

Role Title: Human Resources Manager

Job Details

Job Role Description

The Human Resources Manager oversees personnel, daily operations, and strategic direction of the human resources department, ensuring compliance with laws and regulations while leading a team to support employees across multiple locations.

Job Responsibilities

Job responsibility 1	Research compensation standards set by industry and governing bodies in order to create salary structures and administer employee benefits
Job responsibility 2	Take part in interdepartmental meetings with other managers
Job responsibility 3	Understand and implement applicable human resource federal and state requirements conduct investigations maintain records
Job responsibility 4	Outline recruitment plans interview schedules and evaluation standards in accordance with HR methodologies and labor laws

Job Skills and Recommended Proficiency Level

Technical Skills

Skills	Target Proficiency Level
Employee Relations	3
Performance Management	3
Human Resources Information System (HRIS)	3
Talent Management	3
Project Management	3
Human Resource Management	3
Employee Engagement	3
Labor Law	3
Succession Planning	3
Talent Acquisition	3

Common Skills

Skills	Target Proficiency Level
Management	3
Leadership	3
Communication	3
Operations	3
Problem Solving	3
Coaching	3
Planning	3
Microsoft Office	3
Writing	3
Customer Service	3

Technical Job Skills and Proficiency Levels

Skills Title			
Employee Relations		Knowledge of the practices, tools, and techniques for managing the employee relationship; ability to motivate, develop and direct people as they work.	
Proficiency Levels			
Basic - 1	Intermediate - 2	Advanced - 3	World Class - 4
<p>Describes the organizations employee relations practices.</p> <p>Identifies the key responsibilities of the employee relations function.</p> <p>Cites examples of employee relations problems and their resolution.</p> <p>Explains the organizations employee relations philosophy.</p>	<p>Works with employees to resolve problems and conflicts.</p> <p>Assists in developing and implementing employee relations programs.</p> <p>Explains the organizations employee relations policies and practices.</p> <p>Participates in employee relations investigations.</p> <p>Uses employee relations tools and techniques.</p>	<p>Evaluates the effectiveness of employee relations programs and initiatives.</p> <p>Advises on the resolution of complex employee relations issues.</p> <p>Monitors the organizations employee relations practices and policies.</p> <p>Designs and delivers training programs on employee relations.</p> <p>Oversees the implementation of employee relations programs and initiatives.</p> <p>Trains others on the organizations employee relations practices and policies.</p>	<p>Leads in the development of employee relations programs and practices.</p> <p>Designs and implements employee relations programs and practices.</p> <p>Creates a work environment that fosters employee satisfaction and productivity.</p> <p>Develops and implements employee relations strategies.</p> <p>Monitors industry and marketplace trends and experiences makes recommendations.</p> <p>Establishes employee relations best practices.</p>

Performance Management	Knowledge of and ability to utilize the practices, tools, and techniques for managing the performance of employees.		
Proficiency Levels			
Basic - 1	Intermediate - 2	Advanced - 3	World Class - 4
<p>Describes the organizations performance management process.</p> <p>Identifies the roles and responsibilities of the employee, manager, and HR in performance management.</p> <p>Explains the purpose of performance management.</p> <p>Cites examples of performance management tools and techniques.</p>	<p>Works with performance management for a specific group of employees.</p> <p>Assists in the development of performance management plans.</p> <p>Uses performance management tools and techniques.</p> <p>Explains the organizations performance management process.</p> <p>Participates in performance management activities.</p>	<p>Evaluates the effectiveness of performance management practices and tools.</p> <p>Advises others on the use of performance management practices and tools.</p> <p>Designs and develops performance management practices and tools.</p> <p>Trains others on the use of performance management practices and tools.</p> <p>Monitors the use of performance management practices and tools.</p> <p>Oversees the use of performance management practices and tools.</p>	<p>Leads in the design and implementation of performance management systems.</p> <p>Designs and develops performance management systems for multiple functions.</p> <p>Creates a climate that encourages employees to perform at their best.</p> <p>Establishes best practices for performance management.</p> <p>Monitors industry and marketplace trends and developments in performance management.</p> <p>Develops training programs on performance management for the organization.</p>

