THE 10 ESSENTIAL COMPETENCY - BASED ROLE PROFILES FOR EVERY ORGANIZATION

Table of Contents

Start using competencies today!

In this guide, you will learn the basics to get started with competencies.

COMPETENCIES

5 key competencies used by most roles in every organization.

1. Analytical thinking
2. Client focus
3. Fostering communication
4. Initiative
5. Teamwork

What are competencies?

Competencies define the abilities, skills, motivations, knowledge, and traits that top performers demonstrate on the job.

By focusing on HOW an employee does their job, as opposed to WHAT an employee does, you can define how top performers achieve success, and what hat looks like in a real-world environment.

Why do HRSG competencies have multiple levels of proficiency?

Multi-level competencies provide a deeper level of detail and granularity that you just don't get with single-level competencies. This helps individuals clearly see their path to advancement in the organization, and provides a framework for meaningful discussions between the manager and the employee.

HRSG's five-level proficiency scale defines the progressive complexity, independence, risk, and responsibility required for different jobs, making them more practical and versatile in the workplace.

How do behavioral competencies differ from technical competencies?

Behavioral competencies describe the key values of the organization and are used to operationalize its vision, culture or way of being. For example, Teamwork, Client Focus, and Achieving Excellence are all examples of behavioral competencies. They are the organization's competitive differentiator.

Technical competencies are a mix of knowledge and skill statements, used to highlight what a person needs to know in order to function in his/her role. They are generally used in combination with behavioral competencies to create highly targeted competency profiles. They are also essential in helping to differentiate between jobs within the same functional area. For instance, while a Marketing Manager and a Media Relations Specialist have the same behavioral competencies, their technical competencies are quite different.

ROLE PROFILES

10 role profiles essential to every organization.

1. Administrator
2. Facilitator
3. Front-line Supervisor
4. Individual Contributor
5. Mentor
6. Mid-level Manager
7. Project Coordinator
8. Senior Manager
9. Team Lead
10. Team Member

What are Role Profiles?

Role profiles are competency profiles for functional roles in an organization, as opposed to specific jobs. They include the key behavioral competencies that define success for specific functions in your organization.

How do role profiles differ from job profiles?

The main difference is specificity. For example, in the Administrator role, "Job Profiles" exist for Secretary, Bookkeeper, Purchasing, and HR Administrative Assistant. While each of these jobs require some specialized competencies, like those related to Finance, HR and Supply Chain Management, the key competencies remain the same regardless of function.

When would I use a Role Profile versus a Job Profile?

Some organizations want to keep things simple. If you don't need technical competencies nor want to identify competencies per job, role profiles are a great place to start.

How are competency levels used to define the role profiles?

Building competency profiles from multi-level competencies enables you to clearly demonstrate the progression from one job to the next. While the role profiles for Team Lead and Team Member may have similar competencies, the assigned proficiency levels on the Team Lead profile would be at a higher proficiency level than that of the Team Member.

How To Use The Competencies

>> Select core competencies for your entire organization from the sample competencies provided.

TIP :
Learn about the 6 key steps to selecting core competencies.

CLICK HERE

>> Empower your employees to select the proficiency level that best matches their job requirements.

TIP :
Read more about the benefits of using multi-level competencies.

CLICK HERE

>> Incorporate those competencies at the specified proficiency levels into development or feedback programs or conversations.

TIP :
Find out how competencies can support career development programs.

CLICK HERE

How To Use The Role Profiles

>> Apply the role profiles to the positions and jobs in your organization and start using competencies immediately!

TIP :
Learn about other ways you can use Role Profiles.

CLICK HERE

>> Use the role profiles to clearly communicate the competencies that will make employees successful in their job.

TIP :
Find out more about how competencies help you see your talent!

CLICK HERE

>> Incorporate the competencies into job ads when advertising positions to ensure best fit of candidates.

TIP :
Learn how competency-based interviewing can help you avoid costly hiring mistakes

CLICK HERE

Competencies

GENERAL

Analytical Thinking

Analyzing and synthesizing information to understand issues, identify options, and support sound decision making.

