CIRCULAR HRM

Aligning Circular Economy with Human Resources Management

European Standard of Professional Competence

Erasmus+ Programme
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1. Introduction

This European Standard of Professional Competence for Human Resources Managers of the eco industry companies is A1 activity of output **IO2 - Development of a training course for the HR managers, employees and employers of the eco companies and a training guide for VET trainers**. The aim of this document is to develop a standard for the occupational activities and working tasks of human resource (HR) managers for eco-companies or companies that aim at moving to a Circular Human Resources Management. This standard will serve as a basis for the configuration of the training course and learning materials.

This first output has the role of creating a common framework for qualifications in the scope of a European scheme of skills, competencies and knowledge to be acquired at the workplace. The principal reference is, therefore, the **European Qualifications Framework (EQF)**, which will serve as a core structure for the construction of a final assessment curriculum at the end of the training course.

HRM Circular is based on the European framework in order to give a common EU tool for responding to cross-border challenges. Cross-border labour mobility has risen over time, but cross-border commuters remain a very small proportion (around 0.9 %) of the total European labour force. The highest rates of cross-border movement tend to be clustered around the middle of Europe, with border regions running from northern France, the Benelux countries, Germany and Switzerland, as well as borders in Slovakia, Hungary, Slovenia and Croatia. Key drivers for cross-border movement include complementary socioeconomic conditions, wherein good wage differentials and employment opportunities that match the skills of prospective workers are available across the border.

Additional factors include the practical aspects of cross-border movement, including practical transport links and affordable housing options. Research shows a broad consensus on a series of barriers to cross-border workers. These are diverse and interrelated and include a lack of information on job vacancies; non-transferability of qualifications; language and socio-cultural differences; and differences in social security, pension and taxation systems between country of work and country of residence. A lack of trust between different sides of the border and a lack of willingness of public authorities to work together have also been cited as barriers. Although no definitive hierarchy of barriers has been identified by looking across available literature on the subject, the pervasive nature of language points to it as a particularly relevant barrier, given its impact in intensifying most other types of obstacle

The EQF will set the basis for the training modules that will help HR managers to design jobs that can face the challenges of the current market. This is subject to constant innovation and technological updates and risks to waste the skills of lower skilled and older workers sometimes because business models of companies do not involve a circular plan of skills renewal, such as constant life-long learning planning personal and organisational changes with human resource managers.

But the loss of skills does not focus only on the workers mentioned, but all workers in this market can be susceptible to wasting their skills, assuming a waste can be from an intellectual, mental, physical, emotional, and financial standpoint

In this manner, the training programme could be transferable, further implemented by other trainers or refresh other training courses on human resources management (HRM).

This document is based on the several activities implemented in the previous output of the project, **Highlighting circularity into company's** case study, where companies have given their opinions and examples of what a **Circular Human Resources Management** (HRM) means for them. This followed the Modified Delphi Method (MDM). Seven concepts that constitute a model for circularity in Human Resource Management (HRM) were presented and discussed. With a series of rounds, the presented concepts were adjusted, refined and clarified. Ideas shared through the three rounds have been taken into account within the EQF and the final contents of the training course.

2. European Qualifications Framework (EQF) level

Elaboration of a European Standard of Professional Competence is based on both the knowledge of all partners and the results of the contributions of the research/case studies in all partner's respective countries. This case study has the objective of identifying current HRM practices in that partners can also turn into learning objectives, following ECVET guidelines. The **European Qualification Framework for Circular HR managers** is described within the framework of EQF (level 5). The resulting qualification uses a glossary recommended by CEDEFOP (learning outcomes, knowledge, skills and competencies).

What is a qualifications framework?

A qualifications framework classifies qualifications according to a set of criteria for specified levels of learning achieved. It aims to integrate and coordinate qualifications, as well as improve the transparency, accessibility and quality of qualifications in relation to the labour market, the education and training system, and civil society. Qualifications frameworks support lifelong learning (i.e. all learning activity undertaken throughout life), with the aim of improving knowledge, skills and competences within a personal, civic, social and/or employment-related perspective. This definition covers the full range of formal, non-formal and informal learning.

EQF: learning outcomes as a main principle

Qualifications have traditionally provided information about the duration of learning and the institution or location where the learning has taken place. Information on what to expect from the holder of the qualification, in terms of knowledge, skills and competences, has been less common and transparent. The EQF, and all National Qualifications Frameworks (NQFs) that have been referenced to it, follow a learning outcomes approach. This means that both the content and the level of a qualification reflect what holders are expected to know, understand and be able to do (learning outcomes).

