

Competencies Role: HR Advisor

Competency

Competency Description

Characteristics,  
Behaviors,  
Attributes,  
Skills

Coaching, Mentoring

Encourages employees to continually improve competencies and to develop new developmental alliances where necessary to achieve their goals. Encourages a commitment to action and the development of lasting personal growth and change.

- Demonstrates knowledge of coaching, mentoring, and networking, and aligns such efforts with the goals of the organization.
- Seeks feedback from others and uses it to improve own performance.
- Treats people with dignity, respect, and fairness.
- Develops and enhances others’ strengths, weaknesses, skills, abilities, and professional knowledge through such activities as training, coaching, sharing ideas, and providing feedback.
- Follows the organization’s career management and development systems to establish career and performance goals with individual employees.
- Applies formal and informal staff development techniques, including counseling techniques, to improve employee and organizational performance.
- Tailors developmental activities to the needs of a diverse group of people.
- Uses developmental tools effectively (e.g., special assignments, team participation, formal short- and long-term training, personal career counseling, and on-the-job training).
- Asks questions to gain understanding, helps others think through issues or processes, or helps others find their own answers.
- Encourages employees to seek mentoring relationships and to be mentors.
- Encourages employees to seek challenging assignments that will broaden their technical knowledge and leadership skills.
- **Motivates** and inspires others to seek higher levels of performance.

## Coaching, Mentoring

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### **Proficiency Level 1 – Awareness**

- Seeks feedback from others and uses it to improve own performance
- Shares personal goals and objectives with others
- Listens patiently and courteously to others in team situations
- Demonstrates respect for, and interest in, team members with diverse backgrounds, who are able to make unique contributions
- Treats people with dignity, respect, and fairness

### **Proficiency Level 2 – Basic**

- Shares and accepts information openly
- Takes part in the team decision making process
- Manages personal conflict with others in an appropriate manner
- Asks questions to gain understanding and help others think through issues or processes

### **\*\*\*\*\*Proficiency Level 3 – Intermediate**

- Assists others in developing clear, challenging, yet achievable developmental goals and objectives
- Entrusts others with the authority to fulfill their responsibilities
- Describes team roles and responsibilities and explains their importance
- Motivates, energizes, and inspires others to seek higher levels of performance
- Recognizes work-related issues that interfere with team processes and addresses them openly and directly
- Inspires determination, drive, discipline, energy, accountability, and hard work
- Uses questions to help others find their own answer

### **\*\*\*\*\*Proficiency Level 4 – Advanced**

- Works with others to identify training and non-training solutions to performance gaps
- Teaches others coaching skills; acts as a role model and facilitator
- Celebrates individual and departmental successes, and gives credit freely
- Creates a climate that encourages employees to say what they truly believe and want
- Mentors new leaders
- Draws on the particular expertise of all team members to help achieve goals and accomplish outlined tasks

**Proficiency Level 5 – Expert**

- Builds an expectation within the organization that all members share their particular skills, knowledge, and expertise through coaching
- Creates an environment that rewards commitment, achievement, and the changes necessary to remain competitive
- Identifies, champions, and executes breakthrough ideas, initiatives, or business opportunities
- Inspires others in pursuit of a common vision and creates a culture where the vision can be achieved
- Creates ways to evaluate leaders and measure leadership performance
- Establishes standards for team roles and responsibilities and a process for defining and assigning them

The table below displays the proficiency level for the Coaching, Mentoring competency assigned by grade level (grades 5 through 15).

<b>Coaching, Mentoring Competency Proficiency Level</b>							
<b>Pay Band</b>							
[pb 1]		[pb 2]				[pb 3]	
<b>Grade Level</b>							
5	7	9	11	12	13	14	15+
<b>Proficiency Level</b>							
1	1	1	2	3	3	4	5