



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

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

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

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

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