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| **Professional Core Competencies**  |
| **Decision Making****NOTE: Parts of this competency job aid are under development** |
| **Definition** | Identifying and understanding problems and opportunities by gathering, analyzing, and interpreting quantitative and qualitative information. Choosing the best course of action by establishing clear decision criteria, generating and evaluating alternatives, and making timely decisions. Taking action that is consistent with available facts and constraints, and optimizes probable consequences. |
| **Importance** | Under Development.  |
| **How do Washington State Human Resource Professionals Demonstrate This Competency?** |
| **Key Elements** | **Distinguishing Behaviors** |
| **Identifies problems and opportunities.**  | * Under Development
 |
| **Gathers information.**  | * Under Development
 |
| **Generates alternatives.**  | * Under Development.
 |
| **Evaluates alternatives and risks.**  | * Under Development
 |
| **Chooses an effective option.** | * Under Development
 |
| **Commits to action.** | * Under Development
 |
| **Considers others’ perspectives.** | * Under Development
 |
| **Personal Growth Activities** may include, but are not limited to, on-the-job experience, developmental assignments, shadowing, experiential learning, participating in training as a leader or participant and other life experiences. Remember that many developmental activities can and will occur outside of work as part of your personal life.**Specific EXAMPLES of developmental opportunities for this competency include:** |
| **EXAMPLES of Developmental Activities*** Under Development
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| **EXAMPLES of Training*** Under Development
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| **Recruiting** for candidates who have this competency may include, but is not limited to, providing clear statements about qualifications desired or required in the recruitment announcement, performing specific outreach activities to organizations or groups whose members often possess the desired competency, developing interview questions that assess the candidates competence, and asking reference questions that assess the candidates competence.**Specific EXAMPLES of recruiting activities for this competency include:** |
| **Example of qualification statement:** Under Development**Example of outreach activity:** Source the job announcement to the SHRM journal/online career center, or contact known individuals with this skillset asking for names of potential candidates who demonstrate this competency.**Examples of interview questions:**1. Under Development

**Examples of reference check questions:**1. Under Development
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| **Identifying Required Proficiency Levels**While behavioral indicators are used to help in evaluating performance, proficiency levels describe the level of a competency required to perform a specific job successfully. These levels relate to the work required for **a specific job**. Different jobs require different levels of proficiency for successful performance. Not all jobs will require the highest level of proficiency and some may not require specific competencies at all. The proficiency levels outlined below apply to all of the HR Core Competencies. |
| **Proficiency Level** | **Proficiency Description** |
| **Entry** | * Limited or no use of competency required for the job
* Competency has been minimally demonstrated
* May have had limited opportunity to apply the competency
* May have limited understanding of the competency
 |
| **Developing** | * Basic understanding or knowledge required for the job
* Basic understanding and knowledge sufficient enough to handle routing tasks
* Requires some guidance or supervision when applying the competency
* Understands and can discuss terminology and concepts related to the competency
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| **Independent** | * Detailed knowledge, understanding and application of the competency required to be successful in the job
* Ability to handle non-routine problems and situations
* Requires minimal guidance or supervision/works independently
* Consistently demonstrates success in the competency
* Capable of assisting others in the application of the competency
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| **Advanced** | * Highly developed knowledge, understanding, and application of the competency required to be successful in the job and organization (total mastery)
* Can apply knowledge outside the scope of one’s position
* Is able to coach or teach others on the competency
* Has a long-term perspective
* Helps develop materials and resources in the competency
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| **Expert** | * Specialist/Authority level knowledge, understanding, and application of the competency required to be successful in the job
* Recognized by others as an expert in the competency and is sought out by others throughout the organization (expert in the area)
* Works across team, department, and organizational functions
* Applies skills across multiple projects or functions
* Able to explain issues in relation to broader organizational issues
* Creates new applications or processes
* Has a strategic focus
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