



HR COMPETENCY

Individual Report for Maria Sample



3	Section 1: The New HR Competency Model
6	Section 2: Understanding Your Report
7	Section 3: Demographic Information
9	Section 4: Summary of Domains
11	Section 5: Factor Scores
0	Section 6: Individual Item Scores
0	Section 7: Most Positive Items
0	Section 8: Least Positive Items
0	Section 9: Written Comments



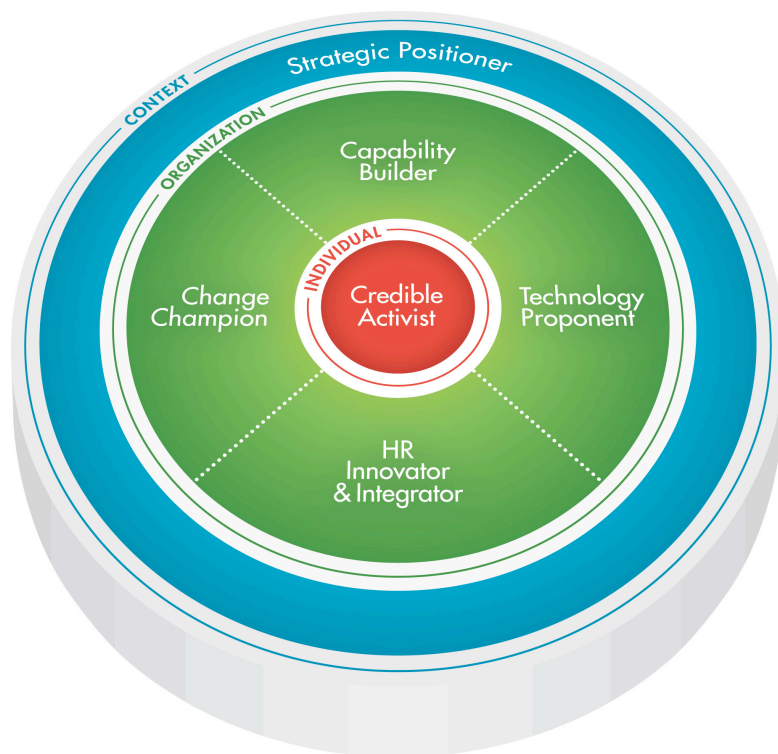
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2012 HR Competency Model

The HR competencies assessed in this survey were developed based on analysis of more than 20,000 respondents from all regions of the world. Statistical analysis produced six domains and 20 factors. In addition to the domains themselves, the organization of the model is significant. This subsection addresses the organization and provides explanations for each of the six major competency domains.

Acknowledgements

Thank you for participating in the HR competency assessment. This assessment is the most comprehensive of its kind and provides comparison data from over 20,000 respondents who participated in the sixth round of the Human Resource Competency Study (HRCS), conducted jointly by The RBL Group and The Ross School of Business at the University of Michigan, with support from our regional partners:





STRATEGIC POSITIONER

HR professionals think and act from the outside-in. They are aware of and able to translate external business trends into internal organization actions. They understand the general business conditions (e.g., social, technological, economic, political, environmental, and demographic trends) that affect their industry and geography.

They target and serve key customers of their organization by segmenting customers, knowing customer expectations, and aligning organization actions to meet customer needs.

They also cocreate their organization's strategic response to business conditions and customer expectations by helping frame and make strategic and organization choices.

- **Interpreting global business context**
- **Decoding customer expectations**
- **Co-crafting a strategic agenda**



CREDIBLE ACTIVIST

Business leaders build personal relationships with HR professionals. Effective HR professionals are credible activist. Credibility comes when HR professionals do what they promise, build personal relationships of trust, and can be relied on. Being a trusted advisor helps HR professionals have positive personal relationships.

As an activist, HR professionals have a point-of-view not only about HR activities, but about business demands. As activists, HR professionals learn how to influence others in a positive way. Some have called this HR with an attitude.

HR professionals who are credible but not activists are admired, but do not have much impact. Those who are activists but not credible may have good ideas, but not much attention will be given to them. To be credible activists, HR professionals need to be self aware and committed to building their profession.

- **Earning trust through results**
- **Influencing and relating to others**
- **Improving through self-awareness**
- **Shaping the HR profession**



CAPABILITY BUILDER

An effective HR professional creates an effective and strong organization. Organization is not structure or process; it is a distinct set of capabilities. Capability represents what the organization is good at and known for.

HR professionals should be able to audit and invest in the creation of organizational capabilities. These capabilities outlast the behavior or performance of any individual manager or system. Capabilities have been referred to as a company's culture, process, or identity.

HR Professionals should make sure that line managers recognize the importance of an organization's capabilities in sustaining an organization's success.

HR professionals should facilitate capability audits to determine the identity of the organizations. One of the emerging capabilities of successful organizations is to create an organization where employees find meaning and purpose at work. HR professionals can help line managers create meaning so that the capability of the organization reflects the deeper values of the employees.

- **Capitalizing organizational capability**
- **Aligning strategy, culture, practices, and behavior**
- **Creating a meaningful work environment**



CHANGE CHAMPION

HR professionals need to make an organization's internal capacity for change match the external pace of change. As change champions, HR professionals help make change happen at institutional (changing patterns), initiative (making things happen), and individual (enabling personal change) levels. To make change happen at these three levels, HR professionals play two critical roles in the change process.

Initiating change means that HR professionals build a case for why change matters, overcome resistance to change, engage key stakeholders in the process of change, and articulate the decisions to start change.

By sustaining change, HR professionals institutionalize change through the organizational resources, organization structure, communication, and continual learning.

As change champions, HR professionals partner to create organizations that are agile, flexible, responsive, and able to make transformation happen.

- **Initiating change**
- **Sustaining change**



HR INNOVATOR AND INTEGRATOR

Effective HR professionals integrate innovative HR practices into unified solutions to business problems. To do so, they must know latest insights on key HR practice areas related to talent sourcing, talent development, performance management, work and organization design, and leadership brand.

They must also be able to turn these unique HR practice areas into integrated solutions that match business requirements.

- **Building leadership brand**
- **Optimizing human capital through workforce planning and analytics**
- **Developing talent**
- **Shaping organization and communication practices**
- **Driving performance**



TECHNOLOGY PROPONENT

In recent years, technology has changed the way in which HR people think and do their work. At a basic level, HR professionals need to use technology to more efficiently deliver HR administrative systems like benefits, payroll processing, healthcare costs, and other administrative services.

In addition, HR professionals need to use technology to help people stay connected with each other. This means that technology can be used to improve communications, to do administrative work more efficiently, and to connect inside employees to outside customers.

An emerging technology trend is using technology as a relationship building tool through social media. Leveraging social media enables the business to position itself for future growth.

HR professionals who understand technology will create improved organizational identity outside the company and improve social relationships inside the company. As technology exponents, HR professionals have to access, advocate, analyze and align technology for information, efficiency, and relationships.

- **Improving utility of HR operations**
- **Connecting people through technology**
- **Leveraging social media tools**

To help you better understand your report, we have provided the following definitions for terms used throughout the report.

DEFINITIONS OF SCORES

Self	Represents the average of all your personal answers for items in the domain or factor being shown.
Supervisor	Represents the average of all your supervisors' answers for items in the domain or factor being shown. Does not include your self-score.
HR Associates	Represents the average of all answers given by your HR associate raters for items in the domain or factor being shown. Does not include your self-score.
Non-HR Associates	Represents the average of all answers given by your non-HR associate raters for items in the domain or factor being shown. Does not include your self-score.
Company/Group	Represents the average of all answers given by all raters (supervisors and associates) within your company or group for items in the domain or factor being shown. Does not include participants' answers (no self-scores).
Region	Represents the average of all answers given by all raters (supervisors and associates) within your region for items in the domain or factor being shown. Does not include participants' answers (no self-scores).
Global Norm	Global norms, indicated on charts by a number and a red circle, represent respondents from the entire database that fall within a given respondent group. For example, the associate global norm is an average comprised of all associates contained within the entire database.

DEFINITIONS OF TERMS

Domain	Refers to the six major categories of competencies determined by factor analysis of the round six HR Competency Study data. The six domains are: Strategic Positioner, Credible Activist, Capability Builder, Change Champion, HR Innovator & Integrator, and Technology Proponent.
Factor	Refers to the individual competency categories within each domain. A complete list and organization of these factors can be found in Section 1: New HR Competency Model.
Item	The individual survey questions used to compile factor and domain scores.

