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| **Professional Core Competencies** | |
| **Valuing Others** | |
| **Definition** | Developing and leveraging relationships within and across work groups to achieve results. Working effectively with individuals of diverse cultures, interpersonal styles, abilities, motivations, or backgrounds. Seeking out and using unique abilities, insights, and ideas from diverse individuals. |
| **Importance** | As a human resources professional, positive relationships with our customers and peers inspire collaboration and information flow. This positive relationship can often prevent mistakes and misunderstandings and proactively address HR related issues within the enterprise. |
| **How do Washington State Human Resource Professionals Demonstrate This Competency?** | |
| **Key Elements** | **Distinguishing Behaviors** |
| **Seeks opportunities to build relationships.** | * Proactively builds effective working relationships with those who have the knowledge, experience, resources, or influence to advance work goals. * Actively works to build relationships with individuals and groups from different backgrounds or with different perspectives with the goal of building trust. * Respects the opinions or work of other people, regardless of their status or position; treats all with dignity and respect. |
| **Clarifies shared goals.** | * Exchanges information about the situation/task to determine mutually beneficial goals and outcomes. * Identifies issues and concerns of all involved. * Summarizes to check understanding and gain the support of others. |
| **Develops others and own ideas.** | * Gains the support of others through humble inquiry and active listening skills. * Anticipates and recognizes the concerns of others. * Contributes own ideas and expands on others’ ideas. * Patiently solicits and considers ideas from those who are reluctant to express their points of view. |
| **Facilitates agreement.** | * Anticipates and seeks to resolve confrontations and disagreements in a constructive manner, supportive of cultural and/or style differences. * Works to build consensus and improve collaboration to support mutually agreed upon priority ideas and/or take action. * Uses sound rationale to explain value of actions and encourages others to do the same. * Works within the team to confirm agreements and next steps (who will do what by when). * Confirms and offers needed resources and support as appropriate. |
| **Supports partners.** | * Places higher priority on group goals rather than on own goals. * Promotes the contributions and accomplishments of customers or clients to others; actively supports the good ideas of others. * Recognizes and celebrates success and achievement. |
| **Involves others.** | * Reaches out to individuals and groups from different backgrounds or with different perspectives to gain support, develop solutions, and explore resource options. * Stays connected with involved individuals and groups to build commitment to action. |
| **Maintains and enhances self-esteem.** | * Shows others that they are valued by acknowledging their specific contributions, successes and skills * Acts as a positive influence on others. |
| **Seeks understanding.** | * Establishes relationships with people from other cultures and backgrounds to learn more about them * Takes steps to increase their own knowledge of groups and cultures that they are unfamiliar with, such as attending presentations and training, and reading articles and books. |
| **Conveys respect.** | * Uses language and behavior that consistently reflects and enhances the dignity of diverse customers, partners, and employees * Takes actions that show consideration for cultural concerns and expectations * Continually examines own biases and behaviors to avoid stereotypical responses |
| **Uses diversity as an advantage.** | * Seeks out and uses ideas, opinions, and insights from diverse sources and individuals. * Capitalizes on diversity to find creative solutions and encourages other team members to leverage diverse talents of staff and partners. * Uses appropriate data in visually appealing formats to communicate diversity as a business advantage. * Communicates in terms of diversity/ inclusion ROI (return on investment). * Acts as a positive influence by role modeling inclusive thinking and inclusive/ shared decision making as appropriate. |
| **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**   * Engaging Government Employees by Robert Lavigna * Conflict Resolution Training (Thurston County) * Harrison Assessment * 360 Assessment | |
| **EXAMPLES of Training**   * Crucial Conversations (Vital Smarts) * Crucial Accountability (Vital Smarts) * Influencer (Vital Smarts) * Collaboration in the workplace (DES) * Emotional Intelligence I&II (DES) * Interpersonal Communication Skills (DES) * Building Business Relationships (Simon T. Bailey, Lynda.com) * Respect Course (ESD, HCA) * Conflict Resolution Training (Lynda.com/ Thurston County Center) | |
| **Recruiting** for candidates who have this competency may include, but is not limited to, providing clear statements about qualifications desired or required in the recruitment announcement, performing specific outreach activities to organizations or groups whose members often possess the desired competency, developing interview questions that assess the candidates competence, and asking reference questions that assess the candidates competence.  **Specific EXAMPLES of recruiting activities for this competency include:**  **Example of outreach activity:** Source the job announcement to the SHRM journal/online career center, or contact known individuals with this skillset asking for names of potential candidates who demonstrate this competency.  **Note:** the State Human Resources section of the Office of Financial Management website has contact information for the State Diversity Council that serves as the state's diversity advisory and coordinating group. The group email distribution list of its current members may produce strong professional networking for applicants.  There are also addition resources for recruiting, hiring, and retaining Veterans and Persons with Disabilities to state government on this site.  In addition, HR teams that reflect the diversity of those we serve enhance our ability to Value Others. To that end, there is a comprehensive list of diverse recruiting sources listed on the Office of Financial Management website at <https://ofm.wa.gov/state-human-resources/diversity/workforce-diversity-program/diversity-organizations-resource-list>. Actively post open positions to as many as possible.  Partner with your agency’s Communications team to post job announcements on all social media outreach channels used by your agency or create your own accounts for recruiting activities (Twitter, Facebook, Blogspot, You Tube, flickr (good to accumulate pictures for specific job announcements), LinkedIn, and Instagram. | |
