HR Professional Competencies in a Performance Development Plan

- By Using the HR Professional Competency Document, you may use:
  - The competency definition to develop a PDP Key Competency
  - A developmental opportunity to create a PDP Key Result
  - An example of training to draft a PDP Training Opportunity
Professional Competencies DRAFT

Influences

Definition
Using effective influence and persuasion strategies to gain acceptance of ideas and commitment to actions that support specific work outcomes.

Importance
Influencing outcomes to achieve individual, team, and organizational performance at levels beyond those met merely through regulation compliance and enforcement of individuals at all levels with influence skills that include interpersonal skills, oral and written communication skills, empathetic sensitivity, and technical credibility. Exhibit personal authority that is not dependent solely on formal authority. The personal authority enables them to guide change in good times or in times of turmoil. The ability to influence facilitates dialog and thus enhances one's ability to gain cooperation, to develop optimal solutions, to work better with others who may be seen as “difficult,” and to resolve issues that impede organizational or personal success.

How do Washington State Human Resource Professionals Demonstrate This Competency?

Table: Performance and Development Plan (PDP)

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Purpose of Plan and Review
- Annual
- Trial Service
- Probation
- Transitional
- Other (Specify)

Employee Last Name
Employee First Name
Employee Middle Initial

Personnel Number
Class Title
Working Title

Position Number
Agency/Division/Unit
Evaluator’s Name

Position Linkage With Organizational Mission and Strategic Plan

What is the organization’s mission and how do the duties and responsibilities of this position link to contribute to the achievement of the mission goals and objectives of the organization? Provide brief summary.

Part 1: Performance Expectations

Key Results
- What are the most important objectives, outcomes, and/or special assignments to accomplish in order to be successful during the time period?

Key Competencies
- What are the most important knowledge, skills, abilities, and behaviors that the employee should demonstrate in order to be successful?

Part 2: Training & Development Needs/Opportunities

What training and development needs and opportunities should the employee focus on during the performance period?

Part 3: Organizational Support (Optional)

What suggestions do you have as to how your supervisor, co-workers, and/or agency management can better support you in your present job and future career goals?

Acknowledgement Of Performance Plan

The signatures below indicate that the supervisor and employee have discussed the contents of this plan at the beginning of the performance period.

Date
Evaluator’s Signature
Date
Employee’s Signature

NOTE: Typically, once the performance evaluation is completed and signed by all parties, the supervisor provides the employee a copy and the original is forwarded to Human Resources to be placed in the employee’s personnel file. Supervisors should check with their Human Resources office for organization specific instructions.
# Performance and Development Plan (PDP)

## Expectations

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### Purpose of Plan and Review
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- ☐ Trial Service
- ☐ Probationary
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### Position Linkage With Organizational Mission and Strategic Plan

What is the organization's mission and how do the duties and responsibilities of this position link or contribute to the achievement of the mission goals, and objectives of the organization? Provide a detailed summary.

### Part 1: Performance Expectations

Based on the position's major responsibilities, outline the key results and competencies expected of the employee during this performance period. Limit the list to those that are key. Check with your Human Resources office regarding any special instructions around determining what competencies to use.

#### Key Results

What are the most important objectives, outcomes, and/or special assignments to accomplish in order to be successful during this time period?

#### Key Competencies

What are the most important knowledge, skills, abilities, and behaviors that the employee should demonstrate in order to be successful?

**Influence**: Use effective influence and persuasion strategies to gain acceptance of ideas and commitment to actions that support specific work outcomes.

### Part 2: Training & Development Needs/Opportunities

What training and development needs and opportunities should the employee focus on during this performance period?

### Part 3: Organizational Support (Optional)

Part 3 is optional and to be completed only by the employee at the beginning of the performance period.

What suggestions do you have as to how your supervisor, co-workers, and/or agency management can better support you in your present job and future career goals?

### Acknowledgement Of Performance Plan

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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 in any 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**
- Gain greater experience in the state legislative process.
- Work on problem-solving management groups to influence outcomes and effectively contribute to collective bargaining agreement processes.
- Volunteer to lead a workgroup or committee where you will be required to influence participants towards a specific outcome.
- Participate in formal or informal groups of like-minded individuals (e.g., book club, service club, etc.). These can include professional organizations, community-based organizations, your PTA, sports organization or church, service clubs, and similar organizations.
- Mentor subordinates staff on influencing, or find a mentor for yourself.
- Read books such as Getting to Yes: Negotiating Agreement Without Giving In by Fisher and Ury.
- Listen to books or podcasts such as Built to Last: Successful Habits of Visionary Companies by Jim Collins and Jerry Porras (HarperAudio, 1994) during your commute to and from work.
- Watch a TED TALK, such as "How Great Leaders Inspire Action" by Simon Sinek (2010), use the included "reading list" provided with TED TALKS to further explore topics you find interesting.
- Pursue professional certification through SPMA-HR, SHRM, ATD, and/or HRCI.

