Phase 3

Phase 3

Competency Indicator

Self-Assessment Document

Self-Assessment Exercise

In this exercise you will look at some examples of ways in which each of the 5 areas of expertise and capability are put into practice in your working life currently. This will give you an initial view about where you are strongest and the aspects you may wish to target for your role and career development.

If you prefer you can carry out the exercise assessing your team. However you are encouraged first to consider your own ways of working. You can always then repeat the same exercise for others!

In each of the 5 areas, 20 examples are given of demonstrable behaviours and actions at work. Don't expect yourself to rate highly on all (100!) examples – this is a comprehensive and challenging career 'ask' and hopefully that is why you are going for it! Perhaps you can think of more applications of the concepts of the HR technology competency framework as you work through the self-test.

Rate yourself currently in terms of your knowledge and learning, your opportunity and actions and your confidence: what you know, do and feel.

Usually exercises ask you to assess yourself on a scale of 1 to 5 (or similar scale). With a numbered scale, it is easy to 'hedge your bets'. Instead here you need to make a binary choice.

Remember that you are free later to revisit the exercise and add greater complexity by doing the same thing with numerical values attached to your 'Yes/No' answers.

Note that the examples used to cover the skill-set are not in any ordered to any priority. This model is all about achieving balance, which is a real challenge in a very specialist industry.

NOTE: Please refer to the full competency document you completed originally for further guidance.

Your Assessment

Examples at Work:	Don't Know	Know	Do	Feel Good
For each example mark a tick or cross e.g.	✓	✓	✗	✓
Organisation				
I am in touch with the industry news in a deliberate way				
I make the business case for change within my organisation				

I appreciate the key priorities of different departments or functions through my work with multi-disciplinary teams				
I have set for myself objectives that keep me focused on the line-of-sight between my role and its value to the organisation				
I prioritise different parts of technology development according to our organisation's need				
Project plans I devise are based on other things going on in the organisation and not solely the agility of the technology and/or supplier's suggestion				
Even when it does not interest me, I can confidently cite major current themes in the economic and political climate appropriately for my role level				
When I advise about people technology, I include reference to my understanding of the cost implication of choices				
I can pinpoint to external companies (e.g. product providers) the striking features of the sector I work in				
I speak publicly (e.g. in meetings or with external colleagues) about what our organisation stands for				
I help my organisation use people technologies to build an employer brand (or 'employee value proposition')				
I use my knowledge about how decisions get made to be effective in role				
Many times a day you will hear me refer to the customer or end user perspective to draw attention to how customers see things				
When I talk to representatives of external companies (e.g. suppliers) I assess if I need a mental 'filter' because of their level of influence or business agenda				
I benchmark my application and processes against others (a) in other areas of the organisation (b) in other organisations in the sector (c) in other sectors				
I navigate my organisation's headline KPI's and how they are financially achieved through income or funding				

I am on board with the current HR/people and talent strategies of the organisation				
My technical blueprint designs build in optimum tolerance and variation levels based on a weighting of the organisational impact				
My actions are politic without 'playing politics'				
The corporate social responsibility or ethics of my organisation I buy into				

System

I draw comparisons between different HR systems I have used				
I turn standard, public learning material into understanding of an application that is meaningful for my ends and in my context				
I 'see' the joins that the technology makes behind the front-end user experience screen				
I can break down the layers on which front-end software sits and make conceptual links between software, hardware and physical locations				
I optimise integration potential between systems and parts of a system				
I seek opportunity with people technology to create the most frequent connectedness between both data and people with things in common				
I ignore labels given to parts of the system's data set or front-end structure and display, so that I know if they can be used for less obvious work-arounds or added value				
I have actively removed manual interventions and automated processes where possible				
I query – both data and people, asking open questions of each and funnelling my questions towards precise answer				
I adjust the balance between adoption off-the-shelf and customisation with clear reasoning – and not always the same				

I explore and learn about new digital developments in both work-based and consumerised technology				
I do not rely on being told by HR and people professionals how people technology benefits the different things they do				
I work with large amounts of data without reliance on visual or manual effort				
I keep data clean and secure, both actively and with advocacy that others do so				
I consider technical solutions within and beyond a particular system's capabilities				
I know about how to configure the system our organisation currently uses at an expert ('super-user') level				
That specialist system knowledge is holistic across both modules and business processes that the system supports				
I make maximum value of data by turning into first information and then insights				
I use people analytics to answer business questions most relevant for my organisation				
I work for optimum integration between other systems used and do not ring-fence HR systems				
People				
Because I 'know my stuff' I talk in plain English and do not need jargon				
If I am misunderstood I adapt my language and my style of communication to suit my audience a next step better				
I use people-friendly ways to present technology, such as story-telling and data visualisations				
When it is welcome I give explanations of my reasoning which satisfies the person with greatest technical understanding in my stakeholder network				

