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Competency Profile for Human Resources – Senior Officer

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 3: Demonstrates intermediate knowledge and ability, and applies the competency, with minimal or no guidance, in the full range of typical situations. Requires guidance to handle novel or more complex situations.

- Demonstrates the required HRM expertise to achieve intended results, while recognizing broader human resources implications (e.g., reclassifies positions based on changes in the nature of the work, while respecting the rights and needs of incumbents).
- Applies various HRM tools and approaches (e.g., to identify sources of qualified candidates, to accommodate employee needs such as flexible hours, to manage overtime).
- Identifies solutions to human resources issues, respecting organizational values and legal requirements without blindly adhering to rules or procedures.

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 2: Makes decisions by interpreting guidelines and policies.

- Applies guidelines and procedures that require some interpretation in dealing with exceptions.
- Makes straightforward decisions based on information that is generally adequate.
- Compares the importance of various factors on specific aspects of an issue.
- Recognizes when analysis is sufficient to proceed with making a good decision.
- Identifies potential implications of own decisions.

ORGANIZATIONAL AWARENESS

Understanding the workings, structure, culture and distribution of power within and beyond the organization and for Parliament as a whole, and applying this understanding to solve problems and achieve desired outcomes

Level 3: Understands and applies organizational culture, climate and power dynamics.

- Achieves satisfactory solutions based on an understanding of issues and culture in own and other organizations.
- Recognizes what is and is not acceptable or possible at certain times given the organizational culture, climate and power dynamics.
- Anticipates outcomes based on an understanding of organizational culture and power dynamics.
- Explains how organizational decisions are made and who makes and influences them.
- Applies an understanding of the roles people play in the organization to form alliances and achieve results.

ANALYTICAL THINKING

Analyzing and synthesizing information to understand issues, identify options and support sound decision-making

Level 2: Identifies critical relationships in information.

- Identifies critical connections and patterns in information and data.
- Draws logical conclusions based on an in-depth analysis of information.
- Recognizes causes and consequences of actions and events that are not readily apparent.
- Anticipates obstacles in considering next steps.

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.