The Pathway Knowledge and Skills Chart describes what all/most learners/workers need to know and be able to do to demonstrate competence within a career pathway. Following the pathway description, there are four sets of knowledge and skill expectations:

A. Foundational Academic Expectations
B. Essential Knowledge and Skills
C. Cluster (Foundation) Knowledge and Skills
D. Pathway Knowledge and Skills

PATHWAY DESCRIPTION

Human Resources Management: Human Resources Management focuses on the staffing activities that involve planning, recruitment, selection, orientation, training, performance appraisal, compensation, and safety of employees.
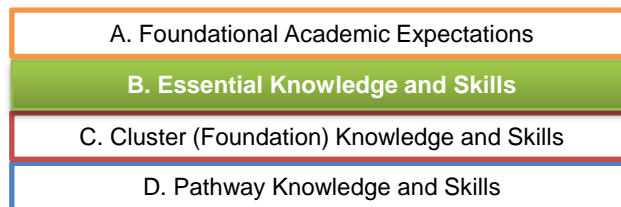
A. FOUNDATIONAL ACADEMIC EXPECTATIONS

All secondary students should meet their state's academic standards. All Essential Cluster and Pathway Knowledge and Skills are predicated on the assumption that foundational academic skills have been attained. Some knowledge and skill statements will further define critical linkages and applications of academics in the cluster and/or pathway.

A. Foundational Academic Expectations
B. Essential Knowledge and Skills
C. Cluster (Foundation) Knowledge and Skills
D. Pathway Knowledge and Skills
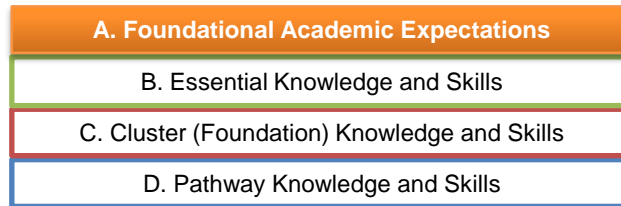
B. ESSENTIAL KNOWLEDGE AND SKILLS

The following Essential Knowledge and Skill statements apply to careers in all clusters and pathways. Persons preparing for careers in this pathway should be able to demonstrate these skills in the context of this cluster and pathway.

A. Foundational Academic Expectations
B. Essential Knowledge and Skills
C. Cluster (Foundation) Knowledge and Skills
D. Pathway Knowledge and Skills

Essential Topic ESS01	**ACADEMIC FOUNDATIONS:** *Achieve additional academic knowledge and skills required to pursue the full range of career and postsecondary education opportunities within a career cluster.*
ESS01.01	**Complete required training, education, and certification to prepare for employment in a particular career field.**

ESS01.01.01	Identify training, education and certification requirements for occupational choice.
ESS01.01.02	Participate in career-related training and/or degree programs.
ESS01.01.03	Pass certification tests to qualify for licensure and/or certification in chosen occupational area.

ESS01.02   **Demonstrate language arts knowledge and skills required to pursue the full range of post-secondary education and career opportunities.**

ESS01.02.01	Model behaviors that demonstrate active listening.
ESS01.02.02	Adapt language for audience, purpose, situation. (i.e. diction/structure, style).
ESS01.02.03	Organize oral and written information.
ESS01.02.04	Compose focused copy for a variety of written documents such as agendas, audio-visuals, bibliographies, drafts, forms/documents, notes, oral presentations, reports, and technical terminology.
ESS01.02.05	Edit copy to create focused written documents such as agendas, audio-visuals, bibliographies, drafts, forms/documents, notes, oral presentations, reports, and technical terminology.
ESS01.02.06	Comprehend key elements of oral and written information such as cause/effect, comparisons/contrasts, conclusions, context, purpose, charts/tables/graphs, evaluation/critiques, mood, persuasive text, sequence, summaries, and technical subject matter.
ESS01.02.07	Evaluate oral and written information for accuracy, adequacy/sufficiency, appropriateness, clarity, conclusions/solutions, fact/opinion, propaganda, relevancy, validity, and relationship of ideas.
ESS01.02.08	Identify assumptions, purpose, outcomes/solutions, and propaganda techniques.
ESS01.02.09	Predict potential outcomes and/or solutions based on oral and written information regarding trends.
ESS01.02.10	Present formal and informal speeches including discussion, information requests, interpretation, and persuasive arguments.

ESS01.03   **Demonstrate mathematics knowledge and skills required to pursue the full range of post-secondary education and career opportunities.**

ESS01.03.01	Identify whole numbers, decimals, and fractions.
ESS01.03.02	Demonstrate knowledge of basic arithmetic operations such as addition, subtraction, multiplication, and division.
ESS01.03.03	Demonstrate use of relational expressions such as equal to, not equal, greater than, less than, etc.
ESS01.03.04	Apply data and measurements to solve a problem.
ESS01.03.05	Analyze mathematical problem statements for missing and/or irrelevant data.
ESS01.03.06	Construct charts/tables/graphs from functions and data.
ESS01.03.07	Analyze data when interpreting operational documents.

ESS01.04	**Demonstrate science knowledge and skills required to pursue the full range of post-secondary and career education opportunities.**
ESS01.04.01	Evaluate scientific constructs including conclusions, conflicting data, controls, data, inferences, limitations, questions, sources of errors, and variables.
ESS01.04.02	Apply scientific methods in qualitative and quantitative analysis, data gathering, direct and indirect observation, predictions, and problem identification.

Essential Topic ESS02	**COMMUNICATIONS:** *Use oral and written communication skills in creating, expressing and interpreting information and ideas including technical terminology and information.*
ESS02.01	**Select and employ appropriate reading and communication strategies to learn and use technical concepts and vocabulary in practice.**
ESS02.01.01	Determine the most appropriate reading strategy for identifying the overarching purpose of a text (i.e. skimming, reading for detail, reading for meaning or critical analysis).
ESS02.01.02	Demonstrate use of content, technical concepts and vocabulary when analyzing information and following directions.
ESS02.01.03	Select the reading strategy or strategies needed to fully comprehend the content within a written document (i.e., skimming, reading for detail, reading for meaning or critical analysis).
ESS02.01.04	Interpret information, data, and observations to apply information learned from reading to actual practice.
ESS02.01.05	Transcribe information, data, and observations to apply information learned from reading to actual practice.
ESS02.01.06	Communicate information, data, and observations to apply information learned from reading to actual practice.
ESS02.02	**Demonstrate use of the concepts, strategies, and systems for obtaining and conveying ideas and information to enhance communication in the workplace.**
ESS02.02.01	Employ verbal skills when obtaining and conveying information.
ESS02.02.02	Record information needed to present a report on a given topic or problem.
ESS02.02.03	Write internal and external business correspondence that conveys and/or obtains information effectively.
ESS02.02.04	Communicate with other employees to clarify workplace objectives.
ESS02.02.05	Communicate effectively with customers and employees to foster positive relationships.
ESS02.03	**Locate, organize and reference written information from various sources to communicate with co-workers and clients/participants.**

ESS02.03.01	Locate written information used to communicate with co-workers and customers.
ESS02.03.02	Organize information to use in written and oral communications.
ESS02.03.03	Reference the sources of information.

ESS02.04   **Evaluate and use information resources to accomplish specific occupational tasks.**

| ESS02.04.01 | Use informational texts, Internet web sites, and/or technical materials to review and apply information sources for occupational tasks. |
| ESS02.04.02 | Evaluate the reliability of information from informational texts, Internet Web sites, and/or technical materials and resources. |

ESS02.05   **Use correct grammar, punctuation and terminology to write and edit documents.**

ESS02.05.01	Compose multi-paragraph documents clearly, succinctly, and accurately.
ESS02.05.02	Use descriptions of audience and purpose when preparing and editing written documents.
ESS02.05.03	Use correct grammar, spelling, punctuation, and capitalization when preparing written documents.

