I-TECH HR Competency Framework

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OVERVIEW

What knowledge, skills and attitudes does an HR practitioner need to succeed at I-TECH?

The HR Competency Framework answers this question with a shared language and common understanding applicable to HR practitioners throughout the I-TECH network, including both headquarters and country offices. In doing so, it provides

- A useful structure to guide individual and network-wide development of HR professionals
- A means to evaluate and strengthen the performance of HR practitioners over time
- A logical reference in recruiting, screening, and hiring future HR professionals

I-TECH's HR Competency Framework is organized in three parts

HR TECHNICAL COMPETENCIES correspond to the five core responsibilities for which all I-TECH HR functions are accountable.

GENERAL BUSINESS COMPETENCIES address critical business skills instrumental to success as an HR professional.

SELF-AWARENESS COMPETENCIES opens a window into individual aptitudes and internal motivations with the aim of enhancing interpersonal and professional effectiveness.

Competency	Description	Skilled
HR Technical Competencies		
HR Policies & Procedures	HR policies are the foundation of the employer-employee relationship. Procedures provide repeatable and reliable guidance on how to handle a range of complicated HR tasks. Balancing the value of structure with the need for flexibility is challenging. Likewise, educating others to increase awareness and foster compliance with HR policies and procedures is critical and complicated. Well-written policies and procedures that are well communicated promote professionalism within I-TECH offices and employee confidence in I-TECH as an employer.	1. Writes policies and procedures that provide clear guidance on the rule being adopted and the expectation being expressed. 2. Identifies and incorporates legal, regulatory, operational and practical considerations in writing policies and procedures. 3. Involves subject matter experts as needed to advise and review documents. 4. Keeps policy document current and consistent with practice. 5. Explains fully and completely the rationale behind specific policies. 6. Provides a clear and unambiguous foundation for handling sensitive HR matters, such as layoffs due to redundancy, terminations, and harassment and discrimination complaints.

Staffing	The efficiency and rigor with which I-TECH offices recruit, screen, interview, select, and orient new employees is a main contributor to I-TECH's success. HR professionals apply their ingenuity and insight in designing repeatable staffing processes and working with hiring managers. In doing so, accountabilities for and the timing of each step in the process is clear.	7. Serves as a trusted advisor on all aspects of the hiring and selection process. 8. Works effectively with hiring managers in clarifying the duties and requirements of positions. 9. Follows well-organized, step-wise processes to fill positions and provides realistic timeframes for hiring. 10. Promotes use of behavior-based interview questions based on the premise that past performance is the best indicator of future performance. 11. Encourages and supports hiring managers in creating detailed and comprehensive orientation plans for new employees.
Compensation	Thoughtfully designed compensation practices contribute to the fulfillment of I-TECH's mission, integrity of the organization, achievement of I-TECH's contractual goals, and long-term sustainability of its programs. The skill with which HR professionals manage, communicate, and keep current the Country Office classification system, salary structure, and employee benefits programs affects all aspects of I-TECH activities.	12. Manages, maintains, and updates the CO salary structure consistent with adopted I-TECH standards and local SOPs. 13. Analyzes and makes recommendations on COLA, promotion, and other adjustments to employee pay. 14. Keeps employee salaries current by supporting periodic market studies to assess the ongoing competeiveness of CO positions. 15. Communicates pay information clearly and confidently. 16. Guides the application of merit pay guidelines to further equitable treatment of CO staff.
Professional Development	Investing time, creativity, and resources to increasing employee knowledge and skills continually enhances I-TECH's capacity to deliver on its mission. HR professionals help fulfill the promise of professional development through robust systems, clear and compelling communication activities, well-designing and timely training programs, and 1:1 coaching of supervisors and employees.	17. Seeks diverse ways to promote continuous learning opportunities for CO staff through in-house workshops, distance learning, and other means. 18. Collaborates with CO leadership in clarifying and communicating support for employee professional development. 19. Coaches supervisors and employees in responding creatively to desirable learning objectives in low-cost or no-cost ways. 20. Works with CO leadership to foster excellence in leadership, management, and supervisory practices. 21. Designs and delivers training programs to increase the skills of employees and managers in the use and application of HR best practices.

