



## The Johns Hopkins University Human Resources Competency Dictionary

### JHU Human Resources Competencies (Applies to All HR Functional Areas)

Business Partnership and  
Consultation

Ethics and values

Decision making

Results orientation

Communication/  
Relationship management

## JHU Human Resources Competencies (Applies to All)

### Business partnership and consultation

Shows ability to influence and consult with strong business knowledge. Possesses excellent intellectual, interpersonal and political skills.

Dependent contributor	Independent contributor	Contributes through others	Contributes strategically
<ul style="list-style-type: none"> <li>• Works well with others</li> <li>• Recognizes the need to understand the organization and its business partnerships</li> <li>• Brings new ideas and is willing to ask questions</li> <li>• Builds relationships and partnerships</li> <li>• Demonstrates credibility and builds trust</li> <li>• Is able to communicate with all members of the university community</li> </ul>	<ul style="list-style-type: none"> <li>• Understands that there is more than one approach to an issue</li> <li>• Uses consensus-building and mediation skills</li> <li>• Offers solutions to clients and delivers products in a timely manner</li> <li>• Remains current on legal and organizational policies and regulations</li> <li>• Understands and leverages the role and impact of partners in the organization</li> <li>• Appropriately tailors messages to the audience</li> </ul>	<ul style="list-style-type: none"> <li>• Encourages collective resolutions and facilitates the creation of effective partnerships</li> <li>• Appropriately develops and empowers team members</li> <li>• Is politically savvy and demonstrates perseverance</li> <li>• Communicates emerging issues/ideas from business partnerships to senior leaders</li> <li>• Is able to engage and inspire; sensitive to personal and business impact</li> <li>• Demonstrates effective leadership of cross-functional teams</li> </ul>	<ul style="list-style-type: none"> <li>• Champions HR practices that enable leaders to further organizational goals</li> <li>• Builds strategic relationships to meet organizational goals</li> <li>• Understands the business and trends in peer organizations</li> <li>• Identifies and recommends new products or services to maintain competitiveness</li> <li>• Collaborates across institutional functions</li> <li>• Identifies partnership measurements for accountability</li> </ul>

[Back to Home](#)

## JHU Human Resources Competencies (Applies to All)

### Ethics and values

Demonstrates the highest level of personal and professional integrity, trust, and compassion.

Dependent contributor	Independent contributor	Contributes through others	Contributes strategically
<ul style="list-style-type: none"><li>• Demonstrates credibility and integrity in working towards the common good of the university</li><li>• Shows respect for others' values and working relationships</li><li>• Understands organizational values and conducts self appropriately</li><li>• Demonstrates good work ethics</li><li>• Understands own ethics and values and aligns them with the ethics and values of the university</li></ul>	<ul style="list-style-type: none"><li>• Seeks to advise and support fairness and equity</li><li>• Models work/life effectiveness by respecting and valuing others' time</li><li>• Knows and understands the culture of the organization</li><li>• Is inclusive of differing views and opinions</li><li>• Understands one's role both on and off a team</li></ul>	<ul style="list-style-type: none"><li>• Leverages relationships with individuals and treats employees as partners</li><li>• Builds a sense of community based on trust and respect for others</li><li>• Practices inclusion and demonstrates respect</li><li>• Identifies and communicates when ethics/values are being displayed or not</li><li>• Holds employees accountable for ethical actions</li></ul>	<ul style="list-style-type: none"><li>• Champions organizational values that support the mission of the university</li><li>• Models ethical behavior</li><li>• Communicates and reinforces HR values</li><li>• Espouses the need for continual ethics/diversity training and engages the organization in this conversation</li></ul>

## JHU Human Resources Competencies (Applies to All)

### Decision making

Makes high quality, timely decisions that are compliant with legal and university policy.

Dependent contributor	Independent contributor	Contributes through others	Contributes strategically
<ul style="list-style-type: none"><li>• Uses process management, rules, procedures and policies as a guideline for decision making</li><li>• Demonstrates technical competency when making decisions</li><li>• Understands when a decision needs to be moved to next level</li><li>• Recognizes need for additional information and asks pertinent questions</li><li>• Demonstrates credibility and trust</li></ul>	<ul style="list-style-type: none"><li>• Possesses and applies analytical skills</li><li>• Takes time to investigate, analyze data and compare options and results</li><li>• Is inclusive of key stakeholders when making decisions</li><li>• Interprets established policies and related laws to maintain compliance</li><li>• Understands department needs and culture in order to provide appropriate recommendations</li><li>• Make decisions with reasonable caution and sound judgment</li></ul>	<ul style="list-style-type: none"><li>• Considers a number of solutions and offers clients more than one approach</li><li>• Takes efficiency and effectiveness into consideration</li><li>• Helps clients understand underlying factors and potential results/impact</li><li>• Encourages and values feedback and input before decision is made</li><li>• Effectively manages outcomes of decisions</li><li>• Is viewed as an subject matter expert</li></ul>	<ul style="list-style-type: none"><li>• Is outcomes focused with collaborative approach</li><li>• Engages in strategic thinking and brainstorming</li><li>• Understands what agendas are important for present and future decisions</li><li>• Models effective decision making; acts proactively and sets direction</li><li>• Champions strategies to obtain buy in when consensus is difficult</li><li>• Determines uses of appropriate data to make strategic decisions (matrix, benchmarking, etc.)</li></ul>