The shift to learning outcomes increases the transparency of a qualification and enhances its comparability between countries and within countries (e.g. between different types of qualifications at the same level, or different levels of qualifications of the same type). Through its focus on learning outcomes, the EQF can help citizens to find their way in an increasingly diverse and complex qualifications landscape. A learning outcomes approach further supports a better match between the skills needs of the labour market and education and training provision, while also facilitating the validation of learning acquired in different settings. By focusing on what a learner knows, can do and can understand, learning outcomes help to open up qualifications to a wider variety of learning pathways and experiences

The knowledge, skills and competencies on the EQF level 5 are described as:

KNOWLEDGE	SKILLS	RESPONSIBILITY AND AUTONOMY
Level 5		
Comprehensive, specialised, factual and theoretical knowledge within a field of work or study and an awareness of the boundaries of that knowledge	A comprehensive range of cognitive and practical skills required to develop creative solutions to abstract problems	Exercise management and supervision in contexts of work or study activities where there is unpredictable change; review and develop performance of self and others

Partners looked for examples of the professional figures concerned by "Circular HRM for the eco sector" activities or examples of training in the extent of our project. We realised that training focused on a Circular Human Resources Management field at this EQF level is rare, or even non-existent. Non-formal training is covering just partial topics regarding Human Resources. There is no example of EQF level 5 or similar training for Circular HR managers in participating countries at this point.

3. Synthesis of the Occupation and Professional Roles

Synthesis of the occupation

A Circular Human Resources Managers is responsible for managing human resources in accordance with the organisation's strategy and organisation's needs, meet legal requirements, staff management policies, foster talent management, employee commitment, including corporate socially responsible practices and prevention of occupational risks. But he/she does not only do that.

A Circular Human Resources Manager also includes **the basic principle of the Circular Economy** in order to change HR policies at company level **from a traditional, linear HRM model, to a circular HRM.** The main characteristic, but also difference, between a standard HR manager and a Circular HR Manager is that the latter enhances the regeneration of skills and competences at the workplace and favours circular businesses and organisational models.

All activities and responsibilities of the Circular HR Manager take into account a different approach which is synthesized and based on the *seven principles of the Circular Economy*. In the next table a comparison between traditional descriptions of these principles can be found. On the right side, the adapted Circular HRM is included.

These definitions are based on the work done in the study case and survey research performed by Circular HRM. The results and feedback obtained in the train to trainers have also been taken as a reference. Other lines of thought have been brought forward by experts such as Emmanuel Mossay (expert in circular economy) or Emmanuel Raufflet (HEC Montréal).

Circular Economy PRINCIPLES	Definition	
	Circular Economy	**Circular Human Resources (CHM)**
Eco conception	Minimise the environmental impacts since the elaboration of a product.	The design of 'work practices' and 'work spaces', emphasising maximum positive impact on a worker during his/her employed experience.
Recycle	**Re-Imagine/Re-Apply** Organisation that optimize the use of resources.	Processes of understanding and responding to the needs of workers to optimise redeployment within the same company.
Repair	**Reintegration workplace** in order to preserve the employment relationship.	Support on the reintegration of a worker so he/she, following a period of leave (short/long term) can continue to be employed in his/her original function or in a new role within the same company.
Reuse	**Re-Orientate/ Pivot (Internal)** Put back into the economic circuit products that no longer meet the needs of first consumers.	Mentorship process of a worker who is considering leaving the company (e.g. due to retirement, or the completion of a project) to apply their skill-set in a different role within the company (e.g. proactive use

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		of skill set prior to retirement, or re-orient skill set to a new project).
Industrial Ecology	**Optimisations Ecology** Products that can find a new way of getting back into the market.	Categorisation of the skill set of workers with a view to planning and implementation of worker-centred strategies that optimise the categorised skills sets within a company ecosystem.
Functional Economy	**Engagement Economy** Components of a product can be repaired or dismantled and some operating parts can be resold.	Prioritisation of human centred optimisation over contractual obligation.
Second hand and sharing economy	**Re-Orientation/ Pivot (External)** Reuse of raw materials from waste in closed or open loop.	Transition of a worker into the external job market where a worker is no longer meeting the requirements of their current contractual obligations.

Moreover, a Circular Human Resources Manager is also someone who plans, organise, coordinate, direct and evaluate the performance of human resources and participate in the elaboration of labour policy of the organisation, as well as providing solutions to conflicts and labour problems that arise, selecting the personnel, identify the training needs and represent the organisation before the union and labour organisations in accordance with established guidelines, policies, procedures and quality criteria. Circular principles are the backbone of all these responsibilities and activities, following the **Circular Human Resources (CHM)** principles.

1.1. Basics circular Skills:

<u>**Management of incentive schemes:**</u>

- Appreciate the needs of employees, particularly in terms of psychological contract expectations.
- Provide advice and counsel to identify and solve problems of individual employees.
- Nurture employees' trust and confidence in an organisation.
- Ensure that employees are happy, motivated, satisfied and have positive attitudes towards work.