Scale

Each respondent was asked to rate their perception of your performance using the following five-point scale:



Very poorly



Poorly



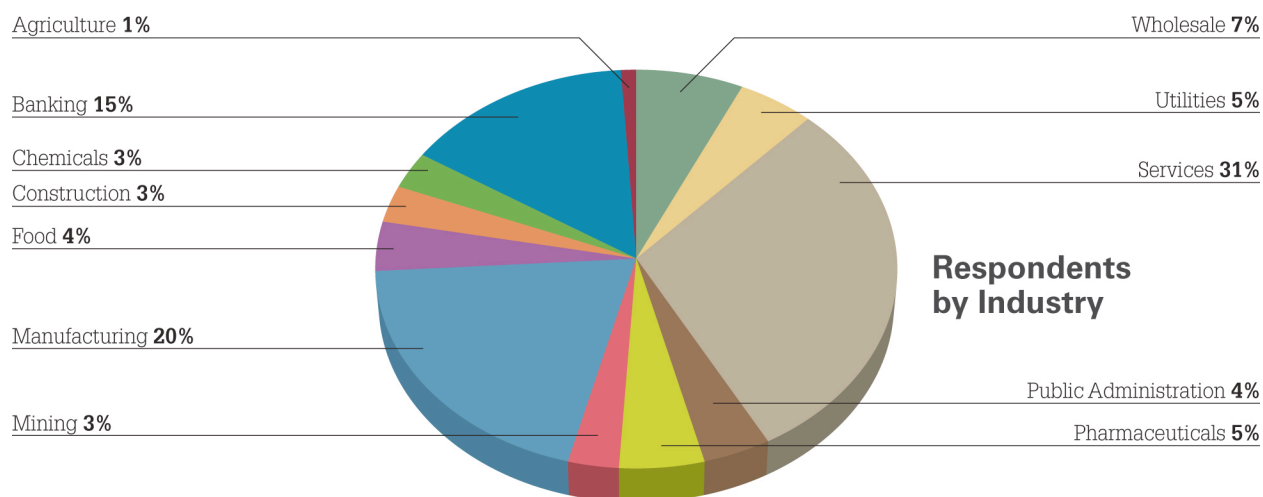
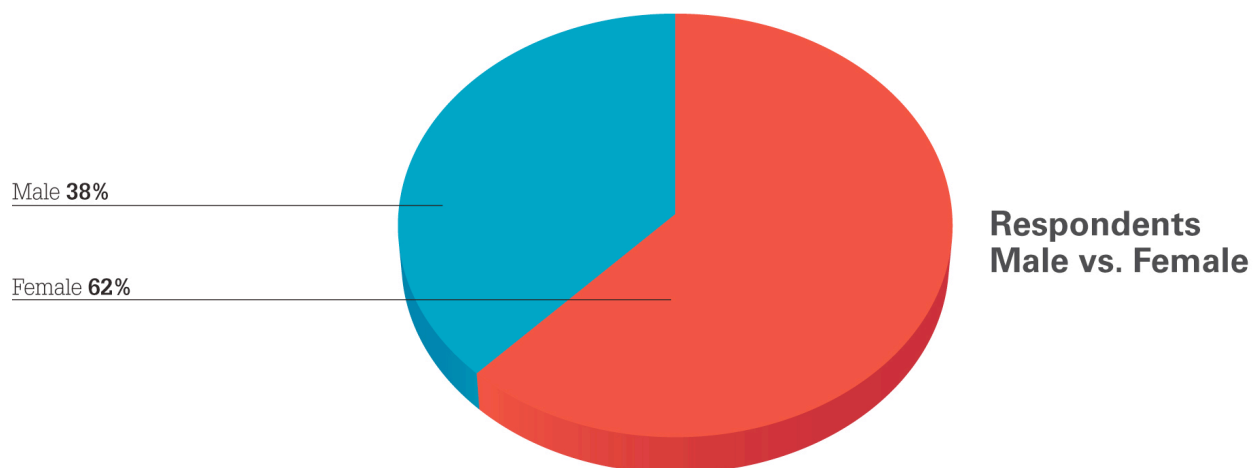
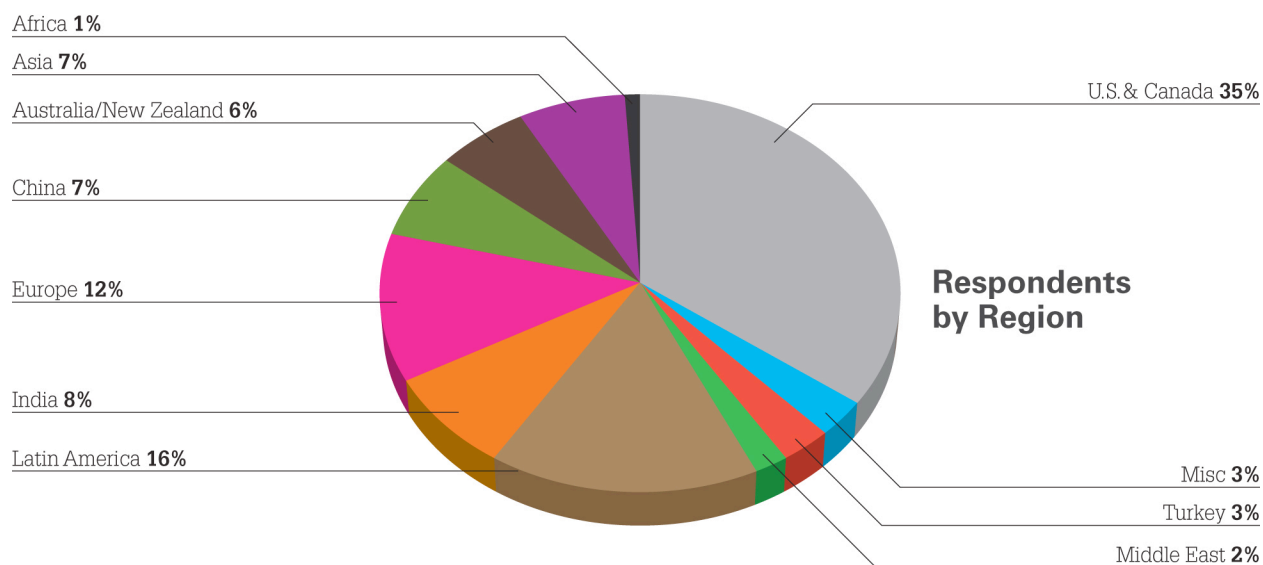
Neutral



Well



Very well



Domain Name. There are six domains in the HR competency model. They are grouped into three colors—red, blue, and green—for organization purposes only.



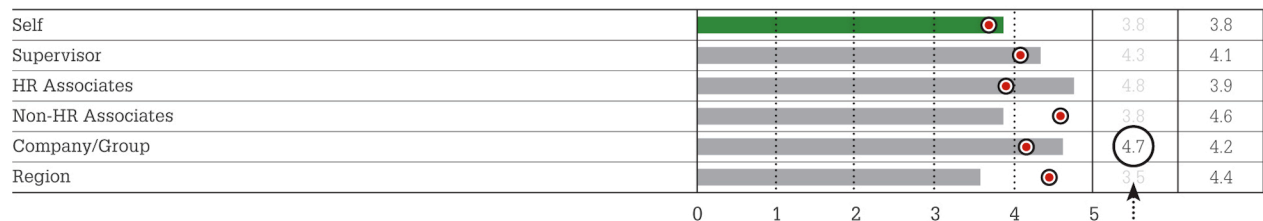
Capability Builder

Factor Name. Each domain has multiple factors.

Respondent means are represented numerically and by the corresponding bars on the graph.

Global norms are the averages of everyone who has participated in the HRCS by respondent group. They are displayed as circles as well as in numeric form.

1A. Creating a meaningful work environment



Company/Group mean is the average of all associates and supervisors in your company or group.

