

Domain/Tasks	Knowledge and Skills <u>most</u> needed to perform task	Core expectations for entry level across lines of service (what the person should be able to know and do)	What is different across lines of Service? How would training content, test questions, and testing emphasis differ?
DOMAIN 20 - Human Resources (HR)		Core	HCBS Line of Service
<p>20.01 Ensure that human resource management policies and programs comply with federal and state rules and regulations.</p>	<p>K01 Applicable federal and state laws, rules, and regulations</p> <p>K07 Compensation and benefit programs (such as employee assistance programs, insurance, salary, retirement)</p> <p>K08 Human resource policies and procedures (such as employee grievance, workplace rules, discipline, absenteeism, turnover, classification, exemption status)</p> <p>K12 OSHA rules and regulations</p> <p>K13 Workers compensation rules, regulations, and procedures</p> <p>K21 Union/management and labor relations</p> <p>K22 Employee record-keeping requirements and procedures</p> <p>S11 Analyzing and interpreting information/data</p> <p>S12 Informed decision making/critical thinking</p> <p>S16 Writing and evaluating policies and procedures</p>	<p>Able to create policies and procedures that follow federal and states laws rules and regulations</p> <p>Includes ensuring understanding of and compliance with:</p> <ul style="list-style-type: none"> • OSHA guidelines • Fair Labor Standards (FLSA) • Equal Opportunity Employment • Non-Discrimination in Interviewing and Hiring • Employee Background Checks (requirements may vary state to state) • Understanding of Collective Bargaining Agreements and Rules in the case of a collective bargaining initiative • Family Medical Leave Act (FMLA) • Worker's Compensation and Unemployment • License Verification across all disciplines • Employee record keeping requirements 	<p>484.4 identifies personnel qualifications for Home Health</p> <p>418.114 identifies personnel qualifications for Hospice.</p>
<p>20.02 Establish the planning, development, implementation, monitoring, and evaluation of recruitment, selection, and retention practices.</p>	<p>K01 Applicable federal and state laws, rules, and regulations</p> <p>K05 Employee recruitment, selection, interviewing, reference and background checks</p> <p>K06 Employee orientation, training and continuing education requirements, and resources</p> <p>K07 Compensation and benefit programs (such as employee assistance programs, insurance, salary, retirement)</p> <p>K08 Human resource policies and procedures (such as employee grievance, workplace rules, discipline, absenteeism, turnover, classification, exemption status)</p> <p>K16 Employee recognition, appreciation, and retention programs</p> <p>K18 Types and methods of communication</p> <p>S08 Coaching, teaching, counseling, and mentoring</p> <p>S16 Writing and evaluating policies and procedures</p>	<p>Able to ensure that the facility has systems in place that will provide for a consistent, fair, and predictable method of job development, job hiring, job training, employee evaluation, and continuing education. These systems should follow the standards of the Fair Labor Standards Act (FLSA).</p> <p>Develops necessary tools and systems for:</p> <ul style="list-style-type: none"> • Budgeting necessary employee FTEs in all departments based upon care needs and financial constraints. • Develop compensation and benefit packages within budget and competitive allowances. • Recruiting employees with appropriate credentials to fill budgeted vacancies. • Interviewing and hiring practices in accordance with FLSA and Equal Employment standards. • Developing effective employee orientation and continuing education programs. • Develop and implement employee evaluation practices, including employee recognition and empowerment. 	<p>The State Operations Manual for Home Health Agencies identifies specific Standards related to the duties of the various positions that would be necessary for the Administrator to be familiar with at minimally qualified practice level (see 484.30(a)(b). The State Operations Manual for Hospice also identifies a specific standard for recruiting and retaining at 418.78(c).</p> <p>Development of job descriptions that outline necessary experience due to the independent practice.</p> <p>Home Health 484.36 HHA training and competency</p> <p>Hospice 418.112 Training and orientation of staff</p>
<p>20.03 Establish the planning, development, implementation,</p>	<p>K01 Applicable federal and state laws, rules, and regulations</p> <p>K06 Employee orientation, training and continuing education requirements, and resources</p> <p>K09 Diversity training</p>	<p>Has policies and procedures in place to train managers/leaders to follow and design basic and continuing education programs aimed at evaluating</p>	<p>The CMS State Operations Manual for Home Health Agencies does identify requirements for Home Health Aide training (see 484.36(a)(1)-(3)(b)(1)-(5)(e). The Conditions of Participation for Hospice also includes specific requirements for competency and training (see 418.76(a)-(f); 418.78(a); 418.100(g) of the State Operations Manual).</p> <p>Hospice Regulations can be found at: http://www.ecfr.gov/cgi-bin/text-idx?rgn=div5&node=42:3.0.1.1.5</p>

