



UNIVERSITY OF NORTH CAROLINA WILMINGTON

## Human Resources Manager *Competency Profile*

**DESCRIPTION OF WORK:**

Employees in this banded class provide leadership and supervision to professional/technical staff in the delivery of a contemporary human resources program(s) that advance the university’s strategic goals and objectives. Employees perform the full-range of managerial duties with emphasis on hiring, retaining and engaging staff accountable for exemplary customer service. Employees understand the organization’s key business drivers in order to function as business partners with university leadership. Employees build trust and respect for the HR program and gain the confidence of others at all levels in the organization. Employees creatively apply professional knowledge, skills and abilities to strategize and plan, coordinate and administer program(s) that: 1) identify and proactively respond to trends and their impact on the organization’s long term goals; 2) manage change efforts that encourage and engage staff at all levels in the improvement process and 3) help constructively shape the organization’s culture. Program areas include: benefits administration; career planning; classification; compensation; employee retention and organizational culture enhancement; employee relations; employment; environment, safety and health; equal employment opportunity; HR Information Systems; international employment; legal compliance; payroll; policy administration; organizational design; staff development; talent management; workforce planning and/or closely related programs.

| Competencies                                       | Definition  |
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| <b>Knowledge – Professional and Organizational</b> | Comprehensive professional knowledge of principles, theories and best practices in human resource program development for area(s) of specialization and knowledge of the related business context, developed through a combination of formal training and practical experience, and the ability to creatively apply both to generate relevant solutions to emerging trends and to assure exemplary customer service. Stays current with emerging program and technology developments and trends in HR, related organizational and political events, and business disciplines and strategies. Is committed to the principles of continuous improvement and authentic leadership. At the Advanced Level, employees link all human resources knowledge to the university strategic plan, incorporating measures of success.  |
| <b>Leadership/Human Resource Management</b>        | Determines staffing needs and directly supervises (recruits, selects, develops, coaches, mentors, counsels, disciplines, and evaluates the performance of) employees to employ and retain a professionally skilled, diverse workforce actively engaged in providing exemplary customer service with integrity and backbone. Assures staff members have the contacts, training, guidance, resources and work environment necessary to be successful in accomplishing their work. Leads by example and coaches staff to be accountable for their actions and their professional development. Acts as an authentic leader enhancing collaboration among individuals and groups (internal and external); respecting diverse and divergent opinions; building consensus when dealing with opposing points of view and resolving competing or complex issues; promoting a high level of integrity and building trust among all in the organization. |

| Competencies              | Definition   |
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| <b>Program Management</b> | Leads one or more programs and all related activities, serving as the program's credible activist and advocate. Analyzes the entirety of the situation despite pressure, ambiguity, risk and unknown outcomes. Delivers results with integrity; advocates and shares knowledge and critical thinking process to achieve consensus. Evaluates the relationships and interrelationships of all the issues across organizational boundaries (as needed). Takes appropriate risks, provides candid observations and advocates and promotes best practices for the program(s). Is committed to accomplish work in an ethical and efficient manner and is accountable for achieving mutually beneficial results, for ensuring fair and consistent application of program policies and procedures and for the program(s) fiscal accountability. |
| <b>Change Management</b>  | Constructively and collaboratively challenges the status quo to improve performance and enhance the organization's culture; implements change initiatives with commitment and drive. Understands potential barriers to change and develops people strategies that support the change agenda. Supports staff and all affected in the organization to accept and overcome challenges to change.  |
| <b>Communication</b>      | Clearly conveys information (verbal and written) with and to individuals or groups to ensure information is shared and that messages are understood. Demonstrates effective use of listening and questioning skills and displays openness to other people's ideas and thoughts. Gains credibility by fostering respect for all individuals and points of view.   |