Global Norms

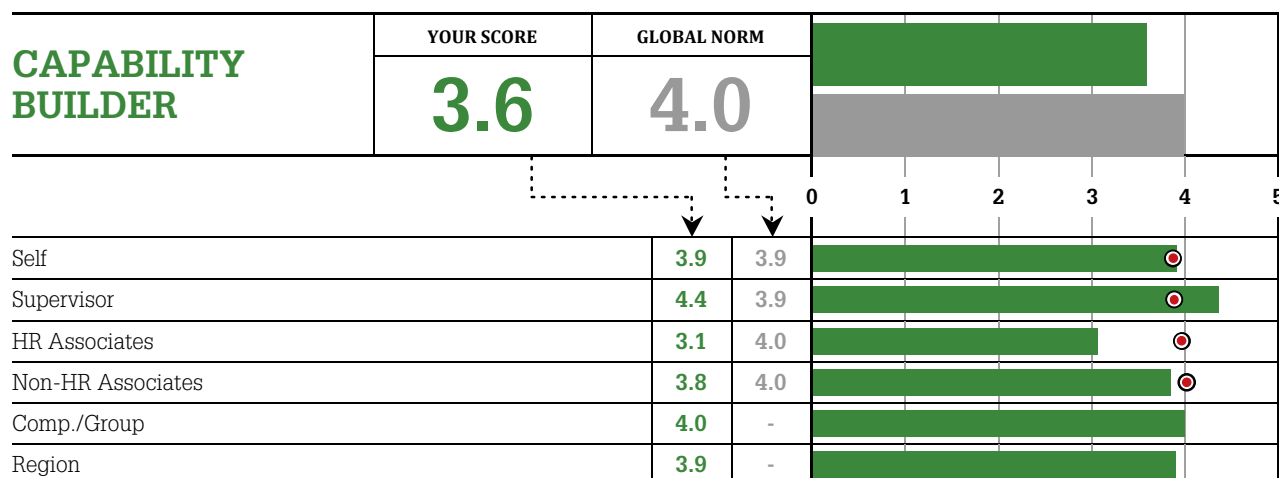
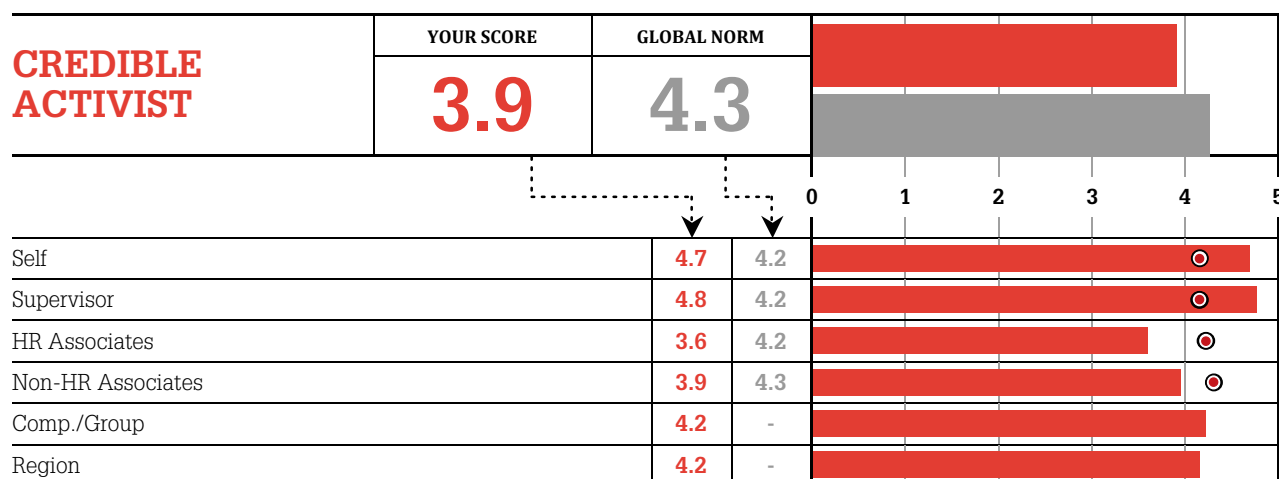
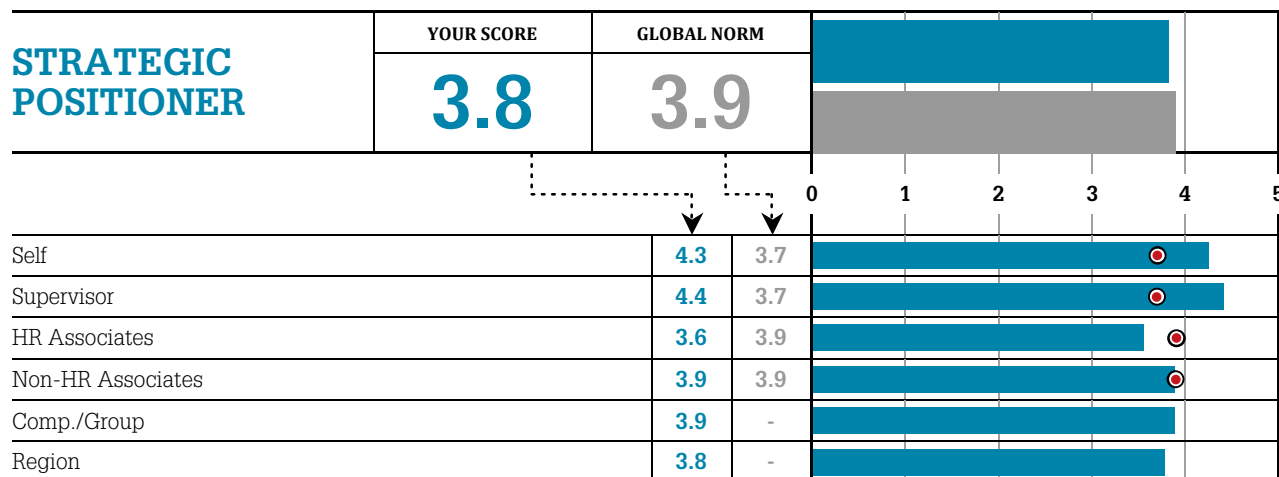
This section offers information about the people whose responses make up the information upon which this survey is based. Understanding the demographics included in a survey will help you better understand your results.