Level 1	Level 2	Level 3	Level 4	Level 5
Analyses basic situations	Identifies critical relationships in information	Analyzes complex situations	Applies broad analysis	Applies a whole systems perspective
Breaks straightforward situations into discrete tasks or activities.	Identifies critical connections and patterns in information/ data.	Analyses complex situations, breaking each into its constituent parts.	Integrates information from diverse sources, often involving large amounts of information.	Deals simultaneously with broad issues and detailed analysis.
Distinguishes between critical and irrelevant pieces of information.	Draws logical conclusions based on in-depth analysis of information.	Evaluates alternative causes or ways of interpreting complex information.	Thinks several steps ahead in deciding on best course of action, anticipating likely outcomes.	Adopts a whole systems perspective, assessing and balancing vast amounts of diverse information on the varied systems and sub-systems that comprise and affect the working environment.
Gathers input / information from a few different sources to reach a conclusion.	Recognizes causes and consequences of actions and events that are not readily apparent.	Identifies connections between situations that are not obviously related.	Develops conceptual frameworks that guide analysis by describing patterns of complex relationships among elements and events in the operating environment.	Identifies multiple relationships and disconnects in processes in order to identify options and reach conclusions.

Continued

Level 1	Level 2	Level 3	Level 4	Level 5
	Anticipates obstacles considering next steps.	Identifies gaps in information and makes assumptions in order to continue the analysis and/or take action.		Thinks beyond the organization and into the future, balancing multiple perspectives when setting direction or reaching conclusions (e.g., social, economic, partner, stakeholder interests, short- and long-term benefits, national and global implications).

Client Focus

Providing service excellence to internal and/or external clients.

Level 1	Level 2	Level 3	Level 4	Level 5
Responds to immediate client needs	Maintains client contact	Provides added value	Provides seasoned advice	Ensures continued service excellence
Responds to client needs in a timely, professional, helpful, and courteous manner, regardless of client attitude.	Follows up with clients during and after delivery of services to ensure that their needs have been met.	Looks for ways to add value beyond clients' immediate requests.	Acts as a seasoned adviser, providing independent opinion on complex client problems and novel initiatives, and assisting with decision-making.	Formulates strategies and processes to evaluate emerging and longer-term opportunities and threats to meeting clients' needs.
Shows clients that their perspectives are valued.	Keeps clients up-to-date on the progress of the service they are receiving and changes that affect them.	Addresses the unidentified, underlying and long-term client needs.	Pushes client to consider difficult issues that are in their best interests.	Determines strategic business direction to best meet clients' evolving needs.
Strives to meet service standards in all circumstances.	Maintains service to clients during critical periods.	Enhances client service delivery systems and processes.	Advocates on behalf of clients to more senior management, identifying approaches that meet clients' needs as well as those of the organization.	Evaluates the client service model and service standards to identify areas for improvement.
	Addresses clients' issues in order of priority.	Anticipates clients' upcoming needs and concerns.		

Fostering Communication

Listening and communicating openly, honestly, and respectfully with different audiences, promoting dialogue and building consensus.

Level 1	Level 2	Level 3	Level 4	Level 5
Listens and clearly presents information	**Fosters two-way communication**	**Adapts communication**	**Communicates complex messages**	**Communicates strategically**
Listens/pays attention actively and objectively.	Recalls others' main points, taking them into account in own communication.	Tailors communication (e.g., content, style and medium) to diverse audiences.	Communicates complex issues with widely varied audiences, in a clear and credible manner.	Scans the environment for key information and messages to form the development of communication strategies.
Presents information and facts in a logical manner, using appropriate phrasing and vocabulary.	Checks own understanding of others' communication (e.g., paraphrases, asks questions).	Reads cues from diverse listeners to assess when and how to change planned communication approach to effectively deliver message.	Handles difficult on-the-spot questions (e.g., from senior executives, public officials, interest groups, or the media).	Formulates strategies to communicate and achieve specific objectives (e.g., considers optimal "messaging" and timing of communication).
Shares information when requested.	Elicits comments or feedback on what has been said.	Communicates with all organizational levels.	Secures support for ideas or initiatives through high-impact communication in order to overcome resistance.	Uses varied communication vehicles and opportunities to promote dialogue in order to develop shared understanding and consensus.

Level 1	Level 2	Level 3	Level 4	Level 5
Communicates with others honestly, respectfully, and sensitively.	Maintains continuous, open and consistent communication with others.	Understands others' complex or underlying needs, motivations, emotions or concerns, communicating effectively despite the sensitivity of the situation.		

Initiative

Dealing with situations and issues proactively and persistently, seizing opportunities that arise.

