



HRMA Reads

Recommended Reading from HRMA Members

There are shelves of business literature at every bookstore and it's hard to know which book is worth exploring. The following are recommendations from HRMA members, organized by the functional competencies for the Certified Human Resources Professional (CHRP) designation. It's your source for your next impactful, insightful or helpful read.

Strategy

Impact the organization and human resources practices by bringing to bear a strategic perspective that is informed by economic, societal, technological, political, and demographic trends to enhance the value of human resources.

- *Good to Great*
Collins, J.

Professional Practice

Undertake human resources role and responsibilities and build productive relationships consistent with standards of practice with due diligence and integrity to balance the interests of all parties.

Engagement

Promote engagement, commitment, and motivation of employees by developing, implementing, and evaluating innovative strategies to enhance productivity, morale, and culture.

- *Leading Change*
Kotter, J.

Workforce Planning and Talent Management

Create a workforce plan by identifying current and future talent needs to support the organization's goals and objectives.

- *Love 'Em or Lose 'Em: Getting Good People to Stay*
Kaye, B. and Jordan Evans, S.

Labour and Employee Relations

Promote a collaborative work environment between the employer, the union (where it exists), employees, and other representative groups through clear and open communication to achieve a respectful, productive, and engaged workforce.

Total Rewards

Create a total rewards structure that encompasses compensation, pensions, benefits, and perquisites to maintain consistency, fairness, and organizational competitiveness, comply with legal requirements, and encourage desired behaviour.

Learning and Development

Identify organizational learning priorities aligned with the business strategy using key stakeholder involvement to ensure appropriate learning and optimal return-on-investment.

Health, Wellness, and Safe Workplace

Promote the health and safety of employees through an understanding of legislation, regulations, and standards to increase organizational awareness, ensure compliance, and manage risk.

Human Resources Metrics, Reporting, and Financial Management

Make informed business decisions using financial and operating information to align human resources with business strategy.

- *Keeping Up with the Quants: Your Guide to Understanding and using Analytics*
Davenport, T. and Kim, J.