<u>**Communication:**</u>

- Communicate the philosophy, legal implications and strategies of employee relations.
- Ensure consistent and equitable treatment of all employees.
- Ensure cooperative industrial relations with unions.
- Provide advice and counsel to management on staffing policy and related problems.
- Communicate policy on sexual harassment and other general equal opportunity philosophy and objectives.
- Involve line management in strategic HRM decisions.

- Transparency in decisions.

Management:

1. Monitor and control health and safety performance.
2. Manage the strategic HRM cycle (finding good people, utilising them to their full potential, guiding them towards the accomplishment of objectives, integrating their efforts into the organisation, training and developing them, promoting/demoting them and retaining/terminating them).
3. Support all functional departments in their strategic HRM decisions.
4. Make informed decisions.
5. Negotiate with staff and institutions inside and outside the organisation.
6. Maintain the confidentiality of the information.
7. Lead the work of teams and people to achieve objectives and constantly rethink these objectives.
8. Manage conflicts.
9. Regulation of work relations.

Skills peripheral to the principles

- Marketing/selling the Circular HRM model to the Board, the executive committee, people managers and employees.
- Develop KPI/ROI measurement skills related to the adoption of Circular HRM.
- Explain what the benefits are for the company in comparison with the linear model.

1.2. Advanced circular skills:

- Spread the message throughout the organisation.
- Use workshops and other educational activities to show that Circular thinking is more than recycling and reusing; it includes using Sharing Platforms, extending skills life and using sustainable inputs.
- Reviewing all processes and activities of your company using Circular Thinking.
- Making a Circular analysis of your company portfolio and activities to understand which role is covered within the Ecosystem: *is where the manager can identify circular qualities that were previously ignored and, at the same time, understand which business models need to be improved and which business models need to be explored further and how the other actors of the ecosystem can support and influence the circular transformation.*
- Assessing the Circular Level of your company and to identify improvement goals in training, redeployment etc...

On the other hand, **skills in a Circular Employee**:
- Reskilling means looking for people with 'adjacent skills', that are close to the new skills the company requires. It provides a lateral learning experience.
- Up-skilling is a workplace trend that facilitates continuous learning by providing training programs and development opportunities that expand an employee's abilities and minimize skill gaps.
- Design Thinking (Empathy, Definition, Ideation, Prototype & Testing).

- Take requalification opportunities.
- Flexible mind-set and work life-balance.

Employee Benefits:
- Job Satisfaction, Motivation and Work performance.
- Job security and reliable psychological contract.
- Efficient professional and career development.
- Work-life balance (work from home, digital and hybrid workplaces, etc).

As a result of the training will be able to provide advice and counsel to management on staffing policy and related problems.

The following figure represents the sum-up of the Circular Human resources manager's responsibilities in line with the contents of the training course and the Circular Human Resources Manager.
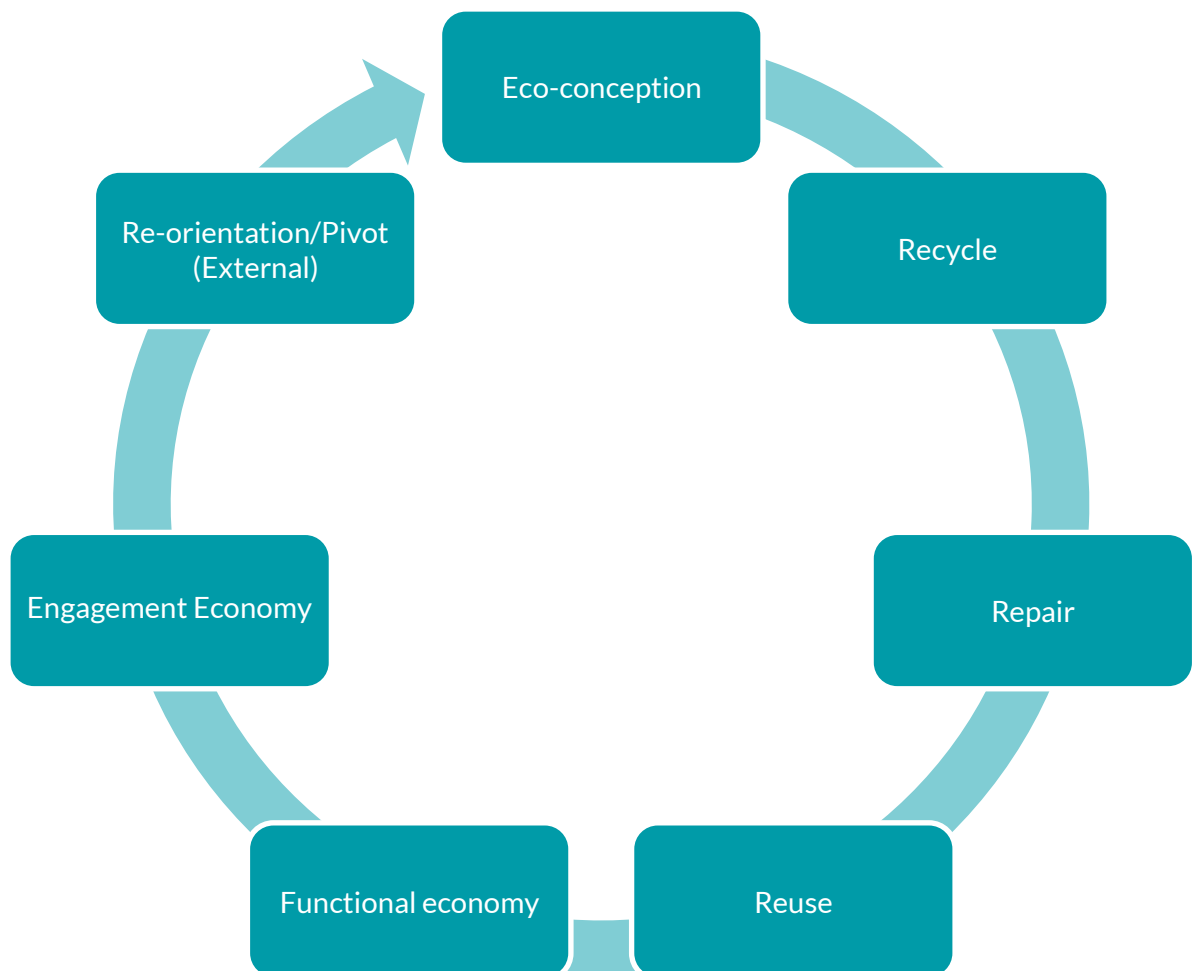
Figure: Schematic Illustration of Circular Economy