Level 1	Level 2	Level 3	Level 4	Level 5
Identifies immediate action needed	Addresses current issues	Addresses imminent issues or opportunities ("Imminent" does not necessarily mean that a "crisis" is involved)	Seizes opportunities to enhance organizational performance	Addresses future opportunities
Brings issues to the attention of appropriate personnel as needed	Acts on issues in own area of responsibility instead of waiting or hoping the problem will solve itself.	Takes action to avoid an imminent problem.	Acts on opportunities to improve organizational processes or outcomes.	Addresses high-level challenges that have the potential to advance a field of study or sector.
Offers ideas or suggests modified approaches to address current situations or issues	Tries varied approaches and solutions to resolve a problem.	Capitalizes on an imminent opportunity.	Perseveres in seeking solutions to complex issues despite significant and ongoing obstacles.	Anticipates long-term future (more than 2 years) opportunities, positioning the organization to take advantage of them.
Undertakes straightforward tasks that go beyond the job's routine demands (e.g., helps others when own work is completed), without being prompted	Persists when significant difficulties arise.	Suggests ways to achieve better results or add value beyond the current situation.	Creates opportunities to undertake initiatives that will benefit the organization in the near or intermediate term.	Uses varied communication vehicles and opportunities to promote dialogue in order to develop shared understanding and consensus.

Level 1	Level 2	Level 3	Level 4	Level 5
		Perseveres in seeking opportunities to advance organizational objectives in the near term.		

Teamwork

Working collaboratively with others to achieve organizational goals.

Level 1	Level 2	Level 3	Level 4	Level 5
Collaborates with others	Proactively assists and involves others	Fosters teamwork	Coaches others/ resolves conflicts	Builds bridges between teams
Deals honestly and fairly with others, showing consideration and respect for individual differences.	Initiates collaboration with others.	Gives credit and acknowledgement for contributions and efforts of other team members.	Coaches others on teamwork skills to promote high team performance.	Facilitates collaboration across teams to achieve a common goal.
Does own fair share of the work.	Assumes additional responsibilities to facilitate the achievement of team goals.	Makes outstanding efforts to help other team members.	Provides constructive feedback to fellow team members.	Breaks down barriers (structural, functional, cultural) between teams, facilitating the sharing of expertise and resources.
Seeks assistance from other team members, as needed.	Seeks input from other team members on matters that affect them.	Fosters team spirit.	Facilitates beneficial resolutions to conflict among team members.	Creates opportunities for groups to work together and get to know each other to further organizational objectives.

Continued

Level 1	Level 2	Level 3	Level 4	Level 5
Assists other team members.		Provides opportunities for all group members to contribute to group discussions.		Promotes agendas that support the organization's broader goals.
Shares all relevant information with others.		Helps build consensus among team members.		Creates cross-functional teams to solve problems.

Role Profiles

Administrator

Performs administrative functions such as organizing and maintaining files, managing office materials, creating and updating schedules, acting as a first line point of contact for customers/clients, and assisting other staff.

COMPETENCIES

ATTENTION TO DETAIL Working in a conscientious, consistent and thorough manner. **Level 3**	**DEMONSTRATES CONCERN FOR THOROUGHNESS AND ACCURACY** • Identifies multiple sources/approaches of information to ensure that details are addressed. • Reviews the work of others for accuracy and thoroughness. • Follows up to ensure tasks are completed and commitments are met by others. • Verifies that work has been done according to procedures and standards.
FOSTERING COMMUNICATION Listening and communicating openly, honestly, and respectfully with different audiences, promoting dialogue and building consensus. **Level 2**	**FOSTERS TWO-WAY COMMUNICATION** • Recalls others' main points, taking them into account in own communication. • Checks own understanding of others' communication (e.g., paraphrases, asks questions). • Elicits comments or feedback on what has been said. • Maintains continuous, open and consistent communication with others.

COMPETENCIES

INFORMATION GATHERING AND PROCESSING Locating and collecting data from appropriate sources and analyzing it to prepare meaningful and concise reports that summarize the information. **Level 2**	**ADAPTS INFORMATION GATHERING STRATEGY-ANALYSIS TO SITUATION** • Recognizes the need for a modified approach to data/ information gathering/ analysis. • Checks multiple sources for more complete and accurate information. • Digs for information below the surface. • Accesses various complementary, rapidly changing sources of information (e.g., books, journals, websites). • Reads more complex texts to locate a single piece of information or simpler texts to locate multiple pieces of information. • Makes straight-forward inferences.
PLANNING AND ORGANIZING Reaching goals that are central to organizational success by making and following plans and allocating resources effectively. **Level 3**	**PLANS AND ORGANIZES MAJOR ACTIVITIES** • Identifies varied resources needed (e.g., different types of expenditures; different skill mixes). • Produces realistic and achievable work plans. • Develops back-up plans to handle potential obstacles. • Breaks activities into smaller components to facilitate completion. • Renegotiates commitments or deadlines as circumstances dictate, ensuring "no surprises" at the expected completion. • Evaluates the extent to which objectives have been achieved

Facilitator

Facilitates group activities such as training courses, orientation sessions, focus groups, ceremonies and various other engagements. May be involved in the creation of the material as well.