| Competency   | Contributing  | Journey  | Advanced   |
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| <p><b>Professional and Organizational Knowledge-</b> Comprehensive professional knowledge of principles, theories and best practices in human resource program development for area(s) of specialization and knowledge of the related business context, developed through a combination of formal training and practical experience, and the ability to creatively apply both to generate relevant solutions to emerging trends and to assure exemplary customer service. Stays current with emerging program and technology developments and trends in HR, related organizational and political events, and business disciplines and strategies. Is committed to the principles of continuous improvement and authentic leadership. At the Advanced Level, employees link all human resources knowledge to the university strategic plan, incorporating measures of success</p> | <p>Knowledge of HR programs, functions, best practices, and their theoretical bases in assigned and unassigned area(s), demonstrated by the ability to apply a range of policies and procedures to meet organizational objectives. Knowledge of the organization, its mission, its members, its political/legislative climate, its relationships with clients and constituents and the interchange among them. Knowledge of theories, best practices, emerging trends, methodologies and their applications to Human Resources programming and leadership development. . Knowledge of theory, practices, and principles of human behavior and learning and the ability to assess specific individual and business needs and develop tailored programs to support continuous improvement and authentic leadership. Knowledge of mathematics, basic statistics, software applications, databases, and related tools; uses knowledge to locate, manipulate and evaluate data that produce reports that investigate, validate and monitor program/service activity.</p> | <p>Comprehensive knowledge of HR programs, functions, best practices, and their theoretical and strategic bases, in assigned and unassigned area(s), demonstrated by the ability to apply and interpret new policies and methodologies to meet organizational objectives; determines and implements policy exceptions. Knowledge of the organization’s range of internal and external priorities in terms of the organization’s mission and goals and their interchange. Speaks the business’ language when determining alternative solutions for HR issues. Knowledge of HR theories, best practices, emerging trends, methodologies and innovations sufficient to develop and retool HR programs and systems. Knowledge of theory, practices, and principles of human behavior and learning; develops organizational and staff development programs necessary for the organization to achieve business goals. . Knowledge of efficient ways to capture and analyze information and data, using various tools to meet changing work needs; uses knowledge to adapt and modify information and data; proposes using alternative methods.</p> | <p>Knowledge of HR programs and operations in assigned and unassigned areas of HR, demonstrated by the ability to plan and adapt HR services to address complex or sensitive issues to meet organizational objectives. Knowledge of new directives and initiatives at the organizational level, demonstrated by the ability to forecast the impact of same on HR programs/services. Initiates or responds to statutory changes, administrative rules, legislative actions, or top management directives. Knowledge of business and industry theories, best practices, emerging trends, methodologies and innovations, demonstrated by the ability to maximize the strategic impact of Human Resources in the organization. Comprehensive knowledge of theory, practices, and principles of human behavior and learning; identifies critical capabilities and behaviors and develops organizational and staff development programs necessary for the organization to achieve strategic business goals. Knowledge of appropriate HR and industry metrics; uses data appropriately to inform and influence decisions and measure program success.</p> |

| Competency   | Contributing  | Journey  | Advanced  |
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| <p><b>Leadership/Human Resources Management</b> Determines staffing needs and directly supervises (recruits, selects, develops, coaches, mentors, counsels, disciplines, and evaluates the performance of) employees to employ and retain a professionally skilled, diverse workforce actively engaged in providing exemplary customer service with integrity and backbone. Assures staff members have the contacts, training, guidance, resources, and work environment necessary to be successful in accomplishing their work. Leads by example and coaches staff to be accountable for their actions and their professional development. Acts as an authentic leader enhancing collaboration among individuals and groups (internal and external); respecting diverse and divergent opinions; building consensus when dealing with opposing points of view and resolving competing or complex issues; promoting a high level of integrity and building trust among all in the organization.</p> | <p>Assigns and reviews work of staff to meet current goals and objectives for assigned area(s). Determines immediate and short-term staffing needs for assigned area(s). Recruits and hires with a focus on building a staff of engaged employees. Assures all phases of the employment process support the focus. Evaluates performance, identifies development opportunities/needs, and provides constructive feedback and coaching. Facilitates employee skill development necessary to meet current and future objectives of the work unit and the organization. Models motivational and coaching strategies, Responds to employee issues; resolves informal complaints. Refers more serious disciplinary issues to higher-level authority.</p> | <p>Plans, monitors, and evaluates the work of staff and modifies as needed to accomplish goals and objectives for assigned area(s). Determines staffing needs for assigned area(s) using a long term vision. Recruits and hires with a focus on building a staff of engaged employees. Assures all phases of the employment process support the focus. Develops and models motivational and coaching strategies. Encourages calculated risk taking and innovative thought and actions among employees. Creates a work environment that supports individuals being engaged and committed to the work and the organization. Serves as a trusted advisor. Investigates and resolves complaints using knowledge of formal and informal grievance procedures. Issues first written warnings and recommends more serious disciplinary actions to higher-level authority.</p> | <p>Reviews accomplishments to assure that program mission and goals are being met. Uses varying leadership styles depending on the situation to coach and guide/direct staff. Leads workforce planning effort for assigned area(s) considering current and future organizational strategic goals and objectives. Encourages leaders throughout the organization to recruit staff using the long term vision of succession planning; supports leaders in their efforts to build a staff of engaged employees. Utilizes metrics to measure and confirm strategic goals and objectives. Develops systems and advises leaders throughout the organization on methods to build organizational capacity of staff by identifying critical capabilities and behaviors that support business goals; teaches talent management. Is a sought-after, trusted business partner/ally. Measures engagement of the workforce; identifies and follows-up with trends and issues to continuously improve the engagement scores. Takes actions on disciplinary recommendations up to and including suspension and recommends dismissals.</p> |