Human Resources Information System (HRIS)	Knowledge of HRIS and ability to use HRIS to manage human resources data and processes.		
Proficiency Levels			
Basic - 1	Intermediate - 2	Advanced - 3	World Class - 4
<p>Describes the major functions and features of the HRIS.</p> <p>Identifies the major types of HRIS used in the organization.</p> <p>Explains the purpose and use of HRIS in the organization.</p> <p>Cites examples of HRIS used in the organization.</p>	<p>Uses HRIS to manage human resources data and processes.</p> <p>Assists in the implementation of HRIS.</p> <p>Explains the key features and functions of HRIS.</p> <p>Follows organizational policies and procedures for HRIS.</p> <p>Works with basic features and functions of HRIS.</p>	<p>Evaluates the benefits and drawbacks of the organizations HRIS.</p> <p>Advises others on the use of HRIS in different environments.</p> <p>Designs and develops HRIS for the organization.</p> <p>Trains others on the use of HRIS in different environments.</p> <p>Monitors the operation of HRIS in the organization.</p> <p>Oversees the use of HRIS in the organization.</p>	<p>Leads in the design and development of HRIS for the organization.</p> <p>Designs and develops HRIS for multiple functions and/or business units.</p> <p>Creates HRIS standards, policies, strategies and best practices.</p> <p>Monitors HRIS trends and directions makes recommendations for the organization.</p> <p>Develops training programs on the use of HRIS for the organization.</p> <p>Leads discussions on the historical background and future perspective of HRIS.</p>

Talent Management	Knowledge of and ability to utilize a series of tools, techniques, and procedures to effectively attract, retain, and develop employees for the organization.		
Proficiency Levels			
Basic - 1	Intermediate - 2	Advanced - 3	World Class - 4
<p>Describes the organizations talent management strategy.</p> <p>Identifies the key components of talent management.</p> <p>Cites examples of talent management practices in the organization.</p> <p>Explains the role of the HR function in talent management.</p>	<p>Works with talent management in a specific function or business unit.</p> <p>Participates in the development of talent management programs.</p> <p>Assists in the implementation of talent management programs.</p> <p>Uses talent management tools and techniques to assess the organizations talent needs.</p> <p>Explains the organizations talent management philosophy.</p>	<p>Evaluates the effectiveness of talent management programs and initiatives.</p> <p>Advises others on the use of talent management tools and techniques.</p> <p>Designs and develops talent management programs and initiatives.</p> <p>Oversees the implementation of talent management programs and initiatives.</p> <p>Trains others on the use of talent management tools and techniques.</p> <p>Monitors the organizations talent management programs and initiatives.</p>	<p>Leads the development of talent management strategies and best practices for the organization.</p> <p>Designs and develops talent management programs and initiatives for the organization.</p> <p>Creates a talent management system to ensure the organization has the right people in the right place at the right time.</p> <p>Develops talent management policies and procedures for the organization.</p> <p>Establishes talent management standards, processes, and guidelines for the organization.</p> <p>Monitors the industry for new talent management tools, techniques, and procedures.</p>

Project Management		Knowledge of and experience with the tools, processes, and techniques of project management; ability to plan, execute, and finalize projects according to deadlines and within budget.	
Proficiency Levels			
Basic - 1	Intermediate - 2	Advanced - 3	World Class - 4
<p>Describes the basic concepts of project management using relevant language.</p> <p>Identifies the major phases and deliverables of a project life cycle.</p> <p>Cites examples of common project management problems and their solutions.</p> <p>Describes the roles and responsibilities of a project manager.</p>	<p>Works with project management tools and techniques.</p> <p>Assists in the development of project plans.</p> <p>Participates in the execution of a project.</p> <p>Uses project management software to track project progress.</p> <p>Explains the purpose and content of a project charter.</p>	<p>Evaluates the effectiveness of project management tools and techniques.</p> <p>Advises on the use of project management tools and techniques.</p> <p>Designs and develops project management tools and techniques.</p> <p>Trains others on the use of project management tools and techniques.</p> <p>Monitors the use of project management tools and techniques.</p> <p>Oversees the use of project management tools and techniques.</p>	<p>Leads the evaluation and selection of project management tools and techniques.</p> <p>Designs and develops project management processes and best practices.</p> <p>Creates a monitoring system to ensure that all projects are delivered on time and within budget.</p> <p>Establishes project management standards, policies, and practices.</p> <p>Monitors industry trends and developments in project management makes recommendations.</p> <p>Develops training programs on the use of project management tools and techniques.</p>