ESS02.06   **Develop and deliver formal and informal presentations using appropriate media to engage and inform audiences.**

ESS02.06.01	Prepare oral presentations to provide information for specific purposes and audiences.
ESS02.06.02	Identify support materials that will enhance an oral presentation.
ESS02.06.03	Prepare support materials that will enhance an oral presentation.
ESS02.06.04	Deliver an oral presentation that sustains listeners' attention and interest.
ESS02.06.05	Align presentation strategies to the intended audience.
ESS02.06.06	Implement multi-media strategies for presentations.

ESS02.07   **Interpret verbal and nonverbal cues/behaviors to enhance communication with co-workers and clients/participants.**

| ESS02.07.01 | Interpret verbal behaviors when communicating with clients and co-workers. |
| ESS02.07.02 | Interpret nonverbal behaviors when communicating with clients and co-workers. |

ESS02.08   **Apply active listening skills to obtain and clarify information.**

| ESS02.08.01 | Interpret a given verbal message/information. |
| ESS02.08.02 | Respond with restatement and clarification techniques to clarify information. |

ESS02.09   **Develop and interpret tables, charts, and figures to support written and oral communications.**

| ESS02.09.01 | Create tables, charts, and figures to support written and oral communications. |
| ESS02.09.02 | Interpret tables, charts, and figures used to support written and oral communication. |

ESS02.10	**Listen to and speak with diverse individuals to enhance communication skills.**
ESS02.10.01	Apply factors and strategies for communicating with a diverse workforce.
ESS02.10.02	Demonstrate ability to communicate and resolve conflicts within a diverse workforce.
ESS02.11	**Exhibit public relations skills to increase internal and external customer/client satisfaction.**
ESS02.11.01	Communicate effectively when developing positive customer/client relationships.

Essential Topic ESS03	**PROBLEM-SOLVING AND CRITICAL THINKING:** *Solve problems using critical thinking skills (analyze, synthesize, and evaluate) independently and in teams. Solve problems using creativity and innovation.*
ESS03.01	**Employ critical thinking skills independently and in teams to solve problems and make decisions (e.g., analyze, synthesize and evaluate).**
ESS03.01.01	Identify common tasks that require employees to use problem-solving skills.
ESS03.01.02	Analyze elements of a problem to develop creative solutions.
ESS03.01.03	Describe the value of using problem-solving and critical thinking skills to improve a situation or process.
ESS03.01.04	Create ideas, proposals, and solutions to problems.
ESS03.01.05	Evaluate ideas, proposals, and solutions to problems.
ESS03.01.06	Use structured problem-solving methods when developing proposals and solutions.
ESS03.01.07	Generate new and creative ideas to solve problems by brainstorming possible solutions.
ESS03.01.08	Critically analyze information to determine value to the problem-solving task.
ESS03.01.09	Guide individuals through the process of recognizing concerns and making informed decisions.
ESS03.01.10	Identify alternatives using a variety of problem-solving and critical thinking skills.
ESS03.01.11	Evaluate alternatives using a variety of problem-solving and critical thinking skills.
ESS03.02	**Employ critical thinking and interpersonal skills to resolve conflicts with staff and/or customers.**
ESS03.02.01	Analyze situations and behaviors that affect conflict management.
ESS03.02.02	Determine best options/outcomes for conflict resolution using critical thinking skills.
ESS03.02.03	Identify with others' feelings, needs, and concerns.
ESS03.02.04	Implement stress management techniques.
ESS03.02.05	Resolve conflicts with/for customers using conflict resolution skills.

ESS03.02.06	Implement conflict resolution skills to address staff issues/problems.
ESS03.03	**Identify, write and monitor workplace performance goals to guide progress in assigned areas of responsibility and accountability.**
ESS03.03.01	Write realistic performance goals, objectives and action plans.
ESS03.03.02	Monitor performance goals and adjust as necessary.
ESS03.03.03	Recognize goal achievement using appropriate rewards in the workplace.
ESS03.03.04	Communicate goal achievement with managers and co-workers.
ESS03.04	**Conduct technical research to gather information necessary for decision-making.**
ESS03.04.01	Align the information gathered to the needs of the audience.
ESS03.04.02	Gather technical information and data using a variety of resources.
ESS03.04.03	Analyze information and data for value to the research objectives.
ESS03.04.04	Evaluate information and data to determine value to research objectives.

Essential Topic ESS04	INFORMATION TECHNOLOGY APPLICATIONS: *Use information technology tools specific to the career cluster to access, manage, integrate, and create information.*
ESS04.01	**Use Personal Information Management (PIM) applications to increase workplace efficiency.**
ESS04.01.01	Manage personal schedules and contact information.
ESS04.01.02	Create memos and notes.
ESS04.02	**Employ technological tools to expedite workflow.**
ESS04.02.01	Use information technology tools to manage and perform work responsibilities.
ESS04.03	**Operate electronic mail applications to communicate within a workplace.**
ESS04.03.01	Use email to share files and documents.
ESS04.03.02	Identify the functions and purpose of email systems.
ESS04.03.03	Use email to communicate within and across organizations.
ESS04.04	**Operate Internet applications to perform workplace tasks.**
ESS04.04.01	Access and navigate Internet (e.g., use a web browser).
ESS04.04.02	Search for information and resources.
ESS04.04.03	Evaluate Internet resources for reliability and validity.
ESS04.05	**Operate writing and publishing applications to prepare business communications.**
ESS04.05.01	Prepare simple documents and other business communications.
ESS04.05.02	Prepare reports and other business communications by integrating graphics and other non-text elements.
ESS04.05.03	Prepare complex multi-media publications.
ESS04.06	**Operate presentation applications to prepare presentations.**
ESS04.06.01	Prepare presentations for training, sales and information sharing.

ESS04.06.02	Deliver presentations with supporting materials.

ESS04.07   **Employ spreadsheet applications to organize and manipulate data.**

ESS04.07.01	Create a spreadsheet.
ESS04.07.02	Perform calculations and analyses on data using a spreadsheet.

ESS04.08   **Employ database applications to manage data.**

ESS04.08.01	Manipulate data elements.
ESS04.08.02	Manage interrelated data elements.
ESS04.08.03	Analyze interrelated data elements.
ESS04.08.04	Generate reports showing interrelated data elements.

ESS04.09   **Employ collaborative/groupware applications to facilitate group work.**

ESS04.09.01	Facilitate group work through management of shared schedule and contact information.
ESS04.09.02	Facilitate group work through management of shared files and online information.
ESS04.09.03	Facilitate group work through instant messaging or virtual meetings.

ESS04.10   **Employ computer operations applications to manage work tasks.**

ESS04.10.01	Manage computer operations.
ESS04.10.02	Manage file storage.
ESS04.10.03	Compress or alter files.

ESS04.11   **Use computer-based equipment (containing embedded computers or processors) to control devices.**

ESS04.11.01	Operate computer driven equipment and machines.
ESS04.11.02	Use installation and operation manuals.
ESS04.11.03	Troubleshoot computer driven equipment and machines.
ESS04.11.04	Access support as needed to maintain operation of computer driven equipment and machines.

Essential Topic ESS05	**SYSTEMS:** *Understand roles within teams, work units, departments, organizations, inter-organizational systems, and the larger environment. Identify how key organizational systems affect organizational performance and the quality of products and services. Understand global context of industries and careers.*

ESS05.01   **Describe the nature and types of business organizations to build an understanding of the scope of organizations.**

ESS05.01.01	List the types and functions of businesses.
ESS05.01.02	Describe the types and functions of businesses.
ESS05.01.03	Explain the functions and interactions of common departments within a business.

ESS05.02   **Implement quality control systems and practices to ensure quality products and services.**

ESS05.02.01	Describe quality control standards and practices common to the workplace.