COMPETENCIES

ADAPTABILITY

Adapting in order to work effectively in ambiguous or changing situations, and with diverse individuals and groups.

Level 3

ADAPTS TO WIDELY VARIED NEEDS

- Adapts to new ideas and initiatives across a wide variety of issues or situations.
- Supports major changes that challenge traditional ways of operating.
- Adapts interpersonal style to highly diverse individuals and groups in a range of situations.
- Anticipates change in order to adapt own plans and priorities.

CREATIVITY AND INNOVATION

Generating viable, new approaches and solutions

Level 3

IDENTIFIES NEW APPROACHES

- Creates new ideas, solutions or approaches to ongoing challenges.
- Uses unconventional areas as sources of inspiration and insight into new options and solutions.
- Solves complex problems through developing new explanations or applications.

COMPETENCIES	
FOSTERING COMMUNICATION Listening and communicating openly, honestly, and respectfully with different audiences, promoting dialogue and building consensus. **Level 3**	**ADAPTS COMMUNICATION** • Tailors communication (e.g., content, style and medium) to diverse audiences. • Reads cues from diverse listeners to assess when and how to change planned communication approach to effectively deliver message. • Communicates with all organizational levels. • Understands others' complex or underlying needs, motivations, emotions or concerns, communicating effectively despite the sensitivity of the situation.
FOSTERING LEARNING AND DEVELOPMENT Supporting others to develop and learn, recognizing their achievements, and building an organizational culture where knowledge and growth are valued and rewarded. **Level 3**	**EMPOWERS OTHERS FOR ONGOING LEARNING AND DEVELOPMENT.** • Provides opportunities for development activities to encourage high performance. • Encourages others to take responsibility for managing their own learning. • Assembles teams with complementary skills, promoting a supportive environment for team members to be self-directed and learn from each other. • Supports team members to take risks and explore new approaches. • Encourages team members to ask questions and express their thoughts about • their work.
PLANNING AND ORGANIZING Reaching goals that are central to organizational success by making and following plans and allocating resources effectively. **Level 3**	**PLANS AND ORGANIZES MAJOR ACTIVITIES** • Identifies varied resources needed (e.g., different types of expenditures; different skill mixes). • Produces realistic and achievable work plans. • Develops back-up plans to handle potential obstacles. • Breaks activities into smaller components to facilitate completion. • Renegotiates commitments or deadlines as circumstances dictate, ensuring "no surprises" at the expected completion. • Evaluates the extent to which objectives have been achieved.

Project Coordinator

Coordinates the delivery of project sub-components and implementation plans. Supports and organizes various activities critical to project success.

COMPETENCIES

ANALYTICAL THINKING Analyzing and synthesizing information to understand issues, identify options, and support sound decision making. **Level 2**	**IDENTIFIES CRITICAL RELATIONSHIPS IN INFORMATION** • Identifies critical connections and patterns in information/data. • Draws logical conclusions based on in-depth analysis of information. • Recognizes causes and consequences of actions and events that are not readily apparent. • Anticipates obstacles considering next steps.
ATTENTION TO DETAIL Working in a conscientious, consistent and thorough manner. **Level 3**	**DEMONSTRATES CONCERN FOR THOROUGHNESS AND ACCURACY** • Identifies multiple sources/approaches of information to ensure that details are addressed. • Reviews the work of others for accuracy and thoroughness. • Follows up to ensure tasks are completed and commitments are met by others. • Verifies that work has been done according to procedures and standards.

