

Personal Skill Assessment - *Optional*

As we move through the HR Transformation curriculum, it may be helpful to complete a personal skill assessment to identify areas of unique strengths and areas for continuous improvement. These responses could then be compared against the short and long-term HR transformation training plan to zero in on any areas of particular focus.

The framework for this assessment is the **Human Resource Competency Study (HRCS)**. This study, conducted jointly by the *RBL Group and the Ross School at the University of Michigan*, identified the following HR competencies based upon the feedback of over 20,000 HR professionals and line managers over the past 20 years:

- Credible Activist
- Capability Builder
- Technology Proponent
- Strategic Positioner
- HR Innovator & Integrator
- Change Champion

Instructions:

Using the HRCS self-assessment for context, identify the level of skill you currently demonstrate for each competency and compare it to the importance of improving that skill based upon the needs of WSU S/C/D partners. **Circle the number that best reflects your assessment, with 1 indicating low competence or value and 5 indicating high skill or value.** Then determine 1-2 competencies in which you offer unique strengths and 1-2 competencies in which you would like to continuously improve.

	My Current Competence 1=low, 5=high	Value of Improved Competence to WSU 1=low, 5=high
Credible Activist <i>Earning trust through results, influencing and relating to others, improving through self-awareness and shaping the HR profession</i>		
1. Has track record of results	1 2 3 4 5	1 2 3 4 5
2. Demonstrates personal integrity and ethics	1 2 3 4 5	1 2 3 4 5
3. Works well with his or her management team	1 2 3 4 5	1 2 3 4 5
4. Communicates effectively	1 2 3 4 5	1 2 3 4 5
5. Takes appropriate risk	1 2 3 4 5	1 2 3 4 5
6. Seeks to learn from both successes and failures	1 2 3 4 5	1 2 3 4 5
7. Plays an active role in professional bodies	1 2 3 4 5	1 2 3 4 5
8. Invests in developing the HR function	1 2 3 4 5	1 2 3 4 5
Capability Builder <i>Auditing organizational capability, aligning strategy/capability/employee behavior, and creating a positive and meaningful work environment</i>		
9. Ensures the organization clarifies organizational capabilities required for business success	1 2 3 4 5	1 2 3 4 5

	My Current Competence 1=low, 5=high	Value of Improved Competence to WSU 1=low, 5=high
10. Audits capability effectiveness	1 2 3 4 5	1 2 3 4 5
11. Measures the impact of culture on achieving sustained business performance	1 2 3 4 5	1 2 3 4 5
12. Designs and delivers integrated HR practices (i.e. staffing, training, rewards and recognition, performance management etc.) that create and sustain the desired culture	1 2 3 4 5	1 2 3 4 5
13. Crafts a culture that encourages work/life balance	1 2 3 4 5	1 2 3 4 5
14. Crafts a culture that helps employees find meaning and purpose in their work	1 2 3 4 5	1 2 3 4 5
Technology Proponent <i>Improving efficiency of HR systems through technology, connecting each other through technology, and leveraging social media</i>		
15. Leverages technology for HR processes (HRIS)	1 2 3 4 5	1 2 3 4 5
16. Removes low value-added or bureaucratic work	1 2 3 4 5	1 2 3 4 5
17. Formulates a comprehensive communication strategy		
18. Provides alternative/flexible policies to motivate different generations of employees	1 2 3 4 5	1 2 3 4 5
19. Leverages social media for business purposes	1 2 3 4 5	1 2 3 4 5
20. Uses technology to facilitate a remote and mobile workforce	1 2 3 4 5	1 2 3 4 5
Strategic Positioner <i>Interpreting business context, decoding customer expectations, and co-crafting a strategic response</i>		
21. Understand industry dynamics and competitive forces	1 2 3 4 5	1 2 3 4 5
22. Understand expectations of internal stakeholders (i.e. WSU leadership, employees)	1 2 3 4 5	1 2 3 4 5
23. Understand expectations of external stakeholders (i.e. students, alumni, donors etc.)	1 2 3 4 5	1 2 3 4 5
24. Helps articulate a student-focused value proposition that guides internal organizational actions	1 2 3 4 5	1 2 3 4 5
25. Spots potential opportunities and obstacles to business success	1 2 3 4 5	1 2 3 4 5
26. Translates business strategy into a talent (workforce) and culture (workplace) set of initiatives	1 2 3 4 5	1 2 3 4 5

	My Current Competence 1=low, 5=high	Value of Improved Competence to WSU 1=low, 5=high
HR Innovator and Integrator <i>Ensuring today and tomorrow's talent, developing talent, shaping work and organizations, delivering performance management and building leadership brand</i>		
27. Establishes standards or competencies for required talent	1 2 3 4 5	1 2 3 4 5
28. Assesses key talent	1 2 3 4 5	1 2 3 4 5
29. Designs meaningful development experiences	1 2 3 4 5	1 2 3 4 5
30. Knows how to form and leverage teams	1 2 3 4 5	1 2 3 4 5
31. Performs organizational diagnoses and audits	1 2 3 4 5	1 2 3 4 5
32. Ensures that performance standards adapt to changing strategic demands (and/or coaches others to do so)	1 2 3 4 5	1 2 3 4 5
33. Deals with non-performance in a fair and timely way (and/or coaches others to do so)	1 2 3 4 5	1 2 3 4 5
34. Invests in future leaders (and/or coaches others to do so)	1 2 3 4 5	1 2 3 4 5
35. Measures or tracks leadership effectiveness (and/or coaches others to do so)	1 2 3 4 5	1 2 3 4 5
Change Champion <i>Initiating and sustaining change</i>		
36. Helps people to understand why change is important -i.e. creates a sense of urgency (and/or coaches others to do so)	1 2 3 4 5	1 2 3 4 5
37. Identifies and overcomes sources of resistance to change (and/or coaches others to do so)	1 2 3 4 5	1 2 3 4 5
38. Articulates the key decisions and actions that must happen for change to make progress (and/or coaches others to do so)	1 2 3 4 5	1 2 3 4 5
39. Ensures the availability of resources to stick with the change - i.e. money, information, technology, people (and/or coaches others to do so)	1 2 3 4 5	1 2 3 4 5
40. Monitors and communicates progress of change processes (and/or coaches others to do so)	1 2 3 4 5	1 2 3 4 5

PERSONAL SKILL ASSESSMENT REFLECTION QUESTIONS

What stands out to you about these competencies and the needs of your S/C/D partners?

In what area do your strengths fall?

In what area might you like to continuously improve? Consider identifying one development goal:

What options are available to help you achieve this goal? In what way does the HR transformation training short term and long term plan provide support? What other support may be helpful?