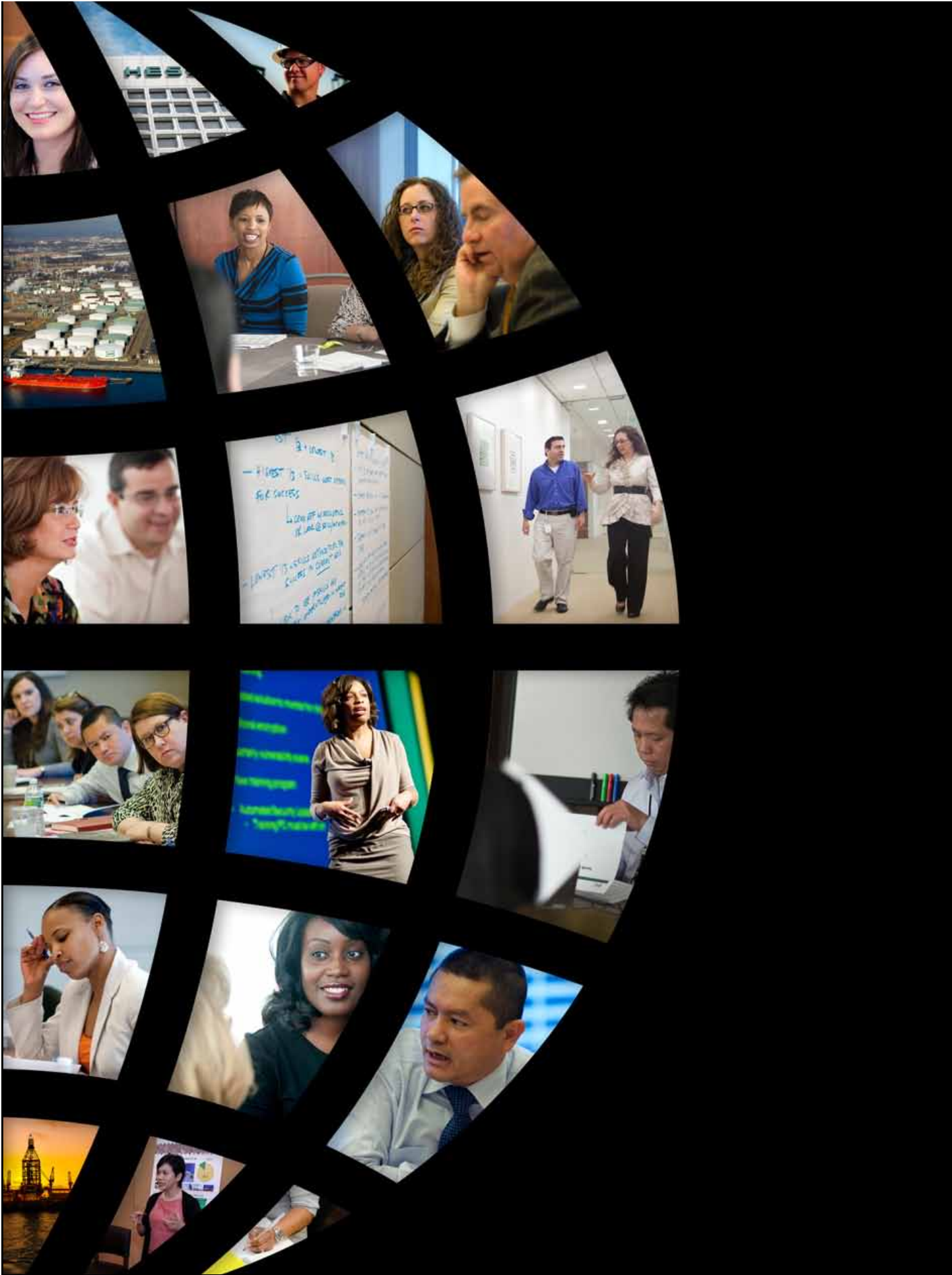




THINKING FORWARD

Your HR Career Planning Guide







Dear Colleague,

Our watchword has always been, "At Hess, you can make a difference."

This was never truer than it is today, as we work toward our goal of becoming the world's best-performing energy investment by the year 2020. I am extremely proud that our HR function is a driving force behind every aspect of Hess 2020 and the House of Hess.

Hess management recognizes that our people represent a source of competitive advantage. We are the ones responsible for ensuring that Hess finds, hires, develops, compensates and retains people with the skills — and the passion for innovation and collaboration — that will make it possible for the organization to achieve its ambitious business goals.

And we're doing this in a dynamic market that is becoming more complex and changing faster than ever before in Hess's history.

This means more career opportunities for those of us in HR ... but it also means that we must continually raise the bar on our performance. Sound fundamentals and flawless execution are critical in order to build a culture capable of delivering on the Hess 2020 promise.

This HR Career Guide was developed by a team of your colleagues to ensure that we live by the Hess Values every day, have the requisite capabilities and understand what is expected of us. I think you'll find it an excellent resource; and I urge you to take full advantage of the insights and resources it provides to support you every step of the way in your career with Hess.

Thanks to your efforts, HR has become a highly trusted partner and advisor throughout the global enterprise. We have an incredible opportunity before us: to learn, grow and significantly influence the future of our company. I hope you will accept the challenge, and join me in this exciting endeavor.



Mykel Ziolo
Senior Vice President
Global Human Resources



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THE HR CAREER PLANNING GUIDE

Career Guide Overview



SECTION TITLE

Hess HR Charter



HR Career Guide

At Hess, we understand that you place a high priority on your career. That makes investment in your professional development — and providing you with rewarding opportunities for personal growth — a priority.

This Guide focuses on the competencies required to build your career... whatever your role and level. It also includes useful resources to help you and the company share and compare expected levels of proficiency, both today and for the future, so that together we can identify your path to success, develop an action plan to fill in any gaps and support you in achieving your ultimate career goals.

THE HR DEVELOPMENT FRAMEWORK

This is your personal toolkit. It is designed to provide you with everything you need to support your career development, including: **Job Family Profiles, Grade Level Descriptors, the HR Competency Dictionary** and an array of other **Development Resources**.

Used together, these individual elements help define “successful performance” in each role, and make a impact on *your success* and *the success of the business*.

THE HR GUIDE'S UNDERLYING PRINCIPLES

- Provide a comprehensive approach to career development
- Foster full transparency around job levels and the skills required to perform them
- Offer career development opportunities and a variety of learning experiences
- Support knowledge sharing across businesses and regions
- Align Hess business needs with employee aspirations



Overview

“IT’S NEVER TOO LATE TO BE
WHO YOU MIGHT HAVE BEEN.”
- GEORGE ELLIOT

TWO-WAY COMMITMENT

HES INVESTS IN YOUR PROFESSIONAL DEVELOPMENT AND PROVIDES YOU WITH REWARDING OPPORTUNITIES FOR PERSONAL GROWTH

YOU PLACE A HIGH PRIORITY ON YOUR PROFESSIONAL DEVELOPMENT AND ARE ACCOUNTABLE FOR ACTIVELY PARTICIPATING IN YOUR OWN CAREER MAPPING.

JOB FAMILIES PROFILES

The Framework identifies the competencies required for each level — within any of the given job families:

- Benefits
- Compensation
- Diversity & Inclusion
- HR Information Systems
- HR Generalist
- Learning & Development
- Mobility & International Practices
- Planning & Strategy
- Shared Services
- Talent Acquisition
- Talent Management

GRADE LEVEL DESCRIPTORS

Grade Level Descriptors provide the general accountabilities, experiences and characteristics of any role, at a specific grade level, within Hess Human Resources.

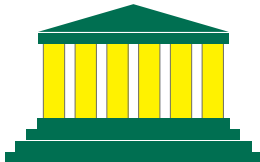
1	ANALYST
2	SENIOR ANALYST
3	SPECIALIST
4	MANAGER
5	SENIOR MANAGER
6	DIRECTOR
7	VICE PRESIDENT

KNOWLEDGE COMPETENCIES

Knowledge Competencies are derived from the specific knowledge base that is core to the Human Resources Profession. An HR professional may have special education, training or experience in multiple knowledge competencies.

The largest slice of most companies' market capitalization is held in intangibles — primarily the talent, knowledge and teamwork of its staff.
- Ernst & Young





Grow Our Own Timber

BEHAVIORAL DIFFERENTIATORS

Behavioral differentiators are observable behaviors that distinguish excellent performance. These competencies encompass knowledge, skills, attitudes, and actions and can apply to all HR roles within Human Resources.

For each competency and differentiator, we have identified five proficiency levels, which should grow throughout your career.

Different levels of proficiency are required in each of the knowledge competencies depending on the specific HR role. Understanding the proficiency levels helps you to determine where you are relative to where you want or need to be.

- 0**
NOT REQUIRED
- 1**
AWARENESS
- 2**
APPLYING
- 3**
PROFICIENT
- 4**
LEADING
- 5**
MASTERY

COMPETENCY ASSESSMENT TOOL

Every job has been placed into a job family; and we've determined the required proficiency level for each role.

The Competency Assessment Tool can be used jointly by manager and employee to share — and compare — their views on your proficiency level in each relevant area of competency.

Take time to review the job families and refer to them as you begin to develop your Individual Development Plan (IDP).

Competency Overview	
Business Acumen	Business Acumen
Communication	Communication
Customer Focus	Customer Focus
Decision Making	Decision Making
Financial Acumen	Financial Acumen
Global Mindset	Global Mindset
Human Resources	Human Resources
Leadership	Leadership
Operational Excellence	Operational Excellence
Project Management	Project Management
Quality	Quality
Teamwork	Teamwork
Technical Skills	Technical Skills
Work Ethic	Work Ethic



“FAR AND AWAY THE BEST PRIZE THAT LIFE OFFERS IS THE CHANCE TO WORK HARD AT WORK WORTH DOING.”

- THEODORE ROOSEVELT

DEVELOPMENT SUGGESTIONS

There are numerous development options that enable you to jump-start or accelerate your development path. The Development Resources section (see page X.XX) provides specific actions you can take, as well as resources for each of the 70-20-10 categories. All of these development options are designed to help generate your own ideas about development.

70% ON THE JOB LEARNING	20% RELATIONSHIPS	10% TRAINING & READING
Job changes Assignments Daily work Special projects	Coaching Mentoring Communities Feedback	Classes Courses Seminars Certifications

INDIVIDUAL DEVELOPMENT PLAN

Individual Development Plans serve as your personal roadmap to managing your career development. IDP's help you to:

- Identify goals and objectives
- Track/monitor progress
- Improve efficiency and productivity
- Maximize opportunities
- Realize career potential
- Gain perspective and awareness
- Obtain recognition for achievements
- Create the tactics necessary for progress
- Exhibit stronger performance
- Identify and overcome obstacles

We encourage you to experience professional challenges in a variety of functions and geographies and in lateral moves, job rotations and international assignments.

Our commitment is to help you realize your potential, so you can make a bigger contribution in your current role and to prepare you for your next assignment.

“The five U.S. companies with the highest shareholder returns differentiated themselves from their competitors and the market only in the way they managed people.”

– Professor Jeffrey Pfeffer

“THE DOOR TO OPPORTUNITY IS
ALWAYS LABELED ‘PUSH.’”
-ANONYMOUS

Getting Started

Career development at Hess is an ongoing process for which you and your manager share responsibility. It represents a collaborative effort to upgrade an your knowledge, skills and abilities in line with our business needs and your goals and aspirations

So how do you begin?

STEP 1

Preparation

First, **review** the appropriate Job Family Profile for your job and then take a look at the Level Descriptors for your job category (Generalist or Specialist). The Competency Dictionary (see page x.xx) is a useful resource that can provide additional context and greater clarity.

STEP 2

Discussion

Next, **assess** your proficiency level in each of the core competencies for your job family and level, and record the information in the Competency Assessment Tool. Meet with your manager and identify any areas that you may need to work on; draft your Individual Development Plan (IDP); and meet with your manager to discuss your goals and come to agreement on next steps.

STEP 3

Action

Once you have finalized your plan, you can take action.

You will want to monitor and track progress and schedule regular updates with your manager, who is responsible for the use and application of the HR Development Framework.



The first part of the document discusses the importance of maintaining accurate records of all transactions. It emphasizes that every sale, purchase, and payment must be properly documented to ensure the integrity of the financial statements. This includes recording the date, amount, and purpose of each transaction.

Next, the document outlines the process of reconciling bank statements with the company's internal records. This involves comparing the bank's records of deposits and withdrawals with the company's own records to identify any discrepancies. Any differences should be investigated and resolved promptly to avoid errors in the financial reporting process.

The document also addresses the need for regular audits. Internal audits help to identify potential weaknesses in the accounting system and ensure that all transactions are recorded accurately. External audits by independent accountants provide an additional level of assurance to stakeholders that the financial statements are reliable and free from material misstatements.

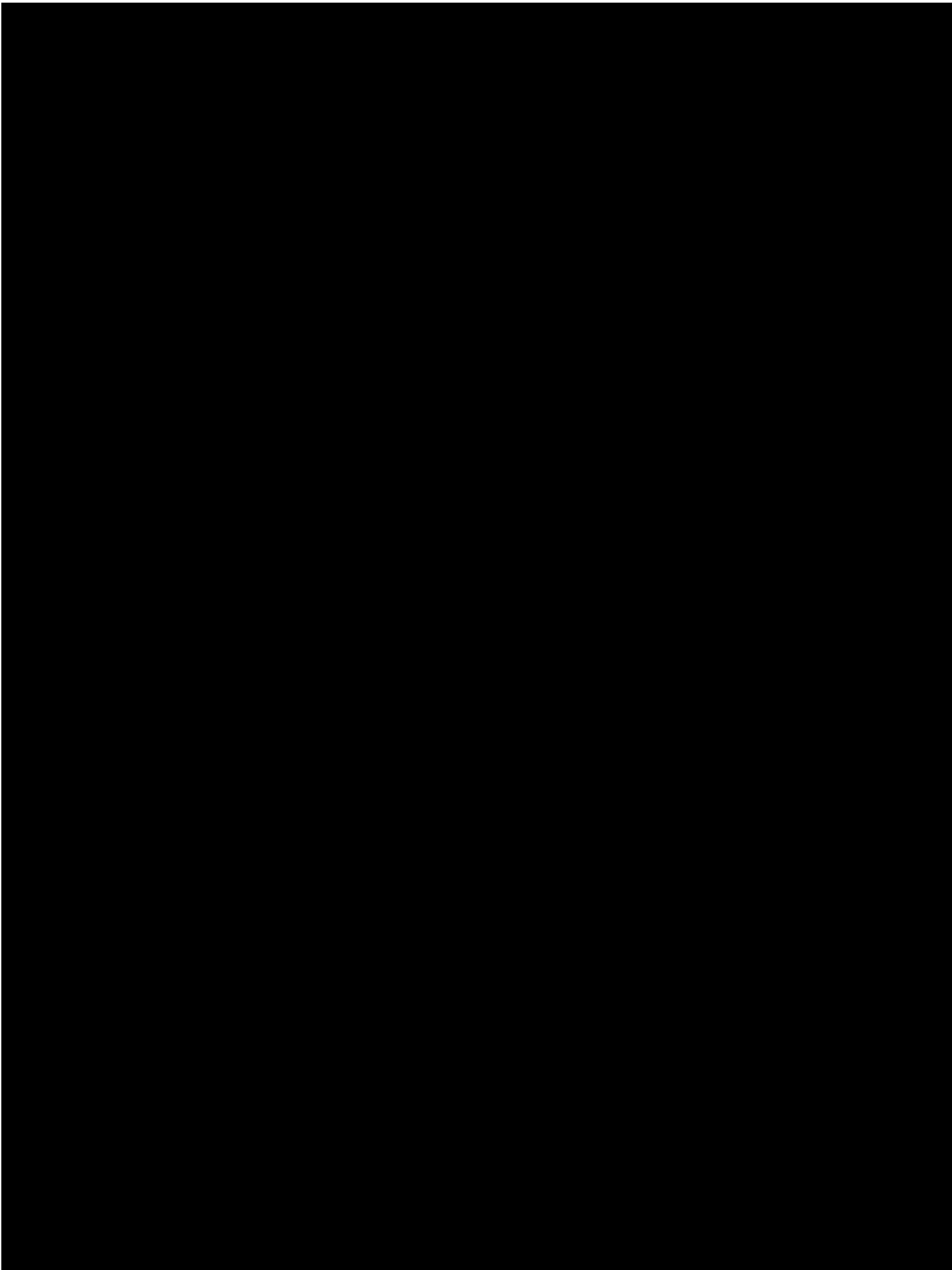
Finally, the document stresses the importance of transparency and communication. Management should provide clear and timely information to the board of directors and other stakeholders regarding the company's financial performance. This includes regular reporting on key financial metrics and any significant changes in the company's financial position.