Circular Human resources manager sector can take several **professional roles** as:

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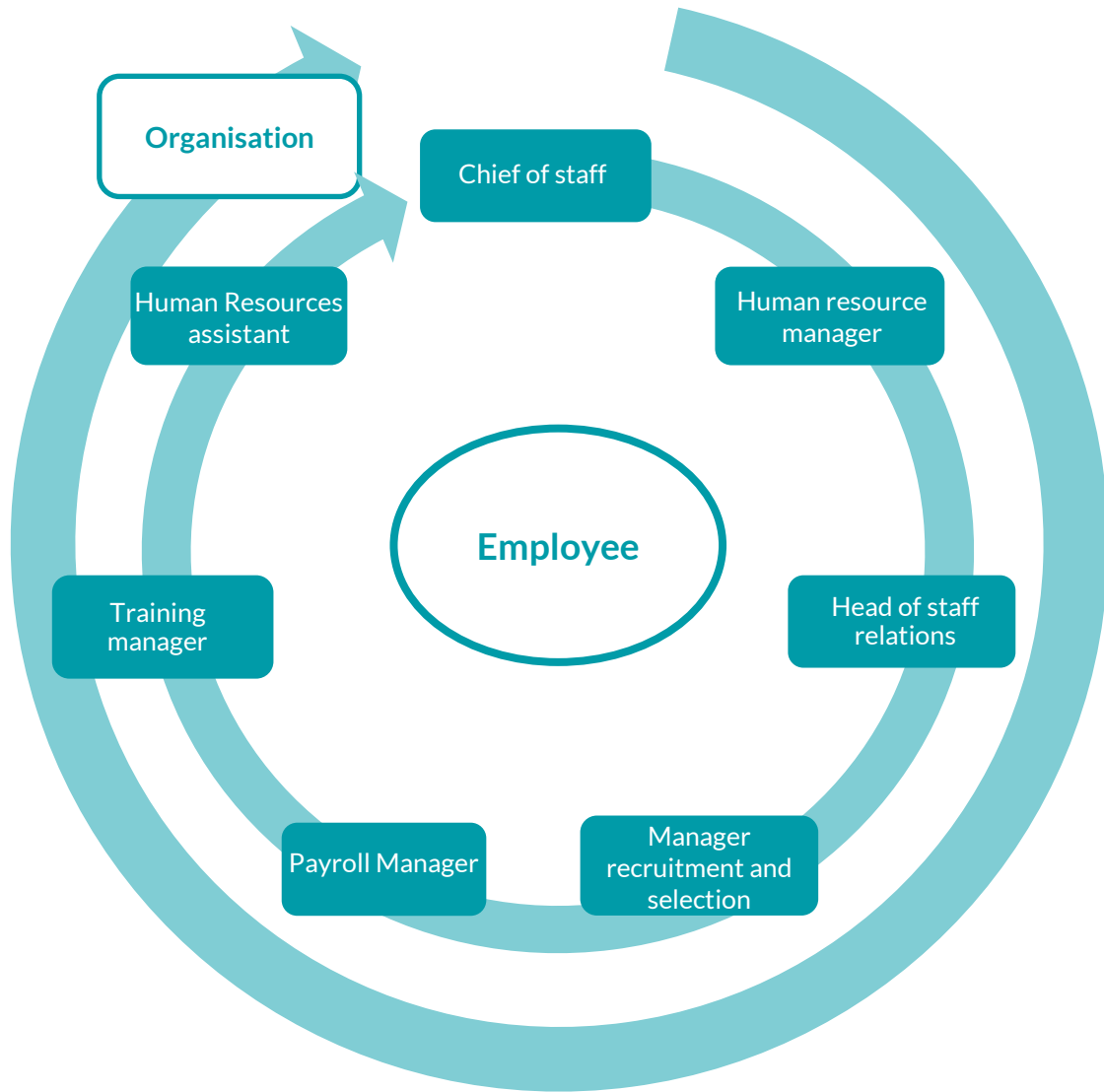of the European Union