Human Resource Management		Knowledge of and ability to utilize the processes, tools and techniques for managing the human resources of an organization.	
Proficiency Levels			
Basic - 1	Intermediate - 2	Advanced - 3	World Class - 4
<p>Describes the roles and responsibilities of the HR function.</p> <p>Identifies the major functions and activities of the HR department.</p> <p>Cites examples of HR management issues and concerns.</p> <p>Explains the organizations HR policies and practices.</p>	<p>Works with a specific HR function.</p> <p>Explains the organizations HR policies and practices.</p> <p>Assists in the resolution of HR issues.</p> <p>Uses HR management tools and techniques.</p> <p>Participates in the recruitment and selection of HR staff.</p>	<p>Evaluates the effectiveness of HRM programs and initiatives.</p> <p>Advises on the development of HRM programs and initiatives.</p> <p>Designs and develops HRM programs and initiatives.</p> <p>Trains others on the use of HRM programs and initiatives.</p> <p>Monitors the organizations HRM programs and initiatives.</p> <p>Oversees the organizations HRM programs and initiatives.</p>	<p>Leads in the development of human resource management strategies and practices.</p> <p>Designs and develops human resource management processes and practices.</p> <p>Creates a monitoring system to ensure that human resource management practices are in compliance with organizational policies.</p> <p>Develops organizational best practices for human resource management.</p> <p>Establishes organizational standards, policies, strategies and best practices for human resource management.</p> <p>Monitors industry trends and developments in human resource management makes recommendations to the organization.</p>

Employee Engagement	Knowledge of and ability to design and implement strategies and practices to increase the level of employee satisfaction and engagement.		
Proficiency Levels			
Basic - 1	Intermediate - 2	Advanced - 3	World Class - 4
<p>Describes the concept of employee engagement.</p> <p>Identifies the key factors that contribute to employee engagement.</p> <p>Cites examples of employee engagement practices.</p> <p>Explains the benefits of employee engagement to the organization.</p>	<p>Assists in the implementation of employee engagement programs.</p> <p>Uses employee engagement surveys to identify areas of improvement.</p> <p>Works with employee engagement programs in a specific area.</p> <p>Explains the benefits of employee engagement to the organization.</p> <p>Follows the organizations employee engagement policies and practices.</p>	<p>Evaluates the effectiveness of employee engagement programs and initiatives.</p> <p>Advises on the design and implementation of employee engagement programs and initiatives.</p> <p>Monitors the effectiveness of employee engagement programs and initiatives.</p> <p>Designs and implements employee engagement programs and initiatives.</p> <p>Trains others on the design and implementation of employee engagement programs and initiatives.</p> <p>Oversees the design and implementation of employee engagement programs and initiatives.</p>	<p>Leads the design and implementation of employee engagement strategies and practices.</p> <p>Establishes best practices for employee engagement.</p> <p>Monitors industry and marketplace trends and developments in employee engagement.</p> <p>Develops and implements employee engagement surveys.</p> <p>Creates and implements employee engagement programs.</p> <p>Designs and implements employee engagement strategies.</p>

