

# Human Resources Competency Model

A ONE-SIZE-FITS-ALL MODEL DEVELOPED FOR A COMPANY IN A SERVICES INDUSTRY

## HR COMPETENCIES\*

STRATEGIC

- **Business Partnering:** Business and internal customer orientation; forecasting, needs analysis, & planning; cross-team facilitation; organization development & change leadership.
- **HR Leadership:** Values & culture promotion; HR advocacy; program & service excellence champion; compliance; coaching & consulting.

TACTICAL

- **Functional Skills/Knowledge:** Employee communications; compensation & benefits; performance appraisal & management; recruiting and staffing; employee relations and employment legislation.
- **Training Skills/Knowledge:** Employee development & learning; instructional design; training delivery; training evaluation.

\* As applicable by position.

\*A list of resources for developing the 18 competencies in the model is available in the Resource Guide for Developing Global HR Competencies.

<http://www.workitect.com/Products-and-Licenses/comprehensive-competency-development-guide.html>

## Competency Area—Business Partnering

### Competency: Business and Internal Customer Orientation

Definition: Ensures HR activities are in keeping with philosophical and operational initiatives of the organization; takes a lead role in the achievement of business objectives and strategies; ties HR objectives with business and financial objectives; shows others the value of people;

#### HR's link to the organization

- Identifies synergies between HR and other departments
- Links HR to the organization's culture, mission, goals and values
- Aligns and integrates all Human Resources strategies with the corporate/functional strategies and operational initiatives.

#### HR as a strategic partner

- Demonstrates how HR affects the organization's bottom line
- Explains to management the value HR brings to the organization
- Educates business partners to have an integrated, systematic, comprehensive and visible long term commitment to people
- Plays a clear and visible role in management
- Acts as a liaison between departments, management, and key stakeholders

#### Strategic problem solving

- Solves HR problems through reasoning and analytical skills
- Offers HR solutions to personal, departmental and organizational problems using applicable resources
- Analyses and brainstorms to create developmental and/or change initiatives for customers
- Encourages customers to envision the future impacts and outcomes of their decisions

#### Internal customer relationship management

- Assumes the viewpoint of the customer and adopts customer problems as one's own problems
- Ensure flexibility in assuming different roles for different customers
- Engages customers on an emotional and intellectual level
- Maintains a neutral standpoint in customer disputes
- Manages and closely monitors customer expectations and changing needs and updates approaches based on feedback
- Restates customer concerns in simple and easily understood terms
- Works with customers on identifying multiple alternative solutions to common issues

## Competency Area—Business Partnering

### Competency: Forecasting, Needs Analysis and Planning

Definition: Forecasts organizational needs; plans staffing for all occasions; co-ordinates organizational resources to meet HR needs, manages organizational succession planning

#### Forecasting and Planning

- Performs labor demand and supply forecasting analysis to ensure adequate supply of qualified employees
- Identifies which organizational areas will need training or redesign solutions to ensure competitiveness
- Anticipates for business cycles, and plans staffing and organizational initiatives around these

#### HR needs assessment

- Co-ordinates people, resources and finances to ensure organizational HR-related needs and objectives are being met
- Develops and refines HR services to meet organizational need

#### Develop and administer succession planning

- Monitors department heads/supervisors to identify high potential candidates for succession planning using performance appraisals, guest comments, recognition programs and meetings with department and division heads
- Develops succession planning process
- Works with customers to assure that there is bench strength to replace managers as needed
- Manages succession process to develop, place and promote non-managers as needed
- Develops and co-ordinates localisation plans in locations where necessary
- Determines, implements and evaluates mandatory and developmental training needs for high potential candidates

## Competency Area—Business Partnering

### Competency: Cross-Team Facilitation

Definition: Creates synergies between different work groups and individuals to ensure a positive outcome; works with others to ensure teamwork and collaboration

#### Consultation and problem solving

- Meets with employees and supervisors who require a mediator to handle disputes
- Works with managers on conflict resolution skills
- Meets with other departments to discuss HR programs, issues and concerns
- Supports departments with issues relating to staffing, retention, selection, compensation, and performance management
- Identifies potential problems and intercedes before the problems get out of hand
- Uses good judgement sharing information and maintaining confidentiality
- Leads efforts to reconcile significant differences between employee and business needs