| Competency  | Contributing   | Journey   | Advanced  |
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| <p><b>Program Management-</b> Leads one or more programs and all related activities, serving as the program’s credible activist and advocate; assesses and develops operational plans to accomplish work initiatives and objectives concurrent with maintaining day-to-day operations. Analyzes the entirety of the situation despite pressure, ambiguity, risk and unknown outcomes. Delivers results with integrity; advocates and shares knowledge and critical thinking process to achieve consensus. Evaluates the relationships and interrelationships of all the issues across organizational boundaries (as needed). Takes appropriate risks, provides candid observations and advocates and promotes best practices for the program(s). Is committed to accomplish work in an ethical and efficient manner and is accountable for achieving mutually beneficial results, for ensuring fair and consistent application of program policies and procedures and for the program(s) fiscal accountability.</p> | <p>Plans short-term and long-term work assignments to assure exemplary customer service and mutually beneficial results and to accomplish new work initiatives and objectives concurrent with maintaining day-to-day operations. Makes logical adjustments in methods or procedures. Reviews work performance on an on-going basis through personal observation, written reports, conferences with the employees and feedback from others with whom they may interact. . Manages and guides staff with day-to-day work functions in assigned program area(s). Coaches staff to consistently apply HR program policies and procedures within the organization and persuasive in advocating HR’s role as a business partner. Assigns work to use limited resources efficiently; assimilates competing needs and adjusts priorities. Determines and maintains appropriate levels of resources to meet organizational needs.</p> | <p>Defines the broad target and identifies the monthly, quarterly and annual activities to assure exemplary customer service and mutually beneficial results and to accomplish major work initiatives and objectives concurrent with maintaining day-to-day operations. Assesses, plans, and evaluates service delivery needs and develops and implements changes in procedures, workflow, and assignments. Takes a position and advocates a course of action in controversial or non-routine situations. Directs a wide variety of HR functions, projects, and program areas requiring considerable initiative and latitude in decision-making and problem solving. Commits the organization to action. Integrates HR program/project goals and objectives with the direction of the organization in order to provide services in the most effective and efficient manner. Analyzes resources and determines proper allocation, then makes adjustments. Assesses and performs cost analyses; determines budget needs and requests additional funding in future budget proposals.</p> | <p>Coordinates and collaborates with other HR and business leaders to define mutually beneficial long-term, comprehensive strategic programs. Determines and advocates for a mutually beneficial course of action in controversial or precedent-setting situations. Develops, or assigns the development of, and gives final approval to standards, guidelines, and policies governing quality and quantity of work. Develops HR strategic plan that includes comprehensive metrics aligned with organizational goals and objectives. Anticipates internal and external factors which influence the organization and integrates these with planning HR program/project goals and objectives. Develops concepts and directs innovative approaches to address organizational-wide issues. Translates program goals into operational plans and strategy. Analyzes and forecasts resource needs and formulates cost analyses and final budget proposals; justifies to higher-level authorities; ensures execution of budget in compliance with fiscal policies. Develops procedures for monitoring and evaluating effective and efficient use of resources.</p> |