Labor Law	Knowledge of federal, state and local laws and ability to apply them to the management of employees.		
Proficiency Levels			
Basic - 1	Intermediate - 2	Advanced - 3	World Class - 4
<p>Describes the purpose and scope of the Fair Labor Standards Act.</p> <p>Identifies the major provisions of the National Labor Relations Act.</p> <p>Cites examples of labor law violations and associated penalties.</p> <p>Identifies the major provisions of the Occupational Safety and Health Act.</p>	<p>Assists in the resolution of labor law related issues.</p> <p>Works with labor law in a specific area of human resources.</p> <p>Uses labor law to make decisions in a specific area of human resources.</p> <p>Explains the key provisions of a specific labor law.</p> <p>Follows proper procedures to ensure compliance with labor law.</p>	<p>Evaluates the impact of labor laws on the organization.</p> <p>Advises others on the application of labor laws to the organization.</p> <p>Monitors the organizations compliance with labor laws.</p> <p>Trains others on the application of labor laws to the organization.</p> <p>Designs and implements processes to ensure compliance with labor laws.</p> <p>Oversees the organizations compliance with labor laws.</p>	<p>Leads the design and implementation of labor law compliance programs.</p> <p>Develops organizational best practices for labor law compliance.</p> <p>Creates a system to monitor changes in labor laws and regulations.</p> <p>Designs and develops labor law compliance training programs.</p> <p>Establishes organizational labor law compliance standards.</p> <p>Predicts the future trends and developments in labor law.</p>

Succession Planning		Knowledge of and ability to develop and implement a strategic plan for ensuring the availability of human capital in the organization.	
Proficiency Levels			
Basic - 1	Intermediate - 2	Advanced - 3	World Class - 4
<p>Describes the purpose and objectives of succession planning.</p> <p>Identifies the key roles and responsibilities of succession planning.</p> <p>Explains the importance of succession planning in the organization.</p> <p>Cites the main features and functions of succession planning.</p>	<p>Assists in the development of a succession plan for a specific function or department.</p> <p>Explains the purpose and use of a succession planning process.</p> <p>Follows established processes and procedures for succession planning.</p> <p>Uses succession planning tools and techniques.</p> <p>Works with a specific succession planning process.</p>	<p>Evaluates the effectiveness of succession planning programs and initiatives.</p> <p>Advises others on the development of succession planning programs and initiatives.</p> <p>Oversees the implementation of succession planning programs and initiatives.</p> <p>Designs and develops succession planning programs and initiatives.</p> <p>Monitors the organizations succession planning programs and initiatives.</p> <p>Trains others on the organizations succession planning programs and initiatives.</p>	<p>Leads the design and implementation of succession planning programs for the entire organization.</p> <p>Creates a system to monitor the effectiveness of succession planning programs.</p> <p>Develops a theoretical background of succession planning and presents it to the organization.</p> <p>Designs a set of standards to evaluate the effectiveness of succession planning programs.</p> <p>Establishes best practices for succession planning within the industry.</p> <p>Predicts the future trends of succession planning and makes recommendations for the organization.</p>

Talent Acquisition	Knowledge of and ability to implement the methods, practices and tools used to acquire talent within an organization.		
Proficiency Levels			
Basic - 1	Intermediate - 2	Advanced - 3	World Class - 4
<p>Describes the roles and responsibilities of the talent acquisition function.</p> <p>Identifies the key activities and deliverables of the talent acquisition function.</p> <p>Cites examples of the types of talent acquisition services provided to the organization.</p> <p>Explains the talent acquisition process and associated policies and procedures.</p>	<p>Assists in the development of job descriptions.</p> <p>Participates in the recruitment and selection of candidates.</p> <p>Uses a variety of sources to identify potential candidates.</p> <p>Works with the organizations talent acquisition process.</p> <p>Follows the organizations talent acquisition policies and practices.</p>	<p>Evaluates the effectiveness of talent acquisition programs and initiatives.</p> <p>Advises on the use of alternative talent acquisition methods and tools.</p> <p>Oversees the talent acquisition process for a specific function or business unit.</p> <p>Designs and develops talent acquisition programs and initiatives.</p> <p>Trains others on the use of talent acquisition tools and techniques.</p> <p>Monitors the organizations talent acquisition activities and programs.</p>	<p>Leads the development of talent acquisition strategies and practices.</p> <p>Designs and develops talent acquisition programs and initiatives.</p> <p>Creates a system to monitor the effectiveness of talent acquisition programs and initiatives.</p> <p>Develops talent acquisition best practices for the organization.</p> <p>Predicts the future trends of talent acquisition and makes recommendations for the organization.</p> <p>Champions the use of new technologies and tools for talent acquisition.</p>

