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CERTIFIED HUMAN RESOURCE
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CHRMP COMPETENCY FRAMEWORK DOCUMENT

Domain Excellence

Workplace Proficiency

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Business Acumen

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Table of **Contents**

This document is created by CHRMP. This document starts with the definition and characteristics of competencies. It then talks about what a competency framework is and how it can be used by both the organisation and the individual.

Afterwards the document contains the CHRMP competency framework. It details all the four domains of the CHRMP competency framework and the competency areas that fall under each.

Finally, the document ends with a list of competency indicators for each competency area. The competency indicators are divided into the levels of beginner, intermediate and advance.

The Purpose of this document is to give the readers a brief understanding of what competencies are and introduce them to the CHRMP Competency Framework.

This framework is specifically designed for the HR professionals and it encompasses all the competencies required by them. The document also introduces the readers to the indicators of each competency so that they can judge the presence or absence of these competencies in themselves and in other individuals.

It is often said that a person needs to be skilled to do a particular job. We often hear about new graduates not being skilled enough or there being a skill gap in the existing employees. While it is true that skills are important in any job, it is not the only factor that determines the success in a job.

Professionals of today have recognized that there are multiple factors that determine the success in a given role. They can generally be classified into knowledge, skills and personal attributes. These things together are often referred to as KSAs.

Further research into this area determined that there are also other job-related characteristics that can determine one's success in a role. Since these could not be fit into the existing KSA model, the model was upgraded to KSAO model. Here, O stands for Other job-related behaviours.

Organisations have moved from viewing the job from a purely skill based approach to viewing it from a competency based approach. Here, Competencies are built over the KSA framework.
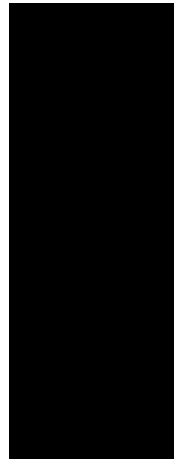
Competencies are the combination of Knowledge, Skills and Personal Attributes (KSA) along with other job related behaviours that are required to effectively perform at a job.

Knowledge is the know-how of things. Knowledge of theories and concepts that govern a particular process are required in any role. A chemical engineer requires the knowledge of chemistry. An HR professional requires the knowledge of HR functions. But knowledge is only one of the components. Since, a person who has knowledge of a certain topic may or maynot have applied the knowledge in real life.

Skills, on the other hand, are developed through experience. Skills are capabilities that a person develops through routine practice and implementation. A person may have the knowledge of how excel works but until they work on it they will not develop the skills of excel. Skills are acquired through hands-on work. A person's skills can improve through gaining and applying new knowledge. A person's skills can also improve through dedicated practice.

Personal attributes are the traits that a personal already possesses. For example, friendliness is a personal attribute. Personal attributes can be taught. They can also be picked up from the environment, or from the surrounding people. They may also change with age and experience. Personal attributes become important when establishing person-job and person-organisation fit.

Characteristics of Competencies

1. Competencies are characteristics that belong to a person. The components of a competency are KSAs. KSAs differ from person to person.

2. Competencies are observable. Competencies are observable behaviours that act as indicators that a person has the required KSA. Since KSAs by themselves are not observable, we rely on overtly observable behaviours to determine if the person has the required KSA.

3. Competencies lead to a desirable outcome. Competencies are measured with an end goal in mind that is why competency indicators are written along with their desired outcome. The outcomes can be explicit or implied.

Traditionally a job was studied through a job description. The job description defined the key tasks to be performed in the job, reporting relationship, the knowledge and the level of experience needed to perform in the job.

However a job description does not tell us what is required to be able to become a top performer in the job. It does not tell us how to establish person-job and person-organisation fit. Competencies help us determine all these.

To get the maximum benefit from a competency based approach, organisations usually use a competency framework.

A competency framework describes a set of competencies that are required for effectiveness in a domain or a function.

It consists of the competency header. This is followed by a brief description of what the competency stands for, also known as the competency definition. The competency is then divided into proficiency levels and the behavioral indicators are populated for each level.

For example, communication is a competency area that is required at all levels in the organisation. It can further be divided into written communication, verbal communication, and non-verbal communication to name a few. Proficiency levels can be used to categorize the behavioural indicators on the basis of increasing degrees of competence.

For example -
Beginner, Intermediate and Expert or L1, L2, L3, L4 etc.

The competency framework has various competency indicators for each area. These indicators specify the observable behaviour that acts as the proof of competency. These indicators help in recognising what competencies people have and also whether or not they are at the level required.

These competencies are further aligned to the functions and processes of the organisation so that the strategic objectives can be met with ease.

The HR Function

In modern day organisations, a competency framework is used in almost every HR function.

In recruitment, the competency framework can be used to select the best possible candidate. Through the behaviour that is observable, one can see if a candidate has the required KSA or not. It makes the process more efficient and helps in reducing bias.

In the area of training and development, competencies can be used to study the skill gap and do a proper needs assessment. Training can be developed that focuses on the competencies required by the organisation.

Since competencies are observable it makes the performance management easier when the appraisal forms are set with competencies. It helps make the appraisal process efficient.

The Individual

As previously mentioned, a competency framework is for everyone in the organisation. That means that not just the management but the employees also have access to it and can use it for themselves.

Employees will become aware of what is required to become the top performer in their role. They can work on themselves to improve their competency and become the best in their role. They can also volunteer for training and workshops that will build the competencies required by the organisation.

Additionally they will also be aware of what competencies need to be built for them to get on the track of promotion. Employees can increase their chances of promotion and career progression by continuously engaging in building their competencies.

A good competency framework will also let the user see the alignment between the company values and the competency framework. People are more engaged in their work when they are able to see how it affects the bigger picture. This will help employees be more satisfied and engaged in their job roles.

Ripples Learning Services or CHRMP has designed a competency framework specifically for the HR professionals.

This framework is divided into 4 main domains -

1. Domain Excellence
2. Workplace Proficiency
3. Business Acumen
4. Technological Efficacy

These four domains are then further divided into various competency areas. Each competency area has a specific definition. The behavioural indicators for each area are also mentioned. The framework is structured such that the indicators for each competency are at three proficiency levels: Beginner, intermediate and advance

The framework is both easy to understand and easy to use. Each competency area is populated with multiple competency indicators.