#### Team Facilitation

- Develops team norms and encourages team members to evolve these as the team evolves
- Works with team members to develop a collaborative environment
- Facilitates the team so that all members are involved in team initiatives
- Shares team successes with all team members
- Ensures that others know the best practices of teamwork
- Oversees the integration of multicultural groups

## Competency Area—Business Partnering

### Competency: Organization Development and Change Leadership

Definition: Engages in process analysis and redesign; facilitates positive and smooth change processes; aligns organizational change with the organization’s culture; incorporates competencies in creating effective HR programs; faces problems with innovative solutions

<b>Process analysis and redesign</b>	<ul style="list-style-type: none"> <li>Analyses and redesigns organizational and business processes to ensure maximum efficiency, increased effectiveness and lasting impact</li> </ul>
<b>Change Management</b>	<ul style="list-style-type: none"> <li>Manages change to create a positive environment emphasising the benefits of the changes</li> <li>Oversees smooth and progressive transactions to change initiatives</li> </ul>
<b>Culture redesign</b>	<ul style="list-style-type: none"> <li>Manages and promotes organizational culture redesign efforts to ensure that the changes meet organizational objectives with respect to the organization’s brand, employee performance and customer expectations</li> </ul>
<b>Evaluating</b>	<ul style="list-style-type: none"> <li>Evaluates the effectiveness of current HR programs and practices and integrates competencies into all HR programs</li> <li>Applies cost/benefit principles in deciding on best approaches to work</li> <li>Performs appropriate information gathering intervention (in-depth interviews, surveys, focus groups, etc) to determine organizational issues and needs</li> </ul>
<b>Innovating</b>	<ul style="list-style-type: none"> <li>Produces strategic and creative solutions</li> <li>Thinks “outside the box” when addressing issues</li> </ul>

## Competency Area—HR Leadership

### Competency: Values and Culture Promotion

Definition: Effectively communicates core values and behavioral standards; monitors and facilitates internal communications; disseminates necessary information to appropriate parties; develops the organization’s image within local community

#### Communicating the organization’s culture and values

- Articulates the organization’s culture, values and goals and inspires others with that vision
- Utilises HR team and senior employees to establish role models for others behaviors and attitudes
- Assures the development of clear and focused letters, newsletters, memos, etc. to inform employees of programs and organizational objectives
- Monitors internal communications to ensure that the organization’s goals, mission and values are represented

#### Internal Communications

- Manages internal communications to help employees understand their roles and responsibilities in meeting and exceeding the expectations of guests, owners and employees
- Educates management and employees to understand their role and responsibility for internal communications
- Analyses, categorises and circulates information to others
- Assures that information is communicated at a level appropriate for the audience
- Oversees that all employee have access to relevant company and customer communications

#### Community Relations

- Works with management team to promote the organization as a reputable and respectful employer in the local community
- Pro-actively develops relationships with organizations in the local community to provide humanitarian assistance when needed

## Competency Area—HR Leadership

### Competency: Program and Service Excellence Champion

Definition: Promoting HR programs to others; presenting outcomes of HR programs; Manages service excellence and product quality; ensures employees and processes are being utilised to increase the quality of service

#### Marketing

- Identifies, communicates and promotes the value of HR programs to management and top executives
- Exhibits how HR programs effect the bottom line
- Visualises the relationship of the industry, the community and the political, social and economic forces of the world
- Develops effective communication strategies to ensure accessibility of HR information
- Involves others in identifying HR needs
- Has knowledge of current HR trends

#### Presenting Outcomes

- Communicates with management and executives regarding the outcome of specific HR initiatives
- Communicates to employees how HR programs improve the workplace
- Anticipates corporate needs by applying knowledge and available skills when needed
- Recognizes the differing perceptions, attitudes and motivations within the organization

#### Supporting HR initiatives

- Champions all HR programs and initiatives
- Explains the need to offer specific HR programs
- Contributes significantly to improving organizational productivity and quality of service delivery

#### Service Excellence Manager

- Makes appropriate suggestions to executives on how service and product quality could be increased
- Assists employees in increasing their ability to produce quality services
- Promotes service and product quality which is recognized as excellent, innovative and customer driven

