

COMPETENCY FRAMEWORK SAMPLE

INDUSTRIES

Applied to all



FUNCTION

Human Resources



JOB ROLE

Deputy HR Manager



DEPUTY HR MANAGER

Deputy HR Manager take the responsibilities for:

- Developing and implementing HR strategies and initiatives aligned with the overall business strategy
- Bridging management and employee relations by addressing demands, grievances or other issues
- Managing the recruitment and selection process.

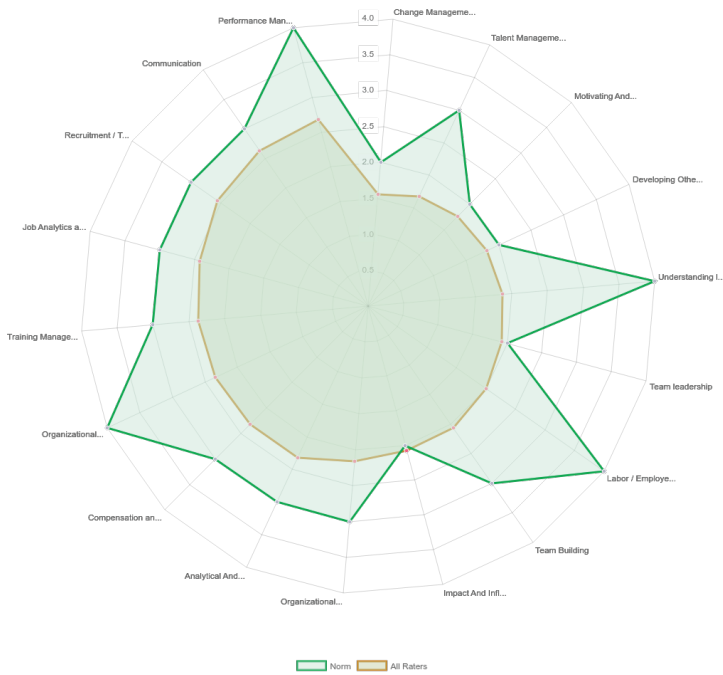
CRITICAL WORK FUNCTIONS AND KEY TASKS

Critical Work Functions	Key Task
Plan HR and workforce strategy and organisation development	Develop plan to deploy organisation's workforce to maximise productivity in pursuit of organisational vision, mission, strategy and plans in consultation with stakeholders
	Collaborate with line managers to project future skills demand and supply
	Advise line managers on resource planning options
	Facilitate the redesign of the organisation structure to deliver its vision, mission, strategy and plans in an effective and efficient manner
	Liaise with employees to evaluate effectiveness of organisation development and change interventions
Attract talent	Recommend sourcing channels to source the right candidates in line with business needs
	Prioritize critical open positions to be filled in consultation with line managers
	Guide hiring executive in selection of candidates with right competencies, experience and culture fit through effective screening and assessment processes
	Advise hiring executive on the principles of fair and unbiased employment selection practices
Develop talent	Define learning and development needs based on business and staff capability needs
	Coach employees to refer to career development policy, framework and programmes for career progression in the organisation
	Guide linemanagers in their understanding and usage of performance management policy, framework and processes
	Coach line managers to cascade key performance indicators and performance goals to employees aligned to business requirements
	Facilitate talent review sessions with line managers to identify and manage high-performing individuals for mission-critical roles within the organisation
	Guide senior management to implement succession plans to identify and groom individuals to take over leadership roles within the organisation
Engage talent	Guide linemanagers in usage of compensation strategies and programmes to attract, motivate and retain workforce
	Review needs of the workforce to recommend non-monetary benefits options to the Compensation and Benefits
	Manage labour relations to achieve work harmony and progress towards organisational goals
Manage team operations and performance	Manage team resources to ensure adequate staffing and capability levels
	Monitor the function's financial inflow and outflow against allocated budgets and forecasts
	Set individual objectives, periodically reviewing and assessing performance of direct reports
	Provide coaching and advice to junior team members
	Assess feasibility of proposals to improve internal workflows
	Justify the resources required to support changes in resources, procedures, systems, or technology within the function

CRITICAL SKILLS & COMPETENCIES

Leadership / Management	Proficiency Level	Legend
Team leadership	Level 2	High
Motivating And Inspiring	Level 2	Normal
Developing Others	Level 2	Normal
Team Building	Level 3	Normal
Functional / technical	Proficiency Level	Legend
Job Analytics and Evaluation	Level 3	Normal
Compensation and Benefits Programs	Level 3	Normal
Recruitment / Talent Acquisition	Level 3	High
Understanding labour / employment related laws and regulations	Level 4	Normal
Organizational Design	Level 3	Normal
Organizational Awareness	Level 4	Normal
Change Management and Organizational Development	Level 2	Normal
Labor / Employee Industrial Relations	Level 4	Normal
Talent Management and Succession Planing	Level 3	Normal
Training Management	Level 3	Normal
Core / foundational	Proficiency Level	Legend
Communication	Level 3	Normal
Performance Management	Level 4	Normal
Analytical And Problem Solving	Level 3	Normal
Impact And Influence	Level 2	Normal

