

Competency Dictionary

Global Human Resources Competencies

Print Version of eDeveloper™ for Global HR Professionals

HUMAN RESOURCES COMPETENCIES

STRATEGIC

BUSINESS PARTNERING

Business and Internal Customer Orientation

Forecasting Needs Analysis and Planning

Cross-Team Facilitation

Organization Development and Change Leadership

HR LEADERSHIP

Values and Culture Promotion

Program and Service/Quality Champion

HR Advocacy

Compliance

Coaching and Consulting

HUMAN RESOURCES COMPETENCIES

TACTICAL

PERSONNEL SKILLS/KNOWLEDGE

Employee Communications

Compensation and Benefits

Performance Development and Management

Recruiting and Staffing

Employee Relations and Employment Legislation

TRAINING SKILLS/KNOWLEDGE

Employee Development and Learning

Instructional Design

Training Delivery

Training Evaluation

COMPETENCIES FOR GLOBAL HUMAN RESOURCE PROFESSIONALS

From Workitect's Resource Guide for Developing HR Competencies and the eDeveloper for Global HR

BUSINESS PARTNERING COMPETENCIES

1. Business and Internal Customer Orientation

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

2. Forecasting, Needs Analysis and Planning

Definition: Forecasts organisational needs; plans staffing for all occasions; coordinates organisational resources to meet Human Resources needs, manages organisational succession planning.

3. 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.

4. Organization Development and Change Leadership

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

HR LEADERSHIP COMPETENCIES

5. Values and Culture Promotion

Definition: Effectively communicates core values and behavioural standards; monitors and facilitates internal communications; disseminates necessary information to appropriate parties; develops the organisation's image within local community.

6. Program and Service Excellence Champion

Definition: Promoting Human Resources programmes to others; presenting outcomes of Human Resources programmes; manages service excellence and product quality; ensures employees and processes are being utilised to increase the quality of service.

7. HR Advocacy

Definition: 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 organisation achieve organisational goals.

8. Compliance

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

9. Coaching and Consulting

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

An employee demonstrating this competency:

PERSONNEL SKILLS/ KNOWLEDGE COMPETENCIES

10. Employee Communications

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

11. Compensation and Benefits

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

12. Performance Development 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.

13. Recruiting and Staffing

Definition: Recruits talented and motivated applicants; stresses the importance of using structured interviewing techniques; provides applicants with realistic job and organisational 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

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.

TRAINING SKILLS/KNOWLEDGE COMPETENCIES

15. Employee Development and Learning

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

16. 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.

17. Training Delivery

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

18. Training Evaluation

Definition: Engages in thorough training evaluation; solicits feedback from multiple sources; appraises training programme organisational fit.