THE HR CAREER PLANNING GUIDE

Job Families

Grade Level Descriptors provide the general accountabilities, required experiences and characteristics of any role within the function at a specific job grade level.





JOB FAMILIES

Grade Level Descriptors

Grade Level Descriptors provide the general accountabilities, required experiences and characteristics of any role within the function at a specific job grade level.





GRADE LEVEL DESCRIPTORS

HR Specialist

DEFINITION

Specializes in an HR discipline and partners with HR Generalists to deliver HR services to support business objectives. HR disciplines include Benefits, Diversity & Inclusion, Global Compensation, Global Mobility & International Practices, HR Information Systems (HRIS), Learning and Development, Talent Management, Shared Services, Talent Acquisition, Policies and Practices, and Planning & Strategy.

The Accountabilities, Required Experiences and Characteristics of Each Grade Build Successively on the Previous Grade

SALARY BAND/GRADE

1

ANALYST

2

SENIOR ANALYST

HR COMPETENCIES

MAIN ACCOUNTABILITIES

Conducts transactions and analyses to support management in developing and administering effective policies and programs.

Contributes to preparation of summaries and reports that assess the impact of policies and programs.

Performs routine duties as instructed and operates under direct supervision.

May require familiarity with computer systems or programs.

Conducts transactions and analyses with moderate complexity to support management in developing and administering effective policies and programs.

Prepares summaries and reports that assess the impact of policies and programs.

Independently performs most work activities and operates under general supervision.

Typically requires familiarity with specific computer systems or programs.

MARKET CRITERIA

Typically requires a Bachelor's degree with 0-3 years of experience.

Typically requires a Bachelor's degree with 3-5 years of experience. May have day to day supervisory responsibility.

EXPERIENCE PROFILE

General awareness of HR concepts and issues.

Experience working independently to deliver quality work.

Entry level in progression towards career proficiency.

General awareness of HR concepts and issues.

Experience solving day to day HR issues.

Intermediate level in progression towards career proficiency.

Experience working with HR Generalists and Specialists to resolve business issues.

3 SPECIALIST	4 MANAGER	5 SENIOR MANAGER	6 DIRECTOR	7 P
<p>Develops programs and processes of moderate scale to support HR strategy/policy.</p> <p>Prepares communications and reports regarding additions, changes, patterns and outcomes related to HR programs/processes.</p> <p>May be responsible for instructing, directing and checking the work of others. May serve as a team leader on projects.</p> <p>Partners with HR Generalists and individuals in other HR disciplines to accomplish objectives.</p> <p>Requires in-depth knowledge of specific computer systems or programs.</p>	<p>Designs, deploys and evaluates enterprise-wide programs and processes, incorporating market best practices.</p> <p>Ensures quality and consistency of program, process and policy administration maintaining compliance with standards and regulations.</p> <p>Serves as team leader on strategic assignments. Advises HR Generalists and business leaders on HR matters.</p> <p>Requires in-depth knowledge of specific computer systems or programs.</p>	<p>Leads the design, deployment and evaluation of programs, processes and policies. Seeks competitive insights to augment HR outcomes.</p> <p>Monitors program/ process/ policy effectiveness, informing management of trends/patterns and making recommendations for enhancements.</p> <p>Anticipates and plans for long-term human resource needs and trends in partnership with HR Generalists and business leaders.</p> <p>Directs the training and performance management for their team.</p> <p>Applies expertise in at least two HR disciplines.</p>	<p>Drives strategy for the design, deployment and evaluation of programs, processes and policies. Seeks competitive insights to augment HR outcomes.</p> <p>Monitors program/ process/ policy effectiveness, informing management of trends/patterns and making recommendations for enhancements.</p> <p>Anticipates and plans for long-term human resource needs and trends in partnership with HR Generalists and senior business leaders.</p> <p>Directs training, performance management and capacity planning for their team.</p> <p>Applies a depth of expertise</p>	<p>Sets the s by which policies are lished and</p> <p>Anticipate industry c implicatio</p> <p>Responsible ter expert HR discipli</p> <p>Plans for l needs and senior exe</p> <p>Takes resp ment of a planning f</p> <p>Advances the global</p>
<p>Typically requires a Bachelor's degree with 5+ years of experience. May have supervisory responsibility</p>	<p>Typically requires a Bachelor's degree with 8+ years of experience. May have supervisory responsibility.</p>	<p>Typically requires a Graduate degree with 12+ years of experience. Typically manages professional staff</p>	<p>Typically requires a Graduate degree with 15+ years of experience. Provides leadership to managers, supervisors and/or professional staff</p>	<p>Typically r degree wi ence. Typi HR. Typica position.</p>
<p>Experience working across multiple HR disciplines to deliver results.</p>	<p>Experience working across HR sub-functions to deliver results.</p>	<p>Experience in HR program/ policy design and implementation. Served as manager of an HR discipline.</p>	<p>Experience in HR program/ policy design and implementation. Served as manager of an HR discipline.</p>	<p>Significan gram/ pol imentation one or mo</p>
<p>Managed HR projects of moderate size.</p>	<p>Extensive HR project management experience.</p>	<p>Supported HR needs in international locations.</p>	<p>Ownership of HR responsibilities in multiple geographies.</p>	<p>Experienc operations to senior l tion.</p>
<p>Represents the fully proficient career level; progression beyond this level depends on business need and performance track record.</p>	<p>Managed HR projects of large size and complexity</p>	<p>Recognized as subject matter expert internally.</p> <p>Awareness of HR financials and cost drivers.</p>	<p>Recognized as subject matter expert externally.</p> <p>Demonstrated impact on improving HR financials.</p>	<p>Experienc providing teams.</p>
				<p>Demonstr providing H</p>

**VICE
RESIDENT**

strategy and direction
global HR programs,
and processes are estab-
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changes and the global
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l HR implications with
cutive.

responsibility for develop-
and long-term capacity
for the team.

the value delivered by
HR function

requires a Graduate
with 20+ years of experi-
cally reports to SVP,
ally a single incumbent

t experience in HR pro-
icy design and imple-
. Served as manager of
re HR disciplines.

e in transforming HR
s and representing HR
eaders of the organiza-

e sitting on, and
support to, leadership

ated impact on im-
R financials.

GRADE LEVEL DESCRIPTORS

HR Generalist

DEFINITION

Partners with HR Specialists to deliver HR services to support business objectives. HR disciplines include Benefits, Diversity & Inclusion, Global Compensation, Global Mobility & International Practices, HR Information Systems (HRIS), Learning and Development, Talent Management, Shared Services, Talent Acquisition, Policies and Practices, and Planning & Strategy.

The Accountabilities, Required Experiences and Characteristics of Each Grade Build Successively on the Previous Grade

SALARY BAND/GRADE

1

ANALYST

2

SENIOR ANALYST

HR COMPETENCIES

MAIN ACCOUNTABILITIES

Administers policies and programs covering several or all HR disciplines.

Contributes to preparation of summaries and reports that assess the impact of policies and programs.

Performs routine duties as instructed and operates under direct supervision.

May require familiarity with computer systems or programs.

Administers policies and programs covering several or all HR disciplines.

Prepares summaries and reports that assess the impact of policies and programs.

Independently performs most work activities and operates under general supervision.

Typically requires familiarity with specific computer systems or programs.

MARKET CRITERIA

Typically requires a Bachelor's degree with 0-3 years of experience.

Typically requires a Bachelor's degree with 3-5 years of experience. May have day to day supervisory responsibility

EXPERIENCE PROFILE

General awareness of HR concepts and issues.

Experience working independently to deliver quality work.

Entry level in progression towards career proficiency.

General awareness of HR concepts and issues.

Experience solving day to day HR issues.

Intermediate level in progression towards career proficiency.

Experience working with HR Generalists and Specialists to resolve business issues.

3 SPECIALIST	4 MANAGER	5 SENIOR MANAGER	6 DIRECTOR	7 P
<p>Administers policies and programs covering all HR disciplines. Technically proficient in one HR discipline.</p> <p>May be responsible for instructing, directing and checking the work of others. May serve as a team leader on projects.</p> <p>Partners with HR Specialists and other Generalists to develop policies and accomplish objectives.</p> <p>Requires in-depth knowledge of specific computer systems or programs.</p>	<p>Administers policies and programs covering all HR disciplines. Technically proficient in two or more HR disciplines.</p> <p>Ensures quality and consistency of program, process and policy administration maintaining compliance with standards and regulations.</p> <p>Serves as team leader on strategic assignments. Advises business leaders on HR matters.</p> <p>Participates in planning for long-term human resource needs in partnership with business leaders.</p> <p>Requires in-depth knowledge of specific computer systems or programs.</p>	<p>Leads the design, deployment and evaluation of programs, processes and policies. Seeks competitive insights to augment HR outcomes.</p> <p>Technically proficient in most HR disciplines.</p> <p>Monitors program/ process/ policy effectiveness, informing management of trends/patterns and making recommendations for enhancements.</p> <p>Anticipates and plans for long-term human resource needs and trends in partnership with business leaders.</p> <p>Directs the training and performance management for their team.</p>	<p>Leads the design, deployment and evaluation of programs, processes and policies. Seeks competitive insights to augment HR outcomes.</p> <p>Develops departmental plans reflecting business and organizational priorities.</p> <p>Monitors program/ process/ policy effectiveness, informing management of trends/patterns and making recommendations for enhancements.</p> <p>Anticipates and plans for long-term human resource needs and trends in partnership with business leaders.</p> <p>Directs training, performance management and capacity planning for their team.</p>	<p>Responsible for the effectiveness of programs/ projects.</p> <p>Develops and implements long-term needs and priorities of business.</p> <p>Anticipates industry changes and implications.</p> <p>Takes responsibility for planning future.</p> <p>Advances the global...</p>
<p>Typically requires a Bachelor's degree with 5+ years of experience. May have supervisory responsibility.</p>	<p>Typically requires a Bachelor's degree with 8+ years of experience. May have supervisory responsibility.</p>	<p>Typically requires a Graduate degree with 12+ years of experience. Typically manages professional staff.</p>	<p>Typically requires a Graduate degree with 15+ years of experience. Provides leadership to managers, supervisors and/or professional staff.</p>	<p>Typically requires a Graduate degree with 15+ years of experience. Provides leadership to managers, supervisors and/or professional staff.</p>
<p>Experience working across multiple HR disciplines to deliver results. Managed HR projects of moderate size.</p> <p>Responsibility for supporting the needs of a business unit.</p> <p>Represents the fully proficient career level; progression beyond this level depends on business need and performance track record.</p>	<p>Served as HR Generalist for more than one business unit.</p> <p>Extensive HR project management experience.</p> <p>Technically proficient in one HR discipline.</p> <p>Partnered with VPs and Directors to meet business needs.</p>	<p>Served as HR Business Partner for multiple business units/ value chains or one of significant size.</p> <p>Supported HR needs in a global function.</p> <p>Exposure to HR financials and cost drivers.</p> <p>Partnered with VPs and Directors to meet business needs.</p>	<p>Served as HR Business Partner for multiple business units/ value chains or one of significant size.</p> <p>Ownership of HR responsibilities in multiple geographies.</p> <p>Experience in HR program/ policy design and implementation.</p> <p>Demonstrated impact on improving HR financials.</p>	<p>Significant impact on program/ policy implementation one or more times.</p> <p>Experience in operations to senior level.</p> <p>Experience in providing support to teams.</p> <p>Demonstrated impact on improving HR financials.</p>

**VICE
RESIDENT**

able for the delivery and
ess of global HR pro-
cesses/ policies.

plans for address-
term human resource
l trends in the context
s and organizational

es future market/
changes and the global
ns for Hess.

onsibility for develop-
nd long-term capacity
or the team.

the value delivered by
HR function.

requires a Graduate
th 20+ years of experi-
cally reports to SVP,
ally a single incumbent

t experience in HR pro-
icy design and imple-
. Served as manager of
re HR disciplines.

e in transforming HR
s and representing HR
eaders of the organiza-

e sitting on, and
support to, leadership

ated impact on im-
R financials.

J O B F A M I L I E S

Job Profiles

Job Family Profiles describe the core function of a job family and provide the specific competencies and proficiency levels required for each role within the job family. You can refer to the Job Family Profiles to determine the competencies required for success in your current role and possible future roles.





Profile Summary

Generalist

Acts as a partner to business management in the formulation and application of HR plans. Develops and implements HR programs, including recruitment, learning and development, performance management, compensation and benefits, equity and diversity, labor relations, and employee relations within a business.

Benefits

Develops, implements, and administers competitive benefits programs that physical, mental and financial wellbeing in a cost effective manner. Programs include retirement plans, life, health and disability insurance. Oversees governance and regulatory compliance.

Global Compensation

Develops, implements and administers compensation programs to support business objectives, including job evaluation, salary increases, salary surveys, short- and long-term incentive plans, rewards and recognition, pay administration consulting, attraction and retention initiatives, and governance and regulatory compliance.

Diversity & Inclusiveness

Has responsibility for designing, developing, implementing and monitoring policies and programs regarding diversity. Ensures organization-wide awareness and the successful integration of diversity concepts and culture throughout the organization. Creates and maintains an environment that is sensitive to the various needs of a diverse workforce.

HRIS

Processes the organization's human resource information using efficient and cost-effective computer systems and applications. Researches, analyzes, designs and maintains information systems in support of human resource administration and projects. Monitors HR information needs and designs new or modifies existing systems to meet changing requirements.

Profile Summary

Learning & Development

Designs and implements programs that supply the organization with trained executives and employees. Consults with management regarding the planning, development, implementation and evaluation of management and employee training programs. Ensures that all programs are designed to achieve the organization's plans and strategies. Conducts ongoing evaluations to ensure effectiveness of programs and recommends modifications as necessary.

Resourcing

Develops, directs, plans and evaluates external recruitment programs to satisfy the organization's staffing requirements. Sources, recruits, screens, interviews and recommends candidates for all level positions, including entry, experienced and management. Acts as liaison with employment agencies and uses media as appropriate. Maintains records and reports on phases of the recruitment process, including EEO.

Planning & Strategy


Analyzes human capital performance of the company and industry on a near- and long-term basis. Manages the preparation of analyses and forecasts and conducts/ facilitates review of performance versus strategic plans. Facilitates the development of the roadmap and timeline for major HR initiatives, integrating individual HR disciplines with the global HR and enterprise plan. Supports the HRC.

HR Services

Designs and implements human resources operations, including record keeping, payroll, benefit administration, and vendor management.



Talent Management & Organizational Development



Develops and implements programs to ensure the organization has a continuous supply of highly productive individuals in the right job at the right time. Plans talent needs, ensures new hires and immediately productive, helps to retain the best employees, and facilitates leaders throughout the organization taking accountability for all aspects of the employee lifecycle.

Global Mobility & International Practices

Designs and implements programs to satisfy the organization's expatriate and global mobility objectives, including attracting, retaining and developing a global workforce programs address cost-of-living, hardship, premiums and allowances, localization, short-term assignments, vendor management, and commuters. Manages programs in a cost effective and tax efficient manner for the company and the individual.

Generalist

DEFINITION

Acts as a partner to business management in the formulation and application of HR plans. Develops and implements HR programs, including recruitment, learning and development, performance management, compensation and benefits, equity and diversity, labor relations, and employee relations within a business.