Essential Topic ESS06	**SAFETY, HEALTH AND ENVIRONMENTAL:** *Understand the importance of health, safety, and environmental management systems in organizations and their importance to organizational performance and regulatory compliance. Follow organizational policies and procedures and contribute to continuous improvement in performance and compliance.*

ESS06.01 **Implement personal and jobsite safety rules and regulations to maintain safe and healthful working conditions and environments.**

ESS06.01.01	Assess workplace conditions with regard to safety and health.
ESS06.01.02	Align safety issues with appropriate safety standards to ensure a safe workplace/jobsite.
ESS06.01.03	Identify safety hazards common to workplaces.
ESS06.01.04	Identify safety precautions to maintain a safe worksite.
ESS06.01.05	Select appropriate personal protective equipment as needed for a safe workplace/jobsite.
ESS06.01.06	Inspect personal protective equipment commonly used for selected career pathway.
ESS06.01.07	Use personal protective equipment according to manufacturer rules and regulations.
ESS06.01.08	Employ a safety hierarchy and communication system within the workplace/jobsite.
ESS06.01.09	Implement safety precautions to maintain a safe worksite.

ESS06.02 **Complete work tasks in accordance with employee rights and responsibilities and employers obligations to maintain workplace safety and health.**

ESS06.02.01	Identify rules and laws designed to promote safety and health in the workplace.
ESS06.02.02	State the rationale of rules and laws designed to promote safety and health.

ESS06.03 **Employ emergency procedures as necessary to provide aid in workplace accidents.**

ESS06.03.01	Use knowledge of First Aid procedures as necessary.
ESS06.03.02	Use knowledge of CPR procedures as necessary.
ESS06.03.03	Use safety equipment as necessary.

ESS06.04 **Employ knowledge of response techniques to create a disaster and/or emergency response plan.**

ESS06.04.01	Complete an assessment of an emergency and/or disaster situation.
ESS06.04.02	Create an emergency and/or disaster plan.

Essential Topic ESS07	**LEADERSHIP AND TEAMWORK:** *Use leadership and teamwork skills in collaborating with others to accomplish organizational goals and objectives.*

ESS07.01 **Employ leadership skills to accomplish organizational goals and objectives.**

ESS07.01.01	Analyze the various roles of leaders within organizations (e.g. contribute ideas; share in building an organization; act as role models to employees by adhering to company policies, procedures, and standards; promote the organization's vision; and mentor others).
ESS07.01.02	Exhibit traits such as empowerment, risk, communication, focusing on results, decision-making, problem solution, and investment in individuals when leading a group in solving a problem.
ESS07.01.03	Exhibit traits such as compassion, service, listening, coaching, developing others, team development, and understanding and appreciating others when acting as a manager of others in the workplace.
ESS07.01.04	Exhibit traits such as enthusiasm, creativity, conviction, mission, courage, concept, focus, principle-centered living, and change when interacting with others in general.
ESS07.01.05	Consider issues related to self, team, community, diversity, environment, and global awareness when leading others.
ESS07.01.06	Exhibit traits such as innovation, intuition, adaptation, life-long learning and coachability to develop leadership potential over time.
ESS07.01.07	Analyze leadership in relation to trust, positive attitude, integrity, and willingness to accept key responsibilities in a work situation.
ESS07.01.08	Describe observations of outstanding leaders using effective management styles.
ESS07.01.09	Participate in civic and community leadership and teamwork opportunities to enhance skills.

ESS07.02   **Employ organizational and staff development skills to foster positive working relationships and accomplish organizational goals.**

ESS07.02.01	Implement organizational skills when facilitating others' work efforts.
ESS07.02.02	Explain how to manage a staff that satisfies work demands while adhering to budget constraints.
ESS07.02.03	Describe how staff growth and development to increase productivity and employee satisfaction.
ESS07.02.04	Organize team involvement within a group environment.
ESS07.02.05	Work with others to develop and gain commitment to team goals.
ESS07.02.06	Distribute responsibility and work load fairly.
ESS07.02.07	Model leadership and teamwork qualities to aid in employee morale.
ESS07.02.08	Identify best practices for successful team functioning.
ESS07.02.09	Explain best practices for successful team functioning.

ESS07.03   **Employ teamwork skills to achieve collective goals and use team members' talents effectively.**

ESS07.03.01	Work with others to achieve objectives in a timely manner.
ESS07.03.02	Promote the full involvement and use of team members' individual talents and skills.
ESS07.03.03	Employ conflict-management skills to facilitate solutions.

ESS07.03.04	Demonstrate teamwork skills through working cooperatively with co-workers, supervisory staff, and others, both in and out of the organization, to achieve particular tasks.
ESS07.03.05	Demonstrate teamwork processes that provide team building, consensus, continuous improvement, respect for the opinions of others, cooperation, adaptability, and conflict resolution.
ESS07.03.06	Develop plans to improve team performance.
ESS07.03.07	Demonstrate commitment to and a positive attitude toward team goals.
ESS07.03.08	Take responsibility for shared group and individual work tasks.
ESS07.03.09	Assist team members in completing their work.
ESS07.03.10	Adapt effectively to changes in projects and work activities.
ESS07.03.11	Negotiate effectively to arrive at decisions.
ESS07.04	**Establish and maintain effective working relationships with all levels of personnel and other departments in order to accomplish objectives and tasks.**
ESS07.04.01	Build effective working relationships using interpersonal skills.
ESS07.04.02	Use positive interpersonal skills to work cooperatively with co-workers representing different cultures, genders and backgrounds.
ESS07.04.03	Manage personal skills to accomplish assignments.
ESS07.04.04	Treat people with respect.
ESS07.04.05	Provide constructive praise and criticism.
ESS07.04.06	Demonstrate sensitivity to and value for diversity.
ESS07.04.07	Manage stress and control emotions.
ESS07.05	**Conduct and participate in meetings to accomplish work tasks.**
ESS07.05.01	Develop meeting goals, objectives and agenda.
ESS07.05.02	Assign responsibilities for preparing materials and leading discussions.
ESS07.05.03	Prepare materials for leading discussion.
ESS07.05.04	Assemble and distribute meeting materials.
ESS07.05.05	Conduct meeting to achieve objectives within scheduled time.
ESS07.05.06	Demonstrate effective communication skills in meetings.
ESS07.05.07	Produce meeting minutes including decisions and next steps.
ESS07.05.08	Use parliamentary procedure, as needed, to conduct meetings.
ESS07.06	**Employ mentoring skills to inspire and teach others.**
ESS07.06.01	Use motivational techniques to enhance performance in others.
ESS07.06.02	Provide guidance to enhance performance in others.

Essential Topic ESS08	**ETHICS AND LEGAL RESPONSIBILITIES:** *Know and understand the importance of professional ethics and legal responsibilities.*
ESS08.01	**Apply ethical reasoning to a variety of workplace situations in order to make ethical decisions.**
ESS08.01.01	Evaluate alternative responses to workplace situations based on legal responsibilities and employer policies.
ESS08.01.02	Evaluate alternative responses to workplace situations based on personal or professional ethical responsibilities.

ESS08.01.03	Identify personal and long-term workplace consequences of unethical or illegal behaviors.
ESS08.01.04	Explain personal and long-term workplace consequences of unethical or illegal behaviors.
ESS08.01.05	Determine the most appropriate response to workplace situations based on legal and ethical considerations.
ESS08.01.06	Explain the most appropriate response to workplace situations based on legal and ethical considerations.
ESS08.02	**Interpret and explain written organizational policies and procedures to help employees perform their jobs according to employer rules and expectations.**
ESS08.02.01	Locate information on organizational policies in handbooks and manuals.
ESS08.02.02	Discuss how specific organizational policies and procedures influence a specific work situation.