Continued

COMPETENCIES	
FOSTERING COMMUNICATION Listening and communicating openly, honestly, and respectfully with different audiences, promoting dialogue and building consensus. **Level 3**	**ADAPTS COMMUNICATION** • Tailors communication (e.g., content, style and medium) to diverse audiences. • Reads cues from diverse listeners to assess when and how to change planned communication approach to effectively deliver message. • Communicates with all organizational levels. • Understands others' complex or underlying needs, motivations, emotions or concerns, communicating effectively despite the sensitivity of the situation.
PLANNING AND ORGANIZING Reaching goals that are central to organizational success by making and following plans and allocating resources effectively. **Level 3**	**PLANS AND ORGANIZES MAJOR ACTIVITIES** • Identifies varied resources needed (e.g., different types of expenditures; different skill mixes). • Produces realistic and achievable work plans. • Develops back-up plans to handle potential obstacles. • Breaks activities into smaller components to facilitate completion. • Renegotiates commitments or deadlines as circumstances dictate, ensuring "no surprises" at the expected completion. • Evaluates the extent to which objectives have been achieved.
PROJECT MANAGEMENT Planning, implementing, monitoring and completing projects, ensuring effective management of scope, resources, time, cost, quality, risk and communications. **Level 3**	**IMPLEMENTS MEDIUM SCALE PROJECTS** • Takes personal responsibility for a complete, multi-stage project in own area. • Identifies resources needed to complete the project. • Develops a project plan, including, for example, timelines and inputs and outputs at various stages. • Develops contingency plans to deal with potential roadblocks. • Oversees implementation of the project plan, monitors progress, resource usage, and quality, making adjustments as needed. • Allocates resources according to project plan.

Individual Contributor

Works in a team or as an independent unit in a professional function. Does not supervise the work of others.

COMPETENCIES

ADAPTABILITY

Adapting in order to work effectively in ambiguous or changing situations, and with diverse individuals and groups.

Level 2

ADAPTS TO THE SITUATION

- Changes own behavior or approach to suit the situation.
- Adjusts rules or procedures, based on the situation, while remaining guided by the organization's values.
- Adapts behavior to perform effectively under changing or unclear conditions.

CLIENT FOCUS

Providing service excellence to internal and/or external clients.

Level 2

MAINTAINS CLIENT CONTACT

- Follows up with clients during and after delivery of services to ensure that their needs have been met.
- Keeps clients up-to-date on the progress of the service they are receiving and changes that affect them.
- Maintains service to clients during critical periods.
- Addresses clients' issues in order of priority.

FOSTERING COMMUNICATION

Listening and communicating openly, honestly, and respectfully with different audiences, promoting dialogue and building consensus.

Level 2

FOSTERS TWO-WAY COMMUNICATION

- Recalls others' main points, taking them into account in own communication.
- Checks own understanding of others' communication (e.g., paraphrases, asks questions).
- Elicits comments or feedback on what has been said.
- Maintains continuous, open and consistent communication with others.

Continued

COMPETENCIES	
PLANNING AND ORGANIZING Reaching goals that are central to organizational success by making and following plans and allocating resources effectively. **Level 1**	**PLANS AND ORGANIZES OWN ACTIVITIES** • Plans own activities according to pre-determined standards or procedures. • Monitors the quality and timeliness of own work. • Seeks clarity on priorities as needed. • Responsibly uses the resources at one's immediate disposal.
TEAMWORK Working collaboratively with others to achieve organizational goals. **Level 1**	**COLLABORATES WITH OTHERS** • Deals honestly and fairly with others, showing consideration and respect for individual differences. • Does own fair share of the work. • Seeks assistance from other team members, as needed. • Assists other team members. • Shares all relevant information with others.

Mentor

Provides support and encouragement to individuals for the benefit of their performance and development.

COMPETENCIES

ACTING WITH EMPATHY AND COMPASSION

Genuinely seeking to understand and respect others' perspectives and emotions; encouraging a culture of compassion, empathy and support within and beyond the organization.

Level 3

DEMONSTRATES EMPATHY AND COMPASSION IN DIFFICULT OR COMPLEX SITUATIONS.

- Offers emotional support and/or tangible assistance to others experiencing difficulties at work or in their personal life.
- Expedites the allocation of resources to help team members in need of help in urgent situations.
- Considers team members' perspectives and emotions, when making business decisions that may not be popular.
- Tailors communication to challenging individuals or groups.
- Seeks to understand others' complex or underlying needs, motivations, emotions, in order to communicate effectively despite the sensitivity of the situation.
- Deals with resistance by acknowledging positive intentions and creating engagement.
- Gives team members feedback that is sensitive to their individual situation, especially when addressing performance gaps.
- Models self-care and positive coping strategies in stressful situations.

ADAPTABILITY

Adapting in order to work effectively in ambiguous or changing situations, and with diverse individuals and groups.