Performance Management	The clarity of supervisory expectations, recognition of individual and team achievements, and the timeliness and specificity of feedback enables employees to excel. The simplicity of the systems HR creates and the empathy with which HR professionals coach and counsel supervisors and employees facilitates productive and healthful interaction. Dealing empathetically, professionally, and legally with employee performance, including disciplinary actions, is what I-TECH leadership relies on HR professionals to provide.	22. Uses appropriate tools to analyze performance problems. 23. Empathetically and confidently advises and coaches supervisors on dealing constructively with performance problems. 24. Establishes simple systems of performance evaluation that foster feedback and dialogue between supervisors and employees. 25. Capably applies understanding of employment law and its implications in handling a variety of issues and incidents. 26. Plans and conducts internal investigations in a confidential, expeditious, and fair-minded manner. 27. Encourages employee recognition routines by individual managers and the organization overall.

General Business Competencies

Problem Solving	How thoroughly and diligently I-TECH HR professionals identify, research and analyze problems and develop solutions drives the culture of I-TECH and the reputation for responsiveness earned by both HQ and Country Office HR teams.	28. Balances the need for research with the need for action 29. Identifies source issues and contributing factors in deconstructing and reframing problem statements 30. Avoids premature problem resolution by generating and evaluating multiple options 31. Facilitates when possible and practical the involvement of others in analyzing and developing solutions to issues that may affect them 32. Assesses costs, impact, difficulty, urgency and other factors to assure timely and sustainable implementation of preferred solutions
Credible Activist	Often HR professionals must persuade others to adopt policies or take actions which they may at first resist. Persistence, respect and clarity are at the heart of being credible. Activism is shown through a process of consultation, well- reasoned argument, and give-and-take that serves the long-term interests of I-TECH.	33. Takes the initiative to identify and address issues in a systematic and appropriate way. 34. Clearly articulates the rationale for recommendations and supports the recommendations with evidence. 35. Incorporates the input from others into final recommendations 36. Demonstrates openness and persistence in advancing recommendations.

Change Management	Helping staff adapt practically and emotionally to the inevitability of change and aiding leaders in the thoughtful design of change initiatives.	37. Helps colleagues understand and apply accepted change management approaches to support successful implementation of internally driven initiatives and adaptation to externally driven change. 38. Facilitates open discussion of the purpose and plan for implementing change. 39. Recognizes the uncertainty accompanying new beginnings and supports use of temporary systems to help staff adapt. 40. Encourages participative processes to the extent possible to facilitate effective design and implementation of change initiatives.
Communication	The confidence and clarity with which information is shared, requests made, views are expressed, and explanations made, either in writing or verbally.	41. Shows confidence and consideration in working with others of varying backgrounds, cultures, and nationalities. 42. Expresses own point of view in an informed, clear, and respectful manner. 43. Emails and reports are well-organized, grammatically correct, and clearly written 44. Responses to inquiries are timely and to the point. 45. Requests are succinct and generate the intended response. 46. Designs and delivers well-organized presentations on a wide range of HR subjects, both to senior staff and employees. 47. Prepares and distributes clear and timely information to employees and managers on employment, benefits, compensation, and other HR matters.

Self-Awareness Competencies

Emotional Intelligence	The mental ability an individual possesses enabling a person to be sensitive and understanding to the emotions of others, as well as to manage his or her own emotions and impulses.	48. Uses well-developed listening habits to foster an open exchange of information. 49. Demonstrates empathy in day-to-day interactions and in helping supervisors and employees work through difficult, emotionally charged situations. 50. Maintains a calm and professional personal presence in all interactions. 51. Expresses disagreement with others respectfully and with the aim of clarifying and improving understanding.

Personal Strengths	Enduring talents of individual HR practitioners that captivate their imagination and energy.	52. Identifies personal strengths in a systematic way. 53. Leverages strengths in ways that advance excellence in HR practice. 54. Strives to enhance personal effectiveness by continuously building on strengths.