This framework can be used by an HR professional in any organisation as per their requirements. HR professionals can use this model to align their activities with the key competencies of the organisation. The model can be used by the HR department to plan and execute HR functions.

The model can be tailored to the specific requirements of the organisation. The users of the model can pick and choose the competency areas that best work for them and then proceed to work on those.

The framework can be used to acquire and develop the required KSAs among employees. It can also be used as a guideline for career progression in the organization.

1) Domain Excellence

Definition: Domain excellence is being an expert in one's chosen domain

The HR domain has various functions. It includes recruitment, staffing, training, performance management, compensation, to name a few. HR professionals need to have a good understanding of HR as a whole and need to have an in-depth knowledge of their function in particular.

For anyone to be able to perform in their chosen fields, it becomes very important to have an in-depth understanding of that field. Thus Domain excellence is a necessary competency that is required by every HR professional.

Competency Areas under Domain Excellence

› Learning and Development
› HR Operations
› HR Policy
› Employee Engagement
› Job Analysis
› Compensation and Benefits Planning
› Managing and Appraising Performance
› Talent acquisition
› Behavioural event Interviewing
› Competency Mapping
› HR Analytics

Learning and Development:

Learning and development is that function of the organisation that aims at building and improving employee skill sets.

Beginner	Conducts training needs analysis to uncover skill gaps
	Delivers reports based on training needs analysis for further decision making
	Creates L1 feedback forms and L2 pre-/post-training self-evaluation forms.
	Implemented Experiential Learning techniques for efficient learning
	Collects data required for need analysis
	Conducts interviews and focus group sessions as required for need analysis
	Demonstrates awareness about various methods of training and where to use them

Intermediate	Uses Kolb's model to bring about positive change
	Applies adult learning principles in designing training programs for a better learning experience
	Evaluates the effectiveness of training programs at various levels of Kirkpatrick's model
	Utilizes Training as a method to increase team spirit

Advance	Manages the L&D function for an organisation using the ADDIE Model.
	Prepares Training Calendar for an organisation
	Uses the different stages of Skill Development for finding the right training programs
	Uses learning initiatives to increase productivity of the organisation
	Instills a learning culture in the organisation
	Strengthen corporate image using training and development as a competitive advantage

HR Operations:

HR operations is the umbrella term that encompasses all the services that HR provides to the organisation.
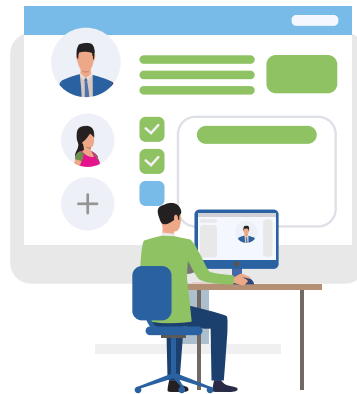
Beginner	Prepares the different types of agreements and contracts to be used by the HR department.
	Assists new joinees with completion of forms and joining formalities.
	Maintains data integrity through accuracy and attention to detail.
	Reviews candidates' application forms for any errors or misalignment of information
	Initiates Background verification for the candidates
	Displays understanding of the critical and the general criteria for background verification.

Intermediate	Answers employee questions with regards to processes and systems
	Engages with the employees to ensure complete understanding of various agreements and contracts
	Uses various metrics to calculate employee costs
	Implements Company policy regarding Documentation, leave management, ful and final settlement etc
	Maintains list of vendor and vendor related requirements

Advance	Designs HR processes and systems to improve effectiveness of HR operations.
	Creates Policies regarding various HR functions
	Introduces practices that improves employee experience in the organisation
	Ensures that all policies and practices comply with the law of the land
	Ensures that the policies and processes are aligned with the values and vision of the organisation

HR Policy:

HR policy is the document that has all the rules and procedures that everyone in the organisation must follow.

Beginner	Displays understanding of the policies in the organisation
	Helps employees with policy related queries to reduce cases of policy violations
	Creates a handbook of policies for easy access for anyone in the organisation
	Orients the new hires regarding the company policies
	Maintains records according to policy instructions

Intermediate	Appraises and modifies existing HR policies as per requirements
	Formulates comprehensive policies as per guidelines.
	Investigates cases of policy violations
	Recommends changes in policy when the business environment changes
	Works with other departments to create and implement comprehensive policies
	Measures the effectiveness of new policies

Advance	Designs complex HR architecture, policies and processes for effective resource management.
	Identifies the critical people factors impacting strategic decisions in organisations.
	Maintains alignment between vision, values and policies
	Encourages others to follow through when new policies are introduced
	Consults experts and relevant stakeholders for policy related changes

Employee Engagement:

Employee engagement is the extent to which employees feel connected to their work, their job role and the organisation.

Beginner	Creates questionnaires for employee engagement surveys.
	Designs a robust exit interview questionnaire
	Collects and analyses data on retention and employment experience of employees to understands the variables that impacts employee engagement
	Calculates absenteeism and attrition rates to compare with industry average

Intermediate	Explores options for improving performance or changing behaviour before recommending terminations.
	Devises measures to control absenteeism and attrition rates
	Displays an understanding of the factors that lead to employee engagement in an organisation
	Analyses the data collected on employee engagement and comes up with recommendations
	Assesses the efficiency of current employee engagement programs
	Evaluates engagement initiatives to see if they are able to meet the desired objectives

Advance	Formulates Employee engagement initiatives, keeping in mind Maslow's Hierarchy of Needs.
	Creates engagement strategies based on the analyses of collected data
	Creates and promotes a culture of high engagement
	Communicates new engagement initiatives to everyone in the organisation

Job Analysis

Job Analysis is the process of collecting information about the tasks required to do a job and the skills required on the job.

Beginner	Creates job descriptions and job specifications for various roles.
	Ensures that the Job description and Job specification are up-to-date
	Creates a report at the end of Job analysis exercise to be presented to management
	Identifies the correct stakeholders and collects information from them
	Validates the existing Job descriptions and Job specifications for various roles in the company to check for alignment

Intermediate	Conducts Job Analysis in a scientific manner using various research methodologies.
	Aligns HR functions using the information from HR analysis exercise
	Creates a Job family framework for a better understanding of the organisation structure

Advance	Undertakes restructuring activities if required in the organisation
	Creates job enrichment and job enlargement initiatives where required

Compensation and Benefits Planning:

It refers to adequately planning the wage structure and benefits offered so as to maintain equity.

