

An Introduction to the HR Community Competency Framework

HR Strategy for the HR Community

Success Through HR Professionals





Government's HR Community

- The HR Community is comprised of members whose primary role encompasses human resources processes and/or related human resource management. A member will possess knowledge acquired through formal education, experience and/or training.

HR Strategy for the HR Community

Success Through HR Professionals

Are you a member of government's HR community? If so, the framework featured in this presentation has been designed for you. The Competency Framework will apply to the HR Professional group within government. What do we mean by HR Professional?

The HR Community in government is comprised of members whose primary role encompasses human resources processes and/or related human resource management. A member will possess knowledge acquired through formal education, experience and/or training.



Roles within the HR Community

- **Generally there are five levels:**
 - **Leadership**
 - **Management**
 - **Consultant**
 - **Development**
 - **Support**

HR Strategy for the HR Community

Success Through HR Professionals

Although there are many job titles within the HR Community, five levels have been identified: Leadership, Management, Consultant, Developmental and Support.

Support

Provides administrative/process support in/or across a number of human resource areas (e.g. payroll and benefits).

There may be a requirement for training/education in human resources.

Developmental

Under the supervision of a manager, senior consultant, or consultant, assists with the development, implementation and delivery of HR programs and services.

There may be a requirement for training/education in human resources.

Consultant

Provides professional consulting advice and services in areas of human resources.

Will have a sound understanding of related human resources as well as client service delivery principles and practices.

Management

Directs and advises on human resource policies, programs and practices.

Manages operations within the HR CSU by providing leadership and expertise.

Positions may also require that the incumbent possess a broad base of management and people issue skills.

Leadership

Provides strategic corporate HR direction.

Responsible for the establishment of the HR Strategy, programs, policies and practices at the highest level.

The incumbent possesses formal specialized human resources knowledge together with extensive job-related experience at the senior management level.



It All Begins With A Vision

- A vision: focuses on, and brings clarity to, the preferred, desired state of an organization
- A vision: inspires people to work toward the desired state
- A vision: guides the decision-making process in attempting to achieve this state
- A vision: is the basis for all aspects of strategic planning

HR Strategy for the HR Community

Success Through HR Professionals

All plans and strategies begin with a vision. A vision focuses on and brings clarity to the desired state of an organization. It inspires people to work toward the desired state and it guides the decision-making process in attempting to achieve this state. A vision is also the basis for all aspects of strategic planning.

What is the vision of the HR Community?



Vision

The Vision of the HR Community is:

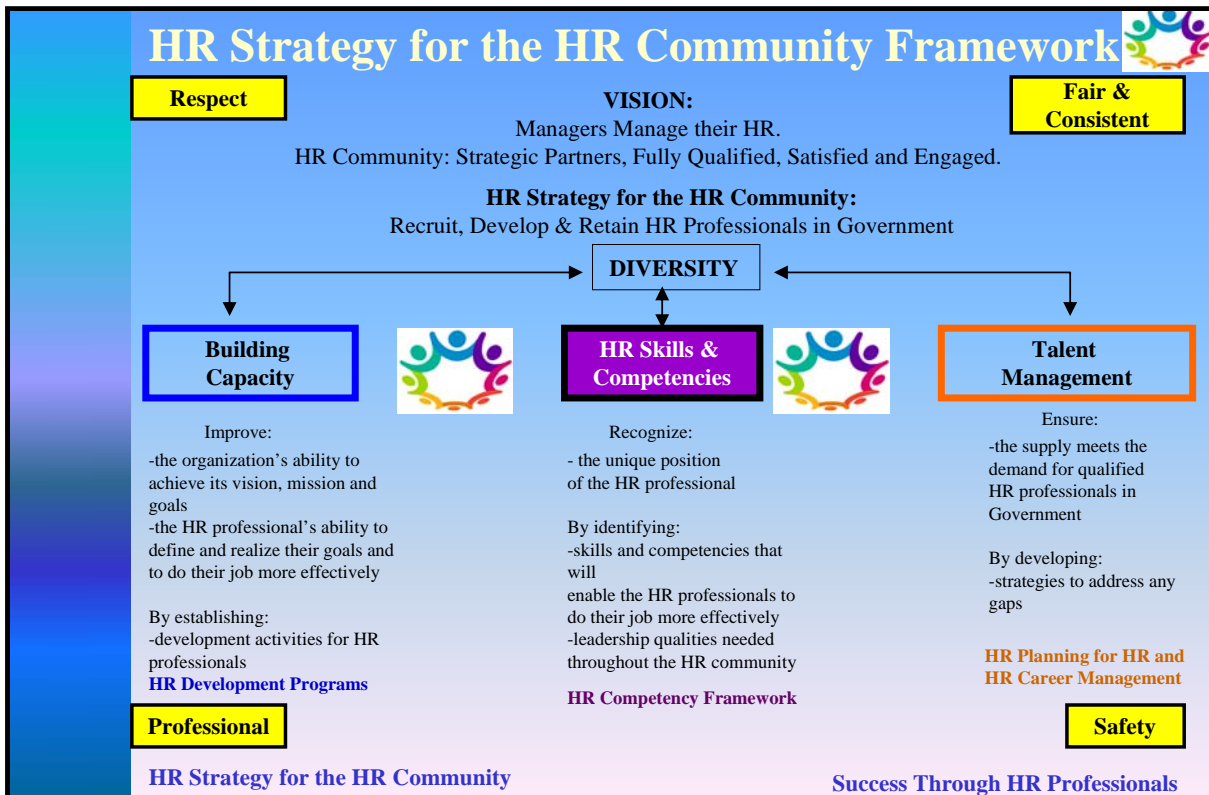
- Managers Manage their HR.
- HR professionals in government are strategic partners, fully qualified, satisfied and engaged and maintain their community values of:
 - Respect
 - Professionalism
 - Fairness
 - Consistency
 - Safety

HR Strategy for the HR Community

Success Through HR Professionals

The Vision of the HR Community:

- Managers Manage their HR.
- HR Professionals in government are strategic partners, fully qualified, satisfied and engaged and maintain their community values of:
 - Respect
 - Professionalism
 - Fairness
 - Consistency
 - Safety



In order to help achieve this vision, the HR Strategy for the HR Community has been developed. This strategy identifies ways in which the HR Community can work toward its vision, including HR systems, programs, and tools designed specifically for HR professionals.

There are three priority areas:

- HR Skills and Competencies
 - What skills and competencies are required to be effective HR Professionals?
- Talent Management
 - What skills and competencies does the HR Community currently have and what is needed for the future?
- Building Capacity
 - How can the HR Community support the development and enhancement of HR skills and competencies?

One of the key components of the HR Strategy for the HR Community is a competency framework.



Why Competencies?

- Provide a common framework and language to integrate HR processes
- Improve the way an organization selects and develops employees
- Individuals can take more ownership for their career development
- Promote a more open and transparent culture
- Identify and encourage corporate behaviours
- More effective use of resources
- Support organizational change

HR Strategy for the HR Community

Success Through HR Professionals

Competencies provide a common framework and language to integrate HR processes. They improve the way an organization selects and develops employees by providing a consistent measure against which everyone can be assessed.

Individuals can take more ownership for their career development. They promote a more open and transparent culture because everyone knows the behaviours that are of prime importance to the organization. Competencies identify and encourage corporate behaviours—they focus behaviours on a organization's vision and values.

They help to ensure more effective use of resources--for example, helping to identify how training and development resources will be allocated. They support organizational change by supporting development and broadening skill sets; thereby making an organization more flexible and responsive to internal and external demands.



Competency Definition

“Any attitude, skill, behaviour, motive or other personal characteristic that is essential for an individual to perform a job or, more importantly, differentiates ‘solid’ from ‘outstanding’ performance.”

HR Strategy for the HR Community

Success Through HR Professionals

What exactly do we mean when we use the word “competency”?

We’ve defined a competency as “Any attitude, skill, behaviour, motive, or other personal characteristic that is essential for an individual to perform a job or, more importantly, differentiates “solid” from “outstanding” performance.”