**EXAMPLES of Training**
- Formal training on team/group dynamics.
- ATD, SHRM, Labor and Employment Relations Association (LERA) or SPA-HR local, regional or national organization-provided webinars, training or conference offerings.
- Participate in or lead workshops or trainings for the Washington State Department of Labor and Industries;
- Attend programs offered by the Cascade Executive Programs at the University of Washington's Daniel J. Evans School of Public Affairs.
- Consider obtaining an advanced degree in your area of specialization.

Performance and Development Plan (PDP) Expectations

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**Purpose of Plan and Review**
- Annual | Trial Service | Probationary | Transitional | Other (specify)

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**Position Linkage With Organizational Mission and Strategic Plan**
What is the organization's mission and how do the duties and responsibilities of this position align or contribute to the achievement of the mission goals and objectives of the organization? Provide brief summary.

**Part 1: Performance Expectations**
Based on the position's major responsibilities, outline the key results and competencies expected of the employee during this performance period. Limit the list to those that are key. Check with your Human Resources office regarding any special instructions around determining what competencies to use.

**Key Results**
What are the most important objectives, outcomes, and/or special assignments to accomplish in order to be successful during this time period?

**Key Competencies**
What are the most important knowledge, skills, abilities, and behaviors the employee should demonstrate in order to be successful?

**Influence:** Use effective involvement and persuasion strategies to gain acceptance of ideas, and commitment to actions that support specific work outcomes.

**Part 2: Training & Development Needs/Opportunities**
What training and development needs and opportunities should the employee focus on during this performance period?

**Part 3: Organizational Support (Optional)**
Part 3 is optional and to be completed only if the employee, at the beginning of the performance period...

**What suggestions do you have to how your supervisor, co-workers, and/or agency management can better support you in your present job and future career goals?**
## Performance and Development Plan (PDP)

### Expectations

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### Position Linkages With Organizational Mission and Strategic Plan

What is the organization's mission and how do the duties and responsibilities of this position link or contribute to the achievement of the mission goals and objectives of the organization? Provide a brief summary.

### Part 1: Performance Expectations

Based on the position's major responsibilities, outline the key results and competencies expected of the employee during this performance period. Highlight those that are key. Check with your Human Resources office regarding any special instructions around determining what competencies to use.

#### Key Results

- What are the most important objectives, outcomes, and/or special assignments to accomplish in order to be successful during this time period?
- Develop standard operating procedures (SOP) for grievance processing (from initial contact by union through arbitration preparation) including identifying stakeholders and receiving buyoff from them.

#### Key Competencies

What are the most important knowledge, skills, abilities, and behaviors that the employee should demonstrate in order to be successful?

- **Influence**: Use effective influence and persuasion strategies to gain acceptance of ideas, and commitment to actions that support specific work outcomes.

### Part 2: Training & Development Needs/Opportunities

What training and development needs and opportunities should the employee focus on during this performance period?

### Part 3: Organizational Support (Optional)

Part 3 is optional and to be completed only by the employee at the beginning of the performance period.

What suggestions do you have as to how your supervisor, co-workers, and/or agency management can better support you in your present job and future career goals?
Performance and Development Plan (PDP) Expectations

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Purpose of Plan and Review
- Annual ☐ Trial Service ☐ Probationary ☐ Transitional ☐ Other (Specify)

Employee Last Name ☐ Employee First Name ☐ Employee Initials

Position Number ☐ Agency/Division/Unit ☐ Supervisor's Name

Position 1: Linkage with Organizational Mission and Strategic Plan

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Part 1: Performance Expectations

Based on the position's major responsibilities, outline the key results and competencies expected of the employee during this performance period. Limit the list to those that are key. Check with your Human Resources office regarding any special instructions on determining what competencies to use.

Key Results

What are the most important objectives, outcomes, and/or special assignments to accomplish in order to be successful during this time period?

Develop standard operating procedures (SOPs) for grievance processing (from initial contact by union through arbitration preparation) including identifying stakeholders and receiving buyoff from them.

Key Competencies

What are the most important knowledge, skills, abilities, and behaviors that the employee should demonstrate in order to be successful?

Influence: Use effective involvement and persuasion strategies to gain acceptance of ideas and commitment to actions that support specific work outcomes

Part 2: Training & Development Needs/Opportunities

What training and development needs and opportunities should the employee focus on during this performance period?

Part 3: Organizational Support (Optional)

Part 3 is optional and to be completed only by the employee at the beginning of the performance period.

What suggestions do you have to have your supervisor, co-workers, and/or agency management better support you in your current job and future career goals?
**Performance and Development Plan (PDP)**

**Expectations**

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**Key Results**

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  **Key Competencies**

  What are the most important knowledge, skills, abilities, and behaviors that the employee should demonstrate in order to be successful?

  **Influence:** Use effective involvement and persuasion strategies to gain acceptance of ideas, and commitment to actions that support specific work outcomes.

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  **Part 2: Training & Development Needs/Opportunities**

  What training and development needs and opportunities should the employee focus on during this performance period?

  Register through LMS and attend **WA - State Leading from the Middle: Influencing without Direct Authority**

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  **Part 3: Organizational Support (Optional)**

  Part 3 is optional and to be completed only if the employee is at the beginning of the performance period.

  What suggestions do you have as to how your supervisor, colleagues, and/or agency management can better support you in your present job and future career goals?