Level 3

ADAPTS TO WIDELY VARIED NEEDS

- Adapts to new ideas and initiatives across a wide variety of issues or situations.
- Supports major changes that challenge traditional ways of operating.
- Adapts interpersonal style to highly diverse individuals and groups in a range of situations.
- Anticipates change in order to adapt own plans and priorities.

COMPETENCIES

EXEMPLIFYING INTEGRITY Treating others fairly, honestly, and respectfully, furthering the integrity of the organization and its relationships of trust with the broader community. **Level 1**	**ACTS IN FAIR AND ETHICAL MANNER TOWARDS OTHERS** • Treats everyone equally with fairness, honesty, and respect all the time. • Refrains from behavior or language that is exclusionary or offensive in nature. • Focuses on organizational success rather than personal gain. • Follows through consistently on promises and commitments made to others • Presents facts and circumstances transparently, no matter how difficult the facts may be. • Guards confidential and sensitive information, passing it on only to those that need to know. • Maintains ethical principles even in the most challenging circumstances.
FOSTERING COMMUNICATION Listening and communicating openly, honestly, and respectfully with different audiences, promoting dialogue and building consensus. **Level 3**	**ADAPTS COMMUNICATION** • Tailors communication (e.g., content, style and medium) to diverse audiences. • Reads cues from diverse listeners to assess when and how to change planned communication approach to effectively deliver message. • Communicates with all organizational levels. • Understands others' complex or underlying needs, motivations, emotions or concerns, communicating effectively despite the sensitivity of the situation.
FOSTERING LEARNING AND DEVELOPMENT Supporting others to develop and learn, recognizing their achievements, and building an organizational culture where knowledge and growth are valued and rewarded. **Level 3**	**EMPOWERS OTHERS FOR ONGOING LEARNING AND DEVELOPMENT.** • Provides opportunities for development activities to encourage high performance. • Encourages others to take responsibility for managing their own learning. • Assembles teams with complementary skills, promoting a supportive environment for team members to be self-directed and learn from each other. • Supports team members to take risks and explore new approaches. • Encourages team members to ask questions and express their thoughts about their work.

Mid-level Manager

Plans, directs, or coordinates the business activities of business units. Implements strategies in the business unit, aligned with the overall strategy of the organization.

COMPETENCIES

BUSINESS PERSPECTIVE

Using an understanding of business issues, processes and outcomes to enhance business performance.

Level 3

DEVELOPS BUSINESS STRATEGIES

- Explains in detail how own section/department adds value to the organization.
- Makes decisions that clearly support the business strategy (e.g., builds business cases for decisions/actions, takes a market perspective).
- Formulates optimal ways to improve services/products in the section, taking into account a longer-term and broader corporate perspective.
- Customizes the execution of broad business strategies in own area

FOSTERING COMMUNICATION

Listening and communicating openly, honestly, and respectfully with different audiences, promoting dialogue and building consensus.

Level 3

ADAPTS COMMUNICATION

- Tailors communication (e.g., content, style and medium) to diverse audiences.
- Reads cues from diverse listeners to assess when and how to change planned communication approach to effectively deliver message.
- Communicates with all organizational levels.
- Understands others' complex or underlying needs, motivations, emotions or concerns, communicating effectively despite the sensitivity of the situation.

COMPETENCIES

MANAGING PEOPLE

Managing others to ensure their work contributes to organizational goals. Developing individuals, building teams, resolving conflicts, and applying workplace policies.

Level 3

BUILDS & MANAGES TEAMS, IMPLEMENTING PEOPLE MANAGEMENT STRATEGIES.

- Balances the needs of employees and the interests of the organization.
- Develops and supports employees' career plans and learning opportunities.
- Applies company policies and procedures in managing direct reports' performance.
- Shares own knowledge and experience to support others to achieve personal and business objectives.
- Coaches colleagues in technical areas, identifying training and development needs to support professional growth

MANAGING RESOURCES

Planning, allocating, and mobilizing resources (human, physical, information and financial resources) to achieve organizational goals.

Level 3

MANAGES THE USE OF RESOURCES

- Plans own activities according to pre-determined standards or procedures.
- Monitors the quality and timeliness of own work.
- Seeks clarity on priorities as needed.
- Responsibly uses the resources at one's immediate disposal.

ENSURING ACCOUNTABILITY

Holding yourself and others to high standards of accountability, and creating an infrastructure and transparent corporate culture that supports and measures personal and organizational responsibility and accountability.

