



Human Resources
Professionals
Association

Core Competencies

STRATEGY

A cluster of competencies related to the ability to think and act strategically in regards to organizations, business, and the HR function.

PROFESSIONAL PRACTICE

A cluster of competencies related to the ability to conduct oneself in a professional manner and to exhibit high levels of professionalism in all contexts and situations.

ORGANIZATIONAL EFFECTIVENESS

A cluster of competencies related to using the levers available to HR professionals to maximize the performance of organizations, teams, and individuals within the context of executing the organization's strategy.

WORKFORCE PLANNING AND TALENT MANAGEMENT

A cluster of competencies related to the recruitment and deployment of human resources within an organization.

LABOUR AND EMPLOYEE RELATIONS

A cluster of competencies related to managing the relationships between employer and employees.

TOTAL REWARDS

A cluster of competencies related to the management of rewards within an organization in a manner that maximally supports the execution of organizational strategy.

LEARNING AND DEVELOPMENT

A cluster of competencies related to the optimization of the ability of the organization, teams, and individuals to acquire and put to use new competencies.

HEALTH, WELLNESS, AND SAFE WORKPLACE

A cluster of competencies related to the creation and maintenance of healthy and safe workplaces.

HUMAN RESOURCES METRICS, REPORTING, AND FINANCIAL MANAGEMENT

A cluster of competencies related to the ability to collect, manage, and synthesize information relevant to the management of human resources and the ability to incorporate financial analysis in the making of decisions about HR investments.



Enabling Competencies

(excluding behavioural indicators)

Critical thinking and analysis

- Analyzing problems and challenges with perceptiveness and insight.
- Having the capacity for flexible and innovative thinking.
- Seeing how the various parts or facets of a problem relate to each other.

Technological savvy

- Making use of various technologies to best advantage.
- Seeing the possibilities in emerging technologies.
- Managing the implementation of new technologies.

Research skills

- Collecting and using data effectively in the HR decision- making process.
- Integrating the work of others into organizational practice.

Quantitative skills

- Working with quantitative data.
- Conducting and interpreting predictive analytics.
- Constructing metrics.

Critical legal thinking

- Analyzing situations from a legal perspective.
- Distilling the essential legal issues at hand.
- Considering and evaluating the relative merits of alternative legal interpretations.
- Making sound judgments based on a legal analysis of situations.

Emotional intelligence

- Interpreting the emotional state of self and others.
- Making effective use of this information to guide behaviour.

Project management

- Planning, executing, and controlling HR projects using appropriate tools and metrics.

Decision-making skills

- Making decisions in a timely manner, taking into consideration all relevant aspects of a situation.



Business acumen

- Effectively leveraging the context and dynamics of business.

Independence

- Acting as an independent professional in the context of the workplace.
- Adhering to the standards of the HR profession and to all workplace legislation, even when doing so is challenged.

Ethical behaviour and professionalism

- Acting with honesty, integrity, credibility, self-confidence, and independence.
- Coping with ambiguity, conflicts of interest, and the need to protect the public interest.

Relationship management

- Building networks.
- Establishing effective working relationships.
- Working productively with others.

Negotiation and influencing

- Negotiating solutions that balance the interests of all parties.
- Delivering persuasive communications that build agreement on a particular course of action.

Strategic and organizational leadership

- Working in, building, and leading teams.
- Demonstrating competence in goal setting, planning and organization, collaboration, process management, empathy, flexibility, responding to feedback, and conflict management.

Integration

- Integrating the various practice areas of HR together into a coherent response to a challenge or issue.