Common Job Skills and Proficiency Levels

Management	Knowledge of and ability to utilize the practices, tools, and techniques for managing activities associated with ensuring the well-being of employees.		
Proficiency Levels			
Basic - 1	Intermediate - 2	Advanced - 3	World Class - 4
<p>Describes the roles and responsibilities of the management function.</p> <p>Identifies the key activities and deliverables of the management function.</p> <p>Cites examples of management practices and their impact on the organization.</p> <p>Explains the importance of management in the organization.</p>	<p>Assists in the management of a specific function or activity.</p> <p>Explains the organizations policies and practices for employee wellbeing.</p> <p>Uses management tools and techniques for employee wellbeing.</p> <p>Works with management practices for employee wellbeing.</p> <p>Participates in the management of a specific function or activity.</p>	<p>Evaluates the effectiveness of management practices and makes recommendations for improvement.</p> <p>Advises others on the management of a wide range of employee wellbeing activities.</p> <p>Oversees the management of employee wellbeing activities.</p> <p>Designs and develops management programs and initiatives.</p> <p>Trains others on the management of employee wellbeing activities.</p> <p>Monitors the management of employee wellbeing activities.</p>	<p>Leads in the development of management practices and policies.</p> <p>Designs and develops management training programs.</p> <p>Creates a system to monitor the effectiveness of management practices.</p> <p>Develops a theoretical understanding of management practices.</p> <p>Establishes best practices for management.</p> <p>Predicts future trends in management practices.</p>

Leadership	Ability to lead, motivate and engage a team to achieve desired results; ability to develop and maintain the trust and confidence of others.		
Proficiency Levels			
Basic - 1	Intermediate - 2	Advanced - 3	World Class - 4
<p>Describes the key responsibilities of a leader.</p> <p>Identifies the key characteristics of a leader.</p> <p>Explains the importance of leadership in achieving organizational goals.</p> <p>Cites examples of effective and ineffective leadership.</p>	<p>Demonstrates the ability to lead a team to achieve desired results.</p> <p>Explains the importance of leadership in achieving desired results.</p> <p>Describes the characteristics of effective and ineffective leaders.</p> <p>Participates in a leadership development program.</p> <p>Explains the concept of situational leadership.</p>	<p>Evaluates the effectiveness of leadership practices and their impact on the organization.</p> <p>Advises others on the use of leadership practices in a variety of situations.</p> <p>Monitors the organizations leadership practices and their impact on the organization.</p> <p>Designs leadership development programs for the organization.</p> <p>Trains others on the use of leadership practices in a variety of situations.</p> <p>Oversees the organizations leadership practices and their impact on the organization.</p>	<p>Leads in the development of leadership competencies and skills in others.</p> <p>Leads in the development of a vision and strategy for the organization.</p> <p>Creates a climate that fosters the development of leadership competencies and skills.</p> <p>Leads in the development of a leadership style that is consistent with the organizations values.</p>