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<p>monitoring, and evaluation of employee training and development programs.</p>	<p>K11 Safety and injury prevention training</p> <p>K17 Leadership development</p> <p>K19 Conflict resolution and team dynamics</p> <p>S11 Analyzing and interpreting information/ data</p> <p>S16 Writing and evaluating policies and procedures</p> <p>S17 Developing and evaluating systems</p>	<p>individual employee performance and training programs that can meet the basic, continuing, or potential educational needs of the employee.</p>	<p>Home Health regulations can be found at: http://www.ecfr.gov/cgi-bin/text-idx?tpl=/ecfrbrowse/Title42/42cfr484_main_02.tpl</p> <p>Home Health 484.14, 484.36 and Hospice 418.112, 418.76</p>
<p>20.04 Establish the planning, development, implementation, monitoring, and evaluation of employee evaluation programs.</p>	<p>K1 Applicable federal and state laws, rules, and regulations</p> <p>K04 Employee position qualifications, job analysis, job descriptions</p> <p>K10 Performance evaluation procedures</p> <p>K19 Conflict resolution and team dynamics</p> <p>K22 Employee record-keeping requirements and procedures</p> <p>S02 Communicating effectively</p> <p>S16 Writing and evaluating policies and procedures</p> <p>S17 Developing and evaluating systems</p>	<p>Able to ensure that policies and procedures are in place that clearly provide instruction to managers/leaders to regularly monitor employee performance and to timely inform employees of when their performance or adherence to procedures does not meet standards. This includes timely formal evaluations of the employee to communicate areas of poor performance and areas that employee meets and exceed facility standards.</p>	<p>Both the State Operations Manual for Home Health Agencies and Hospice give direction related to evaluation (484.36(e), and 418.76(c) respectively).</p>
<p>20.05 Establish the planning, development, implementation, monitoring, and evaluation of compensation and benefit programs.</p>	<p>K1 Applicable federal and state laws, rules, and regulations</p> <p>K07 Compensation and benefit programs (such as employee assistance programs, insurance, salary, retirement)</p> <p>K08 Human resource policies and procedures (such as employee grievance, workplace rules, discipline, absenteeism, turnover, classification, exemption status)</p> <p>K15 Methods for assessing, monitoring, and enhancing employee satisfaction</p> <p>K16 Employee recognition, appreciation, and retention programs</p> <p>S11 Analyzing and interpreting information/data</p> <p>S16 Writing and evaluating policies and procedures</p>	<p>Able to ensure that policies and procedures are in place for employee compensation and benefits programs. This includes a formal method of informing employees of their benefits that include employee benefit and compensation.</p> <p>Compensation and benefit programs must be in keeping with FLSA and must be within the operating budget parameters as well as in line with perceived local competitors in the profession.</p> <p>The FLSA addresses requirements related to this task across all service lines. ERISA also pertains across all lines of service, as well as the ACA.</p>	
<p>20.06 Establish the planning, development, implementation, monitoring, and evaluation of employee health and safety programs.</p>	<p>K1 Applicable federal and state laws, rules, and regulations</p> <p>K11 Safety and injury prevention training</p> <p>K12 OSHA rules and regulations</p> <p>K13 Workers compensation rules, regulations, and procedures</p> <p>K14 Drug-free workplace programs</p> <p>K22 Employee record-keeping requirements and procedures</p> <p>K23 Mandatory reporting requirements</p>	<p>Able to ensure that policies and procedures are in place to prevent employee injury and encourage employee wellness. This includes an effective workers compensation or group retro program and providing a health/wellness program that gives employees the opportunity to attain health, dental, vision, accident, pharmacy, and life insurance programs.</p> <p>Health and Safety programs must include compliance with OSHA regulations, such as posting of Safety Data Sheets (SDS), use and availability of protective equipment, systems in place to prevent injury and how to respond if/when injury occurs. Must also comply with injury data collection, submission and posting requirement of OSHA.</p> <p>OSHA standards address requirements related to this task across all service lines. The ACA also currently addresses requirements related to this task across all lines of service.</p>	

