick learner
Self-starter
Versatile
Detail oriented
Inquisitive
Adaptable
Analytical
Able to handle stress
Empathetic
Conscientious

Fair
Open-minded
Dedicated
Able to maintain confidentiality
Sense of humor
Trustworthy
Honest
Integrity
Ethical
Strong work ethic
Able to take criticism
Efficient
Personable
Confident

Tools, Equipment, Supplies and Materials

Flip chart
Dry erase board
Internet/intranet
Overhead projector/screen
Computer/related peripherals
Scanner
Shredder
Phone
PDA Or Blackberry
Fax
Basic office supplies
Policy and procedure manual
Employee handbook
Union contract
Email
Software: Peoplesoft, ADP, HRIS, Microsoft Office
File cabinets
Training manuals
Organization charts
Salary surveys
Position descriptions
Videoconferencing equipment

Future Trends and Concerns

Aging workforce issues
Increased use of webcasts, podcasts, PDAs and teleconferencing to communicate
Changing family dynamics affecting workplace
Growing complexity of employment laws
Multigenerational workforce
Increased security concerns within the workplace
Growing need/desire for telecommuting and alternative work schedules to accommodate worklife balance
Increase in workplace privacy concerns (personal information, email)
Growing concerns with legal ramifications of HR actions
Continued emphasis on workforce diversity and awareness
Increasing immigrant populations and needs for ESL training
Increased need for drug testing in the workplace to maintain drug-free workplace status
Increased emphasis on health and wellness programs to reduce benefit costs
Trend toward HR as a consultant/business partner
Trend toward outsourcing of some HR functions

Acronyms

ADA	Americans with Disabilities Act
BBP	Blood Borne Pathogens
COBRA	Consolidated Omnibus Budget Reconciliation Act
EAP	Employee Assistance Program
EEO	Equal Employment Opportunity
EEOC	Equal Employment Opportunity Commission
ERISA	Employee Retirement Income Security Act
ESL	English as a Second Language
FLSA	Fair Labor Standards Act
FMLA	Family Medical Leave Act
HIPPA	Health Insurance Portability & Accountability Act
HR	Human Resources
HRIS	Human resources Information System
IDP	Individual Development Plan
IT	Information Technology
OCRC	Ohio Civil Rights Commission
OFCCP	Office of Federal Contract Compliance
OSHA	Occupational Safety and Health Act
PHR	Professional in Human Resources
SPHR	Senior Professional in Human Resources
TPA	Third Party Administrator