

Competencies Role: HR Specialist

Competency

Competency Description

Characteristics, Behaviors, Attributes, Skills

Organizational or Industrial Psychology

Recognizes the interdependence of individuals, organizations, and society, and the impact of factors such as skill shortages and the changing nature of the workforce.

- Apply knowledge of organizational development, organizational culture, staffing, workforce development, workplace climate, research methods, data analysis, statistics, organizational assessment, and decision making.
- Conduct research and identify behaviors and attitudes as they relate to organizational performance and how they can be improved through hiring practices, training programs, feedback systems, and other organizational systems.
- Create clear, insightful strategies designed to take advantage of business opportunities.
- Adopt new perspectives and rely on up-to-date information to improve productivity, customer satisfaction, and the contribution of HR.
- Facilitate groups or teams through the problem-solving and creative-thinking processes leading to the development and implementation of new approaches, systems, structures and methods.
- Examine existing systems, practices and procedures using methods which result in improved organizational performance.
- Propose new strategies that encourage the testing of new approaches.
- Establish criteria to guide decisions on whether to pursue, realign or abandon innovative practices.
- Implement new approaches based on recognized criteria, whether or not she or he is capable of assessing all the impacts.

- Promote core values across subcultures, departments and divisions
- Use comprehensive assessments to develop structural designs that maximize performance and satisfaction, maximizing fit between the organization's structure, its size, its technology and the requirements of its environment.
- Elicit comprehensive information to develop selection factors to help select preferred organizational structures including organizational business needs, employee preferences and cultural norms, measures of work specialization, span of control, formalization and centralization.
- Expert in communication and organization.
- **Continually learn** about respective discipline.
- Work with a variety of **diverse situations and people.**
- **Maintain composure and confidence and perseveres** when faced with changing demands, priorities, challenges, obstacles, and crises.
- Demonstrate **flexibility** to change work plans in accordance with changing business situations.

Organizational or Industrial Psychology

Proficiency Level 1 – Awareness

- Demonstrates familiarity with organizational development, organizational culture, staffing, workforce development, workplace climate, research methods, data analysis, statistics, organizational assessment, and decision making

Proficiency Level 2 – Basic

- Applies knowledge of organizational development, organizational culture, staffing, workforce development, workplace climate, research methods, data analysis, statistics, organizational assessment, and decision making

Proficiency Level 3 – Intermediate

- Conducts research and identifies behaviors and attitudes as they relate to organizational performance and how they can be improved through hiring practices, training programs, feedback systems, and other organizational systems
- Creates clear, insightful strategies designed to take advantage of business opportunities
- Adopts new perspectives and rely on up-to-date information to improve productivity, customer satisfaction, and the contribution of HR
- Facilitates groups or teams through the problem-solving and creative-thinking processes leading to the development and implementation of new approaches, systems, structures and methods
- Proposes new strategies that encourage the testing of new approaches

Proficiency Level 4 – Advanced

- Examines existing systems, practices and procedures using methods which result in improved organizational performance
- Establishes criteria to guide decisions on whether to pursue, realign or abandon innovative practices
- Uses comprehensive assessments to develop structural designs that maximize performance and satisfaction

Proficiency Level 5 – Expert

- Promotes core values across subcultures, departments and divisions
- Elicits comprehensive information to develop selection factors to help select preferred organizational structures including organizational business needs, employee preferences and cultural norms, measures of work specialization, span of control, formalization and centralization
- Demonstrates expertise in communication and organization

The table below displays the proficiency level for the Succession Planning competency assigned by grade level (grades 5 through 15).

Organizational or Industrial Psychology Competency Proficiency Level							
Pay Band							
[pb 1]		[pb 2]			[pb 3]		
Grade Level							
5	7	9	11	12	13	14	15+
Proficiency Level							
1	2	2	2	3	4	4	5