Communication	Knowledge of effective communication concepts, tools and techniques; ability to effectively transmit, receive, and accurately interpret ideas, information, and needs through the application of appropriate communication behaviors.		
Proficiency Levels			
Basic - 1	Intermediate - 2	Advanced - 3	World Class - 4
<p>Describes the basic concepts of effective communication.</p> <p>Identifies the key elements of effective communication.</p> <p>Cites examples of effective and ineffective communication.</p> <p>Explains the importance of effective communication in the workplace.</p>	<p>Uses a variety of communication methods and media.</p> <p>Participates in the development of formal written proposals and presentations.</p> <p>Explains the importance of active listening and the impact of nonverbal communication.</p> <p>Works with others to develop and deliver formal written proposals and presentations.</p>	<p>Evaluates the effectiveness of communication practices and tools.</p> <p>Advises others on the use of different communication styles and techniques.</p> <p>Designs and delivers training programs on effective communication.</p> <p>Monitors the organizations communication practices and makes recommendations for improvement.</p> <p>Develops and implements communication strategies.</p> <p>Oversees the development of communication plans.</p>	<p>Leads in the design and development of communication strategies and programs.</p> <p>Establishes best practices for the use of communication tools and techniques.</p> <p>Creates a climate that encourages open communication.</p> <p>Monitors industry and marketplace for new communication tools and techniques.</p> <p>Develops and implements communication training programs.</p> <p>Demonstrates the ability to communicate effectively with diverse audiences.</p>

Operations	Knowledge of the day-to-day operations of a human resources department; ability to effectively and efficiently manage the department.		
Proficiency Levels			
Basic - 1	Intermediate - 2	Advanced - 3	World Class - 4
<p>Describes the roles and responsibilities of the HR department.</p> <p>Identifies the key functions of the HR department.</p> <p>Explains the importance of the HR department in an organization.</p> <p>Lists the main activities of the HR department.</p>	<p>Assists in the implementation of new HR programs and initiatives.</p> <p>Works with the daytoday operations of a human resources department.</p> <p>Uses appropriate tools to manage the departments operations.</p> <p>Follows established processes and procedures for the departments operations.</p> <p>Explains the departments operations to others.</p>	<p>Evaluates the effectiveness of current operations and makes recommendations for improvements.</p> <p>Advises on the use of technology to improve the efficiency of HR operations.</p> <p>Oversees the daytoday operations of a human resources department.</p> <p>Trains others on the use of HR technology to improve the efficiency of HR operations.</p> <p>Designs and develops the processes and procedures for HR operations.</p> <p>Monitors the effectiveness of HR operations and makes recommendations for improvements.</p>	<p>Leads the development of best practices for the management of the HR department.</p> <p>Designs and implements departmental policies and procedures.</p> <p>Creates a system to monitor the effectiveness of HR departmental operations.</p> <p>Develops a system to ensure that all HR departmental operations are in compliance with relevant laws and regulations.</p> <p>Establishes the mission, vision, and goals of the HR department.</p> <p>Predicts the future trends of HR departmental operations.</p>

Problem Solving		Knowledge of approaches, tools, techniques for recognizing, anticipating, and resolving organizational, operational or process problems; ability to apply this knowledge appropriately to diverse situations.	
Proficiency Levels			
Basic - 1	Intermediate - 2	Advanced - 3	World Class - 4
<p>Describes the basic concepts of problem solving.</p> <p>Identifies the key steps in the problem solving process.</p> <p>Explains the importance of defining a problem before attempting to solve it.</p> <p>Cites examples of problems that have been solved.</p>	<p>Works with others to solve problems.</p> <p>Participates in problem solving using existing procedures and tools.</p> <p>Assists in defining a problem and discovering its causes.</p> <p>Uses a systematic approach to problem solving.</p> <p>Follows up to ensure that a problem is fully resolved.</p>	<p>Evaluates alternative solutions and assesses the impact of the selected solution.</p> <p>Advises others on how to apply problemsolving approaches and tools.</p> <p>Monitors the effectiveness of problemsolving efforts and the efficiency of problemsolving tools.</p> <p>Designs and develops approaches, tools, and techniques for solving organizational, operational or process problems.</p> <p>Trains others in the use of problemsolving tools and techniques.</p> <p>Oversees the resolution of complex or unusual problems.</p>	<p>Leads in the design and development of problem solving approaches and tools.</p> <p>Establishes problem solving standards, policies, strategies and best practices.</p> <p>Creates a climate that encourages creative problem solving.</p> <p>Monitors industry and marketplace for new problem solving approaches and tools.</p> <p>Develops problem solving training programs for the organization.</p> <p>Designs problem solving approaches and tools for the organization.</p>