TITLES

To see how they are defined see page 00

KNOWLEDGE COMPETENCIES

To see how they are defined see page 00

BEHAVIORAL DIFFERENTIATORS

To see how they are defined see page 00

LEADERSHIP COMPETENCIES

To see how they are defined see page 00

KEY

- 0 Not Required
- 1 Awareness
- 2 Applying
- 3 Proficient
- 4 Leading
- 5 Mastery

SALARY BAND/GRADE	1	2	3	4	5	6	7
TITLE	ANALYST	SENIOR ANALYST	SPECIALIST	MANAGER	SENIOR MANAGER	DIRECTOR	VICE PRESIDENT
HR COMPETENCIES							
Knowledge Competencies							
Benefits	1	1	2	2	3	3	3
Business & Market Intelligence	1	1	2	3	3	4	5
Change Management	1	2	3	3	4	4	5
Coaching	1	1	2	3	4	5	5
Broad-Based Compensation	1	2	2	2	3	4	4
Executive Compensation	1	1	1	1	2	2	2
Diversity & Inclusion	1	2	3	3	4	4	4
Employee Relations	2	2	3	3	4	5	5
Global Policies and Practices	1	2	3	3	3	3	3
HR Information Systems and Data Management	1	1	2	2	2	2	2
International Practices	0	1	2	3	3	3	3
Learning & Development	1	1	2	3	3	3	3
Org Assessment, Intervention Design & Facilitation	0	1	2	3	4	5	5
Organizational Design	0	1	2	3	4	5	5
Program Design, Delivery, and Evaluation	0	1	2	2	3	3	4
Performance Management	1	2	3	4	4	4	4
Project Management	1	2	2	3	3	3	3
Talent Acquisition	1	2	3	3	3	4	4
Talent Management	0	1	2	3	3	4	4
Vendor Management	0	0	1	2	2	3	3
HR Behavioral Differentiators							
Analytical Thinking	1	2	3	3	4	4	5
Collaboration	2	2	3	3	4	5	5
Dealing with Ambiguity	1	2	2	3	4	4	5
Influencing	1	2	3	3	4	4	5
Learning Agility	1	2	3	3	4	5	5
Organizationally Astute	1	2	2	3	4	5	5
LEADERSHIP COMPETENCIES							
Builds Trusted Relationships							
Creates Effective Teams							
Delivers High Performance	See Leadership definitions on pages 87						
Demonstrates Courage							
Develops Talent							
Drives Continuous Improvement							
Inspires Innovation							
Makes Quality Decisions							
Thinks Strategically							

Benefits

DEFINITION

Develops, implements and administers benefits programs that are cost effective and provide strong competitive positioning. Programs include retirement plans, life, health and disability insurance, and governance and regulatory compliance.

TITLES

To see how they are defined see page 00

KNOWLEDGE COMPETENCIES

To see how they are defined see page 00

BEHAVIORAL DIFFERENTIATORS

To see how they are defined see page 00

LEADERSHIP COMPETENCIES

To see how they are defined see page 00

KEY

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- 5 Mastery

SALARY BAND/GRADE	1	2	3	4	5	6	7
TITLE	ANALYST	SENIOR ANALYST	SPECIALIST	MANAGER	SENIOR MANAGER	DIRECTOR	VICE PRESIDENT
HR COMPETENCIES							
Knowledge Competencies							
Benefits	1	2	3	4	5	5	4
Business & Market Intelligence	1	1	2	3	5	5	5
Change Management	1	2	3	3	4	4	5
Coaching	0	1	1	2	3	3	4
Broad-Based Compensation	1	1	2	2	3	3	4
Executive Compensation	0	1	2	3	4	4	4
Diversity & Inclusion	1	2	3	3	3	3	3
Employee Relations	1	1	1	2	3	3	3
Global Policies and Practices	1	2	3	3	4	4	4
HR Information Systems and Data Management	1	1	1	2	3	3	4
International Practices	0	1	1	2	2	2	3
Learning & Development	0	0	1	2	2	2	3
Org Assessment, Intervention Design & Facilitation	0	1	2	2	3	3	3
Organizational Design	0	0	0	0	2	2	3
Program Design, Delivery, and Evaluation	1	1	2	3	4	4	5
Performance Management	0	1	1	2	2	2	3
Project Management	1	2	3	4	4	4	4
Talent Acquisition	0	1	1	2	3	3	3
Talent Management	0	0	1	1	2	2	3
Vendor Management	1	2	3	3	3	3	4
HR Behavioral Differentiators							
Analytical Thinking	0	2	3	3	4	5	5
Collaboration	0	2	3	3	4	4	5
Dealing with Ambiguity	0	2	2	3	4	4	5
Influencing	0	2	3	3	4	4	5
Learning Agility	0	2	3	3	4	5	5
Organizationally Astute	0	2	2	3	4	4	5
LEADERSHIP COMPETENCIES							
Builds Trusted Relationships							
Creates Effective Teams							
Delivers High Performance	See Leadership definitions on pages 87						
Demonstrates Courage							
Develops Talent							
Drives Continuous Improvement							
Inspires Innovation							
Makes Quality Decisions							
Thinks Strategically							

Global Compensation

DEFINITION

Develops, implements and administers compensation programs to support business objectives, including job evaluation, salary increases, salary surveys, short- and long-term incentive plans, rewards and recognition, pay administration consulting, attraction and retention initiatives, and governance and regulatory compliance.

TITLES

To see how they are defined see page 00

KNOWLEDGE COMPETENCIES

To see how they are defined see page 00

BEHAVIORAL DIFFERENTIATORS

To see how they are defined see page 00

LEADERSHIP COMPETENCIES

To see how they are defined see page 00

KEY

- 0 Not Required
- 1 Awareness
- 2 Applying
- 3 Proficient
- 4 Leading
- 5 Mastery

SALARY BAND/GRADE	1	2	3	4	5	6	7
TITLE	ANALYST	SENIOR ANALYST	SPECIALIST	MANAGER	SENIOR MANAGER	DIRECTOR	VICE PRESIDENT
HR COMPETENCIES							
Knowledge Competencies							
Benefits	1	1	1	2	4	4	4
Business & Market Intelligence	1	1	2	3	5	5	5
Change Management	1	2	3	4	4	4	5
Coaching	0	1	1	2	3	3	4
Broad-Based Compensation	1	2	3	4	5	5	4
Executive Compensation	1	1	2	2	5	5	4
Diversity & Inclusion	1	2	1	3	3	3	3
Employee Relations	1	1	1	2	3	3	3
Global Policies and Practices	1	2	3	3	4	4	4
HR Information Systems and Data Management	1	1	2	2	3	3	4
International Practices	0	1	1	2	2	2	3
Learning & Development	0	0	1	2	2	2	3
Org Assessment, Intervention Design & Facilitation	0	1	2	2	3	3	3
Organizational Design	0	0	0	1	2	2	3
Program Design, Delivery, and Evaluation	1	1	2	3	4	4	5
Performance Management	0	1	2	3	3	3	4
Project Management	1	2	3	4	4	4	4
Talent Acquisition	0	1	1	2	3	3	3
Talent Management	0	0	1	1	2	2	3
Vendor Management	1	1	2	3	3	3	4
HR Behavioral Differentiators							
Analytical Thinking	1	2	3	4	5	5	5
Collaboration	1	2	3	4	4	4	5
Dealing with Ambiguity	1	2	2	3	4	4	5
Influencing	1	2	3	3	4	4	5
Learning Agility	1	2	3	3	4	5	5
Organizationally Astute	1	2	2	3	4	4	5
LEADERSHIP COMPETENCIES							
Builds Trusted Relationships							
Creates Effective Teams							
Delivers High Performance	See Leadership definitions on pages 87						
Demonstrates Courage							
Develops Talent							
Drives Continuous Improvement							
Inspires Innovation							
Makes Quality Decisions							
Thinks Strategically							

Diversity & Inclusion

DEFINITION

Has responsibility for designing, developing, implementing and monitoring practices, policies and programs regarding diversity and inclusion. Builds awareness and champions the successful integration of practices to create an inclusive culture throughout the organization. Creates and maintains an environment that maximizes the potential and leverages the diversity of all employees to increase innovation and drive business results.

TITLES

To see how they are defined see page 00

KNOWLEDGE COMPETENCIES

To see how they are defined see page 00

BEHAVIORAL DIFFERENTIATORS

To see how they are defined see page 00

LEADERSHIP COMPETENCIES

To see how they are defined see page 00

KEY

- 0 Not Required
- 1 Awareness
- 2 Applying
- 3 Proficient
- 4 Leading
- 5 Mastery

SALARY BAND/GRADE TITLE	1 ANALYST	2 SENIOR ANALYST	3 SPECIALIST	4 MANAGER	5 SENIOR MANAGER	6 DIRECTOR	7 VICE PRESIDENT
HR COMPETENCIES							
Knowledge Competencies							
Benefits	1	1	2	2	3	3	3
Business & Market Intelligence	1	1	2	3	3	4	4
Change Management	1	2	3	4	4	5	5
Coaching	1	1	2	3	3	4	5
Broad-Based Compensation	1	1	1	2	2	3	3
Executive Compensation	0	0	1	1	2	2	2
Diversity & Inclusion	1	2	3	4	5	5	5
Employee Relations	1	1	1	2	3	3	3
Global Policies and Practices	1	2	3	3	4	4	4
HR Information Systems and Data Management	1	1	2	2	2	2	2
International Practices	0	1	1	2	2	2	2
Learning & Development	0	0	1	2	3	3	3
Org Assessment, Intervention Design & Facilitation	1	1	2	2	3	4	5
Organizational Design	0	0	1	2	2	3	3
Program Design, Delivery, and Evaluation	1	1	2	3	4	4	5
Performance Management	0	1	2	3	3	3	3
Project Management	1	2	3	4	4	4	4
Talent Acquisition	1	2	2	2	3	3	3
Talent Management	0	0	1	2	2	2	3
Vendor Management	0	1	2	3	3	3	4
HR Behavioral Differentiators							
Analytical Thinking	1	2	3	3	4	4	5
Collaboration	1	2	3	4	4	5	5
Dealing with Ambiguity	1	2	2	3	4	4	5
Influencing	1	2	3	3	4	4	5
Learning Agility	1	2	3	3	4	5	5
Organizationally Astute	1	2	2	3	4	5	5
LEADERSHIP COMPETENCIES							
Builds Trusted Relationships							
Creates Effective Teams							
Delivers High Performance							
Demonstrates Courage							
Develops Talent							
Drives Continuous Improvement							
Inspires Innovation							
Makes Quality Decisions							
Thinks Strategically							

See Leadership definitions on pages 87

International Practices

DEFINITION

Designs and implements programs to satisfy the organization's expatriate and global mobility objectives, including attracting, retaining and developing a global workforce. Key program elements include policy management, expatriate tax planning and compliance, expatriate compensation and benefits, and vendor management. Manages programs in a cost effective, tax efficient and legally compliant manner for the company and the individual.

TITLES

To see how they are defined see page 00

KNOWLEDGE COMPETENCIES

To see how they are defined see page 00

BEHAVIORAL DIFFERENTIATORS

To see how they are defined see page 00

LEADERSHIP COMPETENCIES

To see how they are defined see page 00

KEY

- 0 Not Required
- 1 Awareness
- 2 Applying
- 3 Proficient
- 4 Leading
- 5 Mastery

SALARY BAND/GRADE	1	2	3	4	5	6	7
TITLE	ANALYST	SENIOR ANALYST	SPECIALIST	MANAGER	SENIOR MANAGER	DIRECTOR	VICE PRESIDENT
HR COMPETENCIES							
Knowledge Competencies							
Benefits	1	1	2	3	3	3	3
Business & Market Intelligence	0	1	1	3	4	4	5
Change Management	1	2	3	3	4	4	5
Coaching	0	1	1	2	3	3	4
Broad-Based Compensation	1	1	2	3	3	3	3
Executive Compensation	0	0	1	2	2	2	2
Diversity & Inclusion	1	2	3	3	3	3	3
Employee Relations	0	1	2	3	3	3	4
Global Policies and Practices	1	2	3	3	4	5	4
HR Information Systems and Data Management	1	1	2	2	2	2	2
International Practices	1	2	3	4	5	5	4
Learning & Development	0	0	1	1	2	2	2
Org Assessment, Intervention Design & Facilitation	0	0	1	1	3	3	3
Organizational Design	0	0	0	1	1	1	2
Program Design, Delivery, and Evaluation	1	1	2	3	4	4	5
Performance Management	0	1	1	2	2	2	3
Project Management	1	2	2	3	4	4	4
Talent Acquisition	1	1	1	1	2	2	2
Talent Management	0	0	1	1	2	2	3
Vendor Management	1	2	2	3	4	4	4
HR Behavioral Differentiators							
Analytical Thinking	1	1	2	3	4	5	5
Collaboration	1	2	3	4	4	4	5
Dealing with Ambiguity	1	2	2	3	4	4	5
Influencing	1	2	2	3	4	4	5
Learning Agility	1	2	2	3	4	5	5
Organizationally Astute	1	2	2	3	4	4	5
LEADERSHIP COMPETENCIES							
Builds Trusted Relationships							
Creates Effective Teams							
Delivers High Performance							
Demonstrates Courage							
Develops Talent							
Drives Continuous Improvement							
Inspires Innovation							
Makes Quality Decisions							
Thinks Strategically							

See Leadership definitions on pages 87

Job Profile

HR Information Systems (HRIS)

DEFINITION

Processes the organization's human resource information using efficient and cost-effective computer systems and applications. Researches, analyzes, designs and maintains information systems in support of human resource administration and projects. Monitors HR information needs and designs new or modifies existing systems to meet changing requirements.

TITLES

To see how they are defined see page 00

KNOWLEDGE COMPETENCIES

To see how they are defined see page 00

BEHAVIORAL DIFFERENTIATORS

To see how they are defined see page 00

LEADERSHIP COMPETENCIES

To see how they are defined see page 00

KEY

- 0 Not Required
- 1 Awareness
- 2 Applying
- 3 Proficient
- 4 Leading
- 5 Mastery

SALARY BAND/GRADE	1	2	3	4	5	6	7
TITLE	ANALYST	SENIOR ANALYST	SPECIALIST	MANAGER	SENIOR MANAGER	DIRECTOR	VICE PRESIDENT
HR COMPETENCIES							
Knowledge Competencies							
Benefits	0	0	1	1	1	1	1
Business & Market Intelligence	1	2	3	3	3	4	5
Change Management	1	2	3	3	4	4	5
Coaching	0	1	1	2	3	3	4
Broad-Based Compensation	1	1	2	2	2	2	2
Executive Compensation	0	0	1	1	1	1	1
Diversity & Inclusion	1	2	3	3	3	3	3
Employee Relations	0	1	2	2	2	2	2
Global Policies and Practices	1	2	3	3	4	4	4
HR Information Systems and Data Management	1	2	3	4	5	5	5
International Practices	0	1	1	2	2	2	2
Learning & Development	0	0	1	2	2	2	3
Org Assessment, Intervention Design & Facilitation	0	0	0	1	1	1	1
Organizational Design	0	0	0	1	1	1	2
Program Design, Delivery, and Evaluation	1	1	2	3	4	4	5
Performance Management	1	1	2	2	2	2	3
Project Management	2	3	3	4	4	4	4
Talent Acquisition	1	1	1	1	2	2	2
Talent Management	1	1	1	1	2	2	2
Vendor Management	1	1	2	3	4	4	4
HR Behavioral Differentiators							
Analytical Thinking	1	2	3	4	5	5	5
Collaboration	2	2	3	4	5	5	5
Dealing with Ambiguity	1	2	2	3	4	4	5
Influencing	1	2	3	3	4	4	5
Learning Agility	1	2	3	3	4	5	5
Organizationally Astute	1	2	2	3	4	4	5
LEADERSHIP COMPETENCIES							
Builds Trusted Relationships							
Creates Effective Teams							
Delivers High Performance	See Leadership definitions on pages 87						
Demonstrates Courage							
Develops Talent							
Drives Continuous Improvement							
Inspires Innovation							
Makes Quality Decisions							
Thinks Strategically							

Learning and Development

DEFINITION

Designs and implements programs and interventions that supply the organization with business aligned leadership and organizational capabilities and solutions. Consults with management regarding the planning, development and implementation of those solutions. Conducts ongoing evaluations to ensure effectiveness and recommends modifications as necessary.