Your Data

Supervisor	1
HR Associates	3
Non-HR Associates	3
Respondents in Company/Group	15

Global Database

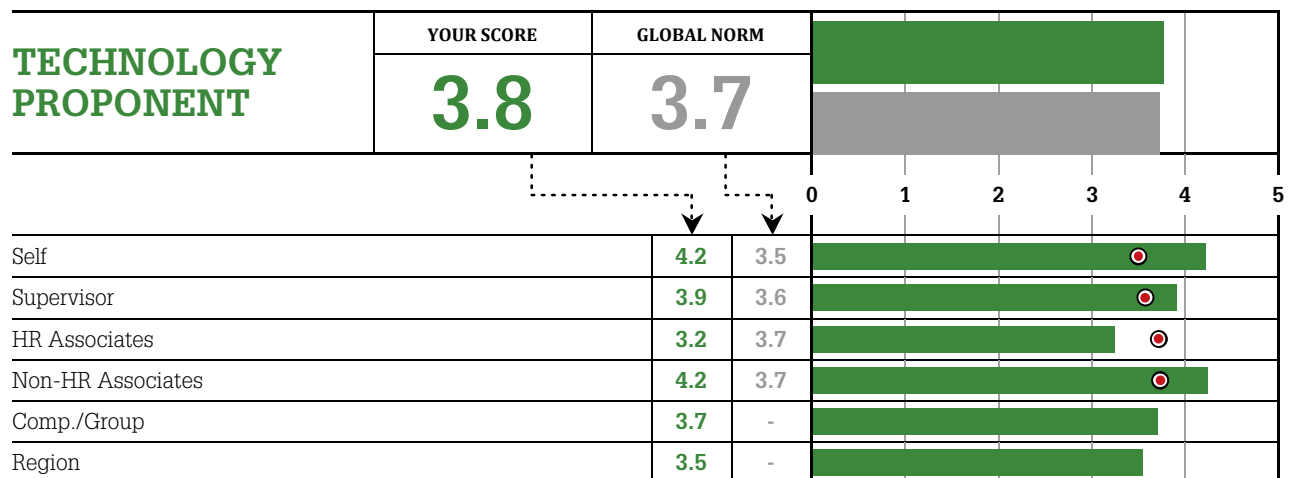
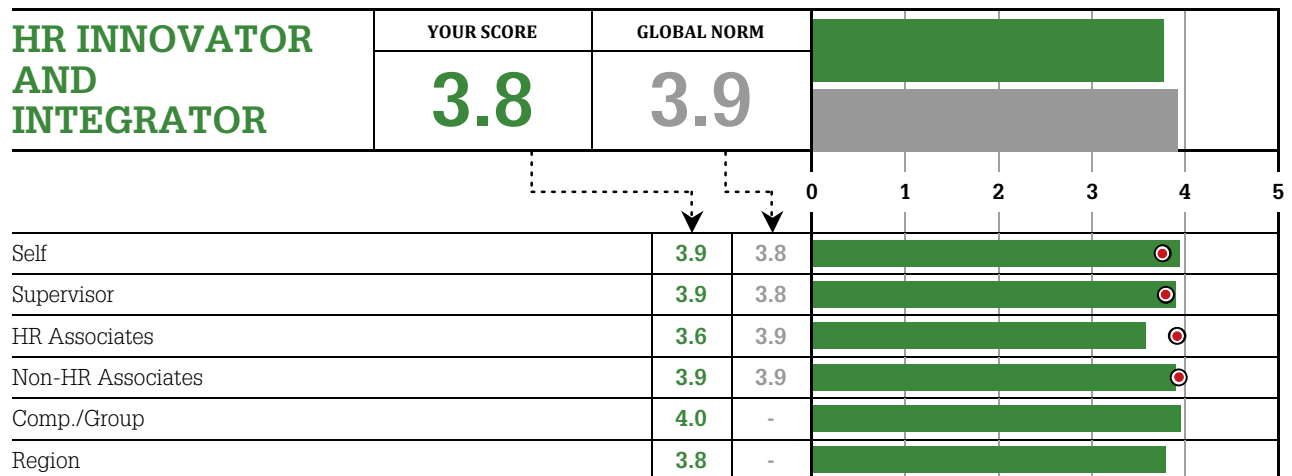
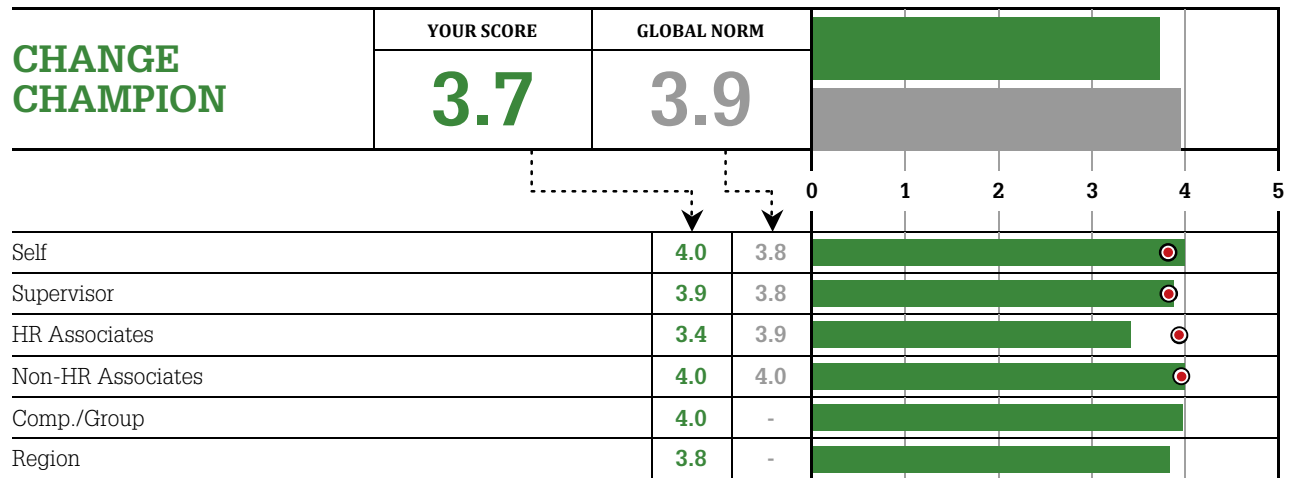
HR participants	2,628
Supervisors	2,336
HR Associates (non-supervisor)	7,909
Non-HR Associates (non-supervisor)	7,140

Global Norm 

Summary of Domains (continued)

10

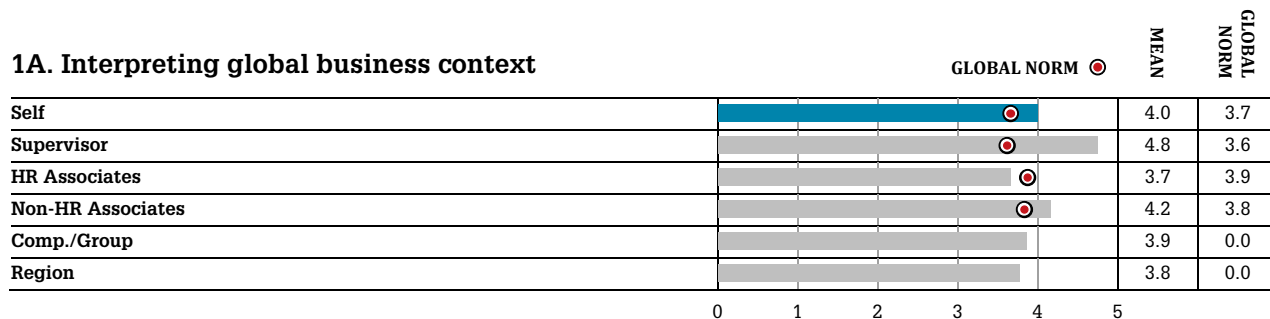
Global Norm 



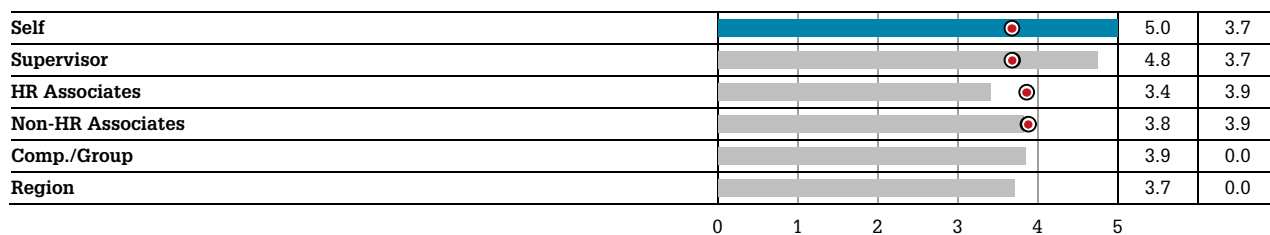


STRATEGIC POSITIONER

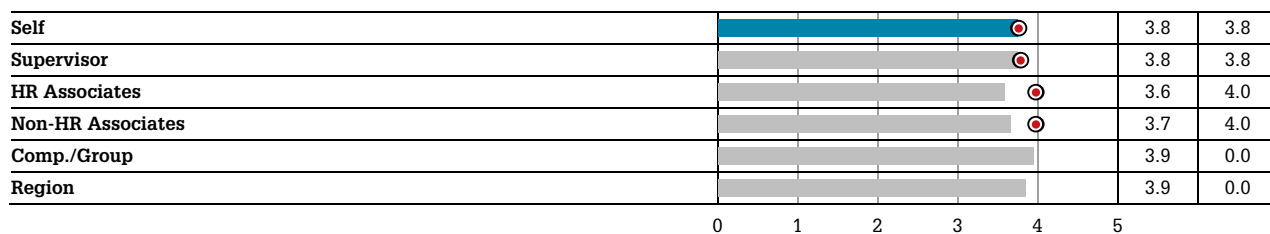
1A. Interpreting global business context



