

Sullivan, Mark (OFM)

From: Washington State Agency Human Resource Managers E-mail List
<WAHRMGRS@LISTSERV.WA.GOV> on behalf of Plaistowe, Franklin (OFM)
<Franklin.Plaistowe@OFM.WA.GOV>
Sent: Thursday, August 04, 2016 2:33 PM
To: WAHRMGRS@LISTSERV.WA.GOV
Subject: HR DEVELOPMENT COMMITTEE: Core Competencies
Attachments: CompetencyDefinitions_Final.docx; Competency Diagram.jpg

Good Afternoon HR Directors,

The purpose of this email is to update you on the work of the HR Development Committee.

Background: In 2014, we chose to remodel the Enterprise HR Governance Structure so that it was more collaborative, inclusive and nimble to address the community's real-time needs. We worked with a consultant, Deputy Directors and HR Directors from around the state to design a structure that emphasized an enterprise approach to strategy and decision-making. What came out of that work is a model that leverages multiple specialized sub-groups made up of HR professionals that will tackle the most pressing business needs as they arise (see attached model diagram). The first two sub-groups launched were the Employer of Choice and the HR Development groups. This was a conscious decision made by business needs outlined by agency Directors and Deputy Directors to work towards the Governor's initiative to make the State an Employer of Choice and the understanding that the quality of HR's work as an enterprise and within our individual agencies is subject to how conscious we are in defining and developing our HR workforce.

HR Development Group Update: The newly created group began meeting in March of 2014 with a goal of identifying ways to develop the skills of HR practitioners across the enterprise to meet the current and future business needs of the agencies we work in. This direction was set as a clear business need outlined by agency HR leaders and Deputy Directors. The group consensus was that before practitioner development could happen, there first needed to be a clear set of competencies defining what a successful HR practitioner is. Over the last year, the HR Development group has done extensive research and outreach to state agencies and higher education institutions to identify the key traits exhibited by the highest performing HR employees. The culmination of that work is a set of core competencies that *most* HR practitioners would be expected to exhibit in *most* agencies to be successful (see attached list of competencies). The goal of this work is to have these competencies accepted across the enterprise and used for recruitment, development, promotion, and training purposes. Although agencies are not required to adopt or use the competencies, there are many benefits for both your agency and your employees including:

- Increased quality of HR Practitioners – the competencies were created based on research and feedback and represent the key competencies manifested by the top performing HR practitioners.
- Clear expectations – Employees will be more successful and engaged when they know what they need to do to be successful in their role. The core competencies compliment the PDF and position expectations in that they outline the key behaviors in how the work should be done.
- More structured career ladders – Employees have a clearer understanding of what they need to be able to demonstrate at higher levels and hiring managers have more security and knowing that promotional candidates from other agencies have a similar foundation of knowledge and behavior.
- Alignment to Washington's Goal 5 – Employer of Choice: Competency work began with the Deputy Directors taking on the role of defining core leadership competencies back in 2015. With that work

already completed, DES Workplace Learning and Performance Team is using those as a baseline to re-boot the Supervisor Essentials Training as well as create an entire leadership development program for the State of Washington.

What's next:

Based on feedback from the HR community, the workgroup will create a set of tools and templates to help HR Managers and Supervisors implement the competencies within their employee PDFs, expectations, development plans, evaluations and recruitment processes.

Additionally, the team will be moving into the next phase of their competency work, which is to begin working on the technical parts of HR work. Knowing that the best sources of expertise already exist throughout the enterprise, we ask that you be thinking about who on your team might have the skill and the capacity to contribute to this work as we soon put out an ask for volunteers.

Respectfully,



Franklin Plaistowe
Assistant Director
State Human Resources
Office of Financial Management
360-407-4104