COMPETENCY ASSESSMENT REPORT SAMPLE



(The image is for demonstration only)

OVERALL COMPETENCY PERCENTILE: 87%

The Competency Profile radar chart below shows scores for each rating group across all competencies. Radar charts are useful in easily spotting gaps between rater groups' perceptions and observations of an individual's behaviors. More favorable scores fall toward the outside of the chart. The 'All Raters' values represent the average of all non-self raters in your review.

JOB MATCHING LEVEL

Your Overall Result



Weak Fit

Strongest Fit

Weak Fit

What's the most important of competency assessment and talent insight analytics is selecting RIGHT PERSON FOR RIGHT JOB WITH RIGHT PRICE RATHER THAN THE BEST ONE.

The arrow shows the position of the candidate point. The score can be anywhere on the scale and will change color depending on the relative position of the desired benchmark. If it is within the reference range, the arrow is green. The arrow is orange when outside but still close to the benchmark, and red when deviated from the position requirement.

The charts in this report have been designed to clearly indicate what action needs to be taken in order to improve performance of groups as a whole. The following key has been used:



Weak Fit



Rather Fit



Strong Fit



Strongest Fit

Weak Fit - Immediate action required to highlight the negative impact this is likely to be having on the organisation. Actively manage performance improvement through effective objective setting and ongoing monitoring. Provide 1-2-1 support through targeted behavioural training, mentoring, coaching and management support.

Rather Fit - Action required quickly if this is a weakness across the whole team. Encourage people for whom this is an area of strength to support their weaker colleagues. Provide targeted behavioural training, mentoring and coaching.

Strong Fit - Provide support from manager and/or internal coaches and mentors to further develop these behaviours.

Strongest Fit - Utilise strengths in this area, use these groups or individuals as role models and mentors for others.

COMPETENCY DESCRIPTORS

► Leadership/ Management

Team leadership

Description: Creating and leading high-performance teams towards desired outcomes by building confidence based on a shared vision and process to attain it. Displaying and encouraging high standards of behavior. Promoting others' participation and assigning them responsibilities and goals. Understanding and managing internal dynamics, valuing differences to sustain a sense of purpose, shared responsibility and common efforts. Adapting one's leadership style to different situations and people. Creating an effective work team, fostering collaboration and sustaining team performance even in uncertain and stressful situations.

Level 1_ Basic Awareness:

Coordinating with other team members towards achieving objectives and accomplishing tasks.

Sharing information and exchanging experiences. Working with a positive attitude towards others.

- Cooperates to solve problems and achieve results.
- Embraces team objectives and integrates these with their own personal targets.
- Establishes positive relations with other team members.
- Shares knowledge and learns from others.
- Effectively coordinates the work activities of others.

► Functional/ Technical

Labor / Employee Industrial Relations

Description: This is the ability to understand and apply knowledge of laws, rules, regulations, case law, principles, and practices related to employee conduct, performance, and dispute resolution.

Level 3_SkillFull Application:

- Demonstrate full understanding and applying knowledge of provisions for collective bargaining agreements, and provides training /orientation to supervisors and managers.
- Demonstrate full understanding and applying knowledge of a variety of personnel management services to include performance management, employee conduct, benefits administration, and other work life issues.
- Demonstrate good understanding and applying knowledge of wide range of HR concepts, laws, policies, practices related to employee relations.
- Apply knowledge of consensus building, negotiation, coalition building, mediation, and other non-adversarial problem solving approaches to resolve problems and advise management.
- Review and solve complaints or grievances; performs fact-finding and advises management on the preparation of disciplinary and adverse action, grievance, and appeal letters.
- Develop guidance and provide regulatory and policy advice and assistance on workforce relations matters such as work schedules, time and leave, performance management, etc.
- Develops and delivers briefings, legal documents, project papers, advisory options, and arguments through oral and/or written communication.

► Core/ Foundational

Communication

Description: Listening to others and responding in an effective manner that fosters open communication.

Level 4_Mastery:

Communicate complex and sensitive messages

- Influence others; persuasively present thoughts, ideas, and messages
- Communicate complex issues clearly and credibly with widely varied and diverse audiences
- Use varied communication systems, methodologies and strategies to promote dialogue and shared understanding
- Deliver difficult or unpopular messages with clarity, tact and diplomacy

TRAINING PROGRAM

N.o	Competency Name	Required Level	Training Providers
1	TBA	TBA	TBA

Contact customer service for the best support!

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