Beginner	Displays an Understanding of pay structures and salary plans that are consistent with the organization's goals.
	Displays an understanding of how salary structures are aligned with Jobs to create Pay Parity.
	Displays understanding of the various factors that affect compensation
	Displays knowledge about compensation related laws of the land

Intermediate	Analyses how Competency influences compensation structures.
	Analyses the latest trends in compensation to gauge alignment with the work environment.
	Undertakes benchmarking exercise to create a competitive pay structure
	Displays knowledge about benefits offered by competitors
	Uses proper benefits to increase retention

Advance	Balances the various equities impacting compensation planning.
	Formulates strategies for reducing compensation turnover.
	Establishes compensation structures that are cost effective
	Handles compensation related conflicts in a fair and ethical manner

Managing and Appraising Performance:

It refers to the process of defining performance goals and analysing performance relative to those goals.

Beginner	Devises behaviour statements that can be used as a part of BARS.
	Maintains the performance appraisal documents

Intermediate	Analyses performance appraisal data, diagnoses errors, and recommends corrective actions.
	Enumerates the correct metric to be used as KPIs and KRAs for roles in MBO.
	Resolves performance related conflicts
	Helps during the appraisal review process to mitigate errors
	Communicates performance standards for appraisals for better understanding

Advance	Establishes organisation wide performance standards for appraisal
	Evaluates the numerous appraisal methods and selects the one best suited to the organisation's culture and requirements.
	Coaches managers on the organisation's performance appraisal process.
	Deploys succession planning systems to protect critical roles.
	Develops performance improvement plans
	Uses the Performance appraisal data to increase the effectiveness of the system
	Uses performance data to create training programmes

Talent acquisition:

Talent acquisition is finding and onboarding the best people as per organisation requirements.

Beginner	Analyses various recruitment sources to find the best possible source
	Follows up with candidates within the given time frame for a better candidate experience
	Provides feedback to candidate within the given time frame for a better candidate experience
	Clarifies expectations with hiring manager
	Collects candidate data and feedback from interviewer/project manager
	Operates the ATS software

Intermediate	Defends selection choices and provides data to support.
	Constructs different selection tests to assess the competencies and skills of candidates.
	Applies the latest industry trends in recruitment and selection to organisational needs.
	Advertises the jobs on the correct platforms to get quality candidate profiles
	Uses proper metrics to analyse the efficiency of TA process
	Bridges skill gaps through effective recruitment

Advance	Plans effectively to optimise human resource requirements for reducing cost.
	Identifies the latest trends and designs industry-specific talent acquisition strategies.
	Performs HR planning for a specific department or the organisation as a whole.
	Establishes practices to enhance the candidate experience
	Does workload analysis and manpower planning for the organisation
	Creates practices to increase diversity hiring

Behavioural event Interviewing:

BEI is a style of interviewing that focuses on picking out behaviour indicators from the answers of the candidate

Beginner	
	Documents the interview process and assign a rating
	Captures positive and negative behavioural indicators
	Distinguishes BEI from traditional interviewing methods
	Makes the candidate comfortable during the interview by asking some basic questions
	Limits the discussion to maintains the time limit for each interview

Intermediate	
	Uses strategies and skills to probe and elicit evidence during an interview.
	Identifies the STAR in a candidate's response.
	Displays awareness of personal bias
	Analyses candidate without judgement and bias
	Displays openness towards receiving various perspectives

Advance	
	Creates the interview structure and interview funnel
	Constructs effective BEI questions to assess competencies required for a role.
	Develops the ability to conduct Competency-based interviewing
	Coaches others in the method of conducting BEI interviews
	Coaches other in bias reduction to ensure effective recruiting

Competency Mapping:

Competency mapping is the process that helps identify a person's KSAs

Beginner	Identifies and enumerates the competencies required for various roles
	Distinguishes between Job Description/Job Specifications and Competency Matrix
	Collects data for creating a competency framework and competency matrix for the organisation
	Organises the data and differentiates between the useful and the useless data
	Distinguishes between technical and behavioural competencies

Intermediate	Creates Competency indicators for different competency areas
	Develops Competency framework using Competency areas, indicators and levels
	Updates the competency framework regularly
	Involves relevant stakeholders in the process of creating framework

Advance	Designs and develops the Competency Matrix
	Uses Competency Matrix for various HR functions in an organization
	Coaches others on using the competency framework and competency matrix
	Communicates the rationale behind using competency framework to people in the organisation
	Ensures alignment between competency framework and organisational objectives

HR Analytics:

HR analytics is using and analyzing HR data to make decisions

Beginner	Collects HR data
	Cleans and validates data from a large database
	Analyses data as per requirements
	Suggests recommendations based on analysis that will increase efficiency or decrease cost
	Identifies trends in data that are relevant and useful to the organisation
	Uses Tableau as a tool to effectively analyse data

Intermediate	Appreciates the significance of data in Human Resource
	Uses analysis to predict HR outcomes
	Optimizes resource utilisation using workload analysis

Advance	Develops strategies that are backed up by data and analysis
	Applies analytics to solve various business challenges
	Uses dashboards to tell stories that can sell to the business heads
	Analyses the stages of diagnostic, predictive and prescriptive analytics

2) Workplace Proficiency

Definition: Workplace proficiency is the amalgamation of soft skills required to attain proficiency in a given workplace

Soft skills are required in every role in the organisation. In many cases experts in technical skills still require training in soft skills. Soft skills are also more transferable, meaning a person can take the skills to various roles that they will have in their time with the organisation.

For HR professionals it is necessary to train people in soft skills. It is also equally important to recruit people with required soft skills and also to promote and reward people for their soft skills.

