

₹ 200

ISSN - 2249-555X

Volume : 1

Issue : 9

June 2012



Journal for All Subjects

www.ijar.in

Listed in International ISSN Directory, Paris.



ISSN - 2249-555X

Indian Journal of Applied Research

Journal for All Subjects

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Competencies for HR Professionals

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ABSTRACT

HR professionals may struggle with perceptions regarding their effectiveness in the workplace by line managers, top management, and even the employees they serve. The traditional role of HR was that of the "back-office boys" who held "staff" roles and supported the initiatives of the line functions. In the emerging environment, the value of HR is only as much as the business-value it can create. Obviously, they need to add new competencies to their roles; moreover they will have to broaden their core, technical, and professional competencies.

They strive to enhance their roles within organizations, and find many challenges associated with HR leadership. In order to be a leader of HR function, they need to make decisions and implement programs based on the competencies which they possess that generate positive results and outcomes for the business.

Keywords : Competency, HR Professionals, Core competencies, Technical competencies, Professional competencies

INTRODUCTION

Over the past 10 years, human resource and organizational development professionals have generated a lot of interest in the notion of competencies as a key element and measure of human performance. Competencies are becoming a frequently-used and written-about vehicle for organizational applications such as:

- * Defining the factors for success in jobs (i.e., work) and work roles within the organization
- * Assessing the current performance and future development needs of persons holding jobs and roles
- * Mapping succession possibilities for employees within the organization
- * Assigning compensation grades and levels to particular jobs and roles
- * Selecting applicants for open positions, using competency-based interviewing techniques

Competencies include the collection of success factors necessary for achieving important results in a specific job or work role in a particular organization. Success factors are combinations of knowledge, skills, and attributes (more historically called "KSA's") that are described in terms of specific behaviors, and are demonstrated by superior performers in those jobs or work roles. Attributes include: personal characteristics, traits, motives, values or ways of thinking that impact an individual's behavior.

Definition

Competency is an underlying characteristic of a person, which enables him to deliver superior performance in a given job, role or situation. This characteristic may be called an "attribute bundle", consisting of knowledge, skills, traits, social role, self image and motive.

Hogg B. (1989) defined competency as "competencies are the characteristics of a manager that lead to the demonstration of skills and abilities, which result in effective performance within an occupational area. Competency also embodies the capacity to transfer skills and abilities from one area to another."

TYPES OF COMPETENCIES

1. Organizational competencies — unique factors that make

- an organization competitive
2. Job/Role competencies—things an individual must demonstrate to be effective in a job, role, function, task, or duty, an organizational level, or in the entire organization.
3. Personal competencies—aspects of an individual that imply a level of skill, achievement, or output

These competencies are broadly classified into Managerial, Generic, and Technical/functional Competencies

MANAGERIAL COMPETENCIES
Competencies which are considered essential for staff with managerial or supervisory responsibility in any service or program area, including directors and senior posts.

Some managerial competencies could be more relevant for specific occupations, however they are applied horizontally across the Organization, i.e. analysis and decision-making, team leadership, change management, etc.

GENERIC COMPETENCIES

Competencies which are considered essential for all staff, regardless of their function or level, i.e. communication, program execution, processing tools, linguistic, etc.

TECHNICAL/FUNCTIONAL COMPETENCIES

Specific competencies which are considered essential to perform any job in the Organization within a defined technical or functional area of work, i.e. environmental management, industrial process sectors, investment management, finance and administration, human resource management, etc.

Levels of Competency

1. Practical competency - An employee's demonstrated ability to perform a set of tasks.
2. Foundational competence - An employee's demonstrated understanding of what and why he / she is doing.
3. Reflexive competence (An employee's ability to integrate actions with the understanding of the action so that he / she learn from those actions and adapts to the changes as and when they are required.
4. Applied competence - An employee's demonstrated ability to perform a set of tasks with understanding and reflexivity.

Application levels of a competency
ADVANCED

Demonstrates high level of understanding of the particular competency to perform fully and independently related tasks. Frequently demonstrates application that indicates profound level of expertise. Can perform adviser or trainer roles. Work activities are carried out consistently with high quality standards.

PROFICIENT

Demonstrates a sound level of understanding of the particular competency to adequately perform related tasks, practically without guidance. Work activities are performed effectively within quality standards.

KNOWLEDGEABLE

Demonstrates a sufficient understanding of the particular competency to be used in the work place, but requires guidance. Tasks or work activities are generally carried out under direction.

Competencies for HR professionals

Many companies have tried to identify critical HR competencies by asking line managers within the company what they expect from HR and the kind of competencies HR professionals should exemplify. Normally, core human resource competencies centre on leadership and managerial skills, functional performance and personal attributes. HR competencies could be divided into five distinct domains – knowledge of the business, delivery of HR practices, management of change, management of culture, and personal credibility.



Knowledge of the business: HR professionals add value to an organization when they understand how the business operates. Such an understanding allows them to adapt HR and organizational activities to changing business conditions. In order to be effective, they must possess knowledge of organization's financial, strategic, technological and human capabilities. They need to more knowledgeable than ever about financial management, external competitive environment and customer demands.