Coaching	Knowledge of coaching concepts and ability to enable employees to achieve their full potential and reach organizational goals.		
Proficiency Levels			
Basic - 1	Intermediate - 2	Advanced - 3	World Class - 4
<p>Describes the basic concepts and principles of coaching.</p> <p>Identifies the key roles and responsibilities of a coach.</p> <p>Explains the benefits of coaching to the organization.</p> <p>Cites examples of effective and ineffective coaching.</p>	<p>Coaches employees on how to improve their performance and achieve their goals.</p> <p>Provides feedback to employees on their performance.</p> <p>Helps employees to develop their skills and knowledge.</p> <p>Encourages employees to take on more responsibilities.</p> <p>Monitors employees progress and provides feedback.</p>	<p>Evaluates the effectiveness of coaching programs and initiatives.</p> <p>Advises on the development of coaching programs and initiatives.</p> <p>Designs coaching programs and initiatives for employees.</p> <p>Monitors the progress of coaching programs and initiatives.</p> <p>Trains others on how to use coaching to develop employees.</p> <p>Oversees the implementation of coaching programs and initiatives.</p>	<p>Leads in the development of coaching programs for the organization.</p> <p>Designs and develops coaching programs for the organization.</p> <p>Creates a climate that encourages employees to develop their full potential.</p> <p>Establishes organizational best practices for coaching.</p> <p>Monitors industry trends and developments in coaching.</p> <p>Develops a theoretical understanding of coaching and its impact on organizational performance.</p>

Planning	Knowledge of effective planning techniques and ability to contribute to operational (short term), tactical (1-2 years) and strategic (3-5 years) planning in support of the overall business plan.		
Proficiency Levels			
Basic - 1	Intermediate - 2	Advanced - 3	World Class - 4
<p>Describes the organizations planning process, cycles and deliverables.</p> <p>Identifies the key planning activities and deliverables.</p> <p>Cites examples of planning documents and their content.</p> <p>Explains the purpose and use of a business plan.</p>	<p>Participates in the development of a basic plan.</p> <p>Assists in the identification of resources people, money, time, and other assets required to carry out the plan.</p> <p>Uses basic planning tools and techniques.</p> <p>Works with others to develop a plan.</p> <p>Explains the purpose of the plan to others.</p>	<p>Evaluates alternative scenarios and plans presents recommendations to senior management.</p> <p>Advises others on the planning process and the use of planning tools and techniques.</p> <p>Monitors the organizations planning processes recommends improvements.</p> <p>Designs and develops planning processes for new or unique situations.</p> <p>Trains others on the use of planning tools and techniques.</p> <p>Oversees the development of shortterm operational plans.</p>	<p>Leads the development of the organizations planning processes and practices.</p> <p>Designs and develops planning processes and practices for the organization.</p> <p>Creates a monitoring system to ensure that planning processes and practices are effective.</p> <p>Develops a theoretical understanding of planning processes and practices.</p> <p>Monitors industry trends and developments in planning processes and practices.</p> <p>Demonstrates indepth experience with planning processes and practices.</p>