Essential Topic ESS09	**EMPLOYABILITY AND CAREER DEVELOPMENT:** *Know and understand the importance of employability skills. Explore, plan, and effectively manage careers. Know and understand the importance of entrepreneurship skills.*

ESS09.01	**Identify and demonstrate positive work behaviors and personal qualities needed to be employable.**
ESS09.01.01	Demonstrate self-discipline, self-worth, positive attitude, and integrity in a work situation.
ESS09.01.02	Demonstrate flexibility and willingness to learn new knowledge and skills.
ESS09.01.03	Exhibit commitment to the organization.
ESS09.01.04	Identify how work varies with regard to site, from indoor confined spaces to outdoor areas, including aerial space and a variety of climatic and physical conditions.
ESS09.01.05	Apply communication strategies when adapting to a culturally diverse environment.
ESS09.01.06	Manage resources in relation to the position (i.e. budget, supplies, computer, etc).
ESS09.01.07	Identify positive work-qualities typically desired in each of the career cluster's pathways.
ESS09.01.08	Manage work roles and responsibilities to balance them with other life roles and responsibilities.
ESS09.02	**Develop a personal career plan to meet career goals and objectives.**
ESS09.02.01	Develop career goals and objectives as part of a plan for future career direction.
ESS09.02.02	Develop strategies to reach career objectives.
ESS09.03	**Demonstrate skills related to seeking and applying for employment to find and obtain a desired job.**

ESS09.03.01	Use multiple resources to locate job opportunities.
ESS09.03.02	Prepare a résumé.
ESS09.03.03	Prepare a letter of application.
ESS09.03.04	Complete an employment application.
ESS09.03.05	Interview for employment.
ESS09.03.06	List the standards and qualifications that must be met in order to enter a given industry.
ESS09.03.07	Employ critical thinking and decision-making skills to exhibit qualifications to a potential employer.

ESS09.04   **Maintain a career portfolio to document knowledge, skills and experience in a career field.**

ESS09.04.01	Select educational and work history highlights to include in a career portfolio.
ESS09.04.02	Produce a record of work experiences, licenses, certifications and products.
ESS09.04.03	Organize electronic or physical portfolio for use in demonstrating knowledge, skills and experiences.

ESS09.05   **Demonstrate skills in evaluating and comparing employment opportunities in order to accept employment positions that match career goals.**

ESS09.05.01	Compare employment opportunities to individual needs and career plan objectives.
ESS09.05.02	Evaluate employment opportunities based upon individual needs and career plan objectives.
ESS09.05.03	Demonstrate appropriate methods for accepting or rejecting employment offers.

ESS09.06   **Identify and exhibit traits for retaining employment to maintain employment once secured.**

ESS09.06.01	Model behaviors that demonstrate reliability and dependability.
ESS09.06.02	Maintain appropriate dress and behavior for the job to contribute to a safe and effective workplace/jobsite.
ESS09.06.03	Complete required employment forms and documentation such as I-9 form, work visa, W-4 and licensures to meet employment requirements.
ESS09.06.04	Summarize key activities necessary to retain a job in the industry.
ESS09.06.05	Identify positive work behaviors and personal qualities necessary to retain employment.

ESS09.07   **Identify and explore career opportunities in one or more career pathways to build an understanding of the opportunities available in the cluster.**

| ESS09.07.01 | Locate and identify career opportunities that appeal to personal career goals. |
| ESS09.07.02 | Match personal interest and aptitudes to selected careers. |

ESS09.08	**Recognize and act upon requirements for career advancement to plan for continuing education and training.**
ESS09.08.01	Identify opportunities for career advancement.
ESS09.08.02	Pursue education and training opportunities to acquire skills necessary for career advancement.
ESS09.08.03	Examine the organization and structure of various segments of the industry to prepare for career advancement.
ESS09.08.04	Research local and regional labor (workforce) market and job growth information to project potential for advancement.
ESS09.08.05	Manage employment relations to make career advancements.
ESS09.09	**Continue professional development to keep current on relevant trends and information within the industry.**
ESS09.09.01	Use self assessment, organizational priorities, journals, Internet sites, professional associations, peers and other resources to develop goals that address training, education and self-improvement issues.
ESS09.09.02	Read trade magazines and journals, manufacturers' catalogues, industry publications and Internet sites to keep current on industry trends.
ESS09.09.03	Participate in relevant conferences, workshops, mentoring activities and in-service training to stay current with recent changes in the field.
ESS09.10	**Examine licensing, certification and credentialing requirements at the national, state and local levels to maintain compliance with industry requirements.**
ESS09.10.01	Examine continuing education requirements related to licensing, certification, and credentialing requirements at the local, state and national levels for chosen occupation.
ESS09.10.02	Examine the procedures and paperwork involved in maintaining and updating licensure, certification and credentials for chosen occupation.
ESS09.10.03	Align ongoing licensing, certification and credentialing requirements to career plans and goals.
ESS09.11	**Examine employment opportunities in entrepreneurship to consider entrepreneurship as an option for career planning.**
ESS09.11.01	Describe the opportunities for entrepreneurship in a given industry.

Essential Topic ESS10	**TECHNICAL SKILLS:** *Use of technical knowledge and skills required to pursue careers in all career cluster, including knowledge of design, operation, and maintenance of technological systems critical to the career cluster.*

ESS10.01	**Employ information management techniques and strategies in the workplace to assist in decision-making.**
ESS10.01.01	Use information literacy skills when accessing, evaluating and disseminating information.
ESS10.01.02	Describe the nature and scope of information management.
ESS10.01.03	Maintain records to facilitate ongoing business operations.

ESS10.02	**Employ planning and time management skills and tools to enhance results and complete work tasks.**
ESS10.02.01	Develop goals and objectives.
ESS10.02.02	Prioritize tasks to be completed.
ESS10.02.03	Develop timelines using time management knowledge and skills.
ESS10.02.04	Use project-management skills to improve workflow and minimize costs.

C. CLUSTER (FOUNDATION) KNOWLEDGE AND SKILLS

The following Cluster (Foundation) Knowledge and Skill statements apply to all careers in the Business Management and Administration Cluster. Persons preparing for careers in the Business Management and Administration Cluster should be able to demonstrate these skills in addition to those found on the Essential Knowledge and Skills Chart.

A. Foundational Academic Expectations
B. Essential Knowledge and Skills
C. Cluster (Foundation) Knowledge and Skills
D. Pathway Knowledge and Skills

Cluster Topic BAC01	**ACADEMIC FOUNDATIONS:** *Achieve additional academic knowledge and skills required to pursue the full range of career and postsecondary education opportunities within a career cluster.*

BAC01.01	**Solve mathematical problems and use the information to make business decisions and enhance business management duties.**

BAC01.01.01 *Sample Indicators*	Solve mathematical problems using numbers and operations.
	Recognize relationships among numbers
	Employ mathematical operations
	Perform computations successfully
	Predict reasonable estimations
BAC01.01.02 *Sample Indicators*	Apply algebraic skills to make business decisions.
	Recognize patterns and mathematical relations
	Use algebraic symbols to represent, solve, and analyze mathematical problems
	Create mathematical models from real-life situations
	Represent changes in quantities mathematically
	Determine rate of change mathematically
	Interpret graphical and numerical data
BAC01.01.03 *Sample Indicators*	Employ measurement skills to make business decisions.
	Recognize measurable attributes of objects
	Take measurements correctly
BAC01.01.04 *Sample Indicators*	Perform data analysis to make business decisions.
	Formulate questions effectively
	Collect relevant data
	Organize useful data
	Answer questions appropriately
	Employ appropriate statistical methods in data analysis

Develop and evaluate inferences and predictions

Apply basic concepts of probability

BAC01.01.05	Evaluate the accuracy of mathematical responses using problem-solving techniques.
Sample Indicators	Identify problem-solving techniques
	Apply a variety of problem-solving strategies
	Adjust problem-solving strategies, when needed

BAC01.02 Examine and employ business and economic principles and concepts in making informed business decisions to continue business operations.