1B. Decoding customer expectations



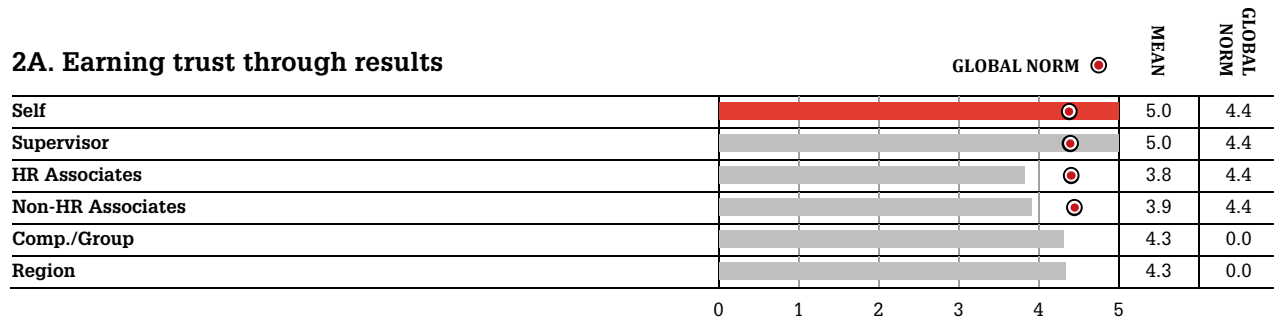
1C. Co-crafting a strategic agenda



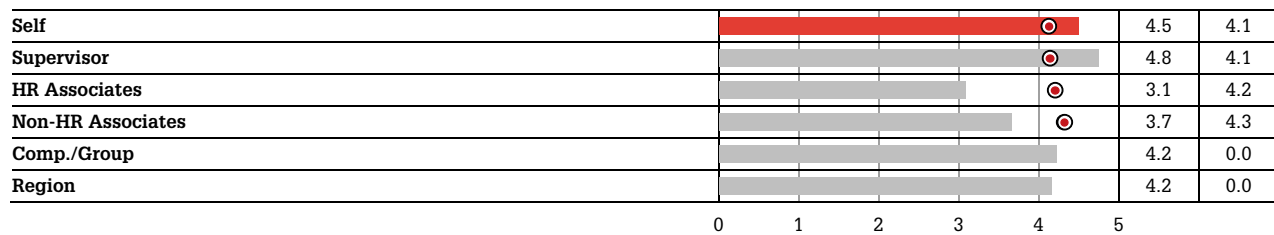


CREDIBLE ACTIVIST

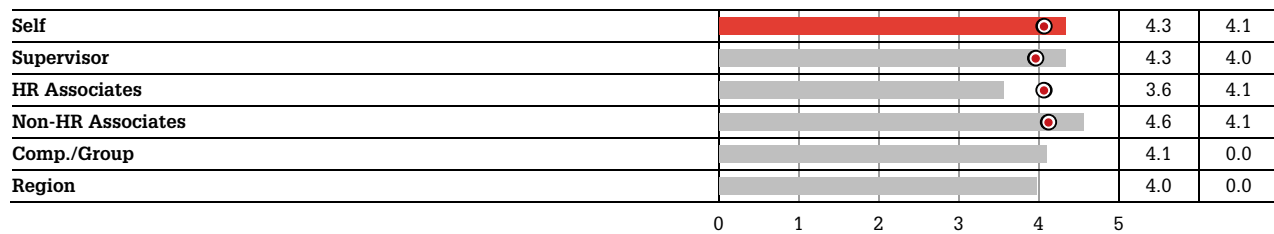
2A. Earning trust through results



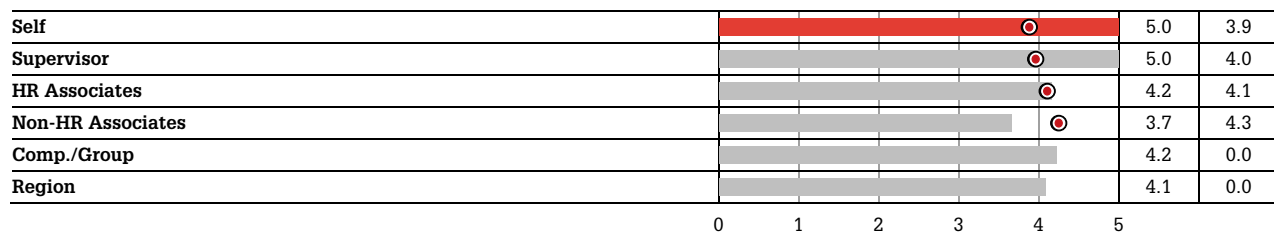
2B. Influencing and relating to others



2C. Improving through self-awareness



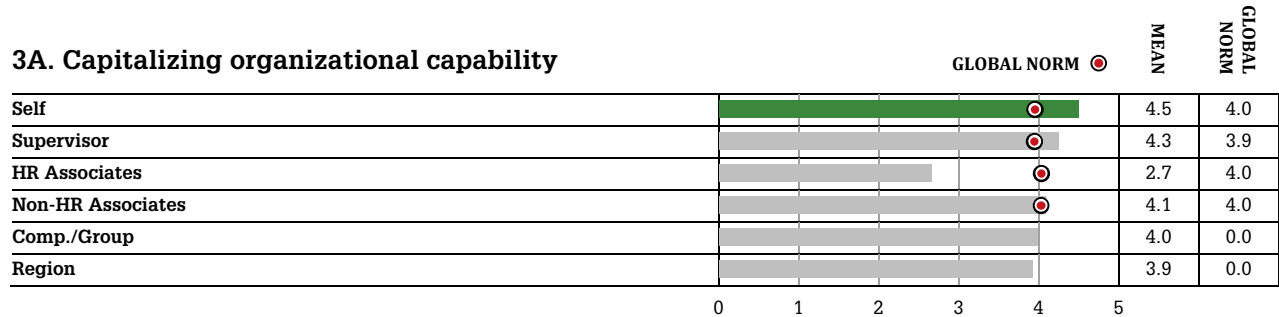
2D. Shaping the HR profession



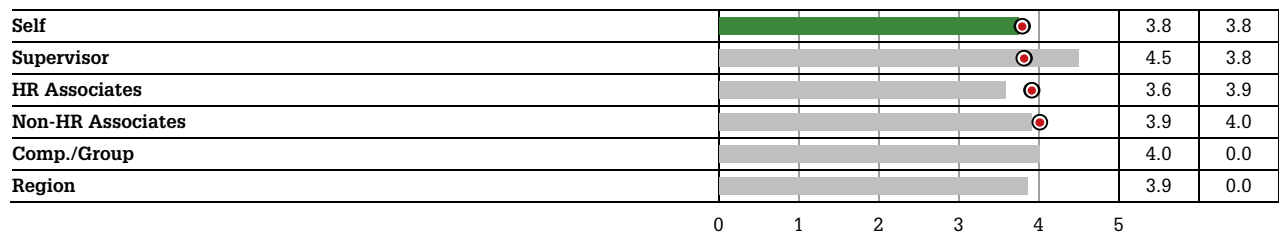


CAPABILITY BUILDER

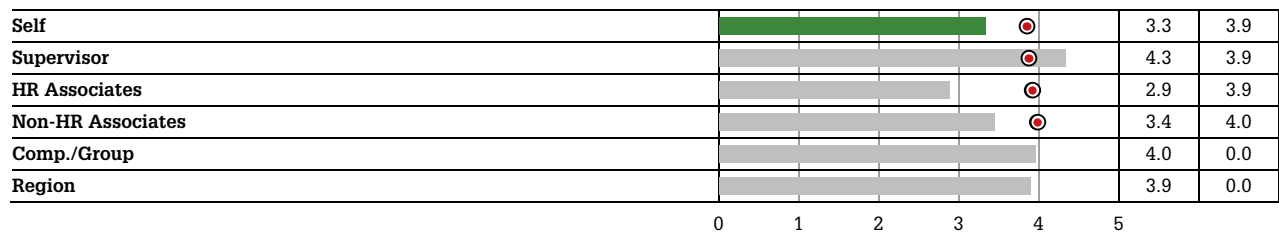
3A. Capitalizing organizational capability



3B. Aligning strategy, culture, practices, and behavior



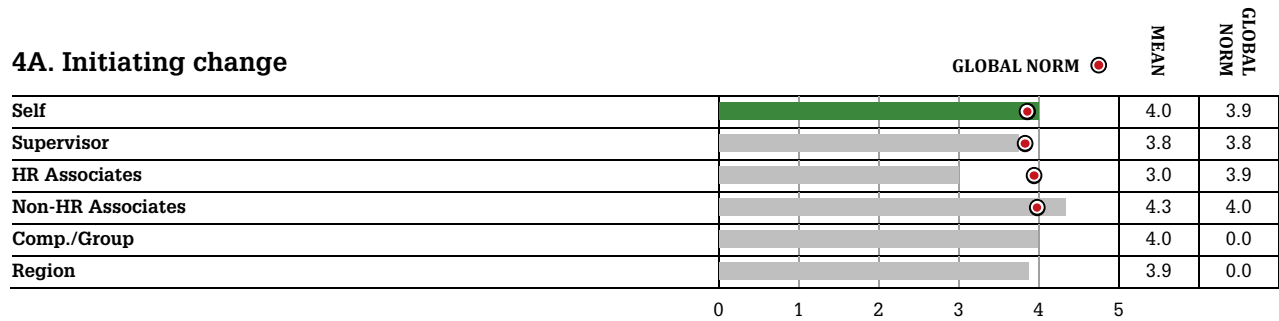
3C. Creating a meaningful work environment



