


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 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.	<ul style="list-style-type: none"> 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.	<ul style="list-style-type: none"> 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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Position Linkage With Organizational Mission and Strategic Plan			
What is the organization's mission and how do the duties and responsibilities of this position link or contribute to the achievement of the mission goals, and objectives of the organization? Provide brief summary.			
Part 1: Performance Expectations			
Based on the position's major responsibilities, outline the key results and competencies expected of the employee during this performance period. Limit the list to those that are key. Check with your Human Resources office regarding any special instructions around determining what competencies to use.			
Key Results What are the most important objectives, outcomes, and/or special assignments to accomplish in order to be successful during this time period?			
Key Competencies What are the most important knowledge, skills, abilities, and behaviors that the employee should demonstrate in order to be successful?			
Part 2: Training & Development Needs/Opportunities			
What training and development needs and opportunities should the employee focus on during this performance period?			
Part 3: Organizational Support (Optional)			
Part 3 is optional and to be completed <i>only by the employee</i> , at the beginning of the performance period.			
What suggestions do you have as to how your supervisor, co-workers, and/or agency management can better support you in your present job and future career goals?			
Acknowledgement Of Performance Plan			
The signatures below indicate that the supervisor and employee have discussed the contents of this plan at the beginning of the performance period.			
Date	Evaluator's Signature	Date	Employee's Signature



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Personal Growth Activities may include, but are not limited to, on-the-job 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 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.
- Participate in formal or informal groups of like-minded individuals where you can discuss, practice and learn about influencing 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 Ury.
- 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 to and from work.
- 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 Influencing 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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Key Competencies		
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Key Results What are the most important objectives, outcomes, and/or special assignments to accomplish in order to be successful during this time period? Develop standard operating procedures (SOP) for grievance processing (from initial contact by union through arbitration preparation) including identifying stakeholders and receiving buyoff from them.		
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