| **Example of qualification statement:**  The application materials of successful candidates will demonstrate a proven track record in building successful relationships with complex and sometimes divergent business partners that includes:   * Creating and clarifying common goals and outcomes * Conveying respect by developing others and own ideas * Facilitating agreement * Supporting both internal and external partners * Using diversity as a business advantage.   **Examples of interview questions:**  The questions below are developed directly from the **distinguishing behaviors** **section** of the Valuing Others competency of this desk-aid. The bulleted questions under each numbered question are meant to provide details regarding required or desired experience. You can shorten the number of bulleted questions or use each question individually based on interview style preference.  Remember though… if you interview tough, after you hire, you can manage light.   1. Please share an example from your recent work experience where you had to build voluntary cooperation through credibility, expertise, influence, and persuasion?  * What was the situationyou faced, along with your role? * What were the outcomes that you were responsible for? * What action did you take in order achieve the desired outcomes? * What were the results achieved?  1. Please tell us about a time when you disagreed with the opinion or work of other people within the workgroup?  * What was the biggest conflict you faced? Who was it with and how did you resolve it? * How did you personally grow or change as a result of this situation? * In retrospect, what would you do differently if you could?  1. Please describe an important team accomplishment you believe represents a great example of when you worked within a team that successfully operated under shared mission and/or goals?  * How did the team develop open exchanges of information about situations and tasks to determine mutually beneficial goals and outcomes? * How did the team summarize the above to check for understanding and gain the support of others? * How did the team identify issues and concerns? * What were the 1 or 2 big challenges the team had to overcome?  1. Please describe an example from your recent work experience where you had to contribute your own ideas and expand on others’ ideas in order to accomplish a desired goal?  * What was the situation including your role? * Can you provide an example of an idea you had where you expanded on others’ ideas? * How did you anticipate and recognize the concerns of others? * Can you provide a specific example of where you patiently solicited and considered ideas from those who are reluctant to express their points of view?  1. Tell us about a time when you resolved a confrontation or disagreement in a constructive manner?  * What was the situation you faced along with your role? * Can you provide an example of where you really had to influence or persuade others to change their opinion in this situation? * Can you provide an example of you helping or coaching others in this situation? * In retrospect, what would you do differently if you could?  1. Tell us about a time when you worked successfully to accomplish win-win outcomes in the context of solving a work-related problem?  * What was the biggest challenges you or the team had to overcome? * Can you give us an example of where you took the initiative in this situation? * In retrospect, what would you do differently if you could  1. Please provide the interview panel with a recent work-related example where you believe you acted as a positive influence on another in terms of valuing differences?   **Examples of reference check questions:**   1. Please share a specific example where you saw (candidate’s name) build voluntary cooperation with an internal supervisor or manager through credibility, expertise, influence, and persuasion?   (**Note:** You can substitute “HR team member”, “peer”, “customer” etc. for internal supervisor or manager)   1. Please tell me about a time when you saw (candidate’s name) disagree with the opinion or work of other people within a workgroup? What was the conflict about? Who was it with and how was it resolved? 2. Please share with me what type of a team player (candidate’s name) is by describing 3 or 4 of their strengths along with 1 or 2 weaknesses while working in teams?  * What type of work environments do you see (candidate’s name) thrive in? What types of work environments do you think they would not work well in? * What type of management style do you think (candidate’s name) would thrive under? What type of management style do you think they would not work well under?   4. Describe an example where you saw (candidate’s name) contribute their own ideas and expand on others’ ideas in order to accomplish a desired or shared goal?   1. Please describe an example of where you saw (candidate’s name) use language and behavior that reflected and/or enhanced the dignity of diverse customers, partners, or employees? | |

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| **Identifying Required Proficiency Levels**  While behavioral indicators are used to help in evaluating performance, proficiency levels describe the level of a competency required to perform a specific job successfully. These levels relate to the work required for **a specific job**. Different jobs require different levels of proficiency for successful performance. Not all jobs will require the highest level of proficiency and some may not require specific competencies at all. The proficiency levels outlined below apply to all of the HR Core Competencies. | |
| **Proficiency Level** | **Proficiency Description** |
| **Entry** | * Limited or no use of competency required for the job * Competency has been minimally demonstrated * May have had limited opportunity to apply the competency * May have limited understanding of the competency |
| **Developing** | * Basic understanding or knowledge required for the job * Basic understanding and knowledge sufficient enough to handle routing tasks * Requires some guidance or supervision when applying the competency * Understands and can discuss terminology and concepts related to the competency |
| **Independent** | * Detailed knowledge, understanding and application of the competency required to be successful in the job * Ability to handle non-routine problems and situations * Requires minimal guidance or supervision/works independently * Consistently demonstrates success in the competency * Capable of assisting others in the application of the competency |
| **Advanced** | * Highly developed knowledge, understanding, and application of the competency required to be successful in the job and organization (total mastery) * Can apply knowledge outside the scope of one’s position * Is able to coach or teach others on the competency * Has a long-term perspective * Helps develop materials and resources in the competency |
| **Expert** | * Specialist/Authority level knowledge, understanding, and application of the competency required to be successful in the job * Recognized by others as an expert in the competency and is sought out by others throughout the organization (expert in the area) * Works across team, department, and organizational functions * Applies skills across multiple projects or functions * Able to explain issues in relation to broader organizational issues * Creates new applications or processes * Has a strategic focus |