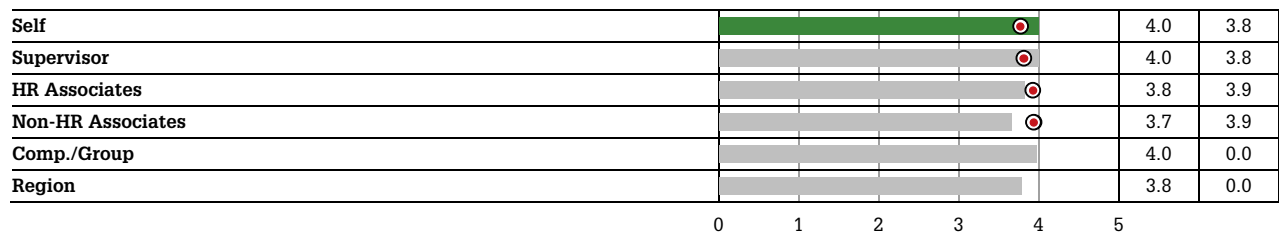


CHANGE CHAMPION

4A. Initiating change



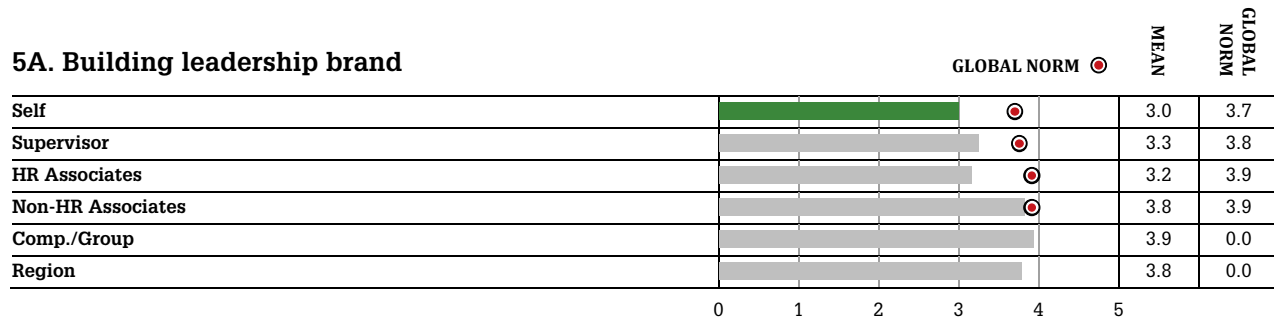
4B. Sustaining change



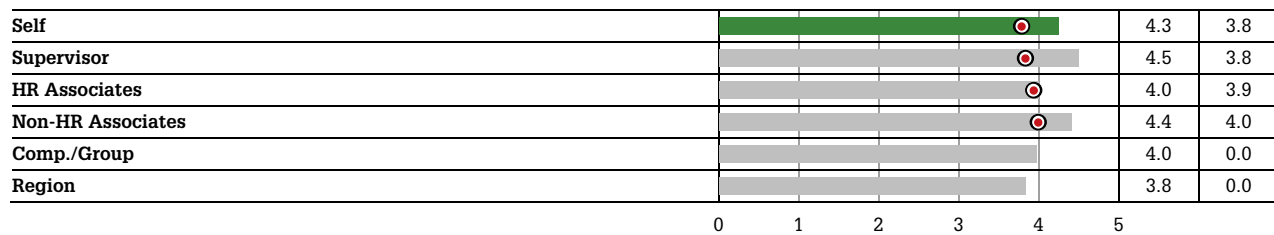


HR INNOVATOR AND INTEGRATOR

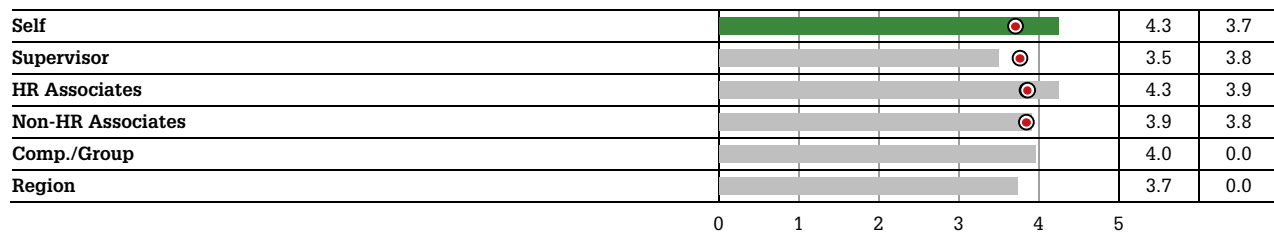
5A. Building leadership brand



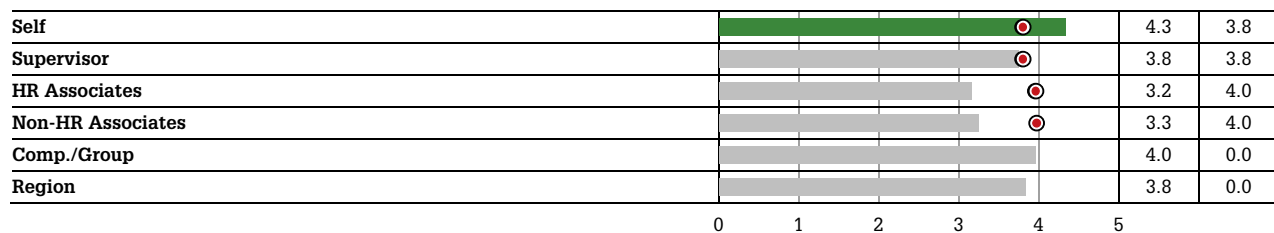
5B. Optimizing human capital through workforce planning and analytics