Figure: circular concept of a Circular human resource manager in an organisation that must be centered.

Related disciplines and/or verifiable competences:
- Human resources management
- Business Administration
- Organisational Psychology
- Philosophy
- Pedagogy
- Education
- Circular economy
- Others

4. Circular Human Resources Manager Professional Qualification Standard in the European Qualifications Framework (EQF)

Activity area: Eco conception

COMPETENCIES – Is able to...
- Understand and know that circular HR management in general and HR eco-conception in particular, is a main ingredient in order to tackle the main challenge associated with successful implementation of the corporate social responsibility in companies.

Section:
1. Eco-conception for a Circular organisation

Core: Definition and Concept of Corporate Social Responsibility and employee well being

Units of Learning Outcomes	
KNOWLEDGE – Knows and understands...	**SKILLS – Can..**
- The concept, definition and elements of Employee well-being, health, safety and reconciliation with personal life - The concept, definition and elements of Corporate Social Responsibility - Different types of success or failing self-organizing teams - Principles and guidelines for design of the training plan	- Differentiate among various Workplace flexibility, Flexible careers, Flexible schedule, Remote work, Self-organizing or Employee teams - Apply techniques for Employee learning and growth - Propose solutions on forming employee diversity and inclusion - Recognise the types of remote teams, and identify the correct one for your organisation

SPECIFIC COMPETENCIES – Is able to...
- Apply techniques and understand the benefits of Workplace Flexibility and its relationship with circular HR management or HR eco-conception.

Section:
2. How to design a Work Environment based on HR eco-conception or circular HR

Core: Definition and Concept of work environment

Units of Learning Outcomes	
KNOWLEDGE – Knows and understands...	**SKILLS – Can...**
- The concept, definition and elements of work environment - Recognise Approaches at European Union (EU) level	- Create healthy environments - Apply techniques of Circular HRM Case studies in Work Environment

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- Different types Different examples of activities, strategies or ideas on work environment

SPECIFIC COMPETENCIES – Is able to...

- Apply techniques and elements that contribute to employee wellbeing within the physical workplace in a circular sense.

Section:
3. How to integrate a HR eco-conception or circular HR employee mind-set using positive management principles

Core:
Definition and Concept of HR employee mindset using positive management principles

Units of Learning Outcomes

KNOWLEDGE – Knows and understands...	SKILLS – Can...
- The concept, definition and elements of Employee feedback loops - Recognise approaches at European Union (EU) level - Recognise the types of Delegation Skills	- Differentiate and apply among new trends in performance evaluation - Apply Employee feedback loops in your work routine - Propose solutions for turnover avoidance - How to Calculate Turnover Rate - Differentiate the types of delegation skills in your organisation

SPECIFIC COMPETENCIES – Is able to...

- Analyse and evaluate new trends of performance evaluation
- Propose the most appropriate on-going performance appraisal system and pay packages based on their case

Activity area:
Recycle

COMPETENCIES – Is able to...
- Understand and know how the concept of "recycling" is applied to human resources, and apply retraining to achieve different goals: In 'normal' times, in reorganisation, in transformation and restructuring.

Section:
1. Career guidance and requalification strategies to optimize redeployment in the company

Core:
Definition and Concept of Circular job analysis

Units of Learning Outcomes

KNOWLEDGE – Knows and understands...	SKILLS – Can..
- The concept, definition and elements of Circular job analysis - Elements of a Skills Inventory	Differentiate among various elements of circular job analysis

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- Different types of organisational culture
- Principles and guidelines for circular job analysis

- Apply techniques for matching the Right Talent with the Right Roles
- Apply techniques to avoid mismatch between expectation and reality at work
- propose solutions on reinventing the organisation through its people

SPECIFIC COMPETENCIES – Is able to...

- Create a skills inventory for your organisation and prepare a practical example of procedures with skills inventory- relevant applications, correct tools.
- Match different circular skills

Section:
2. How to offer training to develop employability within the organisation

Core:
Definition and Concept of internal employability

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KNOWLEDGE – Knows and understands...	SKILLS – Can...
- The concept, definition and elements of employability - The concept, definition and elements of internal employability - Know the 10 actions of the Skills Agenda for Europe	- Recognise the types of soft skills - Apply techniques for matching the Right Talent with the Right Roles - Propose solutions to improve the digital skills of employees

SPECIFIC COMPETENCIES – Is able to...