Types of Competencies

- **Technical**
- **Behavioural**

*The Competency Framework for the HR Community focuses primarily on **behavioural** competencies.*

There are two types of competencies: technical and behavioural. “Technical” refers to the specific knowledge and skills required to be effective in a job. Behavioural competencies refer to motives, traits, and attributes that shape behaviour and reflect “how” you apply your knowledge and skills in order to achieve results.

The Competency Framework for the HR Community focuses primarily on behavioural competencies.

Main Competency Components

Definition

- Explains what the competency means
- Provides common language that everyone can understand in the same way

Scale

- Lays out a behaviour pattern for each level—begins with basic behaviour and gradually increases
- Represents a logical and progressive development sequence

There are two main components of a competency. The first component is the definition. It explains what the competency means and provides a common language that everyone can understand in the same way.

The second component is scale. Scale lays out a behavioural pattern for each competency and represents a logical and progressive development sequence.

Let's look at an example.

Example of a Competency



Relationship Building

- The ability to develop contacts and relationships, internal and external to the organization, to facilitate work efforts or to gain support/cooperation.
 - a) Understands the significance of networking
 - b) Identifies/approaches key stakeholder contacts
 - c) Actively seeks relationship-building opportunities
 - d) Organizes involvement of key players
 - e) Builds a network of contacts

In this example, the behavioural competency is “Relationship Building”. The definition of relationship building is: “The ability to develop contacts and relationships, internal and external to the organization, to facilitate work efforts or to gain support and/or cooperation.” Below the definition is a scale which identifies the five performance levels relative to the competency. The levels begin with a behaviour common to all and build to the highest level of proficiency.

The expected levels of proficiency would be in direct correlation to a specific role within the HR Community. For example, all individuals within the Community are expected to understand the significance of networking (Level A); however, not everyone would be expected to build a network of contacts (Level E) because it does not necessarily apply to their role.



MCP Leadership Competencies

- Deputy Ministers selected eight leadership competencies for the Government of Nova Scotia
- Leadership competencies apply to all MCP employees
- Selected behavioural competencies:
 - Decisiveness
 - Strategic Orientation
 - Development of People
 - Team Leadership
 - Achievement Orientation
 - Self-Confidence and Courage of Conviction
 - Impact and Influence
 - Relationship Building

HR Strategy for the HR Community

Success Through HR Professionals

Competencies within this framework build upon government's corporate leadership competencies selected by Deputy Ministers. These behavioural competencies are used within the performance management process for all MCP employees.

The selected behaviours are: Decisiveness, Strategic Orientation, Development of People, Team Leadership, Achievement Orientation, Self-Confidence and Courage of Conviction, Impact and Influence, and Relationship Building.

These competencies apply to departments across government. What about competencies specific to the HR Community?



Which behaviours are needed for the HR Community to meet current and future challenges and successfully achieve its vision?

HR Strategy for the HR Community

Success Through HR Professionals

Which behaviours are needed for the HR Community to meet current and future challenges and successfully achieve its vision?

Which behaviours would apply to the entire HR Community, regardless of their HR Role in Government?



Three HR Community Competencies

- **Client Orientation**
- **Effective Interactive Communication**
- **Change Leadership**

HR Strategy for the HR Community

Success Through HR Professionals

Client Orientation, Effective Interactive Communication and Change Leadership were selected as the most critical competencies needed to meet current and future challenges and enable the HR Community to achieve its vision.

The definitions for each are...



Client Orientation

- Involves developing and maintaining strong relationships with clients.
- Focuses one's efforts on discovering and meeting the client's needs while balancing against the government's key business and strategic priorities.
- "Clients" may be broadly defined, including internal customers or clients, as well as the public.

HR Strategy for the HR Community

Success Through HR Professionals

Client Orientation involves developing and maintaining strong relationships with clients; focusing one's efforts on discovering and meeting the client's needs while balancing against the government's key business and strategic priorities; "clients" may be broadly defined to include internal customers, as well as the public.



