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 involvement and persuasion strategies to gain acceptance of ideas, and commitment to actions that support specific work outcomes,

Importance

Influencing boral to achieving individual termoxyroup, and organizational performance at levels beyond those met merely through regulation, compliance, and enforcement Individuals at all levels with influence skills that include interpersonal skills, oral and written communication skills, empathic sensitivity, and technical credibility, exhibit personal authority that is not dependent solely on formal authority. This 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?

Key Elements	 Distinguishing Behaviors
Clarifies the situation.	Listens to all positions on an issue and provides opposing viewpoints when and where appropriate. Clarifies positions held by participants. Identify behavior patterns that undermine the ability to address issues constructively. Frame the conversation so that leaders and influencers will get on board. Assesses root causes of issues rather than treating symptoms.
Shares own perspective to build trust.	Fosters a climate that allows others to challenge ideas or processes and develop alternative approaches. Demonstrates a strategic understanding of the issues and of how barriers to solutions might be addressed. Knows and understands the context for policy/process development and serving as an effective and active participant. Understands the wider economic, social and political costs and benefits of a specific action. Challenge your personal assumptions about your ability to exert more influence.
	Build and leverage the power base you already possess.

Performance and Development Plan (PDP) Expectations

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NOTE: Typically, one 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 setructors.



OFM 12-015 (2:00113) Performance & Development Plan Expectations

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Personal Growth Activities may include, but are not limited to, on-thejob experience, developmental assignments, shadowing, experiential learning, participating in training as a leader or participant and other life experiences. Remember that many 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 initial laworanahagement 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 when you can discuss, practice and learn about minuring others. These can include professional organizations, community based organizations, your PTA, sports organization or church, service clubs, and similar organizations. Mentor subordinate staff on influencing, or find a mentor for yourself.
- Read books such as Getting to Yes, Negotiating Agreement Without Giving In by Roger Fisher and William Llry,
- Listen to books or podcasts such as Built to Last: Successful Habits of Visionary Companies by Jim Collins and Jerry Porras (Harper Audio, 1994) during your commute
- 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 IPMA-HR, SHRM, ATD, and/or HRCI.

EXAMPLES of Training

- Formal training on team/group dynamics.
- ATD, SHRM, Labor and Employment Relations Association (LERA) or IPMA-HR local, regional or national organization-provided webinar, training or conference offering specific sessions or training on Influence for Human Resources Professionals.
- Specialized focused meetings and trainings for Washington State human resource employees offered by State HR and the Office of the Attorney General Labor and Personnel section.
- Consider attending 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.

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Position Number	Agency/Division/Unit	Evaluator's Name
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Specific EXAMPLES of developmental opportunities for this competency in clude:

EXAMPLES of Developmental Activities

- · Gain greater experience in the state legislative process.
- Work on joint labor-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.
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 Participate in formal or informal groups of like-minded individuals where you can
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