- Apply management strategies for an internal career transition
- Elaborate a plan for your organisation that incorporates good practices to retain talent presented

Section:
3. Job crafting to explore opportunities within the company

Core:
Definition and Concept of Job crafting

Units of Learning Outcomes

KNOWLEDGE – Knows and understands...	SKILLS – Can...
- The concept, definition and elements of Job crafting - Know the type of self-knowledge as a tool for work satisfaction. - Know the benefits of job crafting	- Recognise the type of self-knowledge as a tool for work satisfaction. - Apply techniques for Circular process as professional transition and successful transition

SPECIFIC COMPETENCIES – Is able to...

- Elaborate Different strategies to perform Job Crafting for you company

Section:
4. Readaptation: Changes of roles within the company

Core:
Definition and Concept of Changes of roles

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KNOWLEDGE – Knows and understands...	SKILLS – Can...
● The concept, definition and elements of change management ● Know the type of self-knowledge as a tool for work satisfaction. ● Know the benefits of job crafting	● Recognise the type of self-knowledge as a tool for work satisfaction. ● Apply strategies in Change of roles

SPECIFIC COMPETENCIES – Is able to...
● Elaborate Different strategies to implement change management

Activity area: Repair

COMPETENCIES – Is able to...
● Understand and know that the concept repair supports the reintegration of an employee in absenteeism, after a long leave (illness, accident, maternity...). and apply prevention and the management of stress and addictions in the workplace in order to preserve the employment relationship.

Section: 1. How to develop employee reintegration after a long period of absence in a circular HR approach?

Core: Definition and Concept of reintegration process

Units of Learning Outcomes

KNOWLEDGE – Knows and understands...	SKILLS – Can...
● Know the European context of reintegration ● Elements of Competency Framework for managers to support the return to work ● Different types of reintegration after a long period of absence ● Principles and guidelines for Return-to-work Interview Routine	● Differentiate among various elements of Rehabilitation and identify the 5 reintegration scenarios ● Apply techniques for Return to work in stages ● Apply techniques to Mapping the employee experience ● Case study analysis and evaluation – Examine and define the activities in reintegration

SPECIFIC COMPETENCIES – Is able to...
● Prepare a practical example of procedures with an Employee Experience Journey Map - relevant applications, correct tools.

Section: 2. How to manage employee absenteeism?

Core: Definition and Concept of employee absenteeism

Units of Learning Outcomes

KNOWLEDGE – Knows and understands...	SKILLS – Can...

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- The concept, definition and elements of absenteeism
- Know the current European context of absenteeism
- Know the recent history of absenteeism in the European Union

- Recognise the causes of absenteeism
- Apply circular approaches to reduce absenteeism in the workplace
- Propose solutions to improve attendance and ways of reduce absenteeism

SPECIFIC COMPETENCIES – Is able to...

- Elaborate a plan and calculate for quantification tool for Employee Absenteeism: Absenteeism rate or KPI for absenteeism

Section:
3.How to prevent and manage stress and burnout?

Core:
Definition and Concepts of stress and burnout

Units of Learning Outcomes

KNOWLEDGE – Knows and understands...	SKILLS – Can...

- The concept, definition and elements of Job-stress causes and the importance of stress management within the company
- Know the type of self-knowledge as a tool for work satisfaction.
- Know the benefits of job crafting

- Recognise Circular Approaches to Workload Management
- Apply Circular approaches to Managing stress in the workplace
- Apply 5 strategies that will help to effectively manage the workload of talent
- Define prevention strategies

SPECIFIC COMPETENCIES – Is able to...

- Elaborate a plan on burnout Prevention strategies
- Create a work climate survey

Section:
4. How to handle addictions to maintain the professional relationship

Core:
Definition and Concept of fit for work

Units of Learning Outcomes

KNOWLEDGE – Knows and understands...	SKILLS – Can...

- The concept, definition and elements of Fit for work
- Understand why fit for work could be used to handle addictions
- Know the employee support model

- Elaborate and define Guidelines for unfit to work
- Apply strategies of prevention for addiction in your organisation

SPECIFIC COMPETENCIES – Is able to...

