

COMPETENCIES FOR GLOBAL HUMAN RESOURCE PROFESSIONALS

From Workitect's Resource Guide for Developing HR Competencies

BUSINESS PARTNERING COMPETENCIES

1. Business and Internal Customer Orientation

Ensures activities are in keeping with philosophical and operational initiatives of the organization.

2. Forecasting, Needs Analysis and Planning

Forecasts organizational needs; plans staffing for all occasions; co-ordinates organizational resources to meet Human Resources needs.

3. Cross-Team Facilitation

Creates synergies between different work groups and individuals to ensure a positive outcome.

4. Organization Development and Change Leadership

Engages in process analysis and redesign; facilitates positive and smooth change processes; aligns organizational change with the firm's culture; incorporates competencies in creating effective Human Resource's programs; faces problems with innovative solutions.

HR LEADERSHIP COMPETENCIES

5. Values and Culture Promotion

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.

6. Program and Service Excellence Champion

Promoting Human Resources programs to others; presenting outcomes of Human Resources programs; manages service excellence and product quality; ensures employees and processes are being utilized to increase the quality of service.

7. HR Advocacy

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

8. Compliance

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



9. Coaching and Consulting

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

FUNCTIONAL SKILLS/ KNOWLEDGE COMPETENCIES

10. Employee Communications

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

11. Compensation and Benefits

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.

12. Performance Development and Management

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.

13. Recruiting and Staffing

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 personnel to meet customer demands; matches the right people to the right jobs; works towards ensuring high performing employees are retained within set budgets.

14. Employee Relations and Employment Legislation

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.

TRAINING SKILLS/KNOWLEDGE COMPETENCIES

15. Employee Development and Learning

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.



16. Instructional Design

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.

17. Training Delivery

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.

18. Training Evaluation

Engages in thorough training evaluation; solicits feedback from multiple sources; appraises training programme organizational fit.