Competency Areas under Workplace Proficiency
› Learning and Development

Communication:

Communication is the process of properly conveying information in such a manner that it is both understood and retained by the receiver. Communication is a key skill for every individual to effectively work with others

Beginner	Conveys information clearly in both oral and written forms
	Seeks clarity wherever required
	Listens Actively and interprets information
	Displays understanding of instruction and applies instructions properly
	Responds to all internal and external communication within a given time limit
	Receives feedback and works on it

Intermediate	Listens actively and properly analyses information
	Adds one's own expertise to an ongoing discussion
	Actively engages colleagues
	Demonstrates openness with respect to information sharing
	Gives and receives feedback efficiently
	Assists others in comprehending information

Advance	Adapts communication style according to the audience
	Builds internal and external networks
	Encourages others to express their ideas
	Creates and sustains a culture of open communication
	Actively seeks differing viewpoints
	Adapts communication style according to the needs of the situation

Collaboration:

Collaboration is when two or more people work on a task together. Good collaboration helps teams work efficiently and achieve organisational goals.

Beginner	Works with others to finish tasks
	Engages in the exchange of resources for better performance
	Actively asks for inputs from others
	Assists team members by filling in when needed
	Supports group decisions
	Participates in team/departmental activities

Intermediate	Shares credit with peers
	Displays support to the team by giving encouragement
	Displays genuine concern towards peers through verbal cues
	Treats all team members respectfully and professionally
	Initiates team communication
	Displays enthusiasm towards team/departmental activities

Advance	Addresses group conflict and comes to a resolution
	Frequently finds and uses opportunities to work with others
	Creates a culture of inclusion and collaboration
	Displays empathy while working with others
	Considers the viewpoint of others while developing solutions
	Works towards building loyalty among team members
	Volunteers for team/departmental activities and programs

Leadership:

Leadership is the ability of a person to effectively lead a team or group of people.

Beginner	Establishes self as a credible person
	Displays initiative in tasks and projects
	Appreciates the work done by other team members
	Provides moral support to those who require it
	Responds Empathetically to people's concerns
	Encourages others to act for the team interest

Intermediate	Empowers others to create results
	Encourages others to model organisational values
	Manages conflicts as they arise
	Displays openness towards different opinions and ideas
	Encourages others to try new changes
	Displays modesty in all interactions

Advance	Establishes oneself as a role model
	Exhibits behaviour that are aligned to organisational values
	Creates a vision for the organisation
	Creates long term plans for the organisation
	Creates value for both internal and external stakeholders
	Displays strong emotional intelligence
	Coaches others to move out of their comfort zone
	Establishes oneself as an authentic individual

Decision Making:

Decision making is the process of using data, drawing meaningful inferences, and then using those inferences to chart out a plan of action to help achieve a goal or solve a problem

Beginner	Recognizes where action is needed
	Generates options to solve problems
	Distinguishes between useful and useless information
	Tries multiple approaches
	Follows rules and policies while making a decision

Intermediate	Makes sound decisions in given time frame
	Includes relevant stakeholders in the decision making process
	Helps others distinguish between useful and useless information
	Analyses problems to come up with appropriate decision
	Makes sound decisions given available information

Advance	Makes critical decisions by considering all possible viewpoints
	Applies decisions within given time frame
	Develops contingency plans
	Makes best possible decision keeping stakeholder interests in mind
	Eliminates the cause of the problem rather than treating the symptoms

Relationship Management:

Relationship management is the management of both internal and external relationships so that harmony and equity are maintained.

Beginner	Collaborates with others to achieve organisational goals
	Shares resources to help achieve organisational goals
	Communicates with others in a calm and polite manner
	Actively listens to other people's inputs
	Works on advice and feedback when received

Intermediate	Inspires employees to do their best
	Provides support wherever required
	Provides feedback to help improve the work performance of others
	Actively seeks out and creates networks with stakeholders
	Mitigates conflict in group situations

Advance	Leverages personal network to help achieve organisational goals
	Coaches people when required
	Rewards people for their work and contribution
	Resolves conflicts both with internal and external stakeholders
	Communicates the organisation vision to people

Building Trust:

Establishing oneself as a trustworthy person and inspiring trust in others

Beginner	Maintains confidentiality of information
	Follows policies and practices of the organisation
	Displays trust towards others
	Owns up to mistakes
	Maintains friendliness towards others
	Treats others with respect

Intermediate	Gives credit where credit is due
	Follows through with commitments
	Shares rational while making decisions

Advance	Creates a safe space for people to talk
	Creates a culture of transparency
	Establishes oneself as a dependable and trustworthy person
	Practices what they preach

Influencing:

Influencing someone is defined as being able to get them to agree to and accept your ideas or initiatives

Beginner	Displays charisma in individual and group settings
	Advocates for certain ideas and initiatives
	Presents case using a facts based approach
	Demonstrates active listening
	Finds common ground and builds on this to increase personal influencing power

Intermediate	Uses humour to strengthen personal relationships so as to get a buy-in for arguments
	Displays respect and honesty in dealings thus establishing oneself as an important person
	Uses different influencing styles with different people
	Attends social functions and builds influential relationships
	Builds rapport with others

Advance	Wins buy-in from stakeholders
	Inspires people with the vision and values of the organisation
	Strives to create win-win situations
	Uses an emotional appeal to win over others
	Displays confidence and charisma through strong body language
	Establishes oneself as credible in one's personal network

Learning Mindset:

Learning mindset is the extent to which a person is oriented towards continuous and long term learning

Beginner	Actively Participates in learning programmes
	Showcases enthusiasm towards learning
	Displays knowledge on current trends
	Uses Feedback as a way of learning
	Maintains database of learning information
	Pursues opportunities for individual learning

Intermediate	Encourages people to participate in learning programmes
	Executes learning initiatives
	Reinforces a culture of continuous learning
	Encourages giving and receiving feedback
	Applies Learning in tasks or job
	Encourages others to seek out opportunities for personal learning

Advance	Creates learning initiatives
	Creates a culture of continuous learning
	Encourages others to apply learning in task or job
	Seeks out new knowledge
	Bridges skill gaps through targeted learning programmes
	Showcases support towards continuous learning
	Establishes oneself as a role model for continuous learning

Creativity/ Innovation:

Creativity in the organisation is having and trying new ideas and initiatives

Beginner	Takes calculated risks while trying new things
	Displays enthusiasm to trying new things
	Generates new ideas
	Acquires new knowledge in their field of interest
	Puts forth ideas confidently
	Updates stakeholders regularly in terms of progress of new initiatives