Level 3

HOLDS SELF AND OTHERS ACCOUNTABLE ACROSS TEAMS / FUNCTIONS

- Holds others accountable without exception for acting in accordance with relevant standards, codes and legislation.
- Delegates responsibility, where appropriate, when staff have the capability.
- Takes personal and open responsibility for work of others within his / her line of authority.
- Identifies the limits of acceptable risk, congruent with achieving desired results.
- Maintains a cost/effective balance of controls and risk-taking to ensure effective and efficient operation within budget.
- Ensures that employees have the necessary tools, resources, information and / or equipment to get their jobs done.
- Ensures that teams step into the breach for one another when needed.

Continued

Senior Manager

Plans, directs, or coordinates the business operations for a major division. Formulates strategies for the division to support the organization's overall objectives.

COMPETENCIES

ACTING WITH EMPATHY AND COMPASSION

Genuinely seeking to understand and respect others' perspectives and emotions; encouraging a culture of compassion, empathy and support within and beyond the organization.

Level 4

INSTILLS EMPATHY AND COMPASSION IN THE ORGANIZATION'S CULTURE.

- Shares stories of compassionate acts by organization members with the wider organization.
- Affirms the value of a culture where people feel safe to share their thoughts and emotions, especially in challenging times.
- Provides a "personal connection" by being present and accessible to organization members.
- Improves business practices so that organization members have the flexibility to express the need for help and to provide empathy and compassion to others.
- Develops guidelines for respectful and compassionate communication, creating a compassionate workplace.
- Ensures that policies and procedures support empathy and compassion in the organization, removing systemic barriers.

ENSURING ACCOUNTABILITY

Holding yourself and others to high standards of accountability, and creating an infrastructure and transparent corporate culture that supports and measures personal and organizational responsibility and accountability.

Level 4

ESTABLISHES SYSTEMS AND PROCESSES FOR ENSURING ACCOUNTABILITY

- Broadly communicates relevant standards, codes and legislation and consequences for non-compliance.
- Ensures organizational systems and processes are compliant with relevant standards, codes and legislation.
- Establishes organizational systems for: defining authorities / responsibilities; tracking, monitoring and measuring success; assessing and managing risk; etc.
- Establishes performance metrics to help understand how the organization is doing relative to its objectives.

Continued

COMPETENCIES	
EXEMPLIFYING INTEGRITY Treating others fairly, honestly, and respectfully, furthering the integrity of the organization and its relationships of trust with the broader community. **Level 4**	**PROMOTES FAIR AND ETHICAL BEHAVIOR WITHIN THE ORGANIZATION** • Develops policies and measures to integrate ethics within the organization. • Implements standards and safeguards to protect the organization's integrity. • Integrates ethics into every action of the organization — everything people do, touch or influence. • Develops risk assessment processes to identify and mitigate ethical risks. • Implements formal education programs to enhance the understanding of and commitment to ethics and integrity.
INSPIRING OTHERS Energizing and inspiring others to strive for excellence and commit to common goals and purposes, creating a sense of self-efficacy, resilience, and persistence in followers. **Level 4**	**BUILDS PASSION AND ENTHUSIASM FOR THE ORGANIZATION'S MISSION.** • Challenges rules or practices that present barriers to independent action and decision-making. • Brings excellent performance to the attention of the larger organization. • Provides incentives to encourage widespread participation. • Communicates a long-term vision that resonates among organization members. • Models a genuine passion for the organization's vision, mission, and values, cultivates a feeling of energy, excitement and optimism across the organization. • Communicates high expectations for self and others, creating an environment where people consistently push beyond expectation.

COMPETENCIES	
LEADING CHANGE Recognizing the need for change, being open to new ideas and methods, and championing transformational change within the organization and beyond. **Level 4**	**LEADS ORGANIZATION-WIDE CHANGE INITIATIVES AND BUILDS A CULTURE OF CONTINUOUS TRANSFORMATION.** • Leads the translation of broad organizational change strategies into specific directions and goals. • Communicates a sense of relevance to sustain momentum for change. • Addresses systemic barriers that undermine the organization's transformation. • Assesses the climate on a regular basis, adjusting the pace of change for maximum success. • Encourages risk-taking and non-traditional ideas, activities and actions. • Monitors improvements for ongoing consolidation and institutionalization of improvements. • Monitors the implementation of change initiatives, adjusting ineffective strategies. • Discerns what changes are relevant and will lead to improvement.