## Competency Area—HR Leadership

### Competency: HR Advocacy

Definition: Communicates HR vision and capabilities internally and externally; gains commitment from others for HR goals; ensures trusting relationships with others; uses HR goals to help the organization achieve organizational goals

#### Communicates HR

- Markets the organization as a preferred employer to attract the right candidates with the right competencies
- Represents HR internally so that employees, managers and executives understand roles and value of HR in meeting organizational and departmental objectives
- Promotes HR objectives and goals to ensure commitment from key stakeholders within the organizations

#### Building trusting relationships

- Builds trusting relationships with others to ensure understanding of how HR is a vital asset in all areas
- Maintains close relationships with academic institutions and schools

#### Negotiating

- Uses negotiation skills to ensure that HR has adequate physical and financial resources
- Creates a voice for HR through mediation and conflict resolution

#### Creating a vision for HR

- Defines and communicates HR’s vision and roles consistent with helping the organization to implement strategies which attain overall goals and objectives
- Enlists commitment by involving others in all stages



## Competency Area—HR Leadership

### Competency: Compliance

Definition: Applies an understanding of key legal precedents, policies and practices to protect the interests of the organization and individual employees; ensures the organization’s standards are adhered to and that the HR function is managed effectively.

#### Policy Development

- Challenges policies or practices that do not make sense
- Monitors internal and external changes in law, policies and practices to define and confront risk to employees and the business
- Proposes new policies to enhance the employee’s experience while protecting the company’s interests
- Provides advice to others about potential human resource risks

#### Policy and procedure support

- Develops procedures and policy to facilitate the meeting of effective, efficient and legally defensible HR objectives
- Assists management team in developing, implementing and co-ordinating, hiring, performance appraisal and compensation procedures and policy so they are simple and easy to use

#### Standards

- Ensures that all HR programs and policies support the organization’s standards (e.g., brand standards, service standards)
- Works with management team in identifying HR solutions (e.g., process re-design, training, development, etc.) to enforce standard practices

#### HR Operations Management

- Monitors HR processes and systems to ensure they are running smoothly
- Ensures that day-to-day problems are resolved in an efficient and effective manner as they arise
- Understands and manages logistics within HR
- Works with vendors and suppliers to ensure the organization’s needs are being met

## Competency Area—HR Leadership

### Competency: Coaching and Consulting

Definition: Committed to others development; cultivates coaching relationships; encourages continuous learning; identifies and nurtures talents in others on a one-on-one basis

#### Coaching

- Fosters relationships with others as a coach
- Engages high potential employees in a learning, coaching and educational process
- Manages inter-personal conflicts effectively
- Provides advice that leads others to act in new, more productive ways
- Guides managers and supervisors to be role-models for their direct reports

#### Development and Learning

- Encourages constant learning at all levels
- Promotes others to engage in self learning
- Tailors developmental suggestions (e.g., training, learning opportunities, key experiences) to fit the individual, team and organizational needs
- Actively facilitates development of key personnel and high potential performers
- Builds an environment of openness, trust, confidence and respect

#### One-on-one consulting

- Provides honest, behavioral feedback to individuals about performance development opportunities and problems
- Ensures that HR team members have the ability to work one-on-one in developing others
- Recognizes and works with high potential individuals on a one-on-one basis to help them reach their potential

## Competency Area—Functional Skills/Knowledge

### Competency: Employee Communications

Definition: Helps ensure employees' opinions and recommendations are correctly presented and heard; initiates and monitors internal communications; builds two-way communications;

#### Employee input

- Creates an environment and provides a system by which employees can voice opinions, compliments and complaints regarding their jobs and organizational policies and procedures
- Encourages managers to allow employees to participate in decision making processes

#### Two-way communications

- Provides new employees with orientation information regarding the organization's policies, procedures and philosophy
- Ensures that information is distributed/disseminated to employees in a timely and effective manner
- Ensures that employee feedback is properly circulated
- Encourages management to foster an open and trusting environment built on effective two-way communications

## Competency Area—Functional Skills/Knowledge

### Competency: Compensation and Benefits

Definition: Ensures competent direct reports handle compensation and benefits administration; develops budgets; ties compensation and benefits administration to organizational objectives; motivates employees through compensation; works with new technologies to improve productivity.