BAC01.02.01	Identify fundamental economic concepts necessary for employment in business.
Sample Indicators	Distinguish between economic goods and services
	Explain the concept of economic resources
	Describe the concepts of economics and economic activities
	Determine economic utilities created by business activities
	Explain the principles of supply and demand
	Describe the functions of prices in markets
BAC01.02.02	Describe the nature of business and its contribution to society.
Sample Indicators	Explain the role of business in society
	Describe types of business activities
	Explain the organizational design of businesses
	Discuss the global environment in which businesses operate
	Describe factors that affect the business environment
	Explain how organizations adapt to today's markets
BAC01.02.03	Recognize how economic systems influence environments in which businesses function.
Sample Indicators	Explain the types of economic systems
	Explain the concept of private enterprise
	Identify factors affecting a business's profit
	Determine factors affecting business risk
	Explain the concept of competition
	Describe market structures
BAC01.02.04	Use knowledge regarding the impact government has on businesses to make informed economic decisions.
Sample Indicators	Determine the relationship between government and business
	Describe the nature of taxes
	Discuss the nature of monetary policy
	Discuss the supply and demand for money
	Explain the role of the Federal Reserve System
	Explain the concept of fiscal policies
	Describe the effects of fiscal and monetary policies
BAC01.02.05	Analyze cost/profit relationships to guide business decision-making.
Sample Indicators	Explain the concept of productivity
	Analyze impact of specialization/division of labor on productivity
	Explain the concept of organized labor and business
	Explain the impact of the law of diminishing returns
	Describe the concept of economies of scale
BAC01.02.06	Use economic indicators to detect economic trends and conditions.
Sample Indicators	Describe the concept of price stability as an economic measure

	Discuss the measure of consumer spending as an economic indicator
	Discuss the impact of a nation's unemployment rates
	Explain the concept of Gross Domestic Product
	Describe the economic impact of inflation on business
	Explain unemployment and inflation tradeoffs
	Explain the economic impact of interest-rate fluctuations
	Determine the impact of business cycles on business activities
BAC01.02.07	Determine global trade's impact on business decision-making.
Sample Indicators	Explain the nature of global trade
	Describe the determinants of exchange rates and their effects on the domestic economy
	Discuss the impact of cultural and social environments on global trade
	Explain labor issues associated with global trade

Cluster Topic BAC02	**COMMUNICATIONS:** *Use oral and written communication skills in creating, expressing and interpreting information and ideas including technical terminology and information.*
	No additional statements in the topic beyond those found in the Essential Knowledge and Skills Chart.

Cluster Topic BAC03	**PROBLEM-SOLVING AND CRITICAL THINKING:** *Solve problems using critical thinking skills (analyze, synthesize, and evaluate) independently and in teams. Solve problems using creativity and innovation.*
	No additional statements in the topic beyond those found in the Essential Knowledge and Skills Chart.

Cluster Topic BAC04	**INFORMATION TECHNOLOGY APPLICATIONS:** *Use information technology tools specific to the career cluster to access, manage, integrate, and create information.*
	No additional statements in the topic beyond those found in the Essential Knowledge and Skills Chart.

Cluster Topic BAC05	**SYSTEMS:** *Understand roles within teams, work units, departments, organizations, inter-organizational systems, and the larger environment. Identify how key organizational systems affect organizational performance and the quality of products and services. Understand global context of industries and careers.*
BAC05.01	**Identify new ideas, opportunities, and methods to create or start a new project or venture.**
BAC05.01.01	Employ entrepreneurial discovery strategies to generate feasible ideas for business ventures.
Sample Indicators	Explain the need for entrepreneurial discovery
	Discuss entrepreneurial discovery processes
	Assess global trends and opportunities
	Determine opportunities for venture creation
	Assess opportunities for venture creation
	Describe idea-generation methods
	Generate venture ideas
	Determine feasibility of venture ideas

BAC05.01.02 — Develop a concept for a new business venture.

Sample Indicators
- Describe entrepreneurial planning considerations
- Explain tools used by entrepreneurs for venture planning
- Assess start-up requirements
- Assess risks associated with venture
- Describe external resources useful to entrepreneurs during concept development

- Assess the need to use external resources for concept development
- Describe strategies to protect intellectual property
- Use components of business plan to define venture idea

BAC05.01.03 — Evaluate a new business venture concept's potential for success.

BAC05.01.04 — Determine the resources needed for start-up viability of a business venture.

Sample Indicators
- Describe processes used to acquire adequate financial resources for venture creation/start-up
- Select sources to finance venture creation/start-up
- Explain factors to consider in determining a venture's human-resource needs
- Explain considerations in making the decision to hire staff
- Describe considerations in selecting capital resources
- Identify capital resources needed for the venture
- Assess the costs/benefits associated with resources

BAC05.01.05 — Actualize a new business venture to generate profit and/or meet objectives.

Sample Indicators
- Use external resources to supplement entrepreneur's expertise
- Explain the complexity of business operations
- Evaluate risk-taking opportunities
- Explain the need for business systems and procedures
- Describe the use of operating procedures
- Explain methods/processes for organizing workflow
- Develop and/or provide product/service
- Use creative problem-solving in business activities/decisions
- Explain the impact of resource productivity on venture success
- Create processes for ongoing opportunity recognition
- Develop plan to invest resources into improving current products or creating new ones

- Adapt to changes in business environment

BAC05.01.06 — Select a harvesting strategy that matches the entrepreneur's desired goals regarding the business venture.

Sample Indicators
- Explain the need for continuation planning
- Describe methods of venture harvesting
- Evaluate options for continued venture involvement
- Develop exit strategies

BAC05.02 — Analyze accounting systems' contribution to the fiscal stability of a business.

BAC05.02.01 — Develop a foundational knowledge of accounting to understand its nature and scope.

Sample Indicators
- Explain the concept of accounting
- Explain the need for accounting standards (GAAP)
- Discuss the role of ethics in accounting
- Explain the use of technology in accounting

	Explain legal considerations for accounting
BAC05.02.02	Demonstrate accounting procedures used to track money flow and to determine financial status.
Sample Indicators	Describe the nature of cash flow statements
	Prepare cash flow statements
	Explain the nature of balance sheets
	Describe the nature of income statements

BAC05.03   Understand tools, strategies, and systems used to maintain, monitor, control, and plan the use of financial resources.

BAC05.03.01	Acquire a foundational knowledge of finance to understand its nature and scope.
Sample Indicators	Explain the role of finance in business
	Discuss the role of ethics in finance
	Explain legal considerations for finance

BAC05.04   Understand the methods that businesses use to recruit, train and develop human resources.

BAC05.04.01	Describe the role and function of human resources management.
Sample Indicators	Discuss the nature of human resources management
	Explain the role of ethics in human resources management
	Describe the use of technology in human resources management

Cluster Topic BAC06	**SAFETY, HEALTH AND ENVIRONMENTAL:** *Understand the importance of health, safety, and environmental management systems in organizations and their importance to organizational performance and regulatory compliance. Follow organizational policies and procedures and contribute to continuous improvement in performance and compliance.*

BAC06.01   Implement safety, health, and environmental controls to enhance business productivity.

BAC06.01.01	Adhere to health and safety regulations to support a safe work environment.
Sample Indicators	Describe health and safety regulations in business
	Report noncompliance with business health and safety regulations
BAC06.01.02	Implement safety procedures to minimize loss.
Sample Indicators	Follow instructions for use of equipment, tools, and machinery
	Follow safety precautions
	Maintain a safe work environment
	Explain procedures for handling accidents
	Handle and report emergency situations
BAC06.01.03	Assess needed safety policies/procedures to ensure protection of employees.
Sample Indicators	Identify potential safety issues
	Establish safety policies and procedures
BAC06.01.04	Implement security policies/procedures to minimize chance for loss.
Sample Indicators	Explain routine security precautions
	Follow established security procedures/policies
	Protect company information and intangibles
BAC06.01.05	Develop policies/procedures to protect workplace security.
Sample Indicators	Identify potential security issues

Establish policies to protect company information and intangibles
Establish policies to maintain a non-hostile work environment
Establish policies and procedures to maintain physical security of the work environment

Cluster Topic BAC07	**LEADERSHIP AND TEAMWORK:** *Use leadership and teamwork skills in collaborating with others to accomplish organizational goals and objectives.*

No additional statements in the topic beyond those found in the Essential Knowledge and Skills Chart.