Intermediate	Implements new initiatives
	Hosts brainstorming sessions
	Enforces a culture of innovation
	Motivates others to act on their ideas
	Secures resources to implement new ideas
	Asks for feedback from others

Advance	Encourages everyone to share new ideas
	Supports new initiatives
	Establishes oneself as a personal of entrepreneurial spirit
	Creates a culture of innovation
	Displays resilience when things don't work out
	Invites perspectives from various domains while coming up with an innovative initiative

Accountability:

Accountability is the extent to which a person takes responsibility of their own actions

Beginner	Honours every commitment made
	Delivers quality work in given time period
	Complies with the rules and regulations of the workplace
	Assumes responsibility in group tasks
	Assumes responsibility for personal mistakes
	Encourages others to be accountable for their goals
	Displays willingness to do new tasks

Intermediate	Accepts accountability for team goals
	Establishes oneself as a competent and professional employee
	Resolves conflict by holding people accountable for their words and actions
	Implements programmes designed to promote accountability and responsibility
	Assumes responsibility for business commitments
	Reinforces a culture that promotes accountability at every level of the organisation
	Displays leadership by willingly taking up roles of great responsibility

Advance	Displays commitment towards organisation values and culture
	Assumes responsibility for the actions of those working under them
	Creates a culture that promotes accountability at every level of the organisation
	Establishes oneself as a role model for maintaining accountability
	Inspires personal accountability in others
	Creates programmes designed to promote accountability and responsibility

Customer Orientation:

Customer Orientation is a philosophy by which all stakeholders whether internal or external are treated as customers.

Beginner	Keeps customers informed with regular updates and follow ups
	Engages with customers and ensures their needs and issues are addressed
	Responds cordially to customers within a given time frame
	Displays consideration by taking into account customers' point of view while making decisions
	Shares information with customers when needed
	Demonstrates a good understanding of need for good customer service
	Delivers high quality service to customers within a specific time frame

Intermediate	Anticipates customer requirements and delivers on them
	Seeks feedback from customers
	Solves customer complaints
	Efficiently uses resources to fulfill customer needs
	Displays consideration by making decisions keeping customer satisfaction in mind
	Offers practical advice and solutions to customers whenever needed
	Prioritises the needs of the customers
	Adapts oneself to provide better service
	Reinforces a culture of service orientation

Advance	Actively builds and maintains relationship with customers
	Develops initiatives for increasing customer satisfaction
	Actively looks for ways to serve customers better
	Engages in tailor making solutions for customers
	Addresses displeased customers and takes an active role in solving their problems
	Creates a culture of service orientation
	Encourages others to provide best service to customers

Culture Awareness:

Culture awareness is the extent to which a person is able to recognize and respect cultural differences in the workplace.

Beginner	Recognises that cultural differences exist among people
	Treats everyone with respect regardless of their cultural background
	Works well with others regardless of their cultural background to achieve organisational goals
	Appreciates the common ground between individuals to foster relationships
	Displays a general understanding of local culture and trends
	Demonstrates knowledge of company philosophy regarding multiculturalism

Intermediate	Bridges the gap between people from differing cultures to promote a healthy work environment
	Adapts way of working to cultural context for ease of work
	Implements company policy regarding multiculturalism
	Implements initiatives created for cultural awareness to promote a healthy work environment
	Resolves conflict arising due to cultural differences
	Mentors others regarding cultural sensitivity
	Demonstrates knowledge of global and local business trends to properly conduct business activities
	Integrates multicultural perspective while making decisions

Advance	Operates within the constraints of local and international law
	Operates with a global perspective
	Incorporates global trends in strategy and decision making
	Creates company policy regarding multiculturalism
	Creates initiatives for cultural awareness
	Establishes oneself as a culturally sensitive person
	Perpetuates a culture of inclusion
	Aligns strategy to global inclusion

Planning and Organising:

Planning and organising is the skill of making a suitable action plan and efficiently using resources to fulfill a goal or objective.

Beginner	Achieves goals within given time frame
	Clearly articulates plans to fulfill objectives
	Measures progress of tasks
	Reorganises priorities when required
	Suggests ways to improve planning efficiency
	Identifies resource requirements for a particular task
	Uses a scheduling system or software

Intermediate	Schedules tasks based on priorities
	Sets goals and communicates it to the team
	Regularly checks up on progress of tasks
	Identifies potential issues
	Solves problems as they arrive
	Enforces deadlines on projects
	Uses a planning system/software

Advance	Develops long term and short term plans
	Develops organisation best practices
	Oversees progress of important projects
	Acts on opportunities and threats in a timely manner
	Establishes systems to increase work efficiency

Negotiation:

Negotiation is the dialogue between two or more parties that leads to a mutually accepted decision.

Beginner	Clearly communicates own needs and requirements
	Understands the needs and requirements of others
	Maintains professionalism in all communications
	Creates agreement contracts
	Speaks convincingly and confidently
	Actively listens without interrupting
	Asks open ended questions when requesting for information

Intermediate	Encourages people to come together and resolve issues
	Leverages formal and informal networks to come to an agreement
	Creates a neutral environment for the negotiation process
	Focuses on building common ground
	Regulates the expression of emotions
	Discusses issues based on priority
	Displays empathy and understanding towards the issues being discussed

Advance	Strives to create a win-win situation
	Strives to get a buy in from stakeholders for projects
	Confidently presents first offer
	Engages in trade offs such that important priorities are met
	Maintains relationship post settlement
	Adjusts behaviour based on the situation

Positivity:

Positivity is the action of looking at the good in situations.

Beginner	Displays gratitude towards others
	Points out the positive in situations
	Praises and encourages others

Intermediate	Displays excitement about possibilities
	Motivates the team with their positive outlook

Advance	Supports others when they display fear or doubt
	Accepts failure with grace
	Uses humor to uplift the mood of people

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Result Oriented:

Result orientation is the extent to which a person is aligned towards achieving work objectives.

