

HUMAN RESOURCES SPECIALIST COMPETENCY PROFILE

DESCRIPTION OF WORK:

Employees in this banded class apply, communicate and promote human resources procedural best practices that support the university in achieving stated goals and objectives. Employees participate, following established guidelines, in one or more human resources functional areas such as: benefits administration; career planning; classification; compensation; employee retention and organizational culture enhancement; employee relations; employment; environment, safety and health; equal employment opportunity; HR Information Systems; international employment; legal compliance; payroll; policy administration; organizational design; staff development; talent management; workforce planning and/or closely related programs. Employees may be required to adapt procedures to address changing situations, needs and/or deadlines. Work involves developing and maintaining productive and collaborative work relationships and assessing and responding to client needs. Using a variety of specialized state-of-the-art technological systems and processes, employees identify, collect, format, organize and process data and information that support HR programs. Employees make decisions within policy guidelines; communicate policies, procedures and guidelines; evaluate patterns and recommend options. Employees are expected to maintain confidentiality of all information. Work is performed under general to limited supervision. Work may include supervising others, conducting training, and/or administering a human resources program(s).

Competency	Definition
Applied Knowledge – HR Program and Organization	Knowledge of issues and best practices in human resource program procedures and methods and knowledge of the related business context, appropriate for the level of work and usually acquired on the job. Ability to apply both to specific situations. Demonstrates a commitment to continuous improvement, to include the use of contemporary applicable technology (hardware, software, equipment and processes).
Customer Service	Develops and maintains productive collaborative work relationships with all clients (internal and external who utilize services) by listening to the client, understanding and responding to apparent and underlying needs and continually seeking to provide the highest quality service to all.
Communication – Verbal/Written	Clearly conveys information (verbal and written) with and to individuals or groups to ensure information is shared and that messages are understood. Demonstrates effective use of listening skills and displays openness to other people's ideas and thoughts. Gains credibility by fostering respect for all individuals and points of view.
Information/Records Administration	Applies knowledge of contemporary applicable data management systems as well as data collection and record filing systems to compile, assimilate, organize, store and retrieve electronic and printed information. Accesses, reviews, compiles and analyzes multiple sources of data and information to generate appropriate criteria for reports and presentations.
Program Administration	Provides oversight for a formal, on-going program. Establishes expectations and clear directions including the tasks and activities to accomplish the intended outcome and timeline. Monitors delegated assignments or projects for results.
Managing Work and Performance	Assigns work and establishes work rules and acceptable levels of quality and quantity of work; reviews work and measures performance of others; and in concert with the employee, develops individual's competencies.

Note: Competency statements are progressive and not all competencies apply to every position/employee. Evaluate only those that apply.

Applied Knowledge – HR Program and Organization

Knowledge of issues and best practices in human resource program procedures and methods and knowledge of the related business context, appropriate for the level of work and usually acquired on the job. Ability to apply both to specific situations. Demonstrates a commitment to continuous improvement, to include the use of contemporary applicable technology (hardware, software, equipment and processes).

Contributing	Journey	Advanced
1. Ability to research and learn State, federal and client policies and procedures affecting HR program area(s), demonstrated by the ability to routinely apply them to client needs.	1. Knowledge of State, federal and client policy and policy interpretations and HR best practices affecting HR program area(s) demonstrated by the ability to analyze and explain how policies or procedures apply to client's unique needs.	1. Knowledge of policies, procedures, precedents and best practices affecting HR program area(s), demonstrated by the ability to analyze and explain policy, procedure, or process revisions, and implement HR initiatives such as workforce planning and talent management using the broader perspective of the client's business needs. May draft and recommend new procedures.
2. General knowledge of the purpose of the client's organization including its mission, services, clients and measures of business effectiveness in order to understand the relationship between HR activities and successful mission accomplishment.	2. Operational knowledge of the purpose of the client's organization including its mission, services, clients and measures of business effectiveness in order to place client needs into perspective and assure assistance is appropriate to the situation.	2. Operational knowledge and the ability to articulate the purpose of the organization including its mission, services, clients and measures of business effectiveness in order to adapt HR processes, procedures and activities to meet client needs.
3. Ability to process daily HR actions and requests according to appropriate State, federal and client policies and procedures. Refers non-routine issues and problems to higher-level HR staff or supervisor.	3. Ability to identify and understand issues and problems in HR program area(s) and to resolve most of them independently.	3. Ability to identify, understand and provide possible resolutions for issues and problems that impact client services.
4. Ability to use contemporary applicable technology, web-based data systems and programs needed to complete work assignments.	4. Ability to modify processes using contemporary applicable technology, web-based data systems and programs.	4. Ability to lead teams in the modification of processes using contemporary applicable technology web-based data systems and programs.