Cluster Topic BAC08	**ETHICS AND LEGAL RESPONSIBILITIES:** *Know and understand the importance of professional ethics and legal responsibilities.*

BAC08.01 **Describe business's responsibility to know and abide by laws and regulations that affect business operations.**

BAC08.01.01 Obtain and provide information in a business setting.
Sample Indicators
  Respect the privacy of others
  Explain ethical considerations in providing information
  Protect confidential information
  Determine information appropriate to obtain from a client or another employee

BAC08.01.02 Demonstrate ethical behaviors in the workplace.
Sample Indicators
  Explain the nature of business ethics
  Demonstrate responsible behavior
  Demonstrate honesty and integrity
  Demonstrate ethical work habits

BAC08.01.03 Manage internal and external business relationships to foster positive interactions.
Sample Indicators
  Treat others fairly at work
  Describe ethics in human resources issues

BAC08.01.04 Describe the nature and scope of business laws and regulations.
Sample Indicators
  Discuss the nature of law and sources of law in the United States
  Describe the US Judicial system hierarchy for legal appeals
  Describe legal issues affecting businesses

BAC08.01.05 Describe the elements of a business contract.
Sample Indicators
  Identify the basic torts relating to business enterprises
  Describe the nature of legally binding contracts

BAC08.01.06 Describe the current regulatory environment of United States' businesses.

Sample Indicators
  Describe the nature of legal procedure
  Discuss the nature of debtor-creditor relationships
  Explain the nature of agency relationships
  Discuss the nature of environmental law
  Discuss the role of administrative law

BAC08.01.07 Describe current human resources laws and regulations.
Sample Indicators
  Explain the nature of human resources regulations
  Explain the nature of workplace regulations (including OSHA, ADA)
  Discuss employment relationships

BAC08.01.08 Select business structure for immediate and long-term operations.
Sample Indicators
  Explain types of business ownership

Select form of business ownership

BAC08.01.09	Describe applicable commerce laws and regulations.
Sample Indicators	Explain the nature of trade regulations
	Describe the impact of anti-trust legislation
BAC08.01.10	Explain applicable tax laws and regulations to comply with government requirements.
Sample Indicators	Explain the nature of tax regulations on business
	Explain the nature of businesses' reporting requirements
	Develop strategies for legal/government compliance

Cluster Topic BAC09	**EMPLOYABILITY AND CAREER DEVELOPMENT:** *Know and understand the importance of employability skills. Explore, plan, and effectively manage careers. Know and understand the importance of entrepreneurship skills.*

BAC09.01 **Explore, obtain, and develop strategies for ensuring a successful business career.**

BAC09.01.01	Develop self-understanding to recognize the impact of personal actions on others.
Sample Indicators	Describe the nature of emotional intelligence
	Explain the concept of self-esteem
	Recognize personal biases and stereotypes
	Assess personal strengths and weaknesses
BAC09.01.02	Develop personal traits and behaviors to foster career advancement.
Sample Indicators	Identify desirable personality traits important to business
	Exhibit a positive attitude
	Exhibit self-confidence
	Demonstrate interest and enthusiasm
	Demonstrate initiative
	Foster positive working relationships
BAC09.01.03	Participate in career-planning to enhance job-success potential.
Sample Indicators	Assess personal interests and skills needed for success in business
	Analyze employer expectations in the business environment
	Explain the rights of workers
	Identify sources of career information
	Identify tentative occupational interest
	Explain employment opportunities in business
BAC09.01.04	Implement job-seeking skills to obtain employment.
Sample Indicators	Utilize job-search strategies
	Complete a job application
	Interview for a job
	Write a follow-up letter after job interviews
	Write a letter of application
	Prepare a résumé
	Use networking techniques to identify employment opportunities
BAC09.01.05	Utilize career-advancement activities to enhance professional development.
Sample Indicators	Describe techniques for obtaining work experience (e.g., volunteer activities, internships)
	Explain the need for ongoing education as a worker

Explain possible advancement patterns for jobs

Identify skills needed to enhance career progression

Utilize resources that can contribute to professional development (e.g., trade journals/periodicals, professional/trade associations, classes/seminars, trade shows, and mentors)

Cluster Topic BAC10	**TECHNICAL SKILLS:** *Use the technical knowledge and skills required to pursue the targeted careers for all pathways in the career cluster, including knowledge of design, operation, and maintenance of technological systems critical to the career cluster.*

BAC10.01	**Access, process, maintain, evaluate, and disseminate information to assist in business decision-making.**
BAC10.01.01	Use information literacy skills to increase workplace efficiency and effectiveness.
Sample Indicators	Assess information needs
	Obtain needed information efficiently
	Evaluate quality and source of information
	Apply information to accomplish a task
	Store information for future use
BAC10.01.02	Acquire a foundational knowledge of information management to understand its nature and scope.
Sample Indicators	Discuss the nature of information management
	Explain the role of ethics in information management
	Explain legal issues associated with information management
BAC10.01.03	Maintain business records to facilitate business operations.
Sample Indicators	Describe the nature of business records
	Maintain customer records
BAC10.01.04	Acquire information to guide business decision-making.
Sample Indicators	Describe current business trends
	Monitor internal records for business information
	Conduct an environmental scan to obtain business information
	Interpret statistical findings
BAC10.01.05	Utilize project-management skills to improve workflow and minimize costs.
Sample Indicators	Explain the nature of project management
	Identify resources needed for project
	Develop project plan
	Apply project-management tools to monitor project progress
	Evaluate project results

BAC10.02	**Establish, maintain, control, and plan the use of financial resources to protect solvency.**
BAC10.02.01	Describe the fundamental principles of money needed to make financial exchanges.
Sample Indicators	Explain forms of financial exchange (cash, credit, debit, electronic funds transfer, etc.)
	Identify types of currency (paper money, coins, banknotes, government bonds, treasury notes, etc.)
	Describe functions of money (medium of exchange, unit of measure, store of value)

	Describe sources of income (wages/salaries, interest, rent, dividends, transfer payments, etc.)
	Explain the time value of money
	Explain the purposes and importance of credit
	Explain legal responsibilities associated with financial exchanges
BAC10.02.02	Analyze financial needs and goals to determine financial requirements.
Sample Indicators	Explain the nature of financial needs (e.g., college, retirement, wills, insurance, etc.)
	Set financial goals
	Develop personal budget
BAC10.02.03	Manage personal finances to achieve financial goals.
Sample Indicators	Explain the nature of tax liabilities
	Interpret a pay stub
	Read and reconcile bank statements
	Maintain financial records
	Demonstrate the wise use of credit
	Validate credit history
	Protect against identity theft
	Prepare personal income tax forms (i.e., 1040 EZ)
BAC10.02.04	Explain the use of financial-services providers to aid in financial-goal achievement.
Sample Indicators	Describe types of financial-services providers
	Discuss considerations in selecting a financial-services provider
BAC10.02.05	Use investment strategies to ensure financial well-being.
Sample Indicators	Explain types of investments
	Explain the nature of capital investment
	Establish investment goals and objectives
BAC10.02.06	Identify potential business threats and opportunities for protecting a business's financial well-being.
Sample Indicators	Describe the concept of insurance
	Obtain insurance coverage
	Settle insurance losses
	Identify speculative business risks
	Explain the nature of risk management
BAC10.02.07	Obtain business credit and establish financial controls.
Sample Indicators	Explain the purposes and importance of obtaining business credit
	Analyze critical banking relationships
	Make critical decisions regarding acceptance of bank cards
	Determine financing needed for business operations
	Identify risks associated with obtaining business credit
	Explain sources of financial assistance
	Explain loan evaluation criteria used by lending institutions
	Complete loan application package
BAC10.02.08	Manage financial resources to maintain business solvency.
Sample Indicators	Describe the nature of budgets
	Explain the nature of operating budgets
	Describe the nature of cost/benefit analysis
	Determine relationships among total revenue, marginal revenue, output, and profit
	Develop company's/department's budget

Forecast sales
Calculate financial ratios
Interpret financial statements

BAC10.03   **Employ tools and strategies to influence, plan, control, and organize an organization/department.**

BAC10.03.01   Explain the role that business management has in contributing to business success.

