

Self-Assessment: HR Professional Competencies

A competency is the capability to deploy specified knowledge, skills, and abilities required to successfully perform work functions.

The following questions will allow you to reflect on your ability to consistently demonstrate each competency and the specific behaviors within each competency. Rate yourself on a 1-5 scale (with 1 meaning you display this behavior to the least extent or degree, 3 meaning you display this behavior to a moderate extent or degree, and 5 meaning you display this behavior to the greatest extent or degree).

	Least			Greatest		
HR Professional - Subject Matter Expert	1	2	3	4	5	
Takes initiative to remain current in the field; knowledgeable about industry standards, leading practices, new developments and relevant regulation						
Applies knowledge of principles, strategies, and functions in area of expertise						
Displays awareness of available and relevant technologies in areas of specialty; demonstrates technical literacy						
Shares expertise with and trains colleagues						
Total						Grand Total

	Least			Greatest		
HR Professional - Communicator	1	2	3	4	5	
Inspires trust by being a reliable and supportive colleague through discreet, confidential, and respectful interactions						
Actively listens and checks for understanding; demonstrates humility, patience, tolerance, and civility						
Communicates with purpose, clarity, efficiency, and respect; adapts message and approach to the audience; understands different concerns, motivations, and interpersonal dynamics						
Addresses customer concerns in a responsive, consistent, timely, respectful, and effective manner						
Connects and engages with others; uses cordial and professional language and approach for a consistent experience through written, spoken and non-verbal interactions						
Total						Grand Total

Least

Greatest

HR Professional - Collaborator	1	2	3	4	5	
Respects and supports others' opinions, contributions, and accomplishments; values diversity and difference						
Establishes and maintains peer and customer relationships through integrity and trust to promote inclusion and understanding						
Resolves competing priorities, provides constructive strategies, conducts tough conversations, and drives alignment toward successful outcomes; promotes shared responsibility						
Total						Grand Total

Least

Greatest

HR Professional - Customer-focused Practitioner	1	2	3	4	5	
Balances the integration of risk-reward trade-offs, customer interests, multiple constituencies, mission, vision and quality improvement to build trust and maintain respectful relationships						
Exhibits understanding of the operation and appropriate application of Lean tools; follows the organizations' standards, directions, protocols and policies						
Demonstrates attention to detail; strives for error-free work; and takes action to correct and solve problems by identifying and eliminating root causes and minimizing non-value added work						
Holds self and others accountable for realizing responsibilities, goals, impact of results and commitments; practices objective, evidence-based reasoning and decision-making						
Total						Grand Total

Least

Greatest

HR Leader - Innovator	1	2	3	4	5	
Asks questions and respectfully challenges the situation						
Anticipates future needs and solutions; understands a broad range of complex issues; adjusts to impact of technology, organization and external environment influencers						
Encourages idea generation and creativity in planning and continuous improvement						
Identifies and acts on opportunities for constructive change in the workplace; implements new ways of working to enhance performance and contributes to the University organizations' and HR's vision and objectives						
Total						Grand Total

Least

Greatest

HR Leader - Business Manager	1	2	3	4	5	
Exhibits understanding of financial and business principles as well as the value drivers of cost management for the function; understands relevant contractual terms						
Develops sound financial plans and budgets, making informed decisions about resource allocation and investment						
Champions, drives and leads the alignment of resource allocation and program planning with the University organizations' and HR's vision and objectives						
Total						Grand Total

	Least			Greatest		
HR Leader – Role Model	1	2	3	4	5	
Displays professionalism and confidence; deals with challenging and complex circumstances constructively and with humility						
Daily actions are consistent with organizations' values; aligns personal conduct with professional and policy standards						
Influences others with fair, committed, affirmative, and optimistic behavior						
Prioritizes personal development by openly receiving new ideas and accepting other perspectives; learns from mistakes and feedback by altering behavior and actions to align with and accommodate evolving situations; honest, ethical and self-aware						
Mentors; promotes talent development; provides feedback in a respectful and approachable manner; shares valuable insights; values diversity and differences						
Total						Grand Total