Customer Service

Develops and maintains productive and collaborative work relationships with all clients (internal and external who utilize services) by listening, understanding and responding to apparent and underlying needs, resolving problems, and continually seeking to provide the highest quality service.

Contributing	Journey	Advanced
1. Develops and maintains productive and collaborative work relationships and responds promptly and accurately to clients based on established policies and procedures.	1. Develops and maintains productive and collaborative work relationships in order to facilitate effective service in assigned HR area and problem resolution with clients.	1. Enhances collaboration among individuals and groups and builds consensus when dealing with opposing points of view and resolving competing or complex issues. Promotes a high level of integrity among all staff.
2. Explains established HR procedures and practices in terms of client needs and business results and goals. Follows up on issues needing policy interpretation with higher-level HR staff or supervisor and responds back to clients.	2. Explains the application of HR policies and procedures in terms of client needs and business results and goals; identifies options and makes recommendations within established guidelines to meet competing needs.	2. Ability to engage and act in the best interests of the organization by aligning service delivery with strategic goals, client's needs, and HR best practices.
3. Understands the clients' mission, goals and HR needs.	3. Understands the value of HR services to the client and how to deliver those services.	3. Understands the unique needs of clients and provides responsive services/answers tailored to their requirements. Maintains quality service standards and recommends improvements.

Communication – Verbal/Written

Clearly conveys information (verbal and written) with and to individuals or groups to ensure information is shared and that messages are understood. Demonstrates effective use of listening skills and displays openness to other people's ideas and thoughts. Gains credibility by fostering respect for all individuals and points of view.

Contributing	Journey	Advanced
1. States verbal and written messages in a clear manner and uses HR terms and examples that are understandable to clients and include their business goals.	1. Listens and confirms understanding of the issue and then communicates appropriate information in a concise and clear manner; conveys concepts in an organized and appealing manner that clients can apply directly to the situation or issue.	1. Listens to assure understanding of the issue and then persuasively conveys more involved, multiple-issue information to clients; adjusts communication style as needed. May develop materials to assist others in explaining or understanding similar issues.
2. Relays HR information and explains HR processes to clients; responds to client needs within established parameters.	2. Explains the application of HR processes and procedures using sources that clients can reference. Conveys information with specific references to guidelines, systems operation, vendor materials, policies and/or procedures or other sources. Speaks in terms of business results and goals in addition to using HR technical terms.	2. Delivers complex or adverse information; advises and consults with clients to ensure accuracy of the communication and understanding of the message. Places message in context with the organization's broader business perspective. Drafts internal policy and work processes.
3. Uses correct grammar, punctuation, and spelling to communicate basic information.	3. Uses a writing style and format that are appropriate for the audience.	3. Assesses audience and adjusts communication style as appropriate.
4. Communicates by email, letter, or memoranda to request information needed to process HR transactions or to report factual information regarding actions. Documents actions as requested or according to guidelines. Some or all communication may require review by a higher-level HR staff member or supervisor.	4. Composes communication describing the action(s) taken to resolve an issue or to initiate or terminate a procedure. Creates presentations using a variety of media to convey meaningful information to an individual or group.	4. Anticipates barriers to new initiatives. Advises and consults with others to ensure accuracy and appropriateness of the communication's content, context and tone.

Information/Records Administration

Applies knowledge of contemporary applicable data management systems as well as data collection and record filing systems to compile, assimilate, organize, store and retrieve electronic and printed information. Accesses, reviews, compiles and analyzes multiple sources of data and information to generate appropriate criteria for reports and presentations.

