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## **Competency Profile:** **Human Resource** **Manager**

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Ontario Network of Employment Skills  
Training Projects (ONESTEP)



## Human Resource Manager

### How to Use This Tool:

This tool is not intended to be used in its entirety. Rather, its purpose is to provide a framework for developing competency model that is customized to the unique needs of your organization. As you review the tool, select only those functions / requirements / competencies / skills and abilities that are relevant to the particular position you are reviewing, keeping in mind the position as it actually exists in your organization.

This document outlines competencies and corresponding skills and abilities for the Human Resource Manager position. A competency model outlines the desired behaviours required to perform a job well and how these behaviours may be observable on the job.

### Possible uses for this tool:

You may find this tool useful when:

- Creating a job description
- Recruiting, interviewing and hiring new candidates
- Appraising the performance of employees
- Identifying staff training and development needs

**COMPETENCY MODEL: Human Resource Manager**

<b>A. HUMAN RESOURCE PRINCIPLES AND CONCEPTS</b>	<b>Skills &amp; Abilities</b>	<b>Demonstrated Behaviour</b>
	A1. Knows the principles and concepts related to the HR field	Can easily communicate HR jargon and its meaning
	A2. Demonstrates awareness of human resource-related factors that could contribute to or hinder program development	Links staff behaviour to program effectiveness
	A3. Demonstrates awareness of emerging industry concepts and principles	Is up to date with the latest HR practices
	A4. Adapts current practices to incorporate advances in HR	Links human capital requirements to current HR practices
	A5. Knows local, provincial, and federal laws and regulations that impact the employment sector	Is aware of regulations for managing staff
	A6. Understands the legal responsibilities of the employment sector	Can access information on legal requirements for HR
	A7. Performs duties in accordance with regulations, policies, laws and legislated rights of employees and clients	Follows requirements according to regulation
	A8. Complies with relevant laws issued by federal agencies	Maintains standards according to federal requirements
	A9. Applies mandated standards for harassment, labour and/or employment laws	Employs required standards

<b>B. PLANNING AND ORGANIZING</b>	<b>Skills &amp; Abilities</b>	<b>Demonstrated Behaviour</b>
	B1. Estimates resources needed for project completion	Has enough resources when working on a project
	B2. Allocates time and resources effectively and co-ordinates efforts with all affected parties	Manages staff time effectively and stays within timeframes
	B3. Keeps all parties informed of progress and all relevant changes to project timelines	Regularly provides updates to team members
	B4. Anticipates obstacles to project completion and develops contingency plans to address them	Is able to avoid obstacles when completing a project
	B5. Takes necessary corrective action when projects go off-track	Can keep projects on track
	B6. Approaches work in a methodical manner	Is organized and can easily explain work process
	B7. Plans and schedules tasks so that work is completed on time	Develops schedules for completion of tasks

<b>C. ADAPTABILITY/ FLEXIBILITY</b>	<b>Skills &amp; Abilities</b>	<b>Demonstrated Behaviour</b>
	C1. Takes effective action when necessary without having to have all the necessary facts in hand	Reacts to situations with fairness and knowledge
	C2. Easily changes gears in response to unpredictable or unexpected events, pressures, situations and job demands	Works well under stress
	C3. Effectively changes plans, goals, actions or priorities to deal with changing situations	Has a "Plan B" ready in most situations
	C4. Employs unique analyses and generates new, innovative ideas in complex areas	Is effective at dealing with varying situations
	C5. Integrates seemingly unrelated information to develop creative solutions	Solves problems in a unique and effective way
	C6. Is open to considering new ways of doing things	Accepts feedback
	C7. Actively seeks out and carefully considers the merits of new approaches to work	Is open to different approaches

<b>D. PROBLEM SOLVING AND DECISION-MAKING</b>	<b>Skills &amp; Abilities</b>	<b>Demonstrated Behaviour</b>
	D1. Decisively chooses the best solution after contemplating available approaches to the problem	Creatively solves problems
	D2. Makes difficult decisions even in highly ambiguous or ill-defined situations	Can make decisions to proceed regardless of situation
	D3. Quickly chooses an effective solution without assistance when appropriate	Makes effective decisions independently
	D4. Integrates previously learned and externally obtained information to generate a variety of high-quality alternative approaches to the problem	Learns from experience and reuses old strategies
	D5. Skillfully uses logic and analysis to identify the strengths and weaknesses, the costs and benefits, and the short- and long-term consequences of different approaches	Applies appropriate approach depending on situation
	D6. Anticipates or recognizes the existence of a problem	Quickly identifies potential problems
	D7. Identifies the true nature of the problem by analyzing its component parts	Can identify root of problem
	D8. Commits to a solution in a timely manner, and develops a realistic approach for implementing the chosen solution	Manages time efficiently in spite of problems
	D9. Observes and evaluates the outcomes of implementing the solution to assess the need for alternative approaches and to identify lessons learned	Evaluates approach to problem solving after the situation is complete

<b>E. PROFESSIONALISM</b>	<b>Skills &amp; Abilities</b>	<b>Demonstrated Behaviour</b>
	E1. Demonstrates self-control by maintaining composure and keeping emotions in check even in very difficult situations	Acts calmly in tough situations
	E2. Deals calmly and effectively with stressful situations	Conceals stress
	E3. Projects a professional image of oneself and the organization	Presents well in all situations
	E4. Demonstrates a positive attitude towards work	Conveys a positive attitude towards staff
	E5. Takes pride in one's work and the work of the organization	Promotes effort of self and other organization members
	E6. Maintains a professional demeanour	Is consistent in approach to work

<b>F. INTERPERSONAL SKILLS</b>	<b>Skills &amp; Abilities</b>	<b>Demonstrated Behaviour</b>
	F1. Shows sincere interest in others and their concerns, and demonstrates sensitivity to the needs and feelings of others	Gives time to others to discuss concerns
	F2. Helps others resolve sensitive interpersonal problems as appropriate	Addresses real issues
	F3. Recognizes and accurately interprets the verbal and nonverbal behaviour of others	Is observant of staff behaviour
	F4. Shows insight into the actions and motives of others, and recognizes when relationships with others are strained	Addresses disconnects with staff members
	F5. Takes action to learn about and understand the climate, orientation, needs and values of other staff	Speaks to a number of different staff members
	F6. Maintains open lines of communication with others	Provides opportunities for staff to meet with them
	F7. Demonstrates sensitivity and respect for the opinions, perspectives, customs and individual differences of others	Is open and welcomes differences among staff
	F8. Works well and develops effective relationships with diverse personalities	Can work well with different staff