#### Compensation and benefits strategic planning

- Develops compensation based on strategic organizational objectives
- Develops customised and effective HR benefit programs that meet the needs of employees and the business.
- Ensures that employees are being motivated by compensation to meet organizational objectives
- Plans compensation around market prices, internal equity and economic realities

#### Compensation and benefits administration

- Delegates administrative responsibilities to appropriately trained colleagues
- Develops budgeting process for periodic compensation treatment
- Administers annual salary reviews, surveys of compensation and benefits packaging, and benchmarking costs
- Ensures high quality insurance and pension plans are in place
- Oversees policies regarding leave and overtime
- Engages in market based job analysis, evaluation and grading
- Administers merit reward incentive plans

#### Payroll and productivity management

- Assists divisions to establish and monitor relevant productivity goals
- Ensures new technologies are embraced to improve productivity and take work out of the system
- Works with managers to improve productivity and to manage payroll costs
- Works to improve payroll and productivity results in line with corporate business objectives and strategies
- Improves payroll and productivity results in line with corporate business objectives and strategies

## Competency Area—Functional Skills/Knowledge

### Competency: Performance Appraisal and Management

Definition: Creates and manages performance management systems; works with others to manage individual's performance issues; Assists in providing feedback and developmental assistance to employees; assesses employee needs for development; coaches employees on improvement skills

#### Conducting performance appraisals

- Informs department heads about upcoming performance evaluations through various communication channels
- Sends guidelines to General Managers and HR on performance appraisal requirements
- Assists in the scheduling of performance appraisals with Department Heads and Managers and explains the purpose of performance appraisals to employees
- Assists Department Heads and Managers in conducting performance appraisals with employees and discussing performance related items
- Collects appraisal forms and verifies the consistency and fairness of the findings, then passes finding on to the director of HR
- Informs the Training Manager of any training needs

#### Feedback and Development

- Works with Training Manager in linking performance appraisal data to measuring the completion of employee training objectives
- Uses consolidated performance appraisal data as a reference for salary review recommendations
- Uses the information on the performance appraisal process to take a proactive approach to narrow performance gaps
- Enters findings and documents of the performance appraisals into the appropriate HR system/files

#### Coaching

- Assists the department head in assessing performance needs based on performance appraisals
- Assists the employee to develop a mutual plan involving training and periodic performance evaluation to help the employee meet performance objectives if requested by the employee or department head
- Works with managers to provide employees with specific developmental feedback to help employees to achieve individual performance objectives

#### Developing performance management systems

- Ensures the development of good performance management systems
- Works with others to administer performance management on an annual and periodic basis
- Ensures that a grievance/appeals process is in place to handle employee issues
- Uses competency models in performance management systems

#### Dealing with performance management issues

- Works with managers to identify performance management cases
- Establish with others disciplinary and development progress

## Competency Area—Functional Skills/Knowledge

### Competency: Recruiting and Staffing

Definition: Recruits talented and motivated applicants; stresses the importance of using structured interviewing techniques; provides applicants with realistic job and organizational previews; ensures that departments have adequate staff to meet customer demands; matches the right people to the right jobs; works towards ensuring high performing employees are retained within set budgets

#### Advertising

- Uses key job requirements and competencies in developing advertising materials
- Advertises open positions first within the organization and then outside of the organization
- Advertises positions using Internet, Intranet, newspapers, job fairs, flyers, etc.
- Develops personal networks to find high performing applicants
- Answers files of candidates in a professional and timely manner

#### External recruiting

- Maintains an active inventory of external candidates
- Seeks out skilled applicants from educational institutes (academic and technical)
- Uses employment agencies and recruiters to find applicants for specific job openings

#### Staffing

- Works with departmental managers and the Director of HR to determine staffing needs
- Places people with the right skills in the right jobs
- Identifies critical business positions and ensures that there are staff ready to fill those positions at all times
- Helps managers to develop critical competencies needed to succeed their supervisors when vacancies occur

