

Human Resources (HR) Managers manage and implement HR policies and programs to support employee needs and organizational goals, such as attracting, retaining, onboarding, and motivating talent. They help lead the performance evaluation process, administer compensation and benefit programs, and support employee development initiatives, while being a key employee relations and conflict mediation contact. HR Managers also work to ensure compliance with company policies and with employment laws and regulations.

### Example positions

HR Business Partner, Employee Relations Manager, HR Director, HR Administration Director, People and Operations Manager, OD Manager

## COMPETENCIES

**Communicating** - They provide the information required by others in a concise, direct, and unambiguous way. They perceive how the message affects the receiver and strive to ensure that the receiver clearly understands the specifics and function of the message.

**Active Listening** - HR Managers enhance mutual understanding in communicating with others by expressing genuine interest in, and providing full attention to, the content and meaning of others' messages.

**Professionalism** - They set high standards and serve as role models for work performance, ethical conduct, and respect for others. They consistently conduct themselves in a manner consistent with generally accepted moral principles and values and within the guidelines and best practices of their chosen profession.

**Conflict Management** - They address problems openly and objectively and bring substantial conflicts and disagreements into the open with the intention of resolving issues in an unemotional and constructive manner.

**Deliberative Decision Making** - HR Managers tend to gather, consider, and evaluate all relevant information to make logical conclusions before being moved to action.

**Strategic Talent Management** - They attract, hire, engage, and develop talented people to build the capabilities required for the organization to perform at high levels.

**Compliance** - HR Managers work to ensure that they, team members, other employees, contractors, strategic partners, and other relevant stakeholders act in accordance with all pertinent rules, regulations, policies, and best practices, and that behavior in the organization meets the company's standards of conduct.

**Continuous Learning** - They take responsibility for their own learning and professional development. They are objectively aware of the knowledge and skills required to grow in their career, actively seek out professional development resources to address knowledge and skills needs, and exhibit the personal discipline to accomplish learning goals.

**Global Mindset** - They appreciate diversity in norms, values, beliefs, customs, and points of view. They value and manage cultural differences and consider diversity of thought as an asset to leverage.

### Representative behaviors

- Readily shares information with the appropriate people in a timely manner
- Listens attentively to other people
- Interacts with others in ways that build trust and loyalty
- Handles unexpected questions and attitudes with calmness and flexibility
- Evaluates short- and long-range implications of decisions
- Maintains appropriate documentation related to compliance, regulations, etc.
- Exhibits a commitment to life-long learning to maintain the knowledge and skills necessary for high performance
- Actively seeks input from people with different backgrounds to one's self



JOB MODEL																
Leading		Active Communication		Interpersonal Dynamics		Making Decisions		Solving Problems		Managing Processes		Self-Management				
Leadership Maturity		Influence and Persuasion		Interpersonal Sensitivity		Deliberative Decision Making		Creativity and Innovation		Quality Focus		Composure and Resiliency				
Leadership Communication		Conflict Management		Helpfulness		Decisiveness		Analytical Thinking		Compliance		Generating and Expressing Enthusiasm				
Driving Results		Negotiating		Service Focus		Strategic Thinking		Learning Agility		Response Orientation		Strength of Conviction				
Leading Change		Active Listening		Relationship Building		Organizational Citizenship		Scientific Acumen		Safety Focus		Achievement Motivation and Perseverance				
Managing Innovation		Communicating		Collaboration and Teamwork		Information Seeking		Business Acumen		Process Management		Self-Awareness				
Managing Quality		Instructing		Organizational Savvy						Time Management		Adaptability				
Team Building				Global Mindset						Planning and Priority Setting		Initiating Action				
Coaching and Developing Others										Organizing and Documenting Information		Accountability				
Delegating										Applying Standard Practices		Professionalism				
Fact-Based Management												Continuous Learning				
Strategic Talent Management												Extended Task Focus				
Directing												Comfort with Ambiguity				