



Competency Profile for Human Resources– Compensation Advisor

ADAPTABILITY

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

Level 3: Adapts to widely varying 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.
- Adapts own plans and priorities in anticipation of change.

CLIENT FOCUS

Providing service excellence to internal and/or external clients, addressing immediate and evolving client needs.

Level 4: Provides seasoned advice.

- Acts as a seasoned advisor, providing independent opinion on complex client problems and novel initiatives, and assisting with decision-making.
- Encourages clients to consider difficult issues when it is 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.

EXEMPLIFYING INTEGRITY

Treating others fairly, honestly and respectfully, furthering the integrity of the organization and its relationships of trust within the work environment and in the broader community.

Level 1: Acts in fair and ethical manner toward others.

- Treats everyone equally with fairness, honesty and respect all the time.
- Refrains from behaviour or language that is exclusionary or offensive.
- 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.

HUMAN RESOURCES MANAGEMENT

Understanding and applying human resources management (HRM) practices, policies and principles to enable performance excellence and ensure a safe and healthy workplace

Level 2: Demonstrates working-level knowledge and ability, and applies the competency, with guidance, in common situations that present limited difficulties

- Demonstrates basic knowledge of HRM issues (e.g., fundamental staffing practices).
- Provides basic HRM information to others.
- Conducts components of straightforward HRM activities (e.g., develops a statement of qualifications).

COMMUNICATION

Communicating clearly and respectfully with different audiences, both orally and in writing

Level 3: Adapts communication.

- Tailors communication (e.g., content, style, tone and medium) to diverse audiences and readerships
- Reads cues from diverse audiences to assess when and how to change planned communication approach to deliver message effectively.
- Communicates with varying organizational levels, sometimes on the spot.
- Recognizes others' complex or underlying needs, motivations or concerns, communicating effectively despite the sensitivity of the situation.
- Conveys important nuances and context to facilitate understanding of the message or material.

DECISION MAKING

Applying critical thinking, good business sense and organizational values to make decisions involving varying levels of risk and ambiguity

Level 1: Makes decisions based solely on guidelines and policies.

- Applies explicit guidelines and procedures in making decisions.
- Makes straightforward decisions based on comprehensive information.
- Deals with exceptions using clearly specified rules.
- Seeks guidance as needed when the situation is unclear.
- Makes a decision with no risk where information is available and controls are in place.

ATTENTION TO DETAIL

Working in a conscientious, consistent and thorough manner to ensure accuracy and the quality of work products and services delivered

Level 3: Demonstrates concern for thoroughness and accuracy.

- Identifies multiple sources of and approaches to 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.

TECHNICAL AND FUNCTIONAL CAPABILITY

Understanding and applying technical and functional knowledge and skills to accomplish work objectives, while keeping up to date with new developments in the subject area and continuing to enhance skills

Level 4: Demonstrates advanced knowledge and ability.

- Deals with new or complex issues in the technical or functional area.
- Adapts approaches in novel situations.
- Explains advanced or complex concepts and methods.
- Guides others in the technical or functional area.
- Makes recommendations on the best course of action in complex situations.

RESILIENCE

Staying energized, productive and focused in the face of challenges, ambiguity, change or strenuous demands, and creating a supportive environment that helps others become more resilient and productive

Level 3: Adapts to ongoing or regular strenuous work demands

- Retains perspective in the face of difficult or demanding situations (pervasive ambiguity, frequent change, heavy workloads).
- Describes disruptions as challenges rather than threats.
- Adjusts personal coping mechanisms to deal with disruptions.