#### Interviewing

- Oversees the development, administration and evaluation of structured interviewing techniques
- Supports hiring managers and others in administering interviews
- Uses competency models to determine the questions to be asked during the interview
- Acquires information from applicants and provides realistic job information to applicant regarding position applied for
- Participates in the development, administration, and evaluation of structured interviewing techniques
- Interviews and screens potential candidates
- Supports hiring managers and others in administering interviews of final candidates

## Competency Area—Functional Skills/Knowledge

### Competency: Recruiting and Staffing

#### Employee Selection

- Reviews internal candidates by examining career profiles, selection criteria, and performance appraisals
- Assesses external applicants using their application form, selection criteria, competencies and additional documents
- Conducts reference checks before the final decision to offer the job is made
- Presents short listed candidate to both the general manager, the director of HR and the divisional head for final selection
- Offers position to candidate and negotiates within set boundaries, regarding initial job offer
- Assesses fit of selection tests to proposed test purpose

#### Retention

- Encourages high performing employees to remain with the organization
- Determines major antecedents to turnover, especially among key positions
- Develops and implements strategies to encourage key employees to stay
- Recognizes important motivators for employees and works to ensure these motivators are in place
- Listens to and speaks with employees in order to develop a smooth working atmosphere and resolves potential conflicts
- Informs the director of HR about potential conflicts

## Competency Area—Functional Skills/Knowledge

### Competency: Employee Relations and Employment Legislation

Definition: Understands, appreciates and encourages a multicultural workforce; ensures employee safety; creates synergies between opposing groups to ensure a positive outcome; knows and understands legal regulations; follows the intent of the law and the word of the law

#### Multicultural sensitivity

- Supports employees understanding and appreciation of cultural differences
- Oversees and educates others of the benefits of a multicultural workforce
- Monitors and enforces organizational expectations of cultural sensitivity

#### Employee well-being

- Oversees work process and work environment to ensure employee safety
- Conducts thorough background checks for key positions to ensure new hires will not cause safety concerns for employees
- Works with departments to collect employee recommendations, requests and complaints for continuous workplace improvement initiatives
- Offers employees employment-related grievance systems and appeals process
- Ensures response to employee requests with relevant and timely information and support

#### Labor relations

- Negotiates contracts, work rules and roles as appropriate
- Works with employees, management, and labor unions to create win-win situations
- Ensures that “sick leave management” occurs

#### Knowing and applying the law

- Possesses a working knowledge and application of national and local laws governing employment-related matters
- Recognizes when to involve legal professionals
- Understands and assures compliance with relevant laws and regulations in both letter and spirit
- Helps others to understand and comply with relevant laws and regulations
- Oversees and researches legal sources to meet specific legal challenges
- Understands union agreements and has experience working with union relations



## Competency Area—Training Skills/Knowledge

### Competency: Employee Development and Learning

Definition: Gives employees the opportunity to learn new skills; develops training programs that provide trainees with value added outcomes; uses organizational culture and values in training; develops future oriented visions for training initiatives; engages in forecasting and scheduling

#### Training visioning

- Plans for future training initiatives
- Prepares backup plans in the event that an initiative fails or has technical problems
- Oversees the meeting of training deadlines and objectives
- Formulates plans on a monthly and quarterly basis to stay in line with annual training objectives

#### Trainee management

- Communicates mandatory and developmental training schedule with employees
- Ensures training materials are appropriate for trainee level

#### Training value

- Defines the value of training for trainees and shows them the potential positive outcomes of training
- Uses value added techniques in the development of training programs
- Works with managers to ensure maximum transfer of training knowledge, skills and abilities to workplace

#### Instilling organizational values

- Ensures that the organization’s brand standards and culture characteristics are in all training programs
- Understands business needs and organizational values and ensures that they are instilled in trainees

#### Departmental training

- Oversees and monitors departmental trainers and department heads in developing and conducting departmental orientation with new employees
- Ensures proper use of training tools (i.e., personal training plan, department orientation checklist, employee task list, training session plan, monthly skills review form, and department operation manual) by departmental trainers

#### Forecasting and scheduling

- Recognizes signs which indicate that training is needed
- Foresees and plans for training intervention in problem areas
- Assesses the training needs of the organization as a whole
- Takes into consideration operational/business forecasting in order to plan monthly training activities