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20.07 Establish the planning, development, implementation, monitoring, and evaluation of employee satisfaction and organizational culture.	<p>S14 Assessing and recognizing safety concerns and needs</p> <p>S16 Writing and evaluating policies and procedures</p> <p>K06 Employee orientation, training and continuing education requirements, and resources</p> <p>K07 Compensation and benefit programs (such as employee assistance programs, insurance, salary, retirement)</p> <p>K15 Methods for assessing, monitoring, and enhancing employee satisfaction</p> <p>K18 Types and methods of communication</p> <p>K19 Conflict resolution and team dynamics</p> <p>S01 Creating and communicating a vision</p> <p>S02 Communicating effectively</p> <p>S03 Cultivating effective relationships</p> <p>S04 Inspiring and motivating</p> <p>S16 Writing and evaluating policies and procedures</p> <p>S17 Developing and evaluating systems</p>	<p>Able to ensure that policies and procedures are in place to measure employee satisfaction and that employee satisfaction results are taken seriously and considered. Requires development an organization chart/structure that will clearly communicate to employees the organization structure.</p>	
20.08 Establish the planning, development, implementation, monitoring, and evaluation of employee disciplinary policies and procedures.	<p>K08 Human resource policies and procedures (such as employee grievance, workplace rules, discipline, absenteeism, turnover, classification, exemption status)</p> <p>K10 Performance evaluation procedures</p> <p>K15 Methods for assessing, monitoring, and enhancing employee satisfaction</p> <p>K19 Conflict resolution and team dynamics</p> <p>K22 Employee record-keeping requirements and procedures</p> <p>S16 Writing and evaluating policies and procedures</p> <p>S17 Developing and evaluating systems</p>	<p>Has policies and procedures in place that will set standards to objectively measure employee performance and when employee performance or behavior does not meet standards, employees are made aware of an allegation that their performance or behavior does not meet expectations, employee is given an opportunity to give an explanation of their performance or behavior (give their side of the story), offer witnesses or evidence that will support their statement, and provide a written statement. Procedure should include that the employee will be made aware if an investigation will be done, if the employee will be suspended pending investigation, and that no discipline will be applied until a thorough investigation is completed.</p> <p>An effective evaluation and disciplinary program begins with ensuring that the employee clearly understands the expectations of the position held, and the workplace rules. This includes clearly written job descriptions, as well as a clearly written employee handbook and appropriate and sufficient continuing education to ensure expectations are understood.</p>	<p>Since this setting is more likely to have employees working in remote locations, and with minimal or no direct supervision, the minimally qualified candidate would need to be able to recognize that the policies and procedures must still include methods to objectively and consistently provide disciplinary actions. The Federal Resident Rights Statute will impact practices in some of these settings.</p> <p>Home Health Patient rights 484.10 Hospice 418.52</p>
20.09 Establish the planning, development, implementation, monitoring, and evaluation of employee grievance policies and procedures.	<p>K01 Applicable federal and state laws, rules, and regulations</p> <p>K04 Employee position qualifications, job analysis, job descriptions</p> <p>K06 Employee orientation, training and continuing education requirements, and resources</p> <p>K08 Human resource policies and procedures (such as employee grievance, workplace rules, discipline, absenteeism, turnover, classification, exemption status)</p> <p>K09 Diversity training</p> <p>K10 Performance evaluation procedures</p> <p>K21 Union/management and labor relations</p> <p>S02 Communicating effectively</p> <p>S08 Coaching, teaching, counseling, and mentoring</p>	<p>Has policies and procedures in place to clearly communicate with the employee a formal program grievance procedure in which the employee without fear of retaliation can communicate areas of frustration, abuse, mistreatment, or concerns with the understanding that a formal response will follow.</p> <p>For employees that are unionized, the NLRB guidelines apply</p> <p>EEOC applies to all</p>	

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	S09 Negotiating, collaborating, and resolving disputes S10 Problem solving S12 Informed decision making/critical thinking		
20.10 Establish the planning, development, implementation, monitoring, and evaluation of leadership development programs.	K09 Diversity training K17 Leadership development K18 Types and methods of communication K21 Union/management and labor relations S01 Creating and communicating a vision S02 Communicating effectively S04 Inspiring and motivating S08 Coaching, teaching, counseling, and mentoring S10 Problem solving	Able to develop leadership development programs not only for manager/leaders but also for all employees. This may be in the form of a formalized programs designed by a corporation, outside vendor, or the Administrator.	