TITLES

To see how they are defined see page 00

KNOWLEDGE COMPETENCIES

To see how they are defined see page 00

BEHAVIORAL DIFFERENTIATORS

To see how they are defined see page 00

LEADERSHIP COMPETENCIES

To see how they are defined see page 00

KEY

- 0 Not Required
- 1 Awareness
- 2 Applying
- 3 Proficient
- 4 Leading
- 5 Mastery

SALARY BAND/GRADE	1	2	3	4	5	6	7
TITLE	ANALYST	SENIOR ANALYST	SPECIALIST	MANAGER	SENIOR MANAGER	DIRECTOR	VICE PRESIDENT
HR COMPETENCIES							
Knowledge Competencies							
Benefits	0	0	1	1	1	1	1
Business & Market Intelligence	1	1	2	3	3	4	4
Change Management	1	2	3	4	4	5	5
Coaching	1	2	3	4	4	5	5
Broad-Based Compensation	0	0	1	2	2	2	2
Executive Compensation	0	0	0	0	1	1	1
Diversity & Inclusion	1	2	3	3	4	4	4
Employee Relations	1	1	2	3	3	3	3
Global Policies and Practices	1	1	1	1	2	2	3
HR Information Systems and Data Management	1	1	2	2	2	2	2
International Practices	0	1	1	2	2	2	2
Learning & Development	1	2	3	4	5	5	4
Org Assessment, Intervention Design & Facilitation	1	1	2	3	4	5	4
Organizational Design	1	1	2	3	4	5	5
Program Design, Delivery, and Evaluation	1	1	2	3	4	4	5
Performance Management	1	2	3	3	3	4	4
Project Management	1	2	3	4	4	4	4
Talent Acquisition	1	1	1	1	1	1	1
Talent Management	1	2	2	3	3	3	4
Vendor Management	1	2	3	3	3	3	4
HR Behavioral Differentiators							
Analytical Thinking	1	2	3	4	4	4	5
Collaboration	1	2	3	4	4	5	5
Dealing with Ambiguity	1	2	2	3	4	5	5
Influencing	1	2	3	3	4	4	5
Learning Agility	1	2	3	3	4	5	5
Organizationally Astute	1	2	2	3	4	5	5
LEADERSHIP COMPETENCIES							
Builds Trusted Relationships							
Creates Effective Teams							
Delivers High Performance	See Leadership definitions on pages 87						
Demonstrates Courage							
Develops Talent							
Drives Continuous Improvement							
Inspires Innovation							
Makes Quality Decisions							
Thinks Strategically							

Job Profile

Planning & Strategy

DEFINITION

Analyzes human capital performance of the company and industry on a near- and long-term basis. Manages the preparation of analyses and forecasts and conducts / facilitates reviews of performance versus strategic plans. Facilitates the development of the HR roadmap and project timeline for major initiatives. Facilitates the integration of individual HR disciplines with the global HR and enterprise plan.

TITLES

To see how they are defined see page 00

KNOWLEDGE COMPETENCIES

To see how they are defined see page 00

BEHAVIORAL DIFFERENTIATORS

To see how they are defined see page 00

LEADERSHIP COMPETENCIES

To see how they are defined see page 00

KEY

- 0 Not Required
- 1 Awareness
- 2 Applying
- 3 Proficient
- 4 Leading
- 5 Mastery

SALARY BAND/GRADE	1	2	3	4	5	6	7
TITLE	ANALYST	SENIOR ANALYST	SPECIALIST	MANAGER	SENIOR MANAGER	DIRECTOR	VICE PRESIDENT
HR COMPETENCIES							
Knowledge Competencies							
Benefits	0	0	1	1	1	1	2
Business & Market Intelligence	1	2	3	3	4	5	5
Change Management	1	2	3	3	4	5	5
Coaching	0	1	2	2	3	3	4
Broad-Based Compensation	1	1	1	2	3	3	3
Executive Compensation	0	0	1	2	2	2	3
Diversity & Inclusion	1	2	3	3	3	3	3
Employee Relations	0	0	1	1	2	2	2
Global Policies and Practices	1	1	1	2	2	2	4
HR Information Systems and Data Management	1	1	2	2	3	3	3
International Practices	0	1	1	2	2	2	2
Learning & Development	0	0	1	2	2	2	2
Org Assessment, Intervention Design & Facilitation	0	0	1	2	2	2	2
Organizational Design	0	0	1	2	3	3	3
Program Design, Delivery, and Evaluation	0	1	1	2	3	3	4
Performance Management	0	1	1	2	3	3	3
Project Management	2	3	4	4	4	4	4
Talent Acquisition	0	1	1	2	2	3	3
Talent Management	0	0	1	1	2	3	3
Vendor Management	0	1	1	2	2	3	3
HR Behavioral Differentiators							
Analytical Thinking	1	2	3	4	5	5	5
Collaboration	2	2	3	4	5	5	5
Dealing with Ambiguity	1	2	2	3	4	4	5
Influencing	1	2	3	4	4	4	5
Learning Agility	1	2	3	3	4	5	5
Organizationally Astute	1	2	2	3	4	5	5
LEADERSHIP COMPETENCIES							
Builds Trusted Relationships							
Creates Effective Teams							
Delivers High Performance	See Leadership definitions on pages 87						
Demonstrates Courage							
Develops Talent							
Drives Continuous Improvement							
Inspires Innovation							
Makes Quality Decisions							
Thinks Strategically							

Job Profile

Talent Acquisition

DEFINITION

Acts as a partner to develop, direct, plan and implement recruitment programs to satisfy the organization's immediate and longer-term staffing requirements. Sources, recruits, screens and recommends candidates at all levels within the organization. Serves as a liaison with external agencies and utilizes media providers as necessary to attract candidates. Maintains records, tracks metrics and reports on the status of all aspects of the recruitment process.

TITLES

To see how they are defined see page 00

KNOWLEDGE COMPETENCIES

To see how they are defined see page 00

BEHAVIORAL DIFFERENTIATORS

To see how they are defined see page 00

LEADERSHIP COMPETENCIES

To see how they are defined see page 00

KEY

- 0 Not Required
- 1 Awareness
- 2 Applying
- 3 Proficient
- 4 Leading
- 5 Mastery

SALARY BAND/GRADE TITLE	1 ANALYST	2 SENIOR ANALYST	3 SPECIALIST	4 MANAGER	5 SENIOR MANAGER	6 DIRECTOR	7 VICE PRESIDENT
HR COMPETENCIES							
Knowledge Competencies							
Benefits	1	1	2	2	2	2	2
Business & Market Intelligence	1	2	2	3	4	5	5
Change Management	1	2	3	3	4	4	5
Coaching	0	1	1		3	3	4
Broad-Based Compensation	1	2	2	3	3	3	3
Executive Compensation	1	1	2	2	2	2	2
Diversity & Inclusion	1	2	3	3	4	4	4
Employee Relations	1	1	2	3	3	3	3
Global Policies and Practices	1	2	3	3	4	4	4
HR Information Systems and Data Management	1	1	2	2	3	3	4
International Practices	1	1	2	3	3	3	3
Learning & Development	0	0	1	2	2	2	3
Org Assessment, Intervention Design & Facilitation	0	0	1	2	3	4	4
Organizational Design	0	0	2	2	3	3	4
Program Design, Delivery, and Evaluation	1	1	2	3	4	4	5
Performance Management	1	1	1	2	2	3	3
Project Management	1	1	2	3	4	4	4
Talent Acquisition	1	2	3	4	5	5	5
Talent Management	1	1	1	2	2	3	3
Vendor Management	1	2	3	3	3	3	4
HR Behavioral Differentiators							
Analytical Thinking	1	1	2	3	4	4	5
Collaboration	1	2	3	4	4	4	5
Dealing with Ambiguity	1	2	2	3	4	4	5
Influencing	1	2	3	3	4	4	5
Learning Agility	1	2	3	3	4	5	5
Organizationally Astute	1	2	2	3	4	4	5
LEADERSHIP COMPETENCIES							
Builds Trusted Relationships							
Creates Effective Teams							
Delivers High Performance							
Demonstrates Courage							
Develops Talent							
Drives Continuous Improvement							
Inspires Innovation							
Makes Quality Decisions							
Thinks Strategically							

See Leadership definitions on pages 87

HR Shared Services

DEFINITION

Governance and administration of the operational model. Advises, implements and integrates human resource operations - recordkeeping, payroll, benefit administration, and vendor management.

TITLES

To see how they are defined see page 00

KNOWLEDGE COMPETENCIES

To see how they are defined see page 00

BEHAVIORAL DIFFERENTIATORS

To see how they are defined see page 00

LEADERSHIP COMPETENCIES

To see how they are defined see page 00

KEY

- 0 Not Required
- 1 Awareness
- 2 Applying
- 3 Proficient
- 4 Leading
- 5 Mastery

SALARY BAND/GRADE	1	2	3	4	5	6	7
TITLE	ANALYST	SENIOR ANALYST	SPECIALIST	MANAGER	SENIOR MANAGER	DIRECTOR	VICE PRESIDENT
HR COMPETENCIES							
Knowledge Competencies							
Benefits	0	1	1	2	3	3	3
Business & Market Intelligence	1	1	1	2	3	3	3
Change Management	1	2	3	3	4	4	5
Coaching	0	0	1	2	3	3	4
Broad-Based Compensation	1	1	1	2	2	2	2
Executive Compensation	1	1	1	2	2	2	2
Diversity & Inclusion	1	2	3	3	3	3	3
Employee Relations	1	1	2	3	3	2	2
Global Policies and Practices	1	2	3	3	4	4	4
HR Information Systems and Data Management	1	1	2	3	4	4	4
International Practices	1	1	2	3	3	3	3
Learning & Development	0	0	1	1	1	1	1
Org Assessment, Intervention Design & Facilitation	0	0	1	2	2	2	2
Organizational Design	0	1	1	2	2	2	2
Program Design, Delivery, and Evaluation	1	1	2	3	4	4	5
Performance Management	1	1	1	2	2	2	3
Project Management	2	3	3	4	4	4	4
Talent Acquisition	1	1	2	2	2	2	2
Talent Management	0	0	1	1	2	2	2
Vendor Management	0	1	2	4	5	5	5
HR Behavioral Differentiators							
Analytical Thinking	1	2	3	4	4	4	5
Collaboration	2	2	3	4	5	5	5
Dealing with Ambiguity	1	2	2	3	4	4	5
Influencing	1	2	3	3	4	4	5
Learning Agility	1	2	3	3	4	5	5
Organizationally Astute	1	2	2	3	4	4	5
LEADERSHIP COMPETENCIES							
Builds Trusted Relationships							
Creates Effective Teams							
Delivers High Performance	See Leadership definitions on pages 87						
Demonstrates Courage							
Develops Talent							
Drives Continuous Improvement							
Inspires Innovation							
Makes Quality Decisions							
Thinks Strategically							

Talent Management & OD

DEFINITION

Proactively identifies the organizational capability and talent requirements across the enterprise that align with business priorities; established talent management strategies and practices which support employee and organizational success.

TITLES

To see how they are defined see page 00

KNOWLEDGE COMPETENCIES

To see how they are defined see page 00

BEHAVIORAL DIFFERENTIATORS

To see how they are defined see page 00

LEADERSHIP COMPETENCIES

To see how they are defined see page 00

KEY

- 0 Not Required
- 1 Awareness
- 2 Applying
- 3 Proficient
- 4 Leading
- 5 Mastery

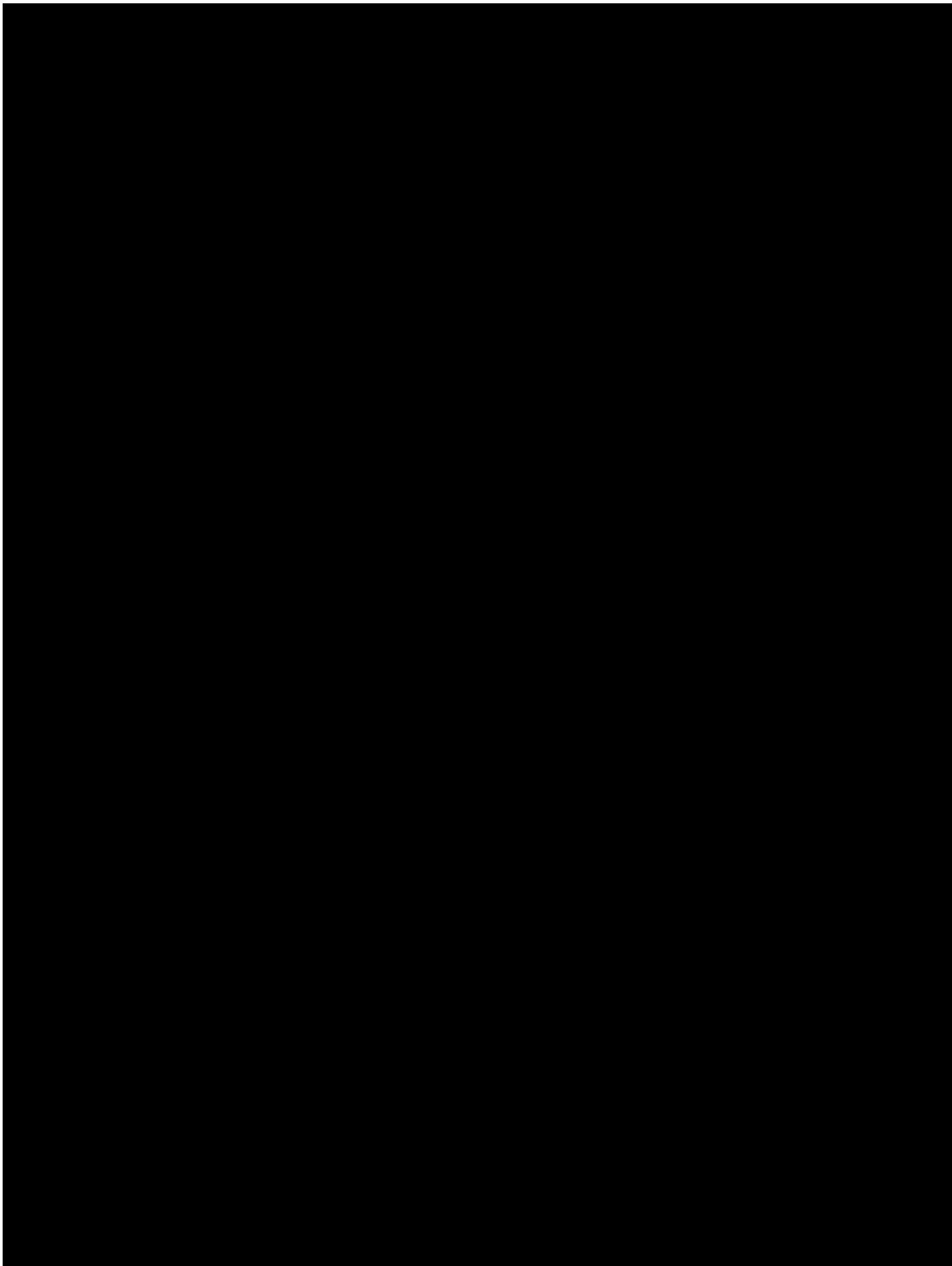
SALARY BAND/GRADE	1	2	3	4	5	6	7
TITLE	ANALYST	SENIOR ANALYST	SPECIALIST	MANAGER	SENIOR MANAGER	DIRECTOR	VICE PRESIDENT
HR COMPETENCIES							
Knowledge Competencies							
Benefits	0	0	0	0	0	0	0
Business & Market Intelligence	1	1	2	3	4	4	5
Change Management	1	2	3	4	4	4	5
Coaching	1	1	2	3	4	5	5
Broad-Based Compensation	0	0	1	2	2	2	2
Executive Compensation	0	0	0	0	1	1	1
Diversity & Inclusion	1	2	3	3	4	4	4
Employee Relations	0	1	2	3	3	3	3
Global Policies and Practices	1	1	1	1	2	2	2
HR Information Systems and Data Management	1	1	2	2	3	3	3
International Practices	0	1	1	2	2	3	3
Learning & Development	1	1	2	3	3	4	4
Org Assessment, Intervention Design & Facilitation	1	1	1	3	4	5	5
Organizational Design	1	1	2	3	3	4	5
Program Design, Delivery, and Evaluation	1	1	2	3	4	4	5
Performance Management	1	2	3	4	4	5	5
Project Management	1	2	3	4	4	4	4
Talent Acquisition	1	1	2	2	2	3	3
Talent Management	1	2	3	4	5	5	5
Vendor Management	0	1	2	3	3	3	4
HR Behavioral Differentiators							
Analytical Thinking	1	2	3	4	4	4	5
Collaboration	1	2	3	4	4	5	5
Dealing with Ambiguity	1	2	2	3	4	4	5
Influencing	1	2	3	4	4	4	5
Learning Agility	1	2	3	4	4	5	5
Organizationally Astute	1	2	2	3	4	5	5
LEADERSHIP COMPETENCIES							
Builds Trusted Relationships							
Creates Effective Teams							
Delivers High Performance	See Leadership definitions on pages 87						
Demonstrates Courage							
Develops Talent							
Drives Continuous Improvement							
Inspires Innovation							
Makes Quality Decisions							
Thinks Strategically							

THE HR CAREER PLANNING GUIDE

HR Competencies

SECTION TITLE





HR COMPETENCY DICTIONARY

Knowledge Competencies

Knowledge Competencies are derived from the specific knowledge base that is core to the Human Resources profession. An HR professional may have special education, training or experience in multiple knowledge competencies. Different levels of proficiency are required in each of the knowledge competencies depending on the specific HR role.