Beginner	Displays clear understanding of goals
	Completes objectives within the given time frame
	Breaks down a complex goal into manageable steps
	Implements feedback received for work
	Delivers work according to the acceptable work standards

Intermediate	Creates plans to meet objectives
	Communicates plans to team
	Establishes and communicates performance standards
	Resolves project related issues
	Sets individual and team priorities
	Adds value to the project that they undertake

Advance	Evaluates the success of initiatives
	Delivers high quality work while using resources efficiently
	Develops and uses metrics to measure performance
	Creates the organisational budget
	Partners with stakeholders to achieve organisational objectives
	Encourages departments to collaborate and contribute towards organisational goals

3) Business Acumen

Definition: Business acumen is the understanding of business disciplines that help in making business decisions.

HR has moved beyond basic administrative functions to a more strategic role. To play the strategic partner HR needs to have a thorough understanding of how the business works. A full fledged knowledge of how the business runs and what it offers makes it easier for HR to support the business.

Business Acumen is a key requirement for the HR professional. It has increasingly gained popularity since the business partner role was introduced in HR. Since the world has moved to a knowledge based economy, so has the HR function. HR as a business partner, must have business acumen.

Business acumen is having the knowledge of how the business runs, what the business offers, the strategy of the organisation and also the competitors of the organisations. HR professionals need to align HR functions to the business so as to create competitive advantage for the firm.

When HR fully understands the business, it can properly support business and create initiatives that have a greater ROI. HR also needs to have a good understanding of the business environment and the competitors in the industry.

Competency Areas under Business Acumen

- › Strategic Thinking
- › Ethical Behaviour
- › Resource Management
- › Financial Acumen
- › Business Knowledge
- › Sustainability
- › Change Management
- › Project Management
- › Consultation

Strategic Thinking:

Strategic thinking is using rational thought process to achieve goals.
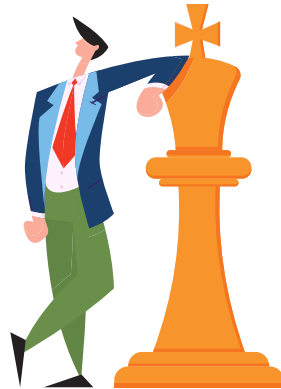
Beginner	Displays an understanding of business strategy
	Demonstrates an understanding of organisation vision and mission
	Collects and validates data required for strategy decisions
	Forms formal and informal networks to share resources
	Identifies potentially important information for making strategic decisions

Intermediate	Spots potential threats and opportunities in the business environment
	Interprets data collected
	Creates plans using data to help achieve the strategic objective
	Contributes rational and logical inputs to strategy discussions
	Demonstrates an understanding of the strategic linkage between various domains of the business and how they help to achieve objectives
	Prioritises goals in a manner aligned to strategy
	Actively seeks out information required for making strategic decisions

Advance	Adapts to a changing environment quickly and effectively
	Analyses current strategy for potential pitfalls
	Aligns stakeholder interests to strategy discussions to get stakeholder buy-in
	Aligns strategy decisions to organisation mission and vision
	Uses resources efficiently to create value
	Makes rational decisions even under stress
	Translates organisation strategy into short term, medium term, and long term goals

Ethical Behaviour:

Ethical behaviour is the act of maintaining honesty and equity in all interactions.

Beginner	Maintains confidentiality of business records
	Establishes self as a person of integrity
	Maintains professionalism in all business interactions
	Displays accountability for personal actions
	Displays awareness of rules and policies regarding ethical practices in the organisation
	Maintains personal ethical standards

Intermediate	Reports unethical behaviour thus maintain the ethics in the organisation
	Showcases support towards ethics training programmes
	Consults organisational policies to make a decision in an ethically compromised situation
	Enforces policies and rules regarding ethical behaviour to maintain consistency of action
	Addresses conflicts of interest whenever necessary and resolves the issue in the best possible manner
	Maintains an ethical stance in all interactions
	Displays an attitude of fairness
	Reinforces the culture of ethical behaviour

Advance	Creates a culture of ethical behaviour
	Encourages others to behave in an ethical manner
	Establishes rules and policies that encourage ethical behaviour
	Establishes process for rewards and recognition for demonstrated ethical behaviour
	Develops a system encouraging employees to report unethical behaviour
	Takes appropriate actions in situation of unethical practices
	Sets organisation standards for ethical behaviour
	Establishes oneself as a role model for ethical standards

Resource Management:

Resource management is the ability to use resources in an effective and efficient manner so as to achieve organisational goals.

Beginner	Uses resources effectively and efficiently to fulfill organisational goals
	Works within the project budget
	Identifies ways to reduce resource wastage
	Identifies areas of improvement for resource utilisation

Intermediate	Ensures efficient utilization of resources allocated
	Creates budgets for projects
	Enforces procedures for guarding company resources so as to safeguard and maintain company assets
	Evaluates resource usage against objectives to find discrepancies
	Creates plans for effective resource utilization

Advance	Manages assets and resources at the organisational level
	Ensures that every project is allotted enough resources
	Creates policies and procedures for guarding company resources
	Develops external relationships to secure more resources for organisational objectives

Sustainability:

Sustainability is the act of doing business without causing socio-environmental harm and with the intention of giving back to society.

Beginner	Displays awareness regarding various sustainability initiatives
	Participates in sustainability initiatives
	Works in accordance with the policies and practices on sustainability
	Gathers inputs for sustainability reports

Intermediate	Coaches people in the field or corporate sustainability
	Motivates others to take part in sustainability initiatives
	Enforces policies and practices to encourage sustainability in the workplace

Advance	Devises Sustainability initiatives for the entire organisation
	Creates a culture that supports sustainability
	Aligns sustainability practices with stakeholder requirements to get stakeholder buy-in
	Creates sustainability reports and presents them to increase transparency in proceedings
	Creates policies and practices to encourage sustainability in the workplace
	Involves local community in sustainability initiatives to promote collaborative CSR

Change Management:

Change management is the ability to quickly adapt to and implement change.