## JHU Human Resources Competencies (Applies to All)

### Results orientation

Works with an efficient, action oriented approach to achieve, measure, and improve results.

Dependent contributor	Independent contributor	Contributes through others	Contributes strategically
<ul style="list-style-type: none"> <li>• Displays contemporary HR skills</li> <li>• Regularly achieves work product and produces useful deliverables</li> <li>• Is conscientious, responsive and attentive</li> <li>• Aligns individual goals to organizational goals</li> <li>• Provides input about ways to improve services</li> <li>• Actively seeks to learn about and understand the organization and team</li> <li>• Is adaptable and comfortable with change and ambiguity</li> </ul>	<ul style="list-style-type: none"> <li>• Finds others who share same goals and works collaboratively with them</li> <li>• Acts as a credible resource to colleagues, clients and peers and is highly regarded for contributions</li> <li>• Articulates and applies best practices while using technologies to achieve results and efficiencies</li> <li>• Actively seeks opportunities for professional development</li> <li>• Facilitates change management and executes improvements</li> <li>• Takes calculated risks</li> </ul>	<ul style="list-style-type: none"> <li>• Understands history, people and dynamics of organization and navigates through them to produce intended outcomes and measureable results</li> <li>• Holds others accountable for measuring and meeting performance goals; addresses low performance</li> <li>• Displays mastery of goal setting and fosters collaboration between leadership and staff</li> <li>• Maximizes human capital by developing others' talent; motivates, recognizes, rewards contribution</li> </ul>	<ul style="list-style-type: none"> <li>• Identifies those measures that add value to leaders and contribute to the strategic goals of the university</li> <li>• Ensures outcomes align with organizational needs, whereby value is clearly recognized</li> <li>• Understands and interprets information to manage organization in current and future states</li> <li>• Models a results orientation for the organization; actively scans environment for new opportunities while assessing risk</li> <li>• Designs services that incorporate business system applications</li> </ul>

## JHU Human Resources Competencies (Applies to All)

### Communication/Relationship management

Demonstrates superb abilities to communicate, manage conflict, and focus on customers.

Dependent contributor	Independent contributor	Contributes through others	Contributes strategically
<ul style="list-style-type: none"><li>• Uses oral and written communication skills appropriate to workplace</li><li>• Establishes good working relationships with others and maintains confidentiality</li><li>• Listens well and is patient and willing to help</li><li>• Follows instructions and follows up appropriately</li><li>• Is able to receive constructive feedback</li><li>• Develops networks and partnerships across the institution</li><li>• Knows when to consult with leadership for direction with complex issues</li></ul>	<ul style="list-style-type: none"><li>• Seeks to understand customer needs and requirements</li><li>• Seeks first to understand before being understood</li><li>• Looks for 'win-win' outcomes</li><li>• Is able to manage difficult conversations with tact</li><li>• Provides appropriate and timely feedback to clients</li><li>• Is able to influence, facilitate and mediate</li></ul>	<ul style="list-style-type: none"><li>• Is able to effectively communicate sensitive, complex concepts and messages to all audiences</li><li>• Effectively negotiates conflicts involving many competing perspectives and strongly held beliefs</li><li>• Measures and monitors customer service feedback</li><li>• Mentors and coaches team members and holds them accountable</li><li>• Embraces and models diversity and inclusion</li><li>• Is open to and encourages feedback and input of others</li></ul>	<ul style="list-style-type: none"><li>• Clearly articulates vision and strategic direction to others; is the champion of the message</li><li>• Effectively communicates direction in order to motivate and influence others to take appropriate action</li><li>• Holds others accountable for establishing open honest communication and relationship building</li><li>• Removes barriers to institution-wide communication/relationship management</li><li>• Delivers messages in multiple ways for multiple audiences with emphasis on broad dissemination of information</li></ul>