



## Business Administration: Human Resources Management

**Occupational Analysis DACUM Chart**  
 Facilitated by Craig Edwards and Sandra Sukhan  
 December 6 and 13, 2012

### DACUM Skill Rating Scale

- 1 - Can perform some parts of this skill satisfactorily but requires assistance and/or supervision to perform the entire skill.
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LEAD HR PLANNING &  
 ORGANIZATIONAL  
 DEVELOPMENT  
 A

Write job descriptions A1	Identify employee core competencies A2	Develop succession plans A3	Contribute to overall organization's design and development A4	Facilitate organizational change A5	Develop policies A6
1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4
Develop employment brand A7	Determine workforce reduction/expansion A8	Contribute to organizational strategic plans A9	Establish HR strategic vision A10	Support continuous improvements A11	Recommend reporting relationships A12
1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4
Create plans for organizational transitions A13					
1 2 3 4					

MANAGE  
 COMPENSATION  
 SYSTEMS  
 B

Perform job evaluations B1	Perform job analysis B2	Maintain fair wages B3	Administer payroll B4	Administer benefits B5	Administer pension plans B6
1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4
Cost/benefit plans B7	Cost proposals for collective agreements B8	Evaluate compensation structures B9	Develop formalized compensation structure B10	Implement compensation systems B11	Design employee reward and recognition programs B12
1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4



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MANAGE EMPLOYEE RELATIONS  
C

Create a dispute resolution process C1	Ensure compliance with dispute resolution process C2	Follow a dispute resolution process C3	Respond to complaints C4	Manage employee performance C5	Mediate conflict C6
1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4
Recommend corrective action C7	Determine corrective action C8	Negotiate settlements C9	Develop retention strategies C10	Administer employee rewards and recognition programs C11	Engage employees C12
1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4
Develop HR programs (Wellness, Time Management) C13	Manage cases e.g., Return-to-Work C14	Support accommodation process C15	Negotiate contracts C16	Manage contracts C17	
1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	

LEAD RECRUITMENT  
D

Create recruitment strategies D1	Conduct needs assessment D2	Select appropriate recruitment methods D3	Determine selection committee and criteria D4	Develop assessment methods D5	Create a job posting D6
1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4
Source qualified candidates D7	Screen candidates D8	Conduct interviews D9	Coordinate pre-employment checks D10	Check references D11	Negotiate job offer D12
1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4

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COMPLY WITH EMPLOYMENT RELATED LEGISLATION & STANDARDS  
**E**

Follow government legislation & policies E1	Contribute to development of regulations/standards E2	Ensure organization compliance/reporting with regulatory bodies E3	Apply legal jurisprudence E4	Operate within legal framework E5	Respond to legal issues E6
1   2   3   4	1   2   3   4	1   2   3   4	1   2   3   4	1   2   3   4	1   2   3   4
Liaise with government agencies E7	Maintain accurate personnel files E8	Interpret legislation E9			
1   2   3   4	1   2   3   4	1   2   3   4			

FACILITATE LEARNING & DEVELOPMENT  
**F**

Provide employee orientation F1	Coordinate training F2	Identify training opportunities F3	Identify training needs and interests F4	Develop training materials F5	Design training programs F6
1   2   3   4	1   2   3   4	1   2   3   4	1   2   3   4	1   2   3   4	1   2   3   4
Design employee specific learning plans F7	Deliver training F8	Evaluate training F9	Recommend resources F10	Provide guidance F11	Mentor staff F12
1   2   3   4	1   2   3   4	1   2   3   4	1   2   3   4	1   2   3   4	1   2   3   4
Coach employees F13	Facilitate employee career development plan F14	Map career paths F15			
1   2   3   4	1   2   3   4	1   2   3   4			

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MANAGE LABOUR  
RELATIONS  
  
G

Lead organizational response to certification /decertification process G1	Collect data for collective bargaining G2	Prepare bargaining proposals G3	Negotiate collective agreement G4	Develop plan for strike or lock-out G5	Prepare collective agreement document G6
1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4
Communicate collective agreement changes G7	Manage under a collective agreement G8	Interpret collective agreement G9	Respond to grievances G10	Represent employer at arbitration G11	Build positive labour relations G12
1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4

USE TECHNOLOGY  
  
H

Use computer software (organization specific) H1	Implement new technology changes H2	Assist in design of HR-specific software H3	Use office equipment H4	Create organizational charts H5	Use social media H6
1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4
Manage files/records H7	Maintain data integrity H8	Generate reports H9	Maintain HR information systems H10	Use HR information systems H11	Use word processing software H12
1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4
Navigate the web H13	Use spreadsheet software H14	Use presentation software H15	Use scheduling software H16	Use video conferencing technology H17	Use learning management systems H18
1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4
Use a variety of communication tools /devices H19					
1 2 3 4					

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SYNTHESIZE  
INFORMATION FROM  
A VARIETY OF  
SOURCES

Analyze survey results I1	Read and interpret financial statements I2	Perform statistical analysis I3	Make recommendations I4	Analyze a variety of information I5	Investigate e.g., labour relations I6
1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4
Conduct research I7	Collect information I8	Perform calculations e.g., overtime, turn-over rates I9	Prepare reports I10	Conduct surveys I11	Design surveys I12
1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4
Recommend service providers I13	Conduct cost/benefit analysis I14				
1 2 3 4	1 2 3 4				

COMMUNICATE  
J

Use effective verbal communication J1	Ask clarifying questions J2	Interpret non-verbal communication J3	Listen actively J4	Write effectively J5	Create presentations J6
1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4
Deliver presentations J7	Document (issues, events, details) J8	Speak to the level of audience J9	Use communication tools appropriate to the task J10	Write persuasively J11	Develop forms J12
1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4
Develop communication strategy J13					
1 2 3 4					



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DEMONSTRATE  
 PERSONAL  
 COMPETENCIES  
  
 K

Demonstrate empathy K1	Maintain confidentiality K2	Demonstrate tactfulness K3	Demonstrate objectivity K4	Demonstrate resilience K5	Solve problems K6
1 2 <b>3</b> 4	1 2 3 <b>4</b>	1 <b>2</b> 3 4	1 2 <b>3</b> 4	1 <b>2</b> 3 4	1 <b>2</b> 3 4
Adapt to changing environments K7	Manage time K8	Plan K9	Manage change K10	Cope with ambiguity K11	Manage stress K12
1 2 <b>3</b> 4	1 2 <b>3</b> 4	1 <b>2</b> 3 4	1 <b>2</b> 3 4	1 <b>2</b> 3 4	1 2 <b>3</b> 4
Resolve conflicts K13					
1 <b>2</b> 3 4					



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DEMONSTRATE PROFESSIONAL COMPETENCIES

L

Innovate L1	Work within a budget L2	Maintain consistency in decision making L3	Think critically L4	Manage projects L5	Negotiate with internal and external stakeholders L6
1   2   3   4	1   2   3   4	1   2   3   4	1   2   3   4	1   2   3   4	1   2   3   4
Champion integrity L7	Build relationships L8	Recommend improvements L9	Mitigate risk L10	Apply business principles L11	Guide and advise L12
1   2   3   4	1   2   3   4	1   2   3   4	1   2   3   4	1   2   3   4	1   2   3   4
Influence decisions L13	Work as part of a team L14	Maintain professional boundaries L15	Maintain currency L16	Lead others formally and informally L17	Advocate for change L18
1   2   3   4	1   2   3   4	1   2   3   4	1   2   3   4	1   2   3   4	1   2   3   4
Apply code of ethics L19					
1   2   3   4					



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