



## Competency Profile for Human Resources – Officer

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### 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 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.

### 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 2: Facilitates 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 communicated.
- Maintains continuous, open and consistent communication with others.
- Writes straightforward documents (e.g., meeting summaries, instructions) that are logical and comprehensive, while remaining concise.

## 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 3: Demonstrates intermediate knowledge and ability.**

- Follows standard procedures, where applicable, for common tasks.
- Applies technical and functional knowledge and skills in a range of typical situations, with minimal or no guidance.
- Seeks support and guidance from superiors when encountering novel or more complex situations.

## PLANNING AND ORGANIZING

Making and following plans and allocating resources effectively to reach goals that are central to organizational success

### **Level 3: Plans and organizes major activities.**

- Identifies various 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, keeping management informed of expected completion.
- Evaluates the extent to which objectives have been achieved.