Delivery of HR practices: Like any other staff members, HR professionals at the very least must be experts in their specialty. Mastery of HR concepts and delivering innovative HR practices builds these professionals credibility and earns them respect from the rest of the organization.

Management of Change: Human resource professionals are well positioned to bring about necessary organizational change. This competency involves knowledge of the change processes, skills as change agents and abilities to deliver change. HR professionals with a strategic performance management competency are well equipped to facilitate the pace and extent of change in their organizations. This competency is an example of the increasing role of HR as a business partner.

Management of culture: In a way, a high performance HR strategy is a leading indicator of a high performance culture. Take for example, an insurance company embarked on a strategic fit from selling products to designing customer solutions. To make this possible, the organization's culture had to move from one focused on products and costs to one focused on customer service.

Personal Credibility: If the other four dimensions can be thought of as the pillars of HR competence, personal credibility might be described as the foundation on which those pillars rest. Credibility comprises of three dimensions:

First, it requires that HR professionals "live" the firm's values like openness, candor, ability to be a team player, capacity to treat individuals with respect, concern for due process, and professional bent of mind.

Second, HR professionals build credibility when their relationships with colleagues are founded on trust. Trusting relationships emerge when HR professionals serve as valued partners on management teams, are able to work well as team members and exert influence without authority, and when they skillfully support business objectives.

Third, HR professionals earn the respect of their colleagues when they have attitude of offering innovative ideas and solutions, and encouraging debate about key issues.

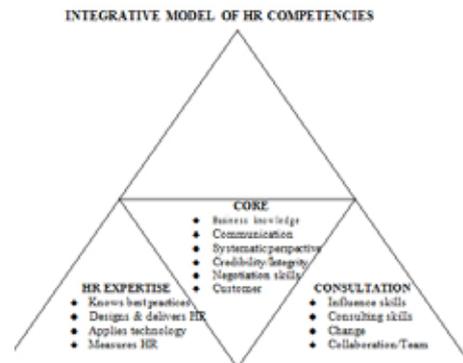
Assessment of HR performance: like other organizational leaders, HR professionals should be assessed on both results they achieve and the behaviours they exhibit. After assessing HR competencies, a firm may embark on suitable measures for development of HR professionals. To build the required competencies of its HR professionals, a firm can take recourse to training intervention, both internal and external training programmes, as well as specific development experiences.

INTEGRATIVE MODEL OF HR COMPETENCIES

Competency is a standardized requirement for HR professionals to properly perform a specific job. It encompasses a combination of knowledge, skills and behavior utilized to improve performance. More generally, competence is the state or quality of being adequately or well qualified, having the ability to perform a specific role.

For instance, HR competencies include the traits of systems thinking and emotional intelligence, skills in influence and negotiation, and expertise in HR practices. A person possesses a competence as long as the skills, abilities, and knowledge that constitute that competence are a part of them, enabling the person to perform effective action within a certain workplace environment. Therefore, one might not lose knowledge, a skill, or an ability, but still lose a competence if what is needed to do a job well changes.

This model from Human Resources Champions by David Ulrich.



INTEGRATIVE MODEL OF HR COMPETENCIES

	CORE	
	<ul style="list-style-type: none"> • Business knowledge • Communication • Systematic perspective • Credibility/Integrity • Negotiation skills 	
HR EXPERTISE	• Customer	CONSULTATION
<ul style="list-style-type: none"> • Knows best practices • Designs & delivers HR • Applies technology • Measures HR 		<ul style="list-style-type: none"> • Influence skills • Consulting skills • Change • Collaboration/Team

Conclusion

The HR Professionals looks at what they can control, but also tries to prepare to manage and govern their organization in a dynamic world in which no-one knows for certain what is going to happen tomorrow. The challenge for the HR professionals would be to build up the organization for initiating, managing and institutionalizing changes. Building and nurturing the competencies would be the key function for HR professionals in the emerging environment. The fast changing business environment also makes old solutions and offerings obsolete fast. To remain competitive, HR professionals need to keep developing the competencies at a regular interval.

HR COMPETENCY FRAMEWORK	
Business Management Competencies	Technical HR Competencies
<ul style="list-style-type: none"> •Business Process Reengineering •Change Management •Contract Management •Cost-Benefit Analysis •Customer Relations •Financial Management •Marketing •Negotiating •Organizational Awareness •Organizational Needs Assessment •Outcome Measures and Evaluation •Project Management •Strategic Human Resource Practices •Strategic Planning 	<ul style="list-style-type: none"> •Appeals, Grievances, and Litigation •Attendance and Leave •Benefits •Career Development •Compensation •Discipline and Adverse Action •Employee Assistance •Equal Employment Opportunity •Human Resource Management Fundamentals •Instructional Systems Development •Instructional Technology •Job Analysis •Labor Management Relations •Organizational Development •Organization and Position Design •Pay Administration •Performance Management •Personnel Assessment •Personnel Systems Management •Position Classification •Reduction-in-Force •Rewards and Recognition •Staffing and Recruiting •Succession Planning
Professional Competencies	
<ul style="list-style-type: none"> •Coaching and Mentoring •Communication •Conflict Management •Decision-making •Ethics •Facilitation •Interpersonal Relations •Problem-Solving •Self Management •Teamwork •Technology Application 	

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