20.11 Promote a safe work environment (such as safety training and employee risk management).	K01 Applicable federal and state laws, rules, and regulations K06 Employee orientation, training and continuing education requirements, and resources K11 Safety and injury prevention training K12 OSHA rules and regulations K13 Workers compensation rules, regulations, and procedures K14 Drug-free workplace programs K21 Union/management and labor relations S02 Communicating effectively S08 Coaching, teaching, counseling, and mentoring S10 Problem solving S14 Assessing and recognizing safety concerns and needs	Able to ensure effective policies and procedures are in place to create an awareness of safety throughout the workplace that include reporting accidents, safety monitoring, fire drills, water, gas, and electric shut off valves, and that emergency generators are regularly tested. Risk Management - acceptable practice and common knowledge apply across LOS	Home Health Aide Services §484.36 Hospice Aide & Homemaker Services §418.76
20.12 Promote a positive work environment (using techniques such as conflict resolution, diversity training, staff recognition programs).	K01 Applicable federal and state laws, rules, and regulations K08 Human resource policies and procedures (such as employee grievance, workplace rules, discipline, absenteeism, turnover, classification, exemption status) K09 Diversity training K15 Methods for assessing, monitoring, and enhancing employee satisfaction K16 Employee recognition, appreciation, and retention programs K19 Conflict resolution and team dynamics S02 Communicating effectively S03 Cultivating effective relationships S08 Coaching, teaching, counseling, and mentoring S15 Allocating and optimizing resources and programs S17 Developing and evaluating systems	Able to ensure that policies and procedures are in place to assure that the employees are provided a workplace allows them to communicate concerns and grievances in a safe environment. In addition includes training programs in diversity, conflict resolution, continuing education, and staff recognition programs. Across LOS, for employees that are unionized – NLRB guidelines apply	
	K06 Employee orientation, training and continuing education requirements, and resources K09 Diversity training	Able to ensure that policies and procedures are in place to direct managers and employees on how to formally and informally communicate with each other.	

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20.13 Facilitate effective written, oral, and electronic communication among management and employees.	K17 Leadership development K18 Types and methods of communication K20 Information technology safeguards related to such issues as data security, social media, e-mail, voicemail, computer software, cell phones, photography, video, texting S02 Communicating effectively S21 Utilizing technology S22 Utilizing social media	These procedures should include requirements to managers on effective leadership ensuring employees are aware and trained in their respective job duties and tasks. Supervisors should also be held accountable for validating performance and communicating with employee their progress.	
20.14 Ensure employee records and documentation systems are developed and maintained.	K01 Applicable federal and state laws, rules, and regulations K02 Licensure requirements and scopes of practice K04 Employee position qualifications, job analysis, job descriptions K08 Human resource policies and procedures (such as employee grievance, workplace rules, discipline, absenteeism, turnover, classification, exemption status) K21 Union/management and labor relations K22 Employee record-keeping requirements and procedures S17 Developing and evaluating systems S16 Writing and evaluating policies and procedures S21 Utilizing technology	Able to ensure that employee records and correspondence are protected and secure to other employees, care recipients, and unauthorized individuals.	Conditions of Participation – (Hospice/Home Health) - Questions differ in specific federal regulations only – Condition of Participation (Home Health) – §484.14 – Organization, Services, and Administration; §484.30 –Skilled Nursing Services; §484.32 – Therapy Services; §484.34 – Medical Social Services; §484.36 Home Health Aide Services Condition of Participation (Hospice) – §418.62 – Core Services; §418.72 – PT,OT,SLP; §418.76 - Hospice and Homemaker Services; §418.102 Medical Director
20.15 Establish a culture that encourages employees to embrace care recipients' rights.	K01 Applicable federal and state laws, rules, and regulations K05 Employee recruitment, selection, interviewing, reference and background checks K06 Employee orientation, training and continuing education requirements, and resources K09 Diversity training K18 Types and methods of communication K23 Mandatory reporting requirements S01 Creating and communicating a vision S02 Communicating effectively S03 Cultivating effective relationships S05 Demonstrating empathy S13 Recognizing and ensuring care recipients' holistic needs are being met S14 Assessing and recognizing safety concerns and needs	Able to create a culture that ensures that all care recipients' rights are followed. Able to develop policies and procedures on reporting violation of care recipients' rights.	Federal regulations exist regarding patient rights for hospice and home health §418.52 (Hospice); §484.10 (Home Health)