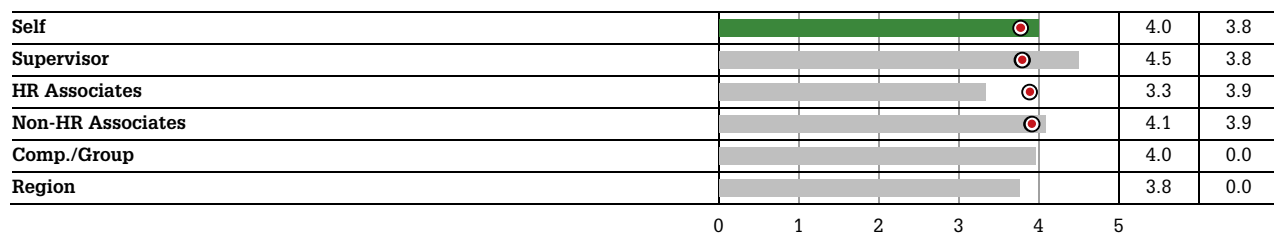
5C. Developing talent



5D. Shaping organization and communication practices



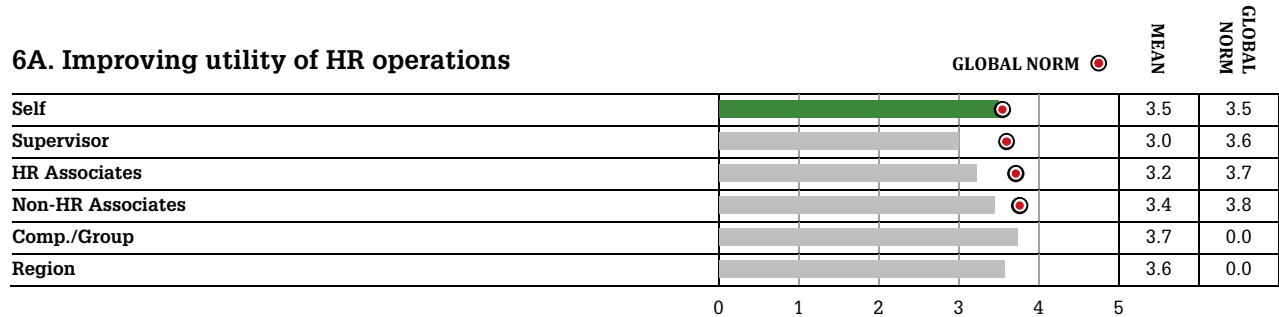
5E. Driving performance



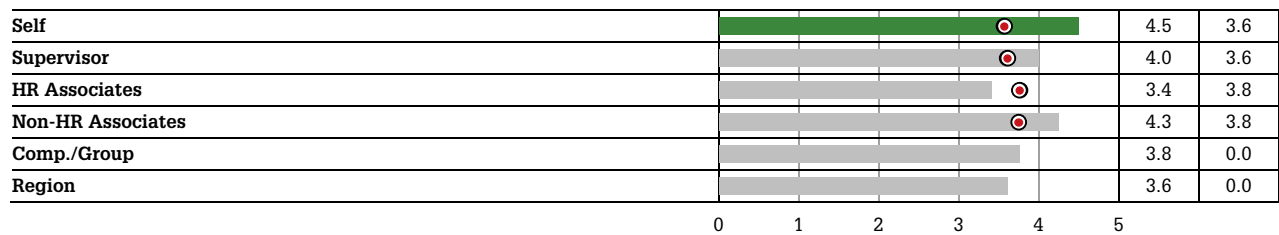


TECHNOLOGY PROPONENT

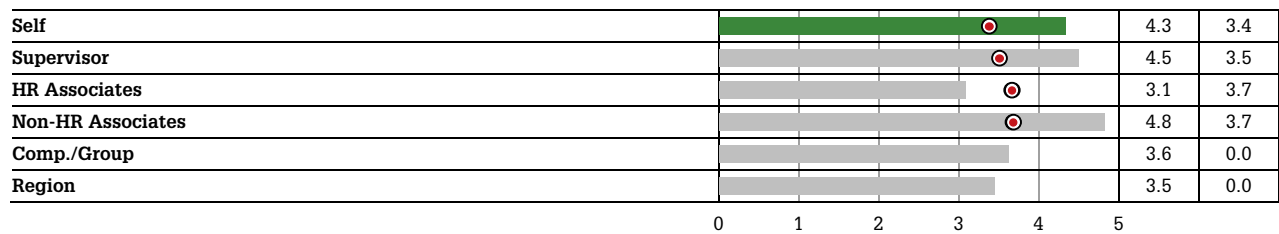
6A. Improving utility of HR operations



6B. Connecting people through technology





6C. Leveraging social media tools



STRATEGIC POSITIONER


	Self	Supervisor	HR Associates	Non-HR Associates	Comp./Group	Region
1A. Interpreting global business context	4.0	4.8	3.7	4.2	3.9	3.8
Global business environment (e.g., emerging markets or shifts in traditional markets)	4.0	5.0	3.3	3.7	3.8	3.9
Technology trends that influence your business (e.g., social media, cloud computing, mobile technology)	4.0	5.0	3.7	4.3	3.7	3.6
Competitor analysis	3.0	4.0	3.3	3.7	3.7	3.6
How your business makes money (e.g., who, where, how)	5.0	5.0	4.3	5.0	4.2	4.0
1B. Decoding customer expectations	5.0	4.8	3.4	3.8	3.9	3.7
Expectations of external customers	5.0	5.0	3.7	4.0	4.0	3.9
Help articulate a customer value proposition that guides internal organization actions	5.0	5.0	3.7	4.0	3.8	3.7
Focus the culture on meeting the needs of external customers	5.0	5.0	3.0	3.0	3.8	3.7
Ensure that the culture (firm brand) of your business is recognized in the minds of external stakeholders (e.g., customers, shareholders)	5.0	4.0	3.3	4.3	3.8	3.6
1C. Co-crafting a strategic agenda	3.8	3.8	3.6	3.7	3.9	3.9
Operations within your business	4.0	4.0	3.0	2.3	4.0	4.0
Spot opportunities for business success	4.0	4.0	4.0	3.7	3.8	3.6
Identify and help solve problems central to business strategy	3.0	3.0	4.3	4.3	4.0	3.8
Translate business strategy into a talent (workforce) or culture (workplace) set of initiatives	4.0	4.0	3.0	4.3	4.0	4.0


 Highest Scores
(4.5 & above)

 Lowest Scores
(2.0 & below)

CREDIBLE ACTIVIST


	Self	Supervisor	HR Associates	Non-HR Associates	Comp./Group	Region
2A. Earning trust through results	5.0	5.0	3.8	3.9	4.3	4.3
Meets commitments	5.0	5.0	3.3	4.3	4.2	4.3
Has track record of results	5.0	5.0	3.7	4.3	4.2	4.2
Demonstrates personal integrity and ethics	5.0	5.0	4.0	3.7	4.5	4.5
Has earned trust with key internal stakeholders	5.0	5.0	4.3	3.3	4.3	4.3
2B. Influencing and relating to others	4.5	4.8	3.1	3.7	4.2	4.2
Appropriately influences others	5.0	5.0	4.0	3.3	4.1	4.0
Shows a genuine interest in others	5.0	5.0	3.7	3.7	4.3	4.2
Acts with appropriate balance of confidence and humility	4.0	5.0	2.7	3.7	4.2	4.2
Has an appropriate sense of humor at work	4.0	4.0	2.0	4.0	4.2	4.3
2C. Improving through self-awareness	4.3	4.3	3.6	4.6	4.1	4.0
Takes appropriate risks	4.0	4.0	2.7	4.7	3.9	3.8
Seeks to learn from both successes and failures (e.g., is curious)	5.0	5.0	3.7	4.7	4.3	4.2
Is aware of how he or she comes across to others	4.0	4.0	4.3	4.3	4.1	3.9
2D. Shaping the HR profession	5.0	5.0	4.2	3.7	4.2	4.1
Plays an active role in professional bodies and works toward strengthening the profession	5.0	5.0	4.3	3.7	4.2	4.0
Invests in developing the HR function	5.0	5.0	4.0	3.7	4.3	4.2


 Highest Scores
(4.5 & above)

 Lowest Scores
(2.0 & below)

CAPABILITY BUILDER


	Self	Supervisor	HR Associates	Non-HR Associates	Comp./Group	Region
3A. Capitalizing organizational capability	4.5	4.3	2.7	4.1	4.0	3.9
Craft a culture that encourages innovation	4.0	4.0	2.0	3.7	3.8	3.7
Craft a culture that encourages speed of implementation	5.0	5.0	3.0	4.0	3.8	3.8
Craft a culture that insists on high ethical standards	5.0	4.0	2.3	4.0	4.3	4.2
Craft a culture of accountability for performance	4.0	4.0	3.3	4.7	4.1	4.1
3B. Aligning strategy, culture, practices, and behavior	3.8	4.5	3.6	3.9	4.0	3.9
Measure the influence of culture on achieving sustained business performance	3.0	5.0	3.0	4.7	3.9	3.7
Have a clear concept of the culture that is required to deliver the strategy of your business	4.0	4.0	3.0	4.0	4.1	3.9
Design and deliver integrated HR practices (e.g., staffing, training, rewards and recognition, performance management, etc.) that create and sustain the desired culture	4.0	4.0	3.7	3.3	4.2	4.1
Craft a culture that integrates global standards with local conditions	4.0	5.0	4.7	3.7	3.9	3.8
3C. Creating a meaningful work environment	3.3	4.3	2.9	3.4	4.0	3.9
Craft a culture that encourages work/life balance	2.0	4.0	2.7	3.3	4.0	3.9
Craft a culture that helps employees find meaning and purpose in their work	4.0	4.0	3.3	3.3	4.0	3.9
Craft a culture that gives people a positive identity from doing their work	4.0	5.0	2.7	3.7	4.0	3.9


 Highest Scores
(4.5 & above)

 Lowest Scores
(2.0 & below)

CHANGE CHAMPION


	Self	Supervisor	HR Associates	Non-HR Associates	Comp./Group	Region
4A. Initiating change	4.0	3.8	3.0	4.3	4.0	3.9
Help people understand why change is important (i.e., create a sense of urgency)	4.0	3.0	3.3	4.7	4.0	4.0
Identify and overcome sources of resistance to change	4.0	4.0	2.7	4.7	4.0	3.8
Help set the direction of change with clear outcomes	3.0	4.0	3.0	4.3	3.9	3.8
Build commitment of key people to support change efforts	5.0	4.0	3.0	3.7	4.0	3.9
4B. Sustaining change	4.0	4.0	3.8	3.7	4.0	3.8
Ensure the availability of resources to stick with the change (e.g., money, information, technology, people)	3.0	4.0	4.0	3.3	3.9	3.7
Help sustain change	4.0	4.0	4.3	3.7	4.0	3.9
Monitor and communicate progress of change processes	4.0	4.0	3.7	3.7	4.0	3.8
Adapt learnings about change to new settings	5.0	4.0	3.3	4.0	4.0	3.8


 Highest Scores
(4.5 & above)

 Lowest Scores
(2.0 & below)