I make no judgement about whether my areas of expertise are better/worse than those I work with (e.g. the rest of my HR team)				
I appreciate differences and make space in my solutions for both expert and end-user preference and opinion				
I am consulted by peers, managers and team members about my specialism in people technology as a well-respected individual professional				
I proactively share my knowledge in different formats without relying on any one way to communicate (e.g. emails, face-to-face, video)				
My body language and tone support how I show, tell or hear from those I'm in company with				
I put my work on the agenda for time with other people to make sure what I do applies for them				
I use technology to solve other people's problems and not my own				
When I train on-screen I can gauge how well things are being understood				
I allow time for feedback on my solutions and plan to work iteratively to be sure to meet stakeholder requirements				
I focus on listening actively in understanding people's needs and key concerns				
I make sound judgements about when a people need must unfortunately trump the best technology answer				
User experience is given extra weight in my design solutions				
I recognise and allow for the change process that happens within a person or a group of people when adapting to new systems or business processes				
I understand and allow for the wider cultural and communications implications of technology change and adoption				
I adapt people technology because of the different people profiles I meet in different organisations				

I use people techniques to influence, negotiate and persuade of the case for using systems, making changes or giving attention to decisions				
Method				
I know about Project Management methodology				
I apply in the absence of other a project method I favour, know in detail and can explain to other team members				
I know when work is and is not a project and therefore how to control its progress				
I influence effectively to achieve compliance with processes, explaining why				
I use a toolkit of presentational ways to capture and share process maps, process change and methods that should be complied with				
I apply the same rigour of completeness, consistency and accuracy with process, change control and data capture that I design for and within the technology				
I pay attention to detail (e.g. proof-reading, spotting formulae or calculation error, correcting spelling)				
I would always test (or get tested) my own systems configuration work				
I create change control processes which result in safe ways for us to be flexible with our technology needs				
I structure data sets, assess options for categorising data and create technology structure of people structures in the systems				
I pay attention to the ethical principles and best practices of (a) information retention (b) data/process ownership and (c) security				
I spot good and bad processes and offer efficiencies				
I tend to spot flaws in the logical argument of people who try to persuade me or in meeting groups or reading material				

I use tools to plan work that I do which can be identified as a project and my plan makes sure I keep to the critical path to time and budget				
When required, I adapt to support others' methods and processes				
The procurement requirements of the organisation I work within and with externally I plan for and respect				
I carry out benefits realisation exercises at regular interval in my people technology project-work				
I am active in managing risk associated with people technology				
I am actively at work with other relevant IT teams in the organisation to match appetites for risk, data control, hosting and process flexibility (the IT strategies)				
My concern for method does allow for exceptions, where people concerns or people response need to override				
Self				
I have a considered inbox structure which takes account of both task- and people-related urgency and importance				
I apply the difference between effective delay and procrastination to keep appropriate pace to my work				
I manage my own diary and my time				
I keep control of how I know I feel when I'm working with my team colleagues, users, customers and suppliers				
I am aware of my personal stressors and how they are different from team or business stress factors to keep both in check				
I assert confidently the views and recommendations that I have and can assess the validity of criticism or differing view				
I use my personal presentation to be as effective as I can be in conveying a professional self				
I allocate time for deliberate and self-directed learning and growth				

I know my own best and preferred learning style and let colleagues know so that I can use it				
I allow time to be on time for tasks on a critical path, date-driven requests, communications and appointments				
Every working day I know what I must do and what I would like to do				
I have consciously chosen and maintain a personal advisory 'board' in my career to serve and support in different ways, including a mentor I respect				
I understand the type of professional I work well with to (a) learn (b) create solutions as well as (c) those I find most challenging				
I have made a useful choice of social media channels to subscribe to, keeping my profiles up-to-date				
When I face conflict between priorities in the diary or between views I make confident and reasoned choices				
I can describe what I stand for as a professional and the particular value that I bring to my industry or to the people technology industry				
I know well my own blind spots and what I must do at work to manage them				
I am a professional consistent in my manner, attitudes and industry beliefs – I know where I stand				
I have found a way to express a settled personal style to be myself at work in a way that is enjoyable but appropriate				
I am happy with the way in which my work and personal life fits together, knowing the meaning that my career has for me				

Total Scores

Now total the number of ticks and crosses you have scored for yourself in the table below.

There is a total of 20 in each box below and therefore a total out of 60 for each area of expertise and capability. There is also a total for your knowledge, your practice and your confidence, out of 100. In theory we suggest the 'perfect' professional scores 300!

Area	Don't Know	Know	Do	Feel Good	Total
Organisation					
Systems					
People					
Method					
Self					
Total					

- What does this tell you about what you know, do and feel confident about?

- In which area(s) do you assess that your HR Tech competencies are strongest?

- In which area(s) do you think you have the greatest growth potential?

- Is it clear that your greatest strengths and gaps are about **knowledge** or about **opportunity** or about **confidence**?

- How are you going to put that learning into practice?

- What are your next steps to move forwards?