COMPETENCY DICTIONARY

1

AWARENESS

- ▶ Learns the fundamental skills, knowledge, and behaviors related to a competency
- ▶ Assists more experienced practitioners in applying the competency
- ▶ Seeks opportunities to independently apply aspects of competencies to routine activities

2

APPLICATION

- ▶ Acquires the skills, knowledge, and behaviors related to a competency
- ▶ Assists more experienced practitioners in applying the competency
- ▶ Seeks opportunities to independently apply learned competencies

3

PROFICIENCY

- ▶ Stays current on trends and developments related to a competency
- ▶ Implements programs in alignment with strategy and competency outcomes
- ▶ Provides feedback to others to improve competency proficiency

4

LEADERSHIP

- ▶ Is recognized internally as a thought leader and role model
- ▶ Shapes and implements programs in alignment with strategy and competency outcomes
- ▶ Provides direction and feedback to others to improve competency proficiency

5

MASTERY

- ▶ Is recognized internally and externally as a thought leader and role model
- ▶ Designs strategy in alignment with the competency and Hess priorities
- ▶ Assesses competency proficiency across the enterprise; enhances competency capability to achieve outcomes

Benefits

DEFINITION

Contributes to the design, administration or application of benefit programs that balance employee and organizational interests and comply with benefits regulations, continually evaluating and improving the effectiveness of programs

1 AWARENESS

- ▶ Supports activities to continually develop understanding of benefits strategies and processes
- ▶ Understands social function of benefits (supporting employees wellbeing)
- ▶ Actively engages in benefits discussions to develop understanding of stakeholder needs and competing interests
- ▶ Builds a working knowledge of benefits best practices and statutory requirements changes

2 APPLICATION

- ▶ Collects and analyzes organizational feedback to evaluate the effectiveness of benefits program delivery
- ▶ Analyzes quantitative benefits data to identify patterns in enrollment and compliance
- ▶ Contributes to understanding of benefits program by clearly communicating policies, plans and changes
- ▶ Understands benefits market trends and benchmarks

3 PROFICIENCY

- ▶ Recommends, implements and manages cost effective benefit programs to support organizational objectives
- ▶ Engages internal partners, vendors or employees to surface issues and identify root causes and solutions
- ▶ Clearly communicates benefit programs to ensure understanding across locations, businesses and cultures

4 LEADERSHIP

- ▶ Maintains deep knowledge of benefits plan designs and policies, systems/ workflows, and best practices of audit and cost management procedures
- ▶ Applies knowledge of local, regional and global benefit trends to ensure adequacy of benefits and to resolve and mitigate issues
- ▶ Ensures benefit programs accomplish social function protecting employees physical, mental and financial wellbeing
- ▶ Manages vendor relationships to identify potential compliance issues

5 MASTERY

- ▶ Anticipates, designs and is accountable for the implementation of global benefit plans that balance business strategy and employee health/welfare with organizational investment
- ▶ Networks with peers in the industry and key companies to gather market intelligence and applies it to the function
- ▶ Engages senior leaders in discussions related to benefits alternatives and design implications
- ▶ Evaluates organization-wide benefit data to validate assumptions and improve benefits designs

Business & Market Intelligence

DEFINITION

Understands how business and financial drivers contribute to the enterprise's capability to deliver value to the organization and its customers, focusing on HR's ability to impact business results

1 AWARENESS

- ▶ Seeks a basic understanding of business composition, strategic direction, and major competitors
- ▶ Understands basic financial documents (e.g., balance sheet)
- ▶ Assists colleagues with research on specific HR-related business and market practices

2 APPLICATION

- ▶ Applies a basic understanding of the strategic direction of the business and the nature of key financial drivers
- ▶ Participates in external groups to acquire HR-related business and market intelligence
- ▶ Contributes knowledge and ideas to more senior team members based on independent research

3 PROFICIENCY

- ▶ Ensures that team or organization strategy, value drivers, and capabilities are considered in the design and implementation of HR practices and programs
- ▶ Advises managers and HR colleagues on the HR implications of business trends and developments
- ▶ Represents segments of the company in external groups to acquire HR-related business/market intelligence

4 LEADERSHIP

- ▶ Ensures that business unit strategy, value drivers, and organizational capabilities are considered in the design and implementation of HR practices and programs
- ▶ Advises business unit leadership on the HR implications of business trends and developments
- ▶ Represents the business in external groups

5 MASTERY

- ▶ Ensures that global business strategy, value drivers, and current/future organizational capabilities are considered in the design and implementation of HR practices and programs
- ▶ Anticipates business challenges and advises senior leadership on the HR implications of business trends
- ▶ Represents the enterprise in external groups

Change Management

DEFINITION

Proactively recognizes the need for change and effectively leads, manages, implements and communicates change initiatives to develop an organization that is agile and adaptive

1 AWARENESS

- ▶ Asks questions to ensure a clear understanding of the change and how it impacts his/her role
- ▶ Adapts own approach and works to align it with the desired change
- ▶ Understands the importance of being open-minded and flexible during the change process

2 APPLICATION

- ▶ Actively participates in communication initiatives to ensure a clear understanding of changes and their impact on stakeholders
- ▶ Shifts priorities to address changes in assigned tasks and goals
- ▶ Accepts change within the organization to support a smooth transition process

3 PROFICIENCY

- ▶ Embraces opportunities for positive change and helps others understand the associated business advantages
- ▶ Selects and implements appropriate tools and resources to support a change initiative within a function or business unit
- ▶ Consistently focuses on ways to improve the change process; communicates appropriate recommendations

4 LEADERSHIP

- ▶ Acts as a driving force for change, gains commitment and establishes systems to monitor implementation across organizational boundaries
- ▶ Interprets implications of change initiatives and adjusts programs/ processes accordingly
- ▶ Measures success of change projects and adapts appropriately; transfers learning to future efforts

5 MASTERY

- ▶ Provides expert consultation on major change programs that have wide-ranging implications on the overall organization culture
- ▶ Mobilizes the organization to adjust to and adopt external and internal change
- ▶ Inspires a shared vision; effectively enlists others in supporting changes in a proactive, optimistic manner

Coaching

DEFINITION

Facilitates the development of others by identifying and addressing gaps in their skills and building capabilities that benefit both the organization and the individual

1 AWARENESS

- ▶ Understands the importance of coaching as a key tool that supports personal development
- ▶ Demonstrates awareness of the available tools and resources available to coaches
- ▶ Helps others identify potential role models

2 APPLICATION

- ▶ Provides peer-to-peer coaching in a collaborative manner to bolster own coaching skills
- ▶ Possesses a solid understanding of skills most critical to the organization and resources for developing them
- ▶ Asks effective questions to better understand employee's concerns and developmental goals

3 PROFICIENCY

- ▶ Provides continuous forward-looking feedback and strategically coaches while giving advice
- ▶ Takes time to understand people on an individual basis, focusing on their long-term career aspirations and developmental goals
- ▶ Matches training opportunities and stretch assignments with development goals

4 LEADERSHIP

- ▶ Customizes coaching and development methods, tailoring approach to each individual's needs
- ▶ Encourages and teaches others to identify their personal strengths and development needs
- ▶ Identifies and provides opportunities for individuals to develop skills that will strengthen their ability to impact results and advance their careers

5 MASTERY

- ▶ Serves as a mentor and leader for others by offering strategic and insightful feedback and coaching
- ▶ Expertly trains and develops others to reach their fullest potential with the organizations success in mind
- ▶ Creates and fosters a culture that places high value on mentorship and the development of others

Broad-Based Compensation

DEFINITION

Designs, develops and administers cash compensation programs across the organization in accordance with organizational strategies, policies and leading pay practices

1 AWARENESS

- ▶ Seeks a basic understanding of the components of pay programs and processes
- ▶ Responds to routine compensation/ pay-related inquiries
- ▶ Assists with the analysis and development of process improvements in pay administration and policies

2 APPLICATION

- ▶ Conducts Hess compensation processes with efficiency and effectiveness in accordance with established policies
- ▶ Promptly resolves and troubleshoots pay/compensation administration issues
- ▶ Contributes to the analysis and development of process improvements in pay administration and policies

3 PROFICIENCY

- ▶ Communicates current Hess compensation policies and practices and the implications of future changes
- ▶ Evaluates external data to gather insights that influence internal perspectives on pay levels and structures
- ▶ Contributes to process and policy decisions that impact pay based on the application of competitive information
- ▶ Resolves pay administration problems and issues; coaches others on best practices

4 LEADERSHIP

- ▶ Anticipates the implications of legal and business requirements and adjusts/enhances pay processes, policies, job evaluation methodologies and technology
- ▶ Communicates pay programs, policies and practices throughout the organization
- ▶ Ensures appropriate and fair pay practices, focusing particularly on global consistency, fairness and data quality
- ▶ Applies in-depth knowledge of pay administration processes to align pay with business and individual performance

5 MASTERY

- ▶ Evaluates and monitors pay practices to drive continuous improvement and enhanced efficiency
- ▶ Develops and maintains a holistic view of how compensation supports the company's employee value proposition
- ▶ Develops compensation strategy, policies and procedures to support business and legal requirements
- ▶ Engages managers and HR colleagues to ensure Hess compensation is competitive, effective, and understood

Executive Compensation

DEFINITION

Designs, develops and administers cash and stock-based compensation programs for executives in accordance with organizational strategies and policies, leading pay practices, technical/financial/accounting/tax/governance considerations, and proxy disclosure and analysis

1 AWARENESS

- ▶ Seeks a basic understanding of the components of pay programs and processes
- ▶ Seeks a basic understanding of the objectives and technical elements of executive rewards, including short-term and long-term incentive plan designs

2 APPLICATION

- ▶ Conducts Hess compensation processes with efficiency and effectiveness in accordance with established policies
- ▶ Applies a basic understanding of tax, accounting, financial, securities, regulatory and governance issues
- ▶ Conducts Hess compensation processes

3 PROFICIENCY

- ▶ Demonstrates an understanding of short-term and long-term incentive plan designs and valuation methodologies
- ▶ Demonstrates an understanding of tax, accounting, financial, securities, regulatory and governance issues
- ▶ Contributes to process and policy decisions that impact pay through the application of competitive information
- ▶ Evaluates external data to gather insights that influence internal perspectives on pay levels and structures

4 LEADERSHIP

- ▶ Anticipates the implications of tax, accounting, financial, securities, regulatory and governance issues and adjusts/enhances pay programs, processes, policies and technology accordingly
- ▶ Ensures that short-term and long-term incentive plans are aligned with business requirements and strategic objectives
- ▶ Communicates executive pay programs, policies and practices to participants throughout the organization
- ▶ Leads the redesign of programs, processes and policies based on business strategy and objectives

5 MASTERY

- ▶ Develops executive compensation strategy and policies to support business objectives and satisfy legal requirements
- ▶ Engages HR, executives, senior leaders, and the Board of Directors to ensure Hess compensation is competitive, aligned with the business strategy, and understood
- ▶ Evaluates and monitors executive pay programs to drive continuous improvement and enhanced efficiency
- ▶ Develops and maintains a holistic view of how compensation supports the company's employee value proposition

Diversity and Inclusion

DEFINITION

Builds awareness and champions the successful integration of practices to create an inclusive culture throughout the organization. Creates and maintains an environment that maximizes the potential of each employee and leverages the diversity of all employees to increase innovation and drive business results

1 AWARENESS

- ▶ Demonstrates an understanding of individuals' differences across a wide variety of diversity dimensions
- ▶ Seeks ways to communicate and collaborate with those of different backgrounds
- ▶ Follows the positive examples of diversity and inclusion set by other colleagues
- ▶ Learns about the ways that different cultural patterns impact customer, consumer, and team member behaviors

2 APPLICATION

- ▶ Contributes to the implementation and monitoring of the organization's diversity and inclusion practices
- ▶ Learns how to and applies appreciative inquiry to explore others' perspectives
- ▶ Consistently incorporates the unique perspective and insights of those with diverse backgrounds
- ▶ Willingly shares the challenges of working cross-culturally and actively seeks ways to work effectively
- ▶ Uses knowledge of other cultures to recognize and respond to unexpressed needs of customers, consumers, and internal partners worldwide

3 PROFICIENCY

- ▶ Communicates with awareness and respect across a wide variety of diversity dimensions
- ▶ Effectively implements and tracks the outcomes of diversity and inclusion practices to ensure they benefit employees and the organization
- ▶ Promotes fair treatment of all employees by understanding their unique needs and providing them with tools necessary for them to thrive.
- ▶ Promotes a diverse workforce through leadership of talent and development practices
- ▶ Seeks feedback about own behavior that might be perceived as exclusive or biased and modifies future behavior at key moments to strengthen interactions with others

4 LEADERSHIP

- ▶ Demonstrates understanding of the key business drivers for diversity and inclusion globally, including the positive impact on own role and goals. Recognizes and communicates the strategic value of diversity and inclusion practices
- ▶ Effectively translates diversity and inclusion strategies into talent practices for all levels/geographies of the workforce
- ▶ Models and reinforces behavior in others that is inclusive, respectful and non-judgmental across backgrounds, style, culture, ethnicity, etc. through understanding of the multiple cultural frameworks, values and norms and their impact on business
- ▶ Coaches others to value and appreciate individual differences and commonalities to foster camaraderie, collaboration, problem-solving and engagement

Diversity and Inclusion *continued*

4 LEADERSHIP

- ▶ Leverages diverse perspectives and teams for enhancement of end-to-end company processes in order to serve customers and internal partners more effectively

5 MASTERY

- ▶ Develops diversity and inclusion strategies to drive higher levels of engagement, innovation and business results
- ▶ Influences senior leaders to place priority around the diversity and inclusion implications of talent decisions
- ▶ Collaborates with internal and external groups to identify and address potential organizational barriers to greater inclusion
- ▶ Consistently applies a global view across all areas of business philosophy, values, strategies and practices
- ▶ Coaches others on understanding multiple cultural frameworks, values and norms and their impact on business

Employee Relations

DEFINITION

Demonstrates skill and tact in participating in and facilitating discussions with managers and employees to resolve employee issues in alignment with business interests

1 AWARENESS

- ▶ Demonstrates an understanding of the sensitivity required when dealing with employee relations issues
- ▶ Escalates all employee relations issues in a timely manner to ensure they are resolved effectively
- ▶ Applies basic knowledge required to provide accurate and specific advice related to policy interpretation

2 APPLICATION

- ▶ Applies a broad understanding of the organization's HR policies and practices and employee relations issues
- ▶ Shows strong skill in responding to queries; provides advice and support to employees and managers with basic employee relations issues
- ▶ Develops basic skills in interacting with employees and managers to elicit concerns and questions

3 PROFICIENCY

- ▶ Provides sound advice and support to employees and managers regarding policies and procedures
- ▶ Demonstrates specialized skills in counseling employees and managers to reach solutions
- ▶ Applies in-depth knowledge of proper protocol required to gather and document sensitive information

4 LEADERSHIP

- ▶ Understands and provides advice on the impact of employee relations decisions across the organization
- ▶ Demonstrates advanced proficiency in relationship management to identify and resolve more complex employee relations issues
- ▶ Demonstrates advanced facilitation skills and provides others with unbiased, constructive feedback regarding the resolution of complex employee issues

5 MASTERY

- ▶ Demonstrates expert skill in mitigating employee relations issues before they escalate unnecessarily
- ▶ Displays a thorough grasp of underlying organizational issues and develops effective communication channels within the organization
- ▶ Serves as a role model for conveying sensitive information with tact and clarity

Global Practices

DEFINITION

Understands global HR issues and what is required of an effective global HR function to ensure quality and consistency of HR service delivery across geographies

1 AWARENESS

- ▶ Recognizes the need for balance between global consistency and regional flexibility when delivering on HR support
- ▶ Invests time in learning how the organization's own HR practices differ from region to region
- ▶ Seeks a basic knowledge of global work environments and how they impact employees

2 APPLICATION

- ▶ Promotes global teamwork by actively sharing information, cooperating and contributing across geographic boundaries
- ▶ Identifies global connections, patterns and trends that impact HR practices and programs
- ▶ Proactively considers implications for employees beyond own country when delivering HR services

3 PROFICIENCY

- ▶ Builds relationships across geographies throughout the business to ensure HR service delivery reflects a global perspective
- ▶ Stays current on emerging global legal and regulatory trends impacting HR operations
- ▶ Balances global consistency with local and regional specificity when implementing programs

4 LEADERSHIP

- ▶ Communicates to others the value of HR programs, initiatives and service delivery models across geographies
- ▶ Ensures that team members understand the impact of global business on the HR function and the necessity of flexibility in program design and implementation
- ▶ Insightfully develops alternatives to meet specific local needs yet remain consistent with global strategies

5 MASTERY

- ▶ Constantly considers the implications for all geographic regions when designing HR strategies
- ▶ Strikes the right balance of HR support across all regions, delivering the optimal mix of HR emphasis depending on culture and business need
- ▶ Educates and influences business leaders and HR partners about global HR issues, regulations and requirements

Information Systems and Data Management

DEFINITION

Demonstrates understanding of human resource information systems and data management technology solutions

1 AWARENESS

- ▶ Develops broad knowledge of HRIS issues and solutions
- ▶ Has a basic understanding of the HRIS strategy for the organization
- ▶ Develops skill in conducting basic system analysis (e.g., system testing, configuration, analyzing errors, etc.)