## Competency Area—Training Skills/Knowledge

### Competency: Instructional design

Definition: Develops appropriate content for specific training needs; designs training courses and systems to meet training objectives; creates detailed task manuals and job aids. Conducts: job analyses, context analyses, user analyses, content analyses and suitability analyses

#### Content Development

- Uses specific information from job analysis to determine what task areas training is needed in
- Works with Personnel Manager in synchronising performance appraisal data into training initiatives
- Defines the target population for training and aligns training content to increase the synergy between trainees and the training
- Considers innovative ways to present training content to others
- Consistently develops content of training based on feedback, realistic assessments,, updates in the international training environment

#### Program design

- Engages in project planning to ensure training programs are instituted on time and within budget
- Develops training materials and lesson plans
- Designs outlines of specific steps required to meet needs and goals of training

#### Task manuals and job aids

- Develops task manuals and job aids that include perspectives, promotes thoughts and ideas and helps individuals form mental models

#### Job analyses

- Conducts thorough job analysis to identify critical competencies of specific positions and tasks
- Identifies what distinguishes between high and low level performers

#### Context analyses

- Identifies what departments hope to get from training initiatives
- Identifies circumstances in which training will take place
- Adjusts training content, modifies according to current training needs and level of instruction required

#### User analyses

- Determines which participants are to be trained in a training program
- Specifies what the trainer will need to successfully facilitate the training process
- Works with line manager to discuss career path with employees in establishing training needs/requirements and goals

#### Content analyses

- Identifies relevant training material topics to best meet the needs of participants
- Ensures that training materials are presented in a logical and easily understood manner

#### Suitability analyses

- Identifies the reasons behind offering training initiatives
- Determines what to train on based on true need
- Conducts a regular “hands-on approach” of specific areas with the assistance of departmental trainers to measure suitability of program design

## Competency Area—Training Skills/Knowledge

### Competency: Training Delivery

Definition: Well versed in training technologies; facilitates group processes; engages trainees in active learning; maximizes transfer of learning to the workplace; ensures trouble-free daily operations; generates procedures and policies

#### Technology orientation

- Uses lab, classroom or computer training as appropriate
- Knowledgeable of and fluent in the use of cutting edge training technology

#### Facilitates groups

- Understands team behavior
- Builds trusting relationships among others
- Develops consensus between divergent parties

#### Active learning

- Shows trainees what they are being trained on
- Involves trainees in practice activities to ensure mastery of training objectives
- Reviews training objectives at end of training

#### Learning transfer

- Ensures that training programs be as similar to the work environment as feasible
- Explains to trainees how what is learned in training relates to their jobs and how it can improve their work
- Uses short and long term transfer of learning techniques so learners can adapt to changing work environments

#### Facilities administration

- Oversees training facilities availability
- Ensures trainers have knowledge of equipment maintenance
- Monitors the trainer to trainee ratio and ensures training class sizes are acceptable
- Monitors vendors and suppliers to ensure training needs are met

#### Develops training procedures and policy

- Develops training procedures and policy to facilitate the meeting of effective, efficient and legally defensible training objectives
- Implements and develops training procedures and policy so they are simple and easy to use

## Competency Area—Training Skills/Knowledge

### Competency: Training Evaluation

Definition: Engages in thorough training evaluation; solicits feedback from multiple sources; appraises training program organizational fit

#### Training and course evaluation

- Uses performance appraisal data to help determine if training objectives were met
- Evaluates training programs throughout their development to ensure maximum effectiveness and efficiency
- Engages in formal and informal continuous evaluation of training programs during and after their implementation
- Determines the overall effectiveness of training programs to determine if training should be continued or modified
- Conducts return-on-investment analysis on the value of training programs
- Constructs tests and other measuring instruments (e.g., guest questionnaire analysis)
- Analysis statistical reports

#### Feedback

- Involves trainees, managers and executives in continuous feedback processes
- Uses feedback to change and improve training programs
- Oversees line manager interactions with employees in reviews of performance and training needs
- Encourages employee identification of self-development needs and desired training courses

#### Organizational fit

- Assesses and aligns the match between training courses and the organization's goals, tactics and actions
- Awareness of operations from a guest and employee perspective so as to determine what is missing in knowledge, administration or materials to get the job done