Sample Indicators   Explain the concept of management
Explain the nature of managerial ethics

BAC10.03.02   Utilize planning tools to guide organization's/ department's activities.

Sample Indicators   Explain the nature of business plans
Develop company goals/objectives
Define business mission
Conduct an organizational SWOT
Explain external planning considerations
Identify and benchmark key performance indicators (e.g., dashboards, scorecards, etc.)
Develop action plans
Develop business plan

BAC10.03.03   Implement control activities that promote growth and development of the organization/department.

Sample Indicators   Describe the nature of managerial control (control process, types of control, what is controlled)
Analyze operating results in relation to budget/industry
Track performance of business plan

BAC10.04   **Identify, understand and implement processes and systems used to monitor, plan, and control day-to-day business activities.**

BAC10.04.01   Implement expense-control strategies to enhance a business's financial well-being.

Sample Indicators   Explain the nature of overhead/operating costs
Explain employee's role in expense control
Control use of supplies
Conduct breakeven analysis
Negotiate service and maintenance contracts
Negotiate lease or purchase of facility
Develop expense control plans
Use budgets to control operations

BAC10.04.02   Maintain property and equipment necessary for ongoing business activities.

Sample Indicators   Identify routine activities for maintaining business facilities and equipment
Plan maintenance program

BAC10.05   **Create, communicate, and deliver value to customers while managing customer relationships.**

BAC10.05.01   Perform customer service activities to support customer relationships and encourage repeat business.

Sample Indicators   Process customer orders
Process customer returns

BAC10.05.02	Utilize technology to facilitate customer relationship management.
Sample Indicators	Explain the use of databases in customer relationship management (CRM)
	Use CRM technology

BAC10.06 — **Employ systems, strategies, and techniques used to collect, organize, analyze, and share information in an organization.**

BAC10.06.01	Explain the nature and scope of knowledge management practices within a business.
Sample Indicators	Explain the nature of knowledge management
	Discuss the role of ethics in knowledge management
	Explain the use of technology in knowledge management
	Explain legal considerations for knowledge management
BAC10.06.02	Use knowledge management strategies to improve the performance and competitive advantage of an organization.
Sample Indicators	Identify techniques that can be used to capture and transfer knowledge in an organization
	Determine factors causing loss of organizational knowledge
	Implement knowledge-management strategies

BAC10.07 — **Plan, implement, monitor, and evaluate business projects.**

BAC10.07.01	Utilize project management skills to start, run, and complete projects.
Sample Indicators	Explain the nature of a project life cycle
	Explain standard project-management processes
	Coordinate schedules and activities
	Track project progress and results

BAC10.08 — **Implement, monitor and evaluate quality standards in order to ensure high quality.**

BAC10.08.01	Explain the nature and scope of quality management practices within a business.
Sample Indicators	Explain the nature of quality management
	Describe the nature of quality management frameworks (e.g., Six Sigma, ITIL, CMMI)
	Discuss the need for continuous improvement of the quality process

BAC10.09 — **Examine and employ risk management strategies and techniques in order to minimize potential business loss.**
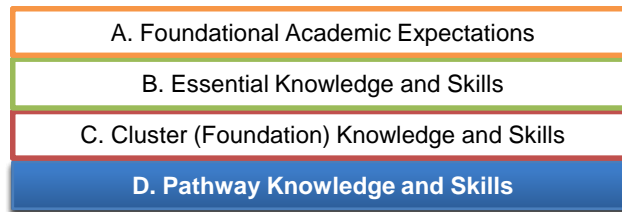
BAC10.09.01	Explain the nature and scope of risk management practices within a business.
Sample Indicators	Explain the role of ethics in risk management
	Describe the use of technology in risk management
	Discuss legal considerations affecting risk management

D. PATHWAY KNOWLEDGE AND SKILLS

The following knowledge and skill statements apply to all careers in the Human Resources Management Pathway. The statements are organized within nine topics.

| A. Foundational Academic Expectations |
| B. Essential Knowledge and Skills |
| C. Cluster (Foundation) Knowledge and Skills |
| **D. Pathway Knowledge and Skills** |

Pathway Topic BAPD01	**BUSINESS LAW**

BAPD01.01 — **Know, abide by, and enforce laws and regulations affecting business operations and transactions.**

BAPD01.01.01 — Implement human resources laws and regulations to ensure equitable treatment of employees and to meet government requirements.

Sample Indicators
- Explain unfair labor practices
- Comply with compensation and benefit laws
- Determine human resources management's legal responsibility in maintaining labor relations
- Participate in collective-bargaining process

Pathway Topic BAPD02	**COMMUNICATION SKILLS**

BAPD02.01 — **Obtain and convey ideas and information to aid in business decision-making.**

BAPD02.01.01 — Communicate with staff to clarify workplace expectations and benefits.
Sample Indicators
- Maintain confidentiality in dealing with personnel
- Describe elements of a human resources management's communications program

- Communicate diversity strategies
- Communicate compensation and benefits plan and policies to workforce

BAPD02.01.02 — Manage internal and external business relationships to influence organizational decision-making.

Sample Indicators
- Establish strategic relationships with individuals/teams in the business
- Establish alliances with key individuals and groups to share best-practices

Pathway Topic BAPD03	**EMOTIONAL INTELLIGENCE**

BAPD03.01 — **Motivate and supervise personnel to achieve completion of projects and company goals.**

BAPD03.01.01 — Exhibit behaviors and actions to effectively motivate and lead people.
Sample Indicators
- Identify and describe strategies that provide performance incentives
- Motivate and lead employees toward innovative ideas and/or critical thinking ability

- Motivate and lead employees toward continuous learning and/or professional development

BAPD03.01.02 — Exhibit behaviors and actions to effectively motivate and lead change.
Sample Indicators
- Identify and describe reasons for macro- and micro-economic change (change in the community, industry, internal and external operations)

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

BAPD03.01.03	Exhibit behaviors and actions to effectively motivate and promote the use of teamwork in the workplace.
Sample Indicators	Describe the interrelationships, interactions, and communications required for teaming

Develop and implement team operating procedures

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

Exhibit the ability to be flexible and allow for adaptations in work that team-tasking requires

Structure evaluation mechanisms to promote teamwork

Pathway Topic BAPD04	**FINANCIAL ANALYSIS**
BAPD04.01	**Maintain, monitor, control and plan the use of financial resources to ensure a business's financial well-being.**
BAPD04.01.01	Manage financial resources to maintain and evaluate human resources expenses.
Sample Indicators	Prepare and maintain human resources development budget
	Evaluate cost of a human resources development program

Pathway Topic BAPD05	**HUMAN RESOURCES MANAGEMENT**
BAPD05.01	**Plan, staff, lead and organize human resources to enhance productivity and satisfaction.**
BAPD05.01.01	Make termination and transition decisions that meet company goals.
Sample Indicators	Establish criteria for termination
	Ensure termination procedures are in compliance with federal, state and local laws
	Document communications with employees during termination procedures
	Conduct exit interview with employee following termination
BAPD05.01.02	Develop programs to assist in meeting needs of separated and transitional employees.
Sample Indicators	Determine employee needs for employment transition
	Research materials and methods available to assist with transition
	Communicate employment programs available
BAPD05.01.03	Describe the nature and scope of human resource management models.
Sample Indicators	Explain human resources management functions
	Describe phases of human resources management
	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.)
BAPD05.01.04	Plan talent-acquisition activities to guide human resources management decision-making.
Sample Indicators	Describe planning techniques used in the hiring process (e.g., succession planning, forecasting, etc.)