HR INNOVATOR AND INTEGRATOR


	Self	Supervisor	HR Associates	Non-HR Associates	Comp./Group	Region
5A. Building leadership brand	3.0	3.3	3.2	3.8	3.9	3.8
Create a business case that leadership matters	4.0	4.0	3.3	3.0	4.0	3.9
Invest in future leaders	3.0	3.0	3.3	4.0	4.0	3.9
Measure or track leadership effectiveness	3.0	3.0	3.0	3.7	3.8	3.7
Integrate leadership development efforts	2.0	3.0	3.0	4.7	3.9	3.8
5B. Optimizing human capital through workforce planning and analytics	4.3	4.5	4.0	4.4	4.0	3.8
Establish standards or competencies for required talent	4.0	5.0	4.3	4.3	4.1	3.9
Assess key talent	4.0	5.0	4.3	5.0	4.1	4.0
Manage and optimize workforce diversity	5.0	5.0	3.7	4.7	3.9	3.8
Build a global talent management process	4.0	3.0	3.7	3.7	3.8	3.7
5C. Developing talent	4.3	3.5	4.3	3.9	4.0	3.7
Design and deliver training programs	5.0	3.0	5.0	4.0	4.0	3.8
Design meaningful developmental work experiences	5.0	4.0	4.0	3.7	4.0	3.7
Ensure that line managers spend time developing their staff	3.0	3.0	4.0	4.0	3.9	3.7
Develop local talent for local markets	4.0	4.0	4.0	4.0	3.9	3.7
5D. Shaping organization and communication practices	4.3	3.8	3.2	3.3	4.0	3.8
Help establish reporting relationships	5.0	4.0	2.7	3.7	4.0	3.8
Facilitate the design of organizational structure	3.0	3.0	3.7	4.0	4.0	3.9
Know how to form and leverage teams	5.0	5.0	3.0	2.7	3.9	3.9
Use business metrics to guide HR decisions	-	3.0	3.3	2.7	3.9	3.8
5E. Driving performance	4.0	4.5	3.3	4.1	4.0	3.8
Facilitate establishment of clear performance standards	4.0	4.0	2.7	3.7	4.0	3.8
Ensure that performance standards adapt to changing strategic demands	4.0	4.0	3.3	4.3	3.9	3.7
Design measurement systems that distinguish high-performing individuals from low-performing individuals	-	5.0	3.7	4.7	3.9	3.7
Deal with non-performance in a fair and timely way	-	5.0	3.7	3.7	4.0	3.8


 Highest Scores
(4.5 & above)

 Lowest Scores
(2.0 & below)

TECHNOLOGY PROPONENT

	Self	Supervisor	HR Associates	Non-HR Associates	Comp./Group	Region
6A. Improving utility of HR operations	3.5	3.0	3.2	3.4	3.7	3.6
Design non-financial reward/recognition systems	4.0	3.0	2.7	3.3	3.6	3.5
Design appropriate benefits systems	-	3.0	3.3	3.3	3.8	3.6
Manage health care costs	3.0	3.0	3.7	3.7	3.7	3.6
6B. Connecting people through technology	4.5	4.0	3.4	4.3	3.8	3.6
Formulate a comprehensive communication strategy	4.0	3.0	3.7	4.3	3.7	3.6
Remove low value-adding or bureaucratic work	4.0	4.0	3.7	4.3	3.8	3.6
Provide alternative/flexible policies to motivate different generations of employees	5.0	4.0	3.3	4.3	3.8	3.6
Align HR practices with external customer criteria	5.0	5.0	3.0	4.0	3.7	3.6
6C. Leveraging social media tools	4.3	4.5	3.1	4.8	3.6	3.5
Leverage technology for HR processes (HRIS)	4.0	5.0	2.3	4.7	3.8	3.7
Leverage social media for business purposes	4.0	4.0	2.7	4.7	3.5	3.3
Use technology to facilitate remote and mobile workforce	5.0	5.0	3.3	5.0	3.7	3.6
Coordinate social media policy and practices	-	4.0	4.0	5.0	3.5	3.3

 Highest Scores
(4.5 & above)

 Lowest Scores
(2.0 & below)

Item	Domain	Factor	Self	Supervisor	HR Associates	Non-HR Associates	Comp./Group	Region
How your business makes money (e.g., who, where, how)	Strategic Positioner	Interpreting global business context	5.0	5.0	4.3	5.0	4.2	4.0
Assess key talent	HR Innovator and Integrator	Optimizing human capital through workforce planning and analytics	4.0	5.0	4.3	5.0	4.1	4.0
Coordinate social media policy and practices	Technology Proponent	Leveraging social media tools	-	4.0	4.0	5.0	3.5	3.3
Establish standards or competencies for required talent	HR Innovator and Integrator	Optimizing human capital through workforce planning and analytics	4.0	5.0	4.3	4.3	4.1	3.9
Seeks to learn from both successes and failures (e.g., is curious)	Credible Activist	Improving through self-awareness	5.0	5.0	3.7	4.7	4.3	4.2
Craft a culture that integrates global standards with local conditions	Capability Builder	Aligning strategy, culture, practices, and behavior	4.0	5.0	4.7	3.7	3.9	3.8
Use technology to facilitate remote and mobile workforce	Technology Proponent	Leveraging social media tools	5.0	5.0	3.3	5.0	3.7	3.6
Design measurement systems that distinguish high-performing individuals from low-performing individuals	HR Innovator and Integrator	Driving performance	-	5.0	3.7	4.7	3.9	3.7
Design and deliver training programs	HR Innovator and Integrator	Developing talent	5.0	3.0	5.0	4.0	4.0	3.8
Manage and optimize workforce diversity	HR Innovator and Integrator	Optimizing human capital through workforce planning and analytics	5.0	5.0	3.7	4.7	3.9	3.8

Item	Domain	Factor	Self	Supervisor	HR Associates	Non-HR Associates	Comp./Group	Region
Operations within your business	Strategic Positioner	Co-crafting a strategic agenda	4.0	4.0	3.0	2.3	4.0	4.0
Craft a culture that encourages innovation	Capability Builder	Capitalizing organizational capability	4.0	4.0	2.0	3.7	3.8	3.7
Design non-financial reward/recognition systems	Technology Proponent	Improving utility of HR operations	4.0	3.0	2.7	3.3	3.6	3.5
Use business metrics to guide HR decisions	HR Innovator and Integrator	Shaping organization and communication practices	-	3.0	3.3	2.7	3.9	3.8
Has an appropriate sense of humor at work	Credible Activist	Influencing and relating to others	4.0	4.0	2.0	4.0	4.2	4.3
Know how to form and leverage teams	HR Innovator and Integrator	Shaping organization and communication practices	5.0	5.0	3.0	2.7	3.9	3.9
Craft a culture that encourages work/life balance	Capability Builder	Creating a meaningful work environment	2.0	4.0	2.7	3.3	4.0	3.9
Craft a culture that insists on high ethical standards	Capability Builder	Capitalizing organizational capability	5.0	4.0	2.3	4.0	4.3	4.2
Facilitate establishment of clear performance standards	HR Innovator and Integrator	Driving performance	4.0	4.0	2.7	3.7	4.0	3.8
Focus the culture on meeting the needs of external customers	Strategic Positioner	Decoding customer expectations	5.0	5.0	3.0	3.0	3.8	3.7

In this section you will find your raters' responses to the open-ended questions. These comments are shown exactly as your raters have entered them. They have not been edited in any way.

What are Maria Sample's greatest strengths as an HR professional?**SUPERVISOR**

1. Text here is the supervisors comments printed verbatim

OTHER RATERS

1. verbatim comments
2. verbatim comments
3. verbatim comments
4. verbatim comments
5. Comment...
6. Comment...

What do you see as Maria Sample's most important areas for development as an HR professional? (Please be specific)**SUPERVISOR**

1. verbatim comments as typed in the survey

OTHER RATERS

1. verbatim comments
2. Comments...
3. Comments...
4. Comments...
5. Comments...
6. Comments...

Is there anything else you would like to tell Maria Sample that would help improve their effectiveness?

SUPERVISOR

1. Verbatim comments as typed in the survey

OTHER RATERS

1. Testing
2. verbatim comments
3. verbatim comments
4. verbatim comments
5. verbatim comments
6. verbatim comments

Item-Specific Comments**Operations within your business**

1. verbatim comments
2. verbatim comments

Align HR practices with external customer criteria

1. verbatim comments

Leverage technology for HR processes (HRIS)

1. verbatim comments

Craft a culture that encourages innovation

1. verbatim comments

Craft a culture that encourages speed of implementation

1. verbatim comments

Craft a culture that encourages work/life balance

1. verbatim comments

Facilitate establishment of clear performance standards

1. Comments...

Know how to form and leverage teams

1. Comments...

Appropriately influences others

1. Comments...

Has an appropriate sense of humor at work

1. Comments...

2. Comments...

Invests in developing the HR function

1. Comments...