| Competency  | Contributing  | Journey   | Advanced   |
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| <p><b>Change Management</b> Constructively and collaboratively challenges the status quo to improve performance and enhance the organization's culture; implements change initiatives with commitment and drive. Understands potential barriers to change and develops people strategies that support the change agenda. Supports staff and all affected in the organization to accept and overcome challenges to change.</p> | <p>Stays attuned to continuous improvement methods and relevant best practices and identifies the need for change within the unit while considering its impact on the organization. Ensures that staff understands and applies new/changed HR program policies and procedures consistently. Assures compliance by determining if change in law, code, policies, or guidelines impact business practices or if new processes or practices are in alignment with existing law, code, policies, or guidelines. Anticipates and acknowledges barriers to accepting change. Actively promotes and markets beneficial changes. Develops communication and implementation plans with a sense of urgency to achieve needed change(s).</p> | <p>Acts as a catalyst for change by continuously evaluating the need for and the impact of change across the organization. Balances and prioritizes competing needs and demonstrates/promotes flexibility in a changing environment. Projects the impact of new rules, codes or laws on HR services and initiates related changes. Anticipates and implements changes in priorities to meet demands and adjusts to new responsibilities and tasks. Maintains focus and manages project plans for change(s) through to completion. Applies whole system thinking, confers with appropriate personnel and considers external and internal environmental factors and organizational culture when developing strategies to motivate and persuade management and employees to understand, support, and promote changes that result in operational improvement.</p> | <p>Constructively and collaboratively challenges the status quo for improvement; advocates for and develops people strategies that instill confidence in the change agenda. Recognizes a need for change and seeks opportunities to lead strategic planning and change management efforts across HR area(s) that support the business need and have sustainable value. Performs similar services for clients. Functions as a respected change agent with peers. Develops clear plans and strategies for change which build the business case, add sustainable value to the organization, and actively engage others in the change efforts.</p> |

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| <p><b>Communication-</b> Clearly conveys information (verbal and written) with and to individuals or groups to ensure information is shared and that messages are understood. Demonstrates effective use of listening and questioning skills and displays openness to other people's ideas and thoughts. Gains credibility by fostering respect for all individuals and points of view.</p> | <p>Maintains and enhances professional relationships to increase credibility for building support and reaching consensus when explaining and interpreting policies and procedures within assigned HR area(s). Promotes and markets assigned area(s) and persuades clients of the needs and beneficial outcomes of the HR role. Facilitates an open exchange of ideas and works toward mutual resolutions that are in the best interests of the organization and the unit. Conveys sensitive information or decisions to clients regardless of the risks involved. . Initiates and leads (verbal or written) dialogue with others in order to identify issues and solutions, recommend options, and summarize actions needed/taken. Creates a variety of clear, succinct, organized written communications that explain solutions, convey decisions, interpret policy and train/coach in a compelling manner. Creates interesting presentations using a variety of media and adapts style and tone to convey meaningful information with different audiences</p> | <p>Maintains and enhances professional relationships to increase credibility for building support and reaching consensus when explaining and interpreting the application of policies and procedures to new and unique situations. Promotes and markets assigned area(s) and persuades clients of the needs and beneficial outcomes of the HR role. Through effective negotiation and persuasion skills and an approachable style, encourages others in complex and sensitive situations to reach a mutually agreeable resolution that achieves business goals and maintains positive work relationships across the organization, Coordinates and manages communication efforts conveying difficult, crucial, and/or controversial decisions/results across organizational lines. Develops communication strategies and approaches necessary to convey complex or controversial information logically, accurately and appropriately with differing audiences. Designs communications that inform decisions and influence outcomes.</p> | <p>Cultivates professional relationships with all levels of the organization in order to understand the business case and to have credibility when taking the initiative to build consensus in difficult situations. Fosters an environment conducive to open communications among all levels of the organization. Persuasively communicates and secures commitment to organization's or program's strategic objectives. Anticipates, directs, implements and facilitates communication of enterprise-wide programs and initiatives in terms of business results and goals.</p> |

**Minimum Training and Experience Guidelines:**

Graduation from a four-year college or university preferably with coursework applicable to HR management, human relations and/or business administration and four years of directly-related program development and personnel management experience demonstrating competencies needed to perform the work; or an equivalent combination of training and experience.

**Special Note:** This is a generalized representation of positions in this class and is not intended to identify essential work functions per ADA. Examples of competencies are primarily those of the majority of positions in this class, but may not be applicable to all positions.