2 APPLICATION

- ▶ Demonstrates understanding of the latest and leading practice in HR technology solutions
- ▶ Applies intermediate skill in testing HRIS solutions against functional requirements, configuring systems, analyzing error and/or data correction requests; and administering security and access protocols
- ▶ Applies skill to support new and existing users in ensuring access to HRIS solutions

3 PROFICIENCY

- ▶ Shows specialized understanding required to maintain HRIS solutions to support business requirements
- ▶ Demonstrates strong knowledge of the availability, storage, generation and processing of HR information
- ▶ Employs skill in conducting systems needs analyses and functional process analyses

4 LEADERSHIP

- ▶ Applies advanced knowledge of HRIS to make recommendations on HR technology decisions
- ▶ Demonstrates advanced proficiency in designing HRIS solutions to support business requirements
- ▶ Has advanced knowledge required to contribute to an HRIS strategy that is aligned with technology goals

5 MASTERY

- ▶ Exhibits expert knowledge of leading HRIS practices to make strategic HR technology acquisitions
- ▶ Aligns HRIS strategy with enterprise-wide technology goals, recognizing how other technology solutions (e.g., finance, payroll, etc.) impact and interact with HR systems to provide advice and expertise to stakeholders
- ▶ Champions the use of effective HR analytics to make well-informed, data-driven decisions

Learning and Development

DEFINITION

Develops and executes learning strategies designed to meet business needs; measures learning impact and implements enhancements to sustain knowledge/skill retention

1 AWARENESS

- ▶ Contributes to learning initiatives that invigorate a variety of modalities and channels
- ▶ Supports development of learning tools and resources in alignment with specific business needs
- ▶ Proactively learns basic elements of learning assessments to gauge knowledge and skill gaps

2 APPLICATION

- ▶ Actively tracks and measures the outcomes of various learning programs
- ▶ Administers learning assessments to inform development of learning strategy for a specific function or department
- ▶ Contributes to the evaluation of learning programs and the development of alternatives for improvement

3 PROFICIENCY

- ▶ Keeps abreast of current learning and development content and training programs
- ▶ Creates multi-dimensional learning opportunities using a variety of delivery methods to appeal to all learning styles
- ▶ Develops tailored solutions that resonate with learners, driving retention and application of new knowledge

4 LEADERSHIP

- ▶ Shapes and adjusts learning plans to address individual training needs while advancing the organization as a whole
- ▶ Looks for alternative and/or innovative solutions to current issues whenever standard solutions or templates are not appropriate
- ▶ Maintains vendor relationships to anticipate and prepare for emerging technologies and best practices

5 MASTERY

- ▶ Expertly develops the company-wide learning and development strategy through a creative and innovative mix of learning approaches
- ▶ Creates a long-term strategy to identify learning needs required to meet future business demands
- ▶ Balances learning theory and best practices, keeping the needs of the audience and business in mind

Organizational Assessment, Intervention Design and Facilitation

DEFINITION

Designs effective interventions by diagnosing root causes of issues, identifying interdependencies, and assembling teams to develop and deliver outcomes as planned. Addresses issues related team dynamics, organizational effectiveness using various tools/ methodologies

1 AWARENESS

- ▶ Demonstrates basic ability to research common HR requests/issues and identify patterns
- ▶ Provides relevant data and historical information to more senior staff in order to assist with issue investigation/ resolution
- ▶ Develops understanding of HR processes in order to deliver more efficient solutions to internal clients

2 APPLICATION

- ▶ Gathers all necessary data and insights in order to investigate potential root causes of organizational problems
- ▶ Assembles relevant stakeholders to surface all aspects of the organizational problem, defining drivers, interdependencies and outcomes
- ▶ Proves aptitude in basic issue resolution by applying research findings to diagnose/resolve less complex organizational problems

3 PROFICIENCY

- ▶ Translates and communicates insights related to complex organizational problems to ensure stakeholders understand root causes and potential resolutions
- ▶ Leads the cooperative development of strategies to address complex organizational problems within a function or business unit
- ▶ Applies advanced research and investigation/resolution techniques to resolve more complex organizational problems
- ▶ Is knowledgeable (or may even be certified) in preferred tools available to support an intervention (i.e., 360 degree assessment, behavioral indicators, etc.)

4 LEADERSHIP

- ▶ Develops, teaches and facilitates high impact interventions using best practices and methodologies to deliver integrated solutions at the global level
- ▶ Leads organizational research and issue investigation/resolution
- ▶ Incorporates subject matter expertise from across the Hess business and HR
- ▶ Has the ability to see patterns that may be hidden or that staff are unwilling to talk about

5 MASTERY

- ▶ Serves as an expert resource to senior management when the organization is faced with complex challenges
- ▶ Assembles an appropriate team that develops strategies to overcome major organizational challenges
- ▶ Applies theoretical principles related to issue investigation/resolution to seize organizational opportunities

Organizational Design

DEFINITION

Advises and improves organizational design (e.g., resources, structure, people, processes) by gathering data and leveraging knowledge of the business landscape to improve business results

1 AWARENESS

- ▶ Develops an understanding of business processes and roles to support business functions
- ▶ Supports design activities to develop an understanding of organizational design options and best practices
- ▶ Proactively familiarizes self with a variety of organization design models

2 APPLICATION

- ▶ Develops understanding of key business processes and roles and responsibilities that drive business results
- ▶ Applies understanding of organizational design options to anticipate the impact of organizational change
- ▶ Works with functions to assess whether the organizational structure fully supports business needs

3 PROFICIENCY

- ▶ Thoughtfully analyzes the business landscape to create a decision framework for pursuing, realigning or abandoning organizational design initiatives
- ▶ Applies understanding of organizational design options to proactively plan for various change scenarios
- ▶ Uses strong understanding of the organization's skill landscape to make recommendations for organizational and structural improvement

4 LEADERSHIP

- ▶ Proactively builds relationships to accesses the alignment of organizational resources with current or emerging HR strategies, business and customer needs
- ▶ Applies an in-depth understanding of manpower needs and competency requirements to effectively evaluate/ approve placement of individuals and positions
- ▶ Anticipates interdependencies that influence/may be influenced by an organizational design change

5 MASTERY

- ▶ Considers interdependencies among business strategy and organizational infrastructure to design an organization that is balanced and well-leveraged
- ▶ Creatively envisions the most effective and well-aligned structure for achieving a balance of resources, structure, people and processes
- ▶ Leverages an advanced grasp of skills/ position requirements to facilitate succession plans for key roles

Program Design, Delivery and Evaluation

DEFINITION

Analyzes, designs, and builds HR strategies and programs that align with business strategies, stakeholder needs and desired business outcomes

1 AWARENESS

- ▶ Displays basic understanding of relevant program components and processes
- ▶ Participates in design discussions to develop understanding of program design, delivery and evaluation

2 APPLICATION

- ▶ Applies knowledge of programs from a regional perspective to answer questions about program deployment
- ▶ Participates in design discussions to add value to program design, delivery and evaluation

3 PROFICIENCY

- ▶ Leverages organizational knowledge to develop programs to satisfy targeted business needs
- ▶ Manages deployment of global programs
- ▶ Utilizes change management principles and clear communication to ensure consistent delivery across the company's locations, business units and cultures
- ▶ Evaluates design of programs and processes to identify opportunities to enhance effectiveness and alignment across locations, businesses and cultures

4 LEADERSHIP

- ▶ Leverages multiple sources to develop comprehensive programs to satisfy global business needs
- ▶ Facilitates consistent execution and application of programs across the world, to the extent required
- ▶ Ensures program design and outcomes reflect business performance requirements

5 MASTERY

- ▶ Leverages global knowledge to ensure organizational readiness for program design, delivery and evaluation
- ▶ Empowers leaders to ensure consistent execution and application of programs across the world
- ▶ Champions program components and design changes with leadership
- ▶ Develops measures of success to evaluate programs qualitatively and quantitatively in alignment with business strategy and objectives

Performance Management

DEFINITION

Drives organizational performance through ongoing performance management, providing managers with appropriate tools and engaging employees in managing their own performance

1 AWARENESS

- ▶ Proactively builds a working knowledge of performance measures that are important in the industry
- ▶ Engages in active observation/research to hone understanding of performance management best practices
- ▶ Supports performance activities to develop an understanding of the performance management process

2 APPLICATION

- ▶ Uses knowledge of performance drivers to analyze performance data and identify gaps and opportunities
- ▶ Utilizes understanding of the performance management process to coordinate ongoing performance activities
- ▶ Proactively gathers performance data, including qualitative and quantitative feedback to examine the state of performance management

3 PROFICIENCY

- ▶ Uses knowledge of performance management drivers to improve employee and manager training initiatives
- ▶ Propose recommendations to improve underperformance
- ▶ Leverages available performance data to examine performance drivers and insightfully uses business goals to meaningfully monitor employees' contribution to business results

4 LEADERSHIP

- ▶ Uses an understanding of performance drivers to effectively manage the performance management program
- ▶ Actively and regularly engages managers and employees in managing their own performance
- ▶ Coaches fellow business leaders to resolve complex underperformance issues and facilitates on-going collaboration between HR and other parts of the business

5 MASTERY

- ▶ Strategically designs end-to-end performance management programs to align individual and business performance
- ▶ Advocates year-round performance measurement and coaches senior leader to build a performance culture
- ▶ Drives the development of tools to ensure that high performers are challenged and underperformers managed

Policies and Practices

DEFINITION

Applies knowledge of the legal and statutory HR requirements and market to shape and inform HR programs and policies

1 AWARENESS

- ▶ Displays a basic knowledge of relevant labor and employment laws and the role of policies within the organization
- ▶ Shows an understanding of the importance of documentation and filing to ensure compliance
- ▶ Maintains favorable working relationships within the organization

2 APPLICATION

- ▶ Applies a broad understanding of compliance requirements, applicable laws, and regulations to answer routine questions
- ▶ Documents employee actions and their consequences in accordance with organizational protocol
- ▶ Resolves routine disputes through conflict management

3 PROFICIENCY

- ▶ Effectively balances current business needs with compliance risk in all HR activities
- ▶ Develops and implements compliance programs to ensure adherence to state and local laws
- ▶ Maintains a thorough knowledge of union rules and represents the organization in less complex negotiations
- ▶ Resolves routine employee grievances through conflict management potential before they escalate

4 LEADERSHIP

- ▶ Provides thorough training on regulatory affairs/compliance issues specific to labor relations
- ▶ Partners with outside subject matter experts and establishes methods to manage employee lawsuits
- ▶ Manages complex situations through an in-depth understanding of the regulatory environment and relevant case laws
- ▶ Participates in contract negotiations and provides strategic direction to management

5 MASTERY

- ▶ Ensures that the organization maintains employment compliance with regulations in all jurisdictions in which it operates
- ▶ Delivers advice and counsel on complex HR compliance issues involving significant risk and organizational impact
- ▶ Counsels senior leaders in responding to current and emerging compliance issues
- ▶ Negotiates on behalf of the enterprise, safeguarding strategic interests

Project Management

DEFINITION

Establishes a course of action for projects, effectively managing and prioritizing responsibilities to ensure timely and effective project completion

1 AWARENESS

- ▶ Demonstrates understanding of own role and responsibilities within a project
- ▶ Adheres to tasks and responsibilities set out by project managers
- ▶ Works toward achieving agreed deadlines, seeking support from colleagues in advance where necessary

2 APPLICATION

- ▶ Organizes and manages own workflow and priorities
- ▶ Monitors and communicates course of progress toward project goals

3 PROFICIENCY

- ▶ Establishes clear roadmap for project delivery involving resources, time constraints and interdependencies
- ▶ Recognizes when changes in plans and priorities are necessary and adjusts and communicates accordingly
- ▶ Holds project team members accountable for delivering work streams

4 LEADERSHIP

- ▶ Recognizes the need for a project, and subsequently initiates it and sees it through to conclusion
- ▶ Mitigates risk and removes barriers to focus on priorities; assigns resources in response to changing priorities
- ▶ Prioritizes deadlines to balance workload across individuals/teams; identifies and adjusts when a project is going off-track
- ▶ Ensures projects are aligned with other initiatives

5 MASTERY

- ▶ Adopts enterprise-wide perspective to project plans, considering market and organizational realities
- ▶ Builds new ways to design projects, analyzing best practices, driving efficiency and consistency in operations, and identifying clear success parameters
- ▶ Develops and trains others in project management tools and processes

Talent Acquisition

DEFINITION

Identifies and sources the right talent using the most appropriate selection strategies and techniques, recruiting top candidates for employment, promotion or transfer

1 AWARENESS

- ▶ Coordinates with candidates regarding scheduling of screenings, interviews and travel
- ▶ Coordinates with candidates regarding contact with viable candidates
- ▶ Contributes to sourcing efforts, surfacing key information that yields
- ▶ Supports activities required to transition candidates into the new hire onboarding phase

2 APPLICATION

- ▶ Adjust to read: Leverages a broad spectrum of sourcing strategies to identify highly qualified candidates
- ▶ Applies selection tools and techniques in the recruiting process to identify top talent
- ▶ Evaluates qualifications of candidates for hire

3 PROFICIENCY

- ▶ Advises hiring managers on effective/legal selection processes and procedures
- ▶ Provides managers with data and analysis to help make informed staffing decisions (e.g., turnover)
- ▶ Recommends and implements improvements to recruiting processes and tools

4 LEADERSHIP

- ▶ Fosters an in-depth knowledge of the business to link candidate skills and knowledge to role-specific requirements
- ▶ Drafts policies and procedures regarding employee selection
- ▶ Drives consistency and quality of recruiting process across the enterprise

5 MASTERY

- ▶ Establishes a talent acquisition strategy by partnering with business leaders to forecast workforce demands
- ▶ Fosters relationships with executives internally and externally to identify opportunities for aligning career interests with leadership opportunities
- ▶ Embraces innovative technologies and trends that deliver a significant advantage when competing for talent

Talent Management

DEFINITION

Identifies the capability and talent requirements for the organization that align with business priorities; establishes talent management programs that support employee and organization success

1 AWARENESS

- ▶ Displays knowledge of key talent management areas
- ▶ Maintains awareness of the talent management strategy of the organization
- ▶ Demonstrates skill in answering basic questions to clarify talent management programs and policies

2 APPLICATION

- ▶ Demonstrates broad understanding to assist more experienced practitioners in analyzing data on employee development trends
- ▶ Displays a working knowledge of the organization's talent management programs and policies
- ▶ Makes helpful suggestions to support team members involved in talent management program design

3 PROFICIENCY

- ▶ Demonstrates broad skill in implementing talent management programs and processes for supporting employee development
- ▶ Proactively identifies and recommends program changes to ensure alignment with business priorities
- ▶ Shows proficiency in working with managers to define the capabilities required for employee success; works with the business to ensure managers and leaders are sharing accountability for employee development

4 LEADERSHIP

- ▶ Demonstrates advanced proficiency in contributing to the talent management strategy
- ▶ Applies expert skill in designing talent management programs that align with talent management strategy
- ▶ Shows advanced skill in collaborating with leaders to identify and resolve complex talent management issues (e.g., development and training needs, performance improvement opportunities, etc.)

5 MASTERY

- ▶ Exhibits expertise in talent management and development practices that support business priorities and organizational talent needs
- ▶ Drives talent management strategies that align with business priorities
- ▶ Pushes HR to develop integrated talent management programs that foster a performance-driven culture

Vendor Management

DEFINITION

Demonstrates skill and experience in managing external vendor relationships that protect and optimize business interests

1 AWARENESS

- ▶ Demonstrates basic knowledge of vendors' services in order to coordinate day-to-day straightforward vendor activities (e.g., housekeeping, security, etc.)
- ▶ Represents the organization in a cooperative manner in all interactions with vendors
- ▶ Exhibits basic skills in processing paper work required for vendor support

2 APPLICATION

- ▶ Demonstrates working knowledge of vendor management concepts
- ▶ Applies basic knowledge of processes related to vendor management and service level agreements
- ▶ Demonstrates broad understanding required to monitor compliance with service level agreements

3 PROFICIENCY

- ▶ Shows strong proficiency required to negotiate vendor contracts and establish service level agreements that align with business interests
- ▶ Demonstrates skill and tact in holding vendors accountable for standards set forth in contracts
- ▶ Shows strong grasp of protocols and techniques required to solicit input from stakeholders on vendor performance; skillfully works with vendors to implement improvements

4 LEADERSHIP

- ▶ Shows expert proficiency required to negotiate to complex vendor contracts and service level agreements that align with business interests
- ▶ Demonstrates advanced skill in techniques required to manage relationships with vendors to establish common goals and clear performance expectations;
- ▶ Skillfully works to resolve issues of vendor underperformance, representing the organization's best interests

5 MASTERY

- ▶ Demonstrates advanced skill and experience in vendor management to assess complex contract implications, create partnerships, and define negotiation and cost control strategies
- ▶ Demonstrates mastery skill in cost planning and monitoring in order to optimize cost management techniques

HR COMPETENCY DICTIONARY

Behavioral Differentiators

Behavioral Differentiators are observable behaviors that distinguish excellent performance. These competencies encompass demonstrable knowledge, skills, attitudes and actions, and can apply to all roles within Human Resources.