Beginner	Implements change initiatives in the given time frame
	Displays enthusiasm regarding change initiatives
	Participates in change initiatives started by the organisation
	Follows new rules and regulations as they are implemented
	Collaborates with others for smooth transition during an organisational change process
	Looks for areas for potential change in daily functions

Intermediate	Provides support while people are going through a change process
	Spots opportunities in the external environment that can trigger change in the organisation
	Resolves problems that arise during a change initiative to ensure that the process continues smoothly
	Encourages others to share ideas for potential changes that will benefit the organisation
	Anticipates potential changes in the external environment that would prompt a necessity of change in the organisation

Advance	Identifies potential areas for strategic change that would create a strategic advantage
	Creates and communicates a vision for change in the organisation
	Addresses issues of resistance to change
	Develops contingency plans for potential problems during implementation of change initiatives
	Communicates change related information to stakeholders to get buy-in
	Creates plans to proactively deal with potential changes

Project Management:

Project management is the planning and execution of various projects in a given time frame.

Beginner	Achieves the project objectives within the time and budget constraints
	Collaborates with others to fulfill project objectives
	Creates and shares progress reports for ongoing projects
	Creates proposal presentations for upcoming projects
	Collects data required for the project
	Displays understanding of the relative importance of various projects

Intermediate	Plans the project resource requirements
	Establishes and communicates milestones for the project
	Defines project objectives and goals
	Communicates project requirements to the team
	Provides constructive feedback to the people working on the project to help them do better work
	Prioritizes projects are per organisation requirements
	Provides direction to team members when required for smoother flow of work

Advance	Approves budgets for various projects
	Distributes resources efficiently for various projects
	Discards projects that are no longer relevant to the organisation
	Creates a culture of high performance
	Develops Contingency plans for potential problems arising in high stakes projects

Consultation:

Consulting is the process of using expert knowledge to help solve problems of clients.

Beginner	Gathers required data for proper analysis of a given situation
	Identifies issues related to operations and other daily tasks
	Generates reports of consultation services
	Creates and gives presentations regarding issues
	Displays understanding of client requirements
	Follows up with contacts whenever required

Intermediate	Conducts investigation of issue
	Collaborates with the clients to achieve the best possible solution
	Uses their expertise to come up with best possible course of action
	Develops personal networks inside and outside the organisation to help in consultation process
	Advices Client on best course of action by presenting and explaining various options
	Applies knowledge to do proper investigation and analysis

Advance	Presents findings to stakeholders to help them in making decisions
	Uses personal network to solve client issues
	Maintains latest knowledge in terms of industry trends and other changes
	Establishes oneself as an expert in a given field
	Uses a multidisciplinary approach to problem solving to get the best solution

4) Technology Efficacy

Definition: It is the amalgamation of all technological knowledge and skills required for the new age HR professional.

A common saying in business is that which gets measured, gets managed. Data and technology have really changed the game when it comes to business. Previously unmeasurable things have now become measurable. Many businesses are now moving into a more data driven way of work.

The field of HR is also more data driven now. Data is used and metrics are calculated to know how good the HR functions are and if they are getting a decent ROI for the firm.

Thus it becomes important that the HR professional knows what data to collect, and also how to collect and analyse the data. Creating programmes from the data and measuring their effectiveness are also essential parts of the HR function now.

Competency Areas under Technology Efficacy

› Technology knowledge
› Digital Culture
› MS Excel (Spreadsheets)
› Job Sites
› Questionnaire
› HRIS
› Powerpoint
› Workload Analysis
› Tableau
› PowerBI
› R
› Google Suite

Technology knowledge:

Technological knowledge is the technical know how than an HR professional must possess.
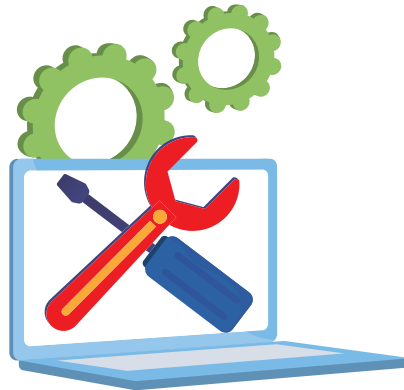
Beginner	Demonstrates working knowledge of analytics tools (Like Tableau, Orange, R, SPSS ets)
	Demonstrates working knowledge of domain specific tools (Like ATS, Payroll systems ets)
	Maintains an up to date database so that it is ready to use at all times
	Creates reports using various data points for specific objectives
	Displays enthusiasm towards using technology and tools
	Displays enthusiasm towards organisation's data driven initiatives

Intermediate	Employs data generated reports to make decisions
	Displays knowledge about the current technological trends
	Displays knowledge about usage of technology in competitor firms
	Resolves issues though the use of data and tools
	Enforces a technology driven HR and business culture
	Encourages others to upskill themselves with new technology knowledge to increase the knowledge base of the organisation

Advance	Creates initiatives in line with current technological trends
	Establishes the connection between technology, HR, and other business domains
	Seeks out opportunities where HR and business can be aligned with technology to create competitive advantage
	Creates value for stakeholders through the use of tools and technology to get buy in for initiatives
	Creates a technology driven HR and business culture
	Creates and implements HR policies and practices that support use of technology

Digital Culture:

Digital culture is having a work environment where everyone effectively used tools and technologies to accomplish goals.

Beginner	Uses technology with ease
	Demonstrates enthusiasm in using technology for given tasks
	Displays enthusiasm towards learning new technology
	Operates tools and technology in daily tasks
	Offers assistance to peers in using tools and technology to fulfill end goals

Intermediate	Facilitates technology learning initiatives to increase use of technology in the organisation
	Uses data for effective decision making
	Resolves tool related conflicts and issues within a given time period
	Encourages others to use tools and technology in their daily tasks to encourage a more technology driven work environment
	Establishes and Maintains relationship with technology suppliers/ vendors to get best possible resources within the budget

Advance	Creates technology learning initiatives to encourage a technology driven culture
	Generates value for shareholders using technology
	Displays knowledge about the latest technology trends and their relation to business
	Establishes oneself as a technology friendly person
	Maintains and uses technology in accordance with local and global laws

MS Excel (Spreadsheets):

MS Excel is a spreadsheet software developed by Microsoft to organise and analyse data.