	Least			Greatest		
HR Leader - Community Builder	1	2	3	4	5	
Creates a compelling shared vision, and inspires excellence and passion for the University's and organizations' purpose						
Emphasizes integrity and trustworthiness to encourage inclusiveness among team and community members						
Builds, engages and guides various communities to improve existing practices and develop solutions						
Balances individual and team needs to realize a shared vision; negotiates and mediates to arrive at a successful outcome						
Total						Grand Total

✓ Scoring Your Assessment

To score your assessment:

- Total each column: add the numerical values of the ratings for each column
- Get grand total score for the competency: add the total column values together for a grand total

EXAMPLE

HR Professional - Communicator	1	2	3	4	5	
Inspires trust by being a reliable and supportive colleague through discreet, confidential, and respectful interactions		✓				
Actively listens and checks for understanding; demonstrates humility, patience, tolerance, and civility			✓			
Communicates with purpose, clarity, efficiency, and respect; adapts message and approach to the audience; understands different concerns, motivations, and interpersonal dynamics				✓		
Addresses customer concerns in a responsive, consistent, timely, respectful, and effective manner			✓			
Connects and engages with others; uses cordial and professional language and approach for a consistent experience through written, spoken and non-verbal interactions				✓		
Total		2	6	8		Grand Total 16

The following scale may be used to guide your decisions about areas of strength in which you may want to build and areas of opportunity in which you may want to improve.

Competency	Strength	Area of Opportunity
Subject Matter Expert	17 - 20	11 or below
Customer Focused Practitioner	17 - 20	11 or below
Communicator	21 - 25	14 or below
Collaborator	13 - 15	8 or below
Innovator	17 - 20	11 or below
Business Manager	13 - 15	8 or below
Role Model	21 - 25	14 or below
Community Builder	17 - 20	11 or below

Competency Development Resources

The following is a list of **on-line and live, instructor led courses** aligned to each competency. Taking the courses is optional; you may take as many or as few as you want. Instructions to access the courses are on the following pages.

Customer-Focused Practitioner	<p>On-line Courses</p> <ol style="list-style-type: none"> 1. Customer Service Fundamentals (1h 57m) 2. Why Lean (4m) <p>Instructor Led Course</p> <ul style="list-style-type: none"> • Lean 101 (2 hours)
Communicator	<p>On-line Courses</p> <ol style="list-style-type: none"> 1. Communication Tips (3 hr 42m) <p>Instructor Led Course</p> <ul style="list-style-type: none"> • Crucial Conversations (4 hours)
Collaborator	<p>On-line Courses</p> <ol style="list-style-type: none"> 1. Teamwork Fundamentals (1h 16m) 2. Improving Your Conflict Competence (52m 13s) <p>Instructor Led Course</p> <ul style="list-style-type: none"> • Emotional Intelligence (2 hours)
Innovator	<p>On-line Courses</p> <ol style="list-style-type: none"> 1. Risk-Taking for Leaders (1h 3m) or Sallie Krawcheck on Risk-Taking (33m 16s) 2. Learn to Innovate (4m 37s) from Learn to Innovate Learning Plan 3. Design Thinking: Lead Change in Your Organization Learning Plan (2h 8m) 4. Building Creative Organization (41m 16s) 5. Harnessing Diversity (2m 37s) 6. Managing Team Creativity (19m 50s) 7. Critical Thinking (1h 6m) 8. Embracing Change (11m 37s) <p>Instructor Led Course</p> <ul style="list-style-type: none"> • Change Management (2 hours)
Business Manager	<p>On-line Courses</p> <ol style="list-style-type: none"> 1. Management Fundamentals (2h 9m) 2. Managing budgets (4m 3s) 3. Making business decisions (4m 25s) 4. Finance for Non-Financial Managers (1h 27m – a few modules do not apply)
Role Model	<p>On-line Courses</p> <ol style="list-style-type: none"> 1. Business Ethics (1h 29m) 2. Leading with Emotional Intelligence (1h 46m) 3. Coaching and Development Employees (1h 5m)
Community Builder	<p>On-line Courses</p> <ol style="list-style-type: none"> 1. Managing Diversity (36m 54s) 2. Leading and Working in Teams (25m 12s) 3. Find and Retain High Potentials (1h) 4. Fred Kofman on Managing Conflict (1h 4m) 5. How to Set Team and Employee Goals (1h 9m) <p>Instructor Led Course</p> <ul style="list-style-type: none"> • Unconscious Bias (2 hours)