Effective Interactive Communication

- Implies the ability to transmit and receive information clearly and communicate effectively to others by considering their points of view in order to respond appropriately.
- It includes using tact and diplomacy in all communications as well as the ability to convey ideas and information, both orally and in writing, in a way that brings understanding to the target audience.

Effective Interactive Communication implies the ability to transmit and receive information clearly and communicate effectively to others by considering their points of view in order to respond appropriately. It includes using tact and diplomacy in all communications as well as the ability to convey ideas and information, both orally and in writing, in a way that brings understanding to the target audience.



Change Leadership

- The ability to energize and alert groups to the need for specific changes in the way things are done. People with this competency willingly embrace and champion change.
- They take advantage of every opportunity to explain their vision of the future to others and gain their buy-in.

Change Leadership is the ability to energize and alert groups to the need for specific changes in the way things are done. People with this competency willingly embrace and champion change. They take advantage of every opportunity to explain their vision of the future to others and gain their buy-in.

HR Community Competency Framework



Competencies that apply to the entire HR Community to enable HR professionals in government to utilize their skills and knowledge more effectively.

<i>Leadership qualities can be demonstrated by all members of the HR Community.</i>	Strategic Orientation	Strategic Orientation	Strategic Orientation	Strategic Orientation
	Development of People	Development of People	Development of People	Development of People
	Team Leadership	Team Leadership	Team Leadership	Team Leadership
	Impact and Influence	Impact and Influence	Impact and Influence	Impact and Influence
	Achievement Orientation	Achievement Orientation	Achievement Orientation	Achievement Orientation
	Self Confidence	Self Confidence	Self Confidence	Self Confidence
	Relationship Building	Relationship Building	Relationship Building	Relationship Building
	Decisiveness	Decisiveness	Decisiveness	Decisiveness
Effective Interactive Communication				
Change Leadership				
Client Orientation				
<i>Support HRAs</i>	<i>Developmental Jr. Consultants</i>	<i>Consultant Generalists & Specialists</i>	<i>Management Managers & Sr. Consultants</i>	<i>Leadership Ex. Directors & Directors</i>

HR Strategy for the HR Community

Success Through HR Professionals

This grid illustrates what we have discussed in the previous slides. The Competency Framework for the HR Community is made up of a set of predefined competencies required for HR professionals in government to perform successfully in their roles.

As you can see from this diagram of the Competency Framework, the three (3) HR Competencies, highlighted in yellow, apply to the entire HR Community.

MCP Employees also have the eight (8) Leadership competencies, indicated by the eight additional blocks for each group from Developmental to Leadership.

The three (3) additional Leadership Competencies for the Support group are illustrated by the three additional blocks in that group.

To summarize, MCP employees have already begun working with the eight leadership competencies as a requirement of their roles. Of these eight competencies, AS employees who belong to the Support Group have selected three leadership competencies they believe would best assist them in their development. They selected “Decisiveness”, “Relationship Building” and “Self confidence/ Courage of Convictions”.

The framework also includes the three HR Community competencies that apply to all HR Professionals in government. These three competencies as well as the leadership competencies for the Support Group are included for development purposes only and are not tied to compensation.

You’re probably wondering how they impact you if they are not tied to



Impact on your Role

- Understand what it takes to be successful
- Take more control over your career development
- Know expected performance measures
- Management can better assist you in achieving your development goals
- Common bond throughout the HR Community
- Ties into other HR plans, strategies, and tools

HR Strategy for the HR Community

Success Through HR Professionals

By embracing the framework, you will gain an understanding of what it takes to be successful in your job and your career. Once you have this understanding, you will be able to take more control over your career development. You will know the performance measures expected at each level and you will know what behaviours interviewers are looking for when you are competing for a position or promotion. Managers, through the performance management system and your career development plans, can better assist you in your development goals. The framework establishes a common bond throughout the HR Community so that everyone is working together, and it is an integral part of all other HR Strategy systems, processes and tools.

The competency framework presented here is not designed to represent an extra burden for professionals who are already very busy. Our intention is that the behaviours will become part of your professional lives—your day-to-day activities, career planning, and development—we hope that they will help you to become more productive and effective.