Beginner	Distinguishes between useful and useless data
	Creates visual representation of data (Charts, graphs etc) as per requirement of the project
	Creates and shares excel reports for people to view and use
	Creates consolidated tables for easier understanding of data
	Cleans and validates data so that it can be used in analysis
	Analyses data through excel
	Displays awareness of various HR reports that can be made through excel

Intermediate	Uses Excel functions to calculate HR metrics
	Uses Excel to create HR dashboards
	Uses macros to reduce repetitive tasks
	Provides recommendations based on analysis
	Creates visualizations for important KPIs

| Advance	Uses excel for diversity analysis and provides recommendations
	Tracks important KPIs through excel
	Draws useful conclusions from excel data that can be translated to implementable initiatives

Job Sites:

A Job site is an online portal where people can post for jobs and also look for and apply to jobs.

Beginner	Displays knowledge about the various job portals available in the market
	Uses Proper key words in the Job Portals to create an effective search
	Creates searches using Boolean keywords to get the right candidates
	Posts jobs with all relevant information to increase chances of people applying
	Responds to candidates within a given time period to improve candidate experience

Intermediate	Maintains company reputation on job sites as a trusted employer to attract best candidates
	Evaluates various job portals according to requirements and picks the best one
	Uses specific platforms for specific organisational need for efficient use of resources

Advance	Resolves any conflict related to using job site

Questionnaires:

A questionnaire is an instrument that uses questions to collect data on a specific topic of interest.
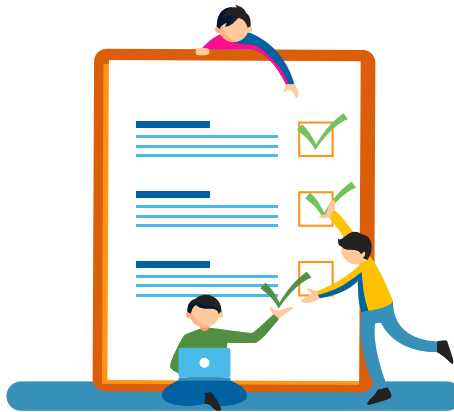
Beginner	Displays knowledge about the various platforms available for creating surveys
	Creates and administers survey questionnaires to collect information
	Proofreads form to make sure it is error free
	Customizes questionnaire as per requirement
	Cleans data collected from questionnaire

Intermediate	Establishes validity and reliability of questionnaire
	Validates data collected from questionnaire
	Reviews and analyzes information collected through survey

Advance	Takes action based on findings of the analysis
	Decides when a company wide or department wide survey is required

HRIS:

HRIS is a software that allows for storage, analysing and recording of HR data.

Beginner	Creates Reports from data in software for organisational use
	Maintains Accurate and Updated information in the tool so that it is always ready to use
	Reduces the errors that come with handling employee data

Intermediate	Creates and maintains relationship with HRIS vendors to get the best software within budget constraints
	Resolves issues arising due to tool usage
	Increases employee engagement through self service options
	Ensures company wide availability of all employment documents like employee handbook

Advance	Improves collaboration in the organisation through the use of HRIS
	Makes informed decisions using HRIS data

Powerpoint Presentations:

Powerpoint is a software that allows creation of presentation through slides.

Beginner	Uses data visuals like graphs and charts for better understanding
	Applies specific colour palette and logo as prescribed by the company
	Uses design elements to create a visually attractive presentation
	Uses specific images to create brand consistent presentations

Intermediate	Creates impactful presentations
	Creates presentations for various processes
	Updates onboarding presentations at regular intervals

Advance	Uses presentations to enhance communication in the organisation

Tableau:

Tableau is a software that helps analyse data and create visualisations.

Beginner	Displays working knowledge of tableau
	Cleans and validates data so that it can be used by the tool
	Creates visualisations as per requirement of project
	Presents the information through dashboard or storyboards
	Uses tableau to effectively analyse data
	Displays understanding of people analytics

Intermediate	Creates various HR dashboards using Tableau
	Applies analytics to solve various business challenges
	Appreciates the significance of data in Human Resource
	Optimises data visualisation and analysis

Advance	Uses data visuals to enhance strategy decisions
	Uses dashboards to tell stories that can sell to the business heads
	Enhances communication through storytelling

PowerBI:

PowerBI is a software that helps analyse data and create visualisations.

Beginner	Displays working knowledge of Power BI
	Cleans and validates data so that it can be used by the tool
	Creates visualisations as per requirement of project
	Presents the information through dashboard or storyboards
	Displays understanding of people analytics

Intermediate	Creates various HR dashboards using Power BI
	Applies analytics to solve various business challenges
	Appreciates the significance of data in Human Resource
	Optimises data visualisation and analysis

Advance	Uses data visuals to enhance strategy decisions
	Uses dashboards to tell stories that can sell to the business heads
	Enhances communication through storytelling

R:

R is a software and programming language that helps in data analysis.

Beginner	Analyses data based on requirements of the project
	Presents reports based on the analysis
	Suggests recommendations based on the analysis

Intermediate	Builds models for analyzing data and getting results
	Applies analytics to solve various business challenges
	Investigates problems using analytics tools on R

Advance	Uses analytics to create value for stakeholders
	Uses the findings to improve efficiency of the organisation processes

Google Suite:

G suite is a collection of tools offered by google to help increase productivity and collaboration.

Beginner	Displays knowledge of the various offerings in G suite
	Uses the tools to organize, and share information through files
	Shares google files with peers to encourage collaboration
	Downloads and uploads files from and to google drive for easier access

Intermediate	Uses advance functions to manage data
	Populates and shares google calendar for the entire team to view and manage work accordingly
	Uses brand colours in docs, sheets and presentations to maintain brand consistency
	Uses reports in G suite to track and maintain data

Advance	Uses mobile management to protect data
	Backs up information regularly on google vault
	Uses cloud search while gathering information

Competencies are behaviourally identifiable knowledge, skills, personal attributes, and job related behaviours that are the key to succeed in a given job role.

These competencies can be arranged in a competency framework. The framework consists of the competency header, it's definition and it's indicators arranged based on proficiency levels.

The framework is aligned to the vision and values of the organisation and can be used by anyone in the organisation.

THe CHRMP framework is designed to be useful to any organisation. It has four broad areas: Business Acumen, Technology Efficacy, Workplace Proficiency and Domain excellence. Each area has multiple competency indicators divided by the proficiency level. It is designed to be easily used and adaptable for anyone.