To Access On-line Training

- Lynda.com is accessible to academic and health system staff, faculty and students at no cost via the UVA library
- Follow these **5 easy steps** to access the UVA HR Professional Development modules

1. Access Lynda.com

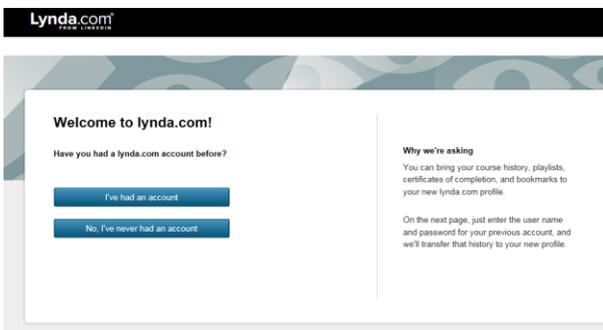
- a) Copy and paste into your web browser: <https://www.library.virginia.edu/lynda/>
- b) Click here to get to the login screen:



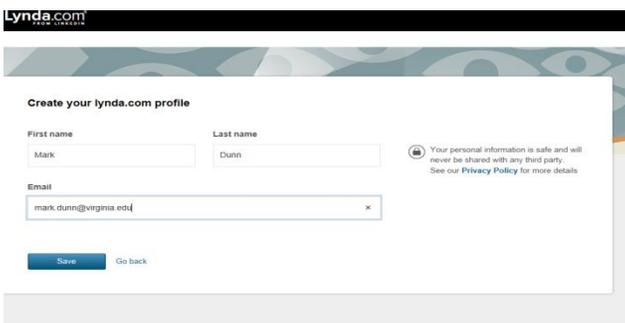
- c) Login using your UVA user ID and password

2. Set up a profile on Lynda.com

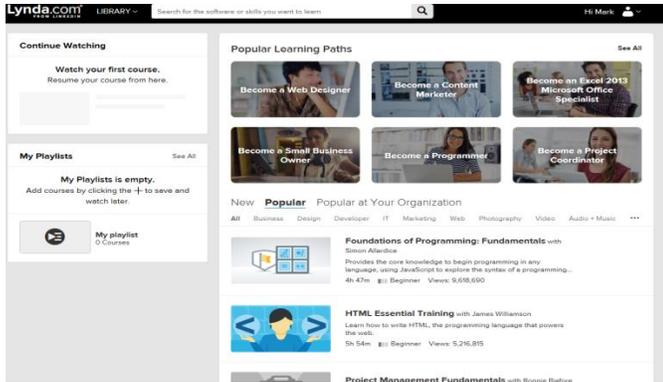
- If you already have an account click "I've had an account" and then enter your user name and password
- If you don't have an account click "No, I've never had an account" to set one up



3. Create a personal profile



4. Access Lynda.com



5. Access the UVA HR Professional Development “Playlist”

- Select the “subscribe” button to add the list to your profile/personal Lynda.com homepage
- This “playlist” has been created for HR
- The modules support the development of skills, knowledge and abilities within the HR competencies
- The list of modules is on the next page and also in the playlist
- All modules are OPTIONAL. You may complete as many or as few as you would like

To Access Instructor Led Classes

To register for an instructor led class:

- Go to the Ufirst website: www.ufirst.virginia.edu/engage
- Click “HR Professional Development & Education Offerings”
- Click “enroll now” to select the date, time, and location of the class of your choice