Contributing	Journey	Advanced
1. Uses contemporary applicable data management systems to maintain and monitor data for assigned HR program area(s).	1. Accesses, reviews, compiles and stores multiple sources of data and information to generate appropriate criteria for reports.	1. Develops and recommends new approaches to improve records and information management.
2. Gathers routine information and compiles standard reports based on specific requests.	2. Determines sources and gathers information, via interviews, surveys and other methods, to complete work in assigned HR area(s); researches, compiles, explains, and presents data.	2. Evaluates and recommends changes to data collection and data presentation methods in response to complex requests. Identifies trends in HR information management and analysis and discusses these with higher level staff.
3. Explains and demonstrates for clients how to use software, databases and related HR forms and tools.	3. Clarifies the rationale for the HR information/records management policy and practices. Trains clients in how to use software, databases and related HR forms and tools.	3. Maintains awareness of current and emerging technologies which could improve the efficiency and effectiveness of HR data management with other business systems and makes recommendations for improvement. Develops HR tools applicable to assigned HR area(s).

Program Administration

Provides oversight and administration for a formal, on-going program. Establishes expectations and clear directions including the tasks and activities to accomplish the intended outcome and timeline. Monitors delegated assignments or projects for results.

Contributing	Journey	Advanced
1. Completes daily work to meet established deadlines and client needs.	1. Administers an aspect of a program or functional area. Makes recommendations for program expectations and direction. Identifies and understands HR issues, client needs and problems of a recurring nature to effectively address and resolve situations. Tracks and monitors program outcomes.	1. Independently establishes expectations and clear directions for a defined program area. Makes decisions regarding the program expectations and direction to ensure program outcomes and timelines are met. Identifies, understands, and provides corrective alternatives for issues and problems of a more complex nature. Adjusts program priorities based on changing work environment and deadlines.
2. Collects, organizes and disseminates program information; completes assignments in a timely manner. Generates standard reports.	2. Collects, researches, and analyzes information for processing, monitoring or measuring data. Develops internal processes and prioritizes workload. Generates non-standard reports.	2. Analyzes and may develop information for monitoring and measuring work processes and program effectiveness and efficiency.
3. Participates as a team member to accomplish work activities within the program area(s).	3. Participates as a team member of more than one HR program team or specific area of expertise.	3. Leads a program team(s). Serves as program and process expert.
4. Maintains program integrity and confidentiality.	4. Mentors and assists others in various area(s) of technical expertise; conducts training for groups and individuals. Explores needs and resources and coordinates development and implementation of training specific to program area.	4. Mentors and assists others in the more complex technical program components. Develops and conducts training for groups and individuals.

Managing Work and Performance

Assigns work and establishes work rules and acceptable levels of quality and quantity of work; reviews work and measures performance of others; and in concert with the employee, develops individual's competencies.

Contributing	Journey	Advanced
1. Explains and applies established work standards, processes, and procedures.	1. Communicates and works with employees to gain their understanding of and their commitment to established work standards, processes and procedures. Maintains contact with higher level staff to ensure a clear understanding of the organizational unit's priorities.	1. Researches best practices and benchmarks, and participates in the development of work standards, processes and procedures; adapts standards to improve results.
2. Provides specific feedback to the supervisor on an employee's performance during on-the-job-training.	2. Provides ongoing guidance and feedback to direct reports on performance; identifies and clearly communicates with the employee when accomplishments are met as well as the specific areas needing improvement. Creates a work environment that supports individuals being engaged and committed to the work and the organization. May assign and review the work of others.	2. Assesses and measures the performance of direct reports according to an established process and works with staff to develop their individual competencies. Assigns and reviews the work of others; coordinates work with other units/multiple programs.
3. Provides on-the-job-training for employees helping them to be successful in the work assigned; answers questions in a timely manner.	3. Creates learning opportunities that may include project participation, networking with colleagues at other organizations or attending in-house training on HR-related and business-related operations.	3. Collaborates with others to gain support for developmental opportunities; may secure resources to support efforts.

Minimum Training and Experience Guidelines:

Graduation from a four year college or university; or an equivalent combination of training and experience.

Special Note: This is a generalized representation of positions in this class and is not intended to identify essential work functions per ADA. Examples of competencies are primarily those of the majority of positions in this class, but may not be applicable to all positions.