- Examine and define new preventions on employee addiction

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Activity area: Reuse

COMPETENCIES – Is able to…
- Understand and know CHRM training and as a result of reuse in circular HRM;
- Involving employees in a mentoring programme
- Offering coaching or training to perform another function
- Retention and/or training of employees about to retire, to bring them to share their expertise
- or skills within the company
- Introduction of an in-placement or employment placement programme or another type of
- Promotion of internal mobility

Section:
1. Mentoring and Employee Mobility

Core:
Definition and Concept of Employee Mobility

Units of Learning Outcomes	
KNOWLEDGE – Knows and understands…	**SKILLS – Can…**
- The concept, definition and elements of Employee Mobility - The concept, definition and elements of mentoring programme - different types of success or failing self-organising teams - principles and guidelines for design a mentoring for Employee Mobility	- Build a general pipeline for design of the mentoring programme - Recognise an Effective Mentorship Programme for Employee Mobility - Apply Mentoring Mechanisms for Employee Mobility - Apply Steps in Launching a Successful Mentorship Programme - Promoting the mentoring programme

SPECIFIC COMPETENCIES – Is able to…
- Apply and elaborate a Successful Mentorship Programme
- Examine and define the use of Mentoring for Employee Mobility in your organisation

Section:
2. Coaching and/or training employees for fostering internal employability

Core:
Definition and Concept of coaching and training

Units of Learning Outcomes	
KNOWLEDGE – Knows and understands…	**SKILLS – Can…**
- The concept, definition and elements of Coaching and Training for Internal Employability - Recognise External Versus Internal Coaching - Know new trends in training delivery	- Apply In-house Training programme tip - Apply Order the general pipeline for design of the training plan

SPECIFIC COMPETENCIES – Is able to…
- Develop a General pipeline for design of the training plan

Section:

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3. In-placement Programme as a Tool for encouraging Internal Employee Mobility

Core:
Definition and Concept of In-placement Programme

Units of Learning Outcomes

KNOWLEDGE – Knows and understands…	SKILLS – Can…
- The concept, definition and elements of In-placement - Understand In-placement concept and its connection with the circular approach - Recognise Common challenges with traditional ladders and paths	- Differentiate between career Paths and Ladders plan - Apply and identity Factors which indicate need to use career paths. - propose the reuse of Competences of Internal Staff to other Contexts

SPECIFIC COMPETENCIES – Is able to…

- Elaborate Employee Career Paths and Ladders plan
- Apply Non-traditional Methods of Career Progression

Section:
4. Employee Retention and Age Management

Core:
Definition and Concept of Employee Retention

Units of Learning Outcomes

KNOWLEDGE – Knows and understands…	SKILLS – Can…
- The concept, definition and elements of Employee Retention - The concept, definition and elements of Age Management - Understand Employee retention and 'reuse' in organisations - Know and define Reverse Mentoring	- Differentiate and apply among new trends in performance evaluation - Apply tips on Employee Retention and Age Management - Propose solutions for Retention and Age management in the company - Differentiate Broad-based vs. Targeted Strategies

SPECIFIC COMPETENCIES – Is able to…

- Propose good practices on Employee Retention and Age Management in your company

Activity area:
Industrial Ecology

COMPETENCIES – Is able to…
- Understand and apply the paradigm shift proposed by the circular approach to HR also implies the change of perspective in the concept of talent. Going from a classic and static definition in which Talent is seen as a limited resource to a more dynamic and naturalistic vision of Talent in which is defined as a natural predisposition.

Section:
1. How to detect hidden talents in your company?

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Definition and Concept of hidden talents

Units of Learning Outcomes	
KNOWLEDGE – Knows and understands…	**SKILLS – Can…**
- The concept, definition and elements of hidden talents - The concept, definition and elements of intrapreneurship - The concept, definition and elements of Gamification - Principles and guidelines on how can gamification boost and develop hidden talents in the company - Understand the difference between talent management and traditional human resource management - What is gamification and its relationship with circular HR approaches and industrial ecology.	- Build a general pipeline for design of the mentoring programme - Recognise examine and define Talent Initiatives - Define steps on How to encourage intrapreneurship in a business - Apply application of gamification strategies - Identification of internal talent within the organisation /company
SPECIFIC COMPETENCIES – Is able to…	
Apply and elaborate a successful programme for encourage innovation through intrapreneurship and gamification	

Section:
2. How to promote diversity in recruitment, management and staff allocation?

Core:
Definition and Concept of diversity

Units of Learning Outcomes	
KNOWLEDGE – Knows and understands…	**SKILLS – Can…**
- The concept, definition and elements of Diversity - The concept, definition and elements of Diversity management - Recognise the benefits of Diversity Management	- Identification and apply circular HR and industrial ecology strategies to promote diversity - Apply Diversity and initiatives for well-being - Differentiate types of Diversity Management
SPECIFIC COMPETENCIES – Is able to…	
- Apply the following Key elements needed for any diversity management strategy - Improve diversity management strategy of the organisation with a circular model	

Section:
3. How to develop an expertise-base or circular career-track?