Microsoft Office	Knowledge of and ability to use the features and functions of the Microsoft Office suite of applications to enhance communication, collaboration and productivity.		
Proficiency Levels			
Basic - 1	Intermediate - 2	Advanced - 3	World Class - 4
<p>Describes the purpose and use of the major components of Microsoft Office.</p> <p>Identifies the major functions, features and capabilities of Microsoft Office.</p> <p>Explains the concept of suite integration and provides examples of how it works.</p> <p>Describes the concept of suite integration and provides examples of how it works.</p>	<p>Uses the clipboard to copy and paste text and graphics between applications.</p> <p>Uses the Office Assistant to get help with a task.</p> <p>Uses the Office Document Recovery feature to recover a document.</p> <p>Uses the Office Find and Replace feature to locate and replace text.</p> <p>Uses the Office AutoCorrect feature to automatically correct common spelling errors.</p>	<p>Evaluates the benefits and drawbacks of the Microsoft Office suite against other office productivity tools.</p> <p>Advises others on the use of advanced features and facilities of the Microsoft Office suite.</p> <p>Monitors the use of Microsoft Office products in diverse environments.</p> <p>Designs and develops interfaces to and from other software products.</p> <p>Trains others on the use of Microsoft Office products.</p> <p>Oversees the implementation of planned Microsoft Office enhancements.</p>	<p>Leads in the design and development of Microsoft Officebased applications.</p> <p>Designs and builds interfaces to and from other software products.</p> <p>Monitors Microsoft Office trends and assesses implications for inhouse production environment.</p> <p>Creates and presents business cases to justify upgrades to the latest release of Microsoft Office.</p> <p>Leads in the migration of legacy office applications to the Microsoft Office platform.</p> <p>Trains others on the use of Microsoft Office in diverse environments and applications.</p>

Writing	Knowledge of the organization's policy and procedures for writing documents; ability to use the knowledge to write effective and proper documents.		
Proficiency Levels			
Basic - 1	Intermediate - 2	Advanced - 3	World Class - 4
<p>Describes the basic concepts of writing.</p> <p>Identifies the key points of the organizations writing policy.</p> <p>Explains the importance of writing in the business environment.</p> <p>Lists the main types of writing used in the organization.</p>	<p>Writes documents that are clear, concise, and grammatically correct.</p> <p>Uses proper grammar, punctuation, and spelling in all written documents.</p> <p>Writes documents that are appropriate for the intended audience.</p> <p>Writes documents that are wellorganized and easy to read.</p> <p>Writes documents that are free of jargon and acronyms.</p>	<p>Evaluates the quality of writing in a variety of documents.</p> <p>Advises others on the use of language, tone, and style in writing.</p> <p>Monitors the writing of others to ensure that it is clear, concise, and grammatically correct.</p> <p>Develops and designs a variety of documents.</p> <p>Trains others to write in a variety of styles and for a variety of audiences.</p> <p>Oversees the writing of a variety of documents.</p>	<p>Leads in the development of writing policies and procedures.</p> <p>Designs training programs on writing policies and procedures.</p> <p>Creates a system to monitor the effectiveness of writing policies and procedures.</p> <p>Develops a theoretical background of writing policies and procedures.</p> <p>Predicts the future trends of writing policies and procedures.</p> <p>Establishes best practices for writing policies and procedures.</p>

Customer Service	Knowledge of the organization's customer service policies and operating procedures; ability to develop and implement related practices.		
Proficiency Levels			
Basic - 1	Intermediate - 2	Advanced - 3	World Class - 4
<p>Describes the organizations customer service policies and practices.</p> <p>Identifies the organizations customer service practices.</p> <p>Explains the organizations customer service procedures.</p> <p>Cites examples of customer service practices.</p>	<p>Works with customer service in a specific area.</p> <p>Explains the organizations customer service policies and practices.</p> <p>Uses customer service systems and tools.</p> <p>Participates in customer service improvement initiatives.</p> <p>Assists in the resolution of customer service problems.</p>	<p>Evaluates the effectiveness of customer service practices and procedures.</p> <p>Advises others on the design of customer service practices and procedures.</p> <p>Trains others on the use of customer service practices and procedures.</p> <p>Designs customer service practices and procedures for multiple functions.</p> <p>Monitors the organizations customer service practices and procedures.</p> <p>Oversees the implementation of customer service practices and procedures.</p>	<p>Leads in the design and development of customer service practices.</p> <p>Creates a system to monitor the effectiveness of customer service practices.</p> <p>Develops customer service practices for the organization.</p> <p>Establishes customer service practices for the organization.</p> <p>Designs customer service practices for the organization.</p> <p>Demonstrates indepth experience with customer service practices.</p>