Team Lead

Plans, instructs, or schedules work in a team. Acts as a technical expert in the team.

COMPETENCIES

CLIENT FOCUS

Providing service excellence to internal and/or external clients

Level 4

PROVIDES SEASONED ADVICE

- Acts as a seasoned adviser, providing independent opinion on complex client problems and novel initiatives, and assisting with decision-making.
- Pushes client to consider difficult issues that are in their best interests.
- Advocates on behalf of clients to more senior management, identifying approaches that meet clients' needs as well as those of the organization.

FOSTERING COMMUNICATION

Listening and communicating openly, honestly, and respectfully with different audiences, promoting dialogue and building consensus.

Level 3

ADAPTS COMMUNICATION

- Tailors communication (e.g., content, style and medium) to diverse audiences.
- Reads cues from diverse listeners to assess when and how to change planned communication approach to effectively deliver message.
- Communicates with all organizational levels.
- Understands others' complex or underlying needs, motivations, emotions or concerns, communicating effectively despite the sensitivity of the situation.

COMPETENCIES	
PLANNING AND ORGANIZING Reaching goals that are central to organizational success by making and following plans and allocating resources effectively. **Level 2**	**PLANS AND ORGANIZES GROUP ACTIVITIES** • Identifies who needs to be involved and when. • Identifies who will do what, when, taking into account group members' skills, needs and, if possible, preferences. • Sets timelines and work steps. • Monitors progress and use of resources (e.g., people, supplies, money). • Makes needed adjustments to timelines, steps, and resource allocation. • Plans the accomplishment of next steps.
PROBLEM SOLVING Identifying problems and the solutions to them. **Level 4**	**SOLVES COMPLEX PROBLEMS** • Identifies complex problems based on a broad range of factors, many of which are ambiguous or difficult to define. • Identifies optimal solutions, considering possible approaches and flexibilities in the system as well as organizational values, policies and procedures. • Evaluates the effectiveness and efficiency of solutions after they have been implemented in order to identify needed changes.

Team Member

Works with others in a team environment to achieve organizational objectives. May or may not supervise others.

COMPETENCIES

FOSTERING COMMUNICATION

Listening and communicating openly, honestly, and respectfully with different audiences, promoting dialogue and building consensus.

Level 2

FOSTERS TWO-WAY COMMUNICATION

- Recalls others' main points, taking them into account in own communication.
- Checks own understanding of others' communication (e.g., paraphrases, asks questions).
- Elicits comments or feedback on what has been said.
- Maintains continuous, open and consistent communication with others.

INITIATIVE

Dealing with situations and issues proactively and persistently, seizing opportunities that arise.

Level 2

ADDRESSES CURRENT ISSUES

- Acts on issues in own area of responsibility instead of waiting or hoping the problem will solve itself.
- Tries varied approaches and solutions to resolve a problem.
- Persists when significant difficulties arise.

PLANNING AND ORGANIZING

Reaching goals that are central to organizational success by making and following plans and allocating resources effectively.

Level 1

PLANS AND ORGANIZES OWN ACTIVITIES

- Plans own activities according to pre-determined standards or procedures.
- Monitors the quality and timeliness of own work.
- Seeks clarity on priorities as needed.
- Responsibly uses the resources at one's immediate disposal.

COMPETENCIES	
TEAMWORK Working collaboratively with others to achieve organizational goals. **Level 3**	**FOSTERS TEAMWORK** • Gives credit and acknowledgement for contributions and efforts of other team members. • Makes outstanding efforts to help other team members. • Fosters team spirit. • Provides opportunities for all group members to contribute to group discussions. • Helps build consensus among team members.

Want to do more?

Talk to one of our competency experts today to find out how you can get:

- Interview questions and guides related to role profiles
- Learning resources for each role profile
- Additional competencies or roles

Or find out more about our three-hour coaching packages designed to help you develop your plan for moving forward with competencies.

Contact Us

1-866-574-7041 | info@hrsg.ca

ABOUT HRSG

Since 1989, HRSG has worked with a range of industries to define talent needs, address skill deficiencies, and improve individual and organizational performance. We are a recognized leader in the field of competency-based talent management, and our flagship software, CompetencyCoreTM, is being used by organizations around the world, to facilitate the more effective application of competencies across the talent management lifecycle. Clients include global corporations and small or midsized organizations operating in sectors such as logistics, finance, accounting, technology, HSE, HR, manufacturing, sales and marketing, and many more. For more information, please visit www.hrsg.ca.