Core:
Definition and Concept of circular career-track

Units of Learning Outcomes	
KNOWLEDGE – Knows and understands…	**SKILLS – Can…**

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- The concept, definition and elements of circular career-track
- Understand Management-based career-track

- Apply Management-based career-track
- Apply the main route points to develop an expertise-based or circular career-track

SPECIFIC COMPETENCIES – Is able to…

- Carry out a performance evaluation process based on circular career-track

Activity area: Functional economy

COMPETENCIES – Is able to…
- Understand and know the concept of "functional economy" in human resources and know their elements, like the prioritisation of human centred optimisation over contractual obligation.

Section:
1. Functional Economy
2. How to manage talent?

Core:
Definition and Concept of Seconded employee

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KNOWLEDGE – Knows and understands…	SKILLS – Can…
- The concept, definition and elements of functional economy - The concept, definition and elements of Seconded Employee - The concept, definition and elements of External secondment	- Recognize and apply Internal mobility from a contractual point - Apply Strategies on talent management.

SPECIFIC COMPETENCIES – Is able to…
- Prepare and create a secondment with Eight steps to a successful secondment

Section:
3. Outsourcing / Subcontracting
4. Self-Employment (Freelance)

Core:
Definition and Concept of Outsourcing / Subcontracting and self-employment

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KNOWLEDGE – Knows and understands…	SKILLS – Can…
- The concept, definition and elements of Outsourcing / Subcontracting - The concept, definition and elements of Self-employment (Freelance) - Know Cultural perspectives of the self-employed	Consider advantages and disadvantages about self-employment

SPECIFIC COMPETENCIES – Is able to…

- Criteria to evaluate and identify which one (Outsourcing / Subcontracting, Self-employment) is the most appropriate according to the clients, the activity, and the needs of the company

Section:
5. Work Sharing Platforms
6. Flexibility. Distance working

Core:
Definition and Concepts of Work Sharing Platforms and flexibility

Units of Learning Outcomes	
KNOWLEDGE – Knows and understands...	**SKILLS – Can...**
• The concept, definition and elements of Work Sharing Platforms • Know the type of Work Sharing Platforms and their relation with flexibility • Understand and recognize the European Union Legislation on flexibility	• Recognise Circular Approaches to Workload Management • Apply and know collaborative tools • Search new kinds of work sharing platforms and consider how to apply them.
SPECIFIC COMPETENCIES – Is able to...	
• Criteria to evaluate work sharing platform, identify which one is the most appropriate according to the clients, the activity, and the needs of the company	

Section:
7. Pluriactivity

Core:
Definition and Concept of Pluriactivity

Units of Learning Outcomes	
KNOWLEDGE – Knows and understands...	**SKILLS – Can...**
• Understand the concept of Pluriactivity	• Differentiate Multi-employment and multi-activity: • Identify Five steps for Strategic Workforce in your company
SPECIFIC COMPETENCIES – Is able to...	
• Apply total Management workforce	

Activity area:
Second Hand and sharing economy

COMPETENCIES – Is able to...
- Understand and know the concept "Second Hand and Sharing Economy" and how it supports the transition of a worker into the external job market using elements like coaching, restructuring process of the enterprises, outplacement and their relation with circular HRM.

Section:
1. Shared Economy
2. How to support worker transition where contractual notice periods are in place

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Core:
Definition and Concept of shared economy

Units of Learning Outcomes	
KNOWLEDGE – Knows and understands...	**SKILLS – Can...**
• The concept, definition and elements of shared economy • Know and define the term "second hand and sharing economy"	• Apply strategies for support worker transition where contractual periods are in place

SPECIFIC COMPETENCIES – Is able to...
• Examine and define short and long terms circular HRM solutions on worker transition

Section:
3. Proactive career management process or considerations implemented within the company for the employees
4. How to support transition of a worker into the external job market (coaching, restructuring process of the enterprises, outplacement, etc.)

Core:
Definition and Concept of proactive career management

Units of Learning Outcomes	
KNOWLEDGE – Knows and understands...	**SKILLS – Can...**
• The concept, definition and elements of Outplacement • The concept, definition and elements of proactive career management • Know best practices in Europe: Types of national restructuring treatment systems	• Identify and apply restructuring systems in a circular way • Identify the challenge of the adaptability of enterprises and the employability of workers

SPECIFIC COMPETENCIES – Is able to...
• Consider how could synergies between enterprises, local authorities and other local actors be improved

Section:
5. Guidance on employment of older workers and working beyond the age of 50
6. How to end the contract in peace

Core:
Definition and Concepts of senior employment

Units of Learning Outcomes	
KNOWLEDGE – Knows and understands...	**SKILLS – Can...**
• Know benefits of hiring people over 50 years old • Know and define Health and disability management • Understand and recognize the European Union Legislation on flexibility	• Apply recruitment. and best practices hiring people over 50 years old • Apply a good programme of exiting employment and transition to retirement

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● know the importance of the recommendation letter	
SPECIFIC COMPETENCIES – Is able to...	
● Create an Exit-interview and apply tips to conduct an effective employee exit interview and common mistakes	