Evaluate the use of alternative staffing methods (e.g., outsourcing, telecommuting, etc.)

Assess availability of qualified applicants

Classify jobs

Establish employee-selection procedures

Develop strategies to market the organization to potential employees

Develop a staffing plan

BAPD05.01.05   Implement talent-acquisition activities to obtain qualified staff.

Sample Indicators   Administer and interpret employee selection tests

Assess employees' potential for growth and development in the organization

Make job offer

Explain contingency factors affecting job offer (e.g., background checks, drug tests, physical results, etc.)

Evaluate the effectiveness of recruitment sources

BAPD05.01.06   Control talent-acquisition activities to improve efficiencies of human resources selection.

Sample Indicators   Use staffing metrics to assess effectiveness of hiring decisions (e.g., cost benefit analysis, costs-per-hire, selection ratios, adverse impact, etc.)

Develop hiring policies and procedures

BAPD05.01.07   Conduct on-boarding activities to facilitate employee start-up.

Sample Indicators   Perform post-employment offer activities

Explain the use of employment contracts

Explain standard relocation practices

Assist with employee relocation

Describe expatriation and repatriation issues and practices

Evaluate effectiveness of new-employee orientation

Assess effectiveness of training

BAPD05.01.08   Determine employee-development needs to foster staff's growth and professional development.

Sample Indicators   Assess employee skills

Conduct task/process analysis

Assess company's learning needs

BAPD05.01.09   Administer human resources development activities.

Sample Indicators   Write training activities

Select subject-matter experts for employee-development activities

Conduct gap and/or needs analysis to identify human resources development needs

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

Apply human resources development theories

Implement employee-development program

Develop training program

Assess human resources development program effectiveness

BAPD05.01.10   Control human resources management activities to maintain workforce standards.

Sample Indicators   Assist with establishment of work rules

Implement informal performance appraisals

Assist supervisors with performance appraisal tools

Develop written performance-management procedures

Develop human-resources policy/procedure manual

BAPD05.01.11	Build employer-employee relationships to foster productivity.
Sample Indicators	Describe ways that businesses build positive employer-employee relationships
	Assess effectiveness of employee-relations activities
	Develop employee-relations programs
BAPD05.01.12	Resolve staff issues/problems to enhance productivity and improve employee relationships.
Sample Indicators	Explain labor-relations issues
	Describe out-placement procedures and activities used in layoffs
	Document employee issues
	Discipline employees
	Participate in dispute resolution
	Determine the strategic importance of employee exit
	Adhere to employment-at-will regulations
	Release staff due to layoffs
BAPD05.01.13	Select compensation system to match management's goals and attract employees.
Sample Indicators	Explain payroll functions
	Select a payroll system
	Explain the components of a compensation system
	Determine components of compensation system
	Discuss the nature of executive compensation
	Identify pay structures
	Determine pay grade of job
BAPD05.01.14	Analyze compensation functions to meet employee expectations and to remain competitive with other employers.
Sample Indicators	Identify emerging compensation issues
	Analyze pay rates
	Evaluate compensation policies and procedures
BAPD05.01.15	Identify employee benefit options to attract and keep qualified employees.
Sample Indicators	Explain the nature of benefit plans (e.g., health insurance, life insurance, retirement plans, educational assistance, health club, etc.)
	Explain the nature of retirement plans
BAPD05.01.16	Select benefit options to offer employees.
Sample Indicators	Conduct benefits need assessment
	Design a retirement plan
	Establish a benefits plan
BAPD05.01.17	Analyze benefit plans to maximize employee satisfaction while minimizing human resources costs.
Sample Indicators	Explain methods that can be used to analyze benefit plans
	Evaluate benefits plan
BAPD05.01.18	Analyze employee fitness and wellness program to facilitate employee well-being.
Sample Indicators	Explain types of fitness/wellness programs offered by businesses
	Assess company's employee fitness/wellness program
BAPD05.01.19	Select employee fitness and wellness program to facilitate employee well-being.
BAPD05.01.20	Develop company's health and safety programs to ensure compliance with regulations and employee protection.

Sample Indicators	Implement workplace injury/occupational illness procedures
	Evaluate effectiveness of company's injury/occupational illness prevention programs
	Set up company's injury/occupational illness prevention programs
BAPD05.01.21	Assess company's health and safety programs to ensure compliance with regulations and employee protection.
BAPD05.01.22	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.
Sample Indicators	Explain the nature of organizational development
	Apply organizational-development theories
	Evaluate human resources management's contribution to organizational effectiveness

Pathway Topic BAPD06	INFORMATION MANAGEMENT
BAPD06.01	**Access, process, maintain, evaluate, and disseminate information to support business functioning.**
BAPD06.01.01	Utilize a human resource information system to increase organizational efficiency.
Sample Indicators	Explain the nature of a human resource information system (HRIS)
	Capture and store data in a human resource information system (HRIS)
	Mine data in human resource information system
	Identify trends in human resource information systems (HRIS)
	Institute policies/procedures to protect the privacy of human-resources information
BAPD06.01.02	Utilize relevant human resource tools to increase organizational efficiency.

Pathway Topic BAPD07	MARKETING
BAPD07.01	**Employ and manage the tools, techniques and systems businesses use in creating, communicating and delivering value to the public.**
BAPD07.01.01	Describe a company's unique selling points.
Sample Indicators	Develop strategies to market the organization to potential employees
BAPD07.01.02	Recognize a company's unique selling points, or what sets the company apart from its competitors.

Pathway Topic BAPD08	OPERATIONS
BAPD08.01	**Monitor, plan and control day-to-day business activities to foster a healthy and safe work environment.**
BAPD08.01.01	Explain human resources health and safety issues.
Sample Indicators	Describe general health and safety practices monitored and assessed by human resources management
	Discuss the nature of incident and emergency response plans

Describe the nature of employee-assistance programs

Explain the nature of employee fitness/wellness programs

Discuss human resources management issues resulting from employee's drug use and dependency

BAPD08.01.02 Troubleshoot health and safety problems to foster a safe work environment.

Sample Indicators Identify potential workplace violence conditions

Protect business's security when terminating employees

Implement workplace injury/occupational illness procedures (e.g., worker's compensation, OSHA)

Ensure compliance with all applicable workplace health and safety laws and regulations

Facilitate investigation procedures of workplace safety, health, and security enforcement agencies

BAPD08.01.03 Develop and analyze human resources safety and security programs, practices, and services.

Sample Indicators Recommend an emergency response and business recovery plan

Recommend an incidence response plan

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

Recommend a security plan for a business

Evaluate security plans to protect the company from liability

Develop/select injury/occupational illness prevention programs

Develop/select safety training and incentive programs

Set up an employee-assistance program

Assess employee-wellness programs

Evaluate effectiveness of safety training and incentive programs

Pathway Topic BAPD09	STRATEGIC MANAGEMENT

BAPD09.01 **Plan, control, and organize the Human Resource department so that the department maximizes its contribution to business success.**

BAPD09.01.01 Implement strategic-planning processes to guide human resources management decision-making.

Sample Indicators Explain how human resources management participates in a company's strategic planning process

Determine the strategic importance of organizational exit

Develop organizational change-management program

Facilitate activities to enable strategic management process implementation

Evaluate human resources management's contribution to organizational effectiveness

BAPD09.01.02 Evaluate organization's strategic planning and policy-making processes to guide decision-making.

Sample Indicators Apply environmental scanning techniques to assess strategic-planning processes

Apply results of environmental scan to business goals/objectives

Evaluate organizational change-management program