Analytical Thinking

DEFINITION

Builds a logical approach to clearly identify and frame problems, surfacing data and other resources necessary to solve issues

1 AWARENESS

- ▶ Uses analytical techniques to solve problems; explains thought process to others in a logical manner
- ▶ Seeks others' opinions and facts before making decisions
- ▶ Identifies data that is appropriate for addressing key questions

2 APPLICATION

- ▶ Establishes data-driven approaches to evaluating alternatives and reaching decisions
- ▶ Recognizes and communicates the implications of data analyses
- ▶ Uses reasoning to draw conclusions from available and/or missing information

3 PROFICIENCY

- ▶ Challenges established thinking, processes, and protocols with company success in mind
- ▶ Identifies and confronts preconceived notions that limit own ability to see the bigger picture
- ▶ Creates structure and methods to address ambiguous or ill-defined situations

4 LEADERSHIP

- ▶ Encourages individuals to constructively question to ensure quality decision making
- ▶ Looks beyond cause and effect relationships to identify patterns and connections with business implications
- ▶ Tactfully guides others to move past mental barriers to adopt a more impartial, analytical perspective

5 MASTERY

- ▶ Tackles the most sensitive, complex and strategically significant issues; accounts for interdependencies within the holistic system when considering alternatives
- ▶ Fosters a work environment that challenges others to think critically; develops others' analytical thinking
- ▶ Creates new concepts and models that force others to examine situations differently

Collaboration

DEFINITION

Builds and maintains positive working relationships through open communication and teamwork; works with others to accomplish goals and objectives

1 AWARENESS

- ▶ Contributes to group decisions, shares information, and invests time and effort to achieve group goals
- ▶ Demonstrates a positive attitude that helps to improve the motivation of individual group members and of the group as a whole
- ▶ Keeps others up-to-date about what is happening in the group; adapts own actions for the good of the group

2 APPLICATION

- ▶ Voices own views openly, but also actively listens to others and is willing to change own views
- ▶ Gets input from others when forming decisions or plans; values and seeks out diversity of opinion, culture and background
- ▶ Supports group decisions outside the team environment and speaks favorably about the contribution of others

3 PROFICIENCY

- ▶ Balances the needs of the functional unit as well as the needs of the group/ others even if goals are at odds
- ▶ Proactively shares best practice ideas and insights with colleagues, wherever they are based
- ▶ Asks for input from others outside own unit or organization and aligns own plans to meet the needs of the group/organization

4 LEADERSHIP

- ▶ Facilitates communication and conflict resolution between individuals, groups and departments
- ▶ Effectively manages virtual teams across geographies with complex issues
- ▶ Make decisions after careful consideration of their impact on other parts of the business and market

5 MASTERY

- ▶ Creates systems and incentives that encourage others to embrace a collaborative culture
- ▶ Demonstrates the value of collaboration by taking actions that are visible throughout the organization and are aligned to a collaborative culture
- ▶ Acts as a “silo buster” by persuading and motivating others in their own area of responsibility to adopt a new perspective and to improve collaboration

Dealing with Ambiguity

DEFINITION

Makes effective and logical decisions in vague situations with unclear parameters, identifying patterns in data to interpret and translate new or conflicting information

1 AWARENESS

- ▶ Recognizes when situations are ambiguous and ill-defined
- ▶ Shows a willingness to adjust behaviors when circumstances call for it
- ▶ Comprehends the process for dealing with and properly handling ambiguous situations

2 APPLICATION

- ▶ Approaches vague situations with enthusiasm and openness
- ▶ Adapts quickly to difficult circumstances and unclear problems
- ▶ Enlists the use of necessary persons and resources to define and make sense of unclear issues

3 PROFICIENCY

- ▶ Crystalizes issues that are complex and difficult to define
- ▶ Anticipates and prepares for future ambiguity with resources that are adaptable and forward-looking
- ▶ Makes effective decisions withIN limited and/or poorly defined parameters

4 LEADERSHIP

- ▶ Uses vast knowledge of past patterns and trends to identify missing pieces and make sense of situations
- ▶ Creates appropriate systems and processes to mitigate ambiguity and successfully deal with conflicting data
- ▶ Proactively engages in ensuring others are adequately equipped to handle ambiguous situations

5 MASTERY

- ▶ Fosters a culture that is prepared and able to effectively deal with complex and varying environments
- ▶ Establishes direction and purpose in situations where it is lacking
- ▶ Leverages ambiguity to instil new ways of thinking and to drive an agenda

Influence

DEFINITION

Persuades and influences others for support to take a particular course of action; establishes rapport, communicates critical messages, and identifies potential barriers to progress

1 AWARENESS

- ▶ Plays a supporting role in presenting compelling argument, before a customer or stakeholder
- ▶ Prepares arguments by researching alternatives and identifying the pros and cons
- ▶ Seeks to understand others' points of view

2 APPLICATION

- ▶ Stands behind decisions and persuades others of their merit using facts and data
- ▶ Uses rational arguments, information and clear communication to influence others
- ▶ Serves as a subject matter expert when presenting a compelling argument before a customer or stakeholder

3 PROFICIENCY

- ▶ Tactfully and constructively challenges others on their positions; avoids damaging relationships
- ▶ Generates support among co-workers for that may be controversial ideas and concepts
- ▶ Takes a central role in presenting a compelling argument before a customer or stakeholder

4 LEADERSHIP

- ▶ Demonstrates maximum flexibility in communication style to influence others in complex situations
- ▶ Surfaces motivations of others and has a track record of leveraging this knowledge to persuade them
- ▶ Spends time with key individuals to build relationships that can be used in the future for support

5 MASTERY

- ▶ Teaches others to champion controversial ideas within and across functions that significantly impact results
- ▶ based on expertise or relationships and enlists their support and assistance
- ▶ Identifies experts or third parties that could influence specific situations
- ▶ Helps others understand underlying issues and concerns to more effectively influence

Learning Agility

DEFINITION

Actively scans the environment for new ideas, integrating them with existing knowledge to enhance one's understanding of people, contexts and cultures; translates and implements new learnings to benefit the team and organization. Can change direction as needed and grasp new concepts

1 AWARENESS

- ▶ Practices a task or action before performing in situations with real consequences
- ▶ Reflects on own mistakes, learns from them and refrains from repeating the same mistakes
- ▶ Accepts and learns from feedback without getting defensive

2 APPLICATION

- ▶ Engages others to gain their perspective and experience; learns indirectly through others' actions and results
- ▶ Is self-aware and can modify behavior as needed
- ▶ Asks thoughtful questions to quickly grasp a new topic without getting distracted by details
- ▶ Filters large volumes of data and information, quickly identifying and absorbing the most salient points

3 PROFICIENCY

- ▶ Refreshes own ideas and assumptions to ensure decisions continue to be well informed even as circumstances shift
- ▶ Ties learning in seemingly unrelated areas to business opportunities within one's role and team
- ▶ Shares own experience and knowledge with the team to transfer learnings to others

4 LEADERSHIP

- ▶ Facilitates constructive debriefs to explore and highlight learnings with team members and peers
- ▶ Distributes research and knowledge sharing responsibilities among the group to accelerate team learning and mutual understanding
- ▶ Makes time to provide constructive feedback to others to assist in their learning

5 MASTERY

- ▶ Stretches others to learn through a variety of modalities and experiences
- ▶ Continuously renews self and others' passion for learning to raise the bar on expectations and results
- ▶ Plays a leadership role in establishing a learning climate within the organization

Organizational Astuteness

DEFINITION

Leverages a foundation of networking, collaboration, communication, and decision making to build and maintain productive working relationships and partnerships across the organization

1 AWARENESS

- ▶ Seeks to create internal networks to accomplish own work tasks
- ▶ Exhibits basic skills in identifying areas of potential disagreement/conflict
- ▶ Seeks to understand key stakeholders who interact with HR, including their roles and influence

2 APPLICATION

- ▶ Develops internal networks required to accomplish own work tasks and overcome barriers to success
- ▶ Displays basic skills in diagnosing issues, including the people that need to be involved in their resolution
- ▶ Identifies peers and managers who can be advocates for a desired approach to resolving issues

3 PROFICIENCY

- ▶ Uses internal networks to secure approvals, mitigate challenges and use as sounding boards to resolve issues
- ▶ Collaborates to mitigate and overcome informal organizational barriers to success
- ▶ Employs processes that consider the organizational and political impact of decisions

4 LEADERSHIP

- ▶ Navigates internal and external networks to influence and build coalitions to achieve desired outcomes
- ▶ Collaborates to mitigate and overcome functional and informal organizational barriers to success
- ▶ Evaluates and improves processes to consider the organizational and political impact of decisions

5 MASTERY

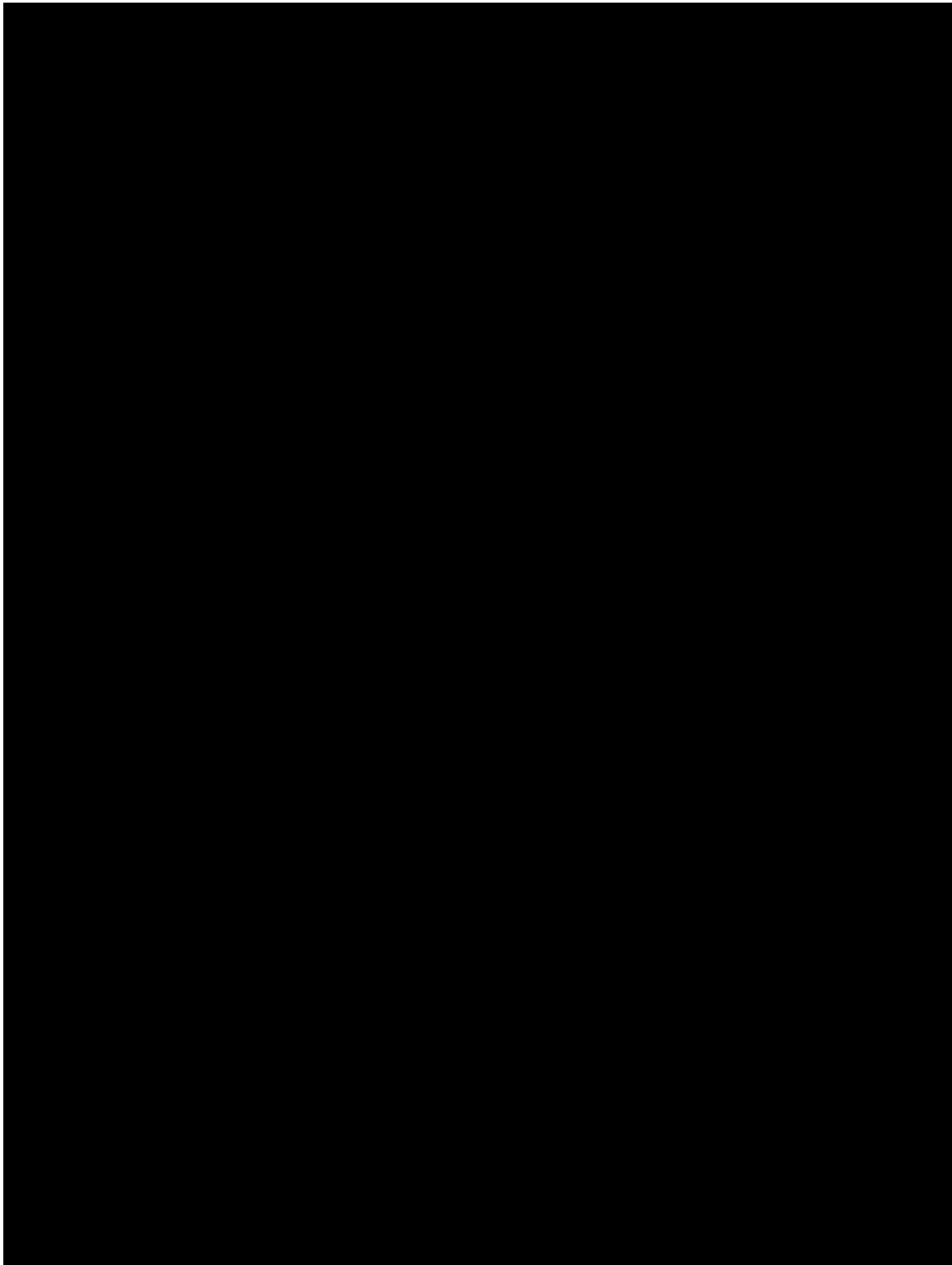
- ▶ Creates internal and external networks to influence and build coalitions to achieve desired business outcomes
- ▶ Collaborates broadly to mitigate and overcome functional and informal organizational barriers to success
- ▶ Designs processes that consider the organizational and political impact of decisions

THE HR CAREER PLANNING GUIDE

Leading at Hess

SECTION TITLE





People



Short highlight call-out goes here Nonet ma ditemporem delia quas de volorites aut et odi con peribus nimus iumquo.

BUILDS TRUSTED RELATIONSHIPS

- ▶ Is dedicated to meeting the expectations and requirements of internal and external customers/partners/stakeholders (“C/P/S”); gets first-hand information from C/P/S and uses it for improvements in products and services; acts with C/P/S in mind; establishes and maintains effective relationships with C/P/S and gains their trust and respect.

DEVELOPS TALENT

- ▶ Provides challenging and stretching tasks and assignments; holds frequent development discussions; is aware of each person’s career goals; constructs compelling development plans and executes them; pushes people to accept developmental moves; cooperates with the developmental system in the organization.

CREATES EFFECTIVE TEAMS

- ▶ Blends people into teams when needed; creates strong morale and spirit in his/her team; shares wins and successes; fosters open dialogue; lets people finish and be responsible for their work; defines success in terms of the whole team; creates a feeling of belonging in the team.

Direction



Short highlight call-out goes here Nonet ma ditemporem delia quas de volorites aut et odi con peribus nimus iumquo.

THINKS STRATEGICALLY

- ▶ Sees ahead clearly; can anticipate future consequences and trends accurately; has broad knowledge and perspective; is future oriented; can articulately paint credible pictures and visions of possibilities and likelihoods; can create competitive and breakthrough strategies and plans.

INSPIRES INNOVATION

- ▶ Is good at bringing the creative ideas of others to market; has good judgment about which suggestions will work; has a sense about managing the creative process of others; can facilitate effective brainstorming; can project how potential ideas may play out.

DEMONSTRATES COURAGE

- ▶ Doesn't hold back anything that needs to be said; provides current, direct, complete, and "actionable" positive and corrective feedback to others; lets people know where they stand; faces up to people problems on any person or situation (not including direct reports) quickly and directly; is not afraid to take difficult actions when necessary.

Results



Short highlight call-out goes here Nonet ma ditemporem delia quas de volorites aut et odi con peribus nimus iumquo.

DRIVES CONTINUOUS IMPROVEMENT

- ▶ Good at figuring out the processes necessary to get things done; knows how to organize people and activities; understands how to separate and combine tasks into efficient work flow; knows what to measure and how to measure it; can see opportunities to synergy and integration where other cannot.

MAKES QUALITY DECISIONS

- ▶ Makes good decisions based upon a mixture of analysis, wisdom, experience and judgment; most of his/her solutions and suggestions turn out to be correct and accurate when judged over time; sought out by others for advice and solutions..

DELIVERS HIGH PERFORMANCE

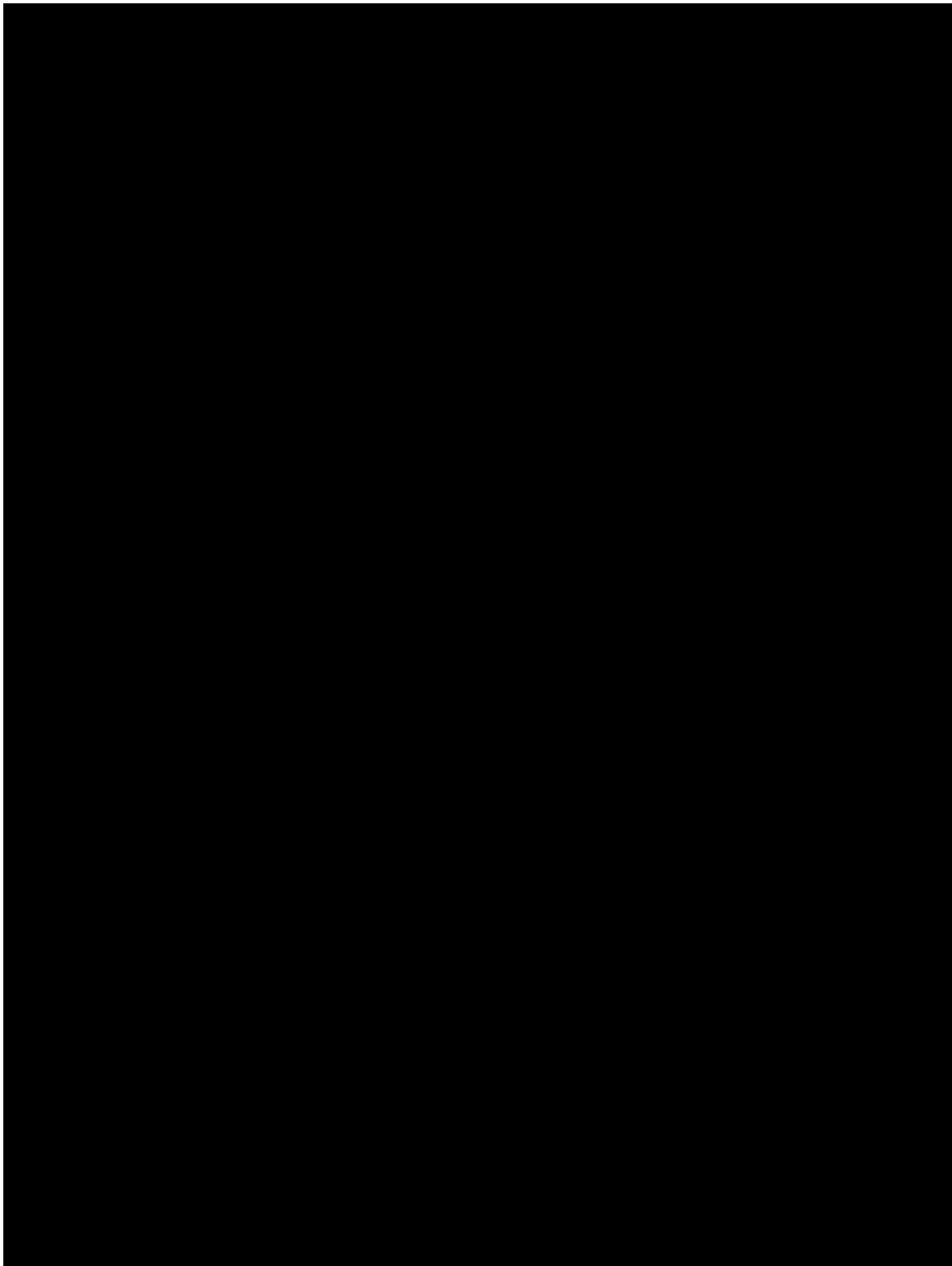
- ▶ Can be counted on to exceed goals successfully; is constantly and consistently one of the top performers; very bottom-line oriented; steadfastly pushes self and others for results.

THE HR CAREER PLANNING GUIDE

Tools and Worksheets

SECTION TITLE





TOOLS & WORKSHEETS

Competency Assessment Tool

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Competency Assessment Tool

DEFINITION

This tool facilitates the identification and discussion of development opportunities through: employee self-assessment of proficiency on the HR competencies; manager assessment of the employee's proficiency on the HR competencies; and comparison of the calibrated assessment with the competency profile position.

TITLES

To see how they are defined see page 00

KNOWLEDGE COMPETENCIES

To see how they are defined see page 00

BEHAVIORAL DIFFERENTIATORS

To see how they are defined see page 00

LEADERSHIP COMPETENCIES

To see how they are defined see page 00

KEY

- 0 Not Required
- 1 Awareness
- 2 Applying
- 3 Proficient
- 4 Leading
- 5 Mastery

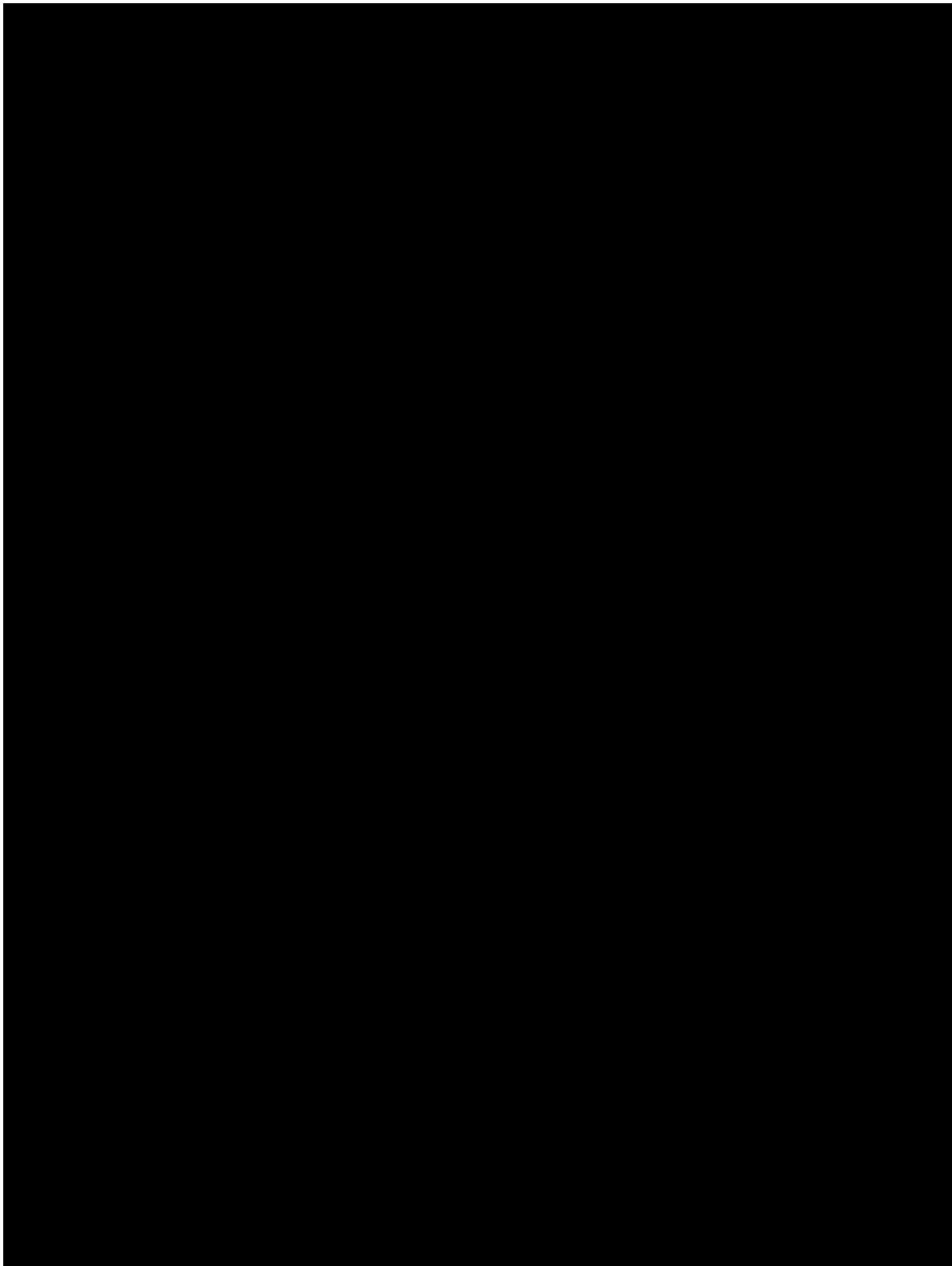
	PROFICIENCY REQUIRED	SELF	MANAGER	CALIBRATED
HR COMPETENCIES				
Knowledge Competencies				
Benefits				
Business & Market Intelligence				
Change Management				
Coaching				
Broad-Based Compensation				
Executive Compensation				
Diversity & Inclusion				
Employee Relations				
Global Policies and Practices				
HR Information Systems and Data Management				
International Practices				
Learning & Development				
Org Assessment, Intervention Design & Facilitation				
Organizational Design				
Program Design, Delivery, and Evaluation				
Performance Management				
Project Management				
Talent Acquisition				
Talent Management				
Vendor Management				
HR Behavioral Differentiators				
Analytical Thinking				
Collaboration				
Dealing with Ambiguity				
Influencing				
Learning Agility				
Organizationally Astute				
LEADERSHIP COMPETENCIES				
PEOPLE DIRECTION RESULTS	Builds Trusted Relationships			
	Creates Effective Teams			
	Delivers High Performance	See Leadership definitions on pages 87		
	Demonstrates Courage			
	Develops Talent			
	Drives Continuous Improvement			
	Inspires Innovation			
	Makes Quality Decisions			
	Thinks Strategically			

THE HR CAREER PLANNING GUIDE

Development Resources

Practical, hands-on experience, mentoring/relationships and formal training play an important role in your development. Refer to this section to help you get started when drafting your IDP.





DEVELOPMENT RESOURCES

Knowledge Competencies



70%

ON THE JOB
LEARNING

Job changes
Assignments
Daily work
Special projects

20%

RELATIONSHIPS

Coaching
Mentoring
Communities
Feedback

10%

TRAINING &
READING

Classes
Courses
Seminars
Certifications



Benefits

DEFINITION

Contributes to the design, administration or application of benefit programs that balance employee and organizational interests and comply with benefit regulations, continually evaluating and improving the effectiveness of programs

70%

ON THE JOB TRAINING

- ▶ Identify trends and innovative practices to be considered internally
- ▶ Learn and be able to explain existing benefit programs (e.g. review internal documents and if needed seek external advice and discuss with peers)
- ▶ Be able to explain how and why Hess' benefits program meets organizational and people objectives
- ▶ Manage the design and development of tools to assist employees in benefits selection and guide managers through benefits decisions
- ▶ Proactively make recommendations on changes to health and welfare plans

20%

RELATIONSHIPS

- ▶ Actively participate in industry associations to learn about the emerging benefit program trends and to build professional networks
 - World at Work, www.worldatwork.society.org
 - Council on Employee Benefits, www.ceb.org
 - International Foundation of Employee Benefit Plans, www.ifebp.org
 - International Benefits Information Service, www.ibisacademy.com
 - Chartered Institute of Personnel and Development, www.cipd.co.uk
- ▶ Shadow (when appropriate) a more experienced team member to learn how to facilitate a discussion on benefits design and strategy

10%

TRAINING & READING

- TRAINING
- ▶ Business Analysis Fundamentals, *American Management Association*
 - ▶ Accounting 101: How HR Professionals Affect the Bottom Line, *SHRM*
 - ▶ Finance Essentials, *Harvard Management*
- READING
- ▶ How to Read a Financial Report, J. A. Tracy
 - ▶ *Strategic Human Resource Management*, C. Fombrun, N. Tichy, M. DeVanna
 - ▶ *What They Don't Teach You at Harvard Business School*, M. H. McCormack
 - ▶ *Financial Intelligence for HR Professionals: What You Really Need to Know About the Numbers*, K. Berman, J. Knight
 - ▶ *Organizational Intelligence: A Guide to Understanding the Business of Your Organization for HR, Training, and Performance Consulting*, K. Silber, L. Kearny

Business & Market Intelligence

DEFINITION

Understands how business and financial drivers contribute to the enterprise's capability to deliver value to the organization and its customers, focusing on HR's ability to impact business results

70%

ON THE JOB
LEARNING

- ▶ Familiarize with Hess' financial statements, cost of capital estimation and accounting principles
- ▶ Seek opportunities to increase business knowledge (e.g., international markets, technology and competitor related trends) utilizing various data sources (e.g., internal and external networks, customer surveys and other secondary information)
- ▶ Spend time with your customers to better understand issues, financials, etc., in the context of the assigned business to improve HR service
- ▶ Periodically step back from daily transactions to look for patterns and trends
- ▶ Study Hess' business goals and articulate the HR implications for attaining each goal; know in detail your businesses' short and long term goals
- ▶ Attend staff meetings within other areas of the business – make a point to learn about their issues

20%

RELATIONSHIPS

- ▶ Join professional organizations to learn about new approaches to business problems; transfer ideas to organization
- ▶ Seek feedback from multiple sources (e.g., colleague, client, external consultant) and experts when making an important business decision

10%

TRAINING &
READING

- TRAINING
- ▶ Business Analysis Fundamentals, *American Management Association*
 - ▶ Accounting 101: How HR Professionals Affect the Bottom Line, *SHRM*
 - ▶ Finance Essentials, *Harvard Management*
- READING
- ▶ How to Read a Financial Report, J. A. Tracy
 - ▶ *Strategic Human Resource Management*, C. Fombrun, N. Tichy, M. DeVanna
 - ▶ *What They Don't Teach You at Harvard Business School*, M. H. McCormack
 - ▶ *Financial Intelligence for HR Professionals: What You Really Need to Know About the Numbers*, K. Berman, J. Knight
 - ▶ *Organizational Intelligence: A Guide to Understanding the Business of Your Organization for HR, Training, and Performance Consulting*, K. Silber, L. Kearny

Change Management

DEFINITION

Proactively recognizes the need for change and effectively leads, manages, implements and communicates change initiatives to develop an organization that is agile and adaptive

70%

ON THE JOB TRAINING

- ▶ Be flexible and ready to move in different directions during periods of change. Even when change has been well planned, and there are good communications, there will still be unknowns that you cannot anticipate
- ▶ Make sure you fully understand what the end state will look like after the change is implemented
- ▶ Involve other functions and departments in the change process. The degree to which others feel they have some control or influence over the events unfolding around them, the more they will be able to remain composed and positive
- ▶ For your next change initiative, take time to develop a detailed plan. Map out clearly-defined objectives, responsibilities, and time frames
- ▶ When planning change, ensure that objectives, responsibilities, and time frames are clearly defined and communicated. Develop contingency plans when appropriate

20%

RELATIONSHIPS

- ▶ Join professional organizations to learn about new approaches to managing change
 - Association of Change Management Professionals, www.acmp.info
- ▶ Seek informal mentoring or feedback from an experienced practitioner

10%

TRAINING & READING

- TRAINING
- ▶ BCxCxC: The New Math of Change, SHRM
 - ▶ Project Human Resources Management, Skillsoft
- READING
- ▶ *Switch: How to Change Things When Change Is Hard*, C. Heath, D. Heath
 - ▶ *Strategic Organizational Change*, 2nd ed, Michael A. Beitler
 - ▶ *Transformative HR: How Great Companies Use Evidence-Based Change for Sustainable Advantage*, J. Boudreau and R. Jesuthasan
 - ▶ *Hard Side of Change Management*, Harvard Business Review

Coaching

DEFINITION

Facilitates the development of others by identifying and addressing gaps in their skills and building capabilities that benefit both the organization and the individual

70%

ON THE JOB
LEARNING

- ▶ Provide immediate feedback whenever possible focusing on specific, concrete behaviors and results
- ▶ When pointing out ineffective behavior, be sure to describe the correct behavior that should replace it
- ▶ Set up a process for documenting performance data on individuals throughout the year in order to spot trends early and provide regular feedback
- ▶ Make sure you are knowledgeable about each competency requirement for your direct reports and the linkage to any development suggestions you have made
- ▶ Ask direct reports how you can better meet their expectations. Get specific feedback on the suggestions that do not seem applicable, are not clear, or just did not work
- ▶ Communicate and stress the business necessity of continuous learning and development. Allocate resources for training and developing employees and track the business impact of these efforts

20%

RELATIONSHIPS

- ▶ Ask to shadow someone who is very skilled or experienced at coaching others; observe the techniques that they use
 - Ask an experienced coach to observe you coaching and solicit feedback
- ▶ Join professional organizations to learn about new approaches to managing change
 - International Association of Coaches, www.certifiedcoach.org

10%

TRAINING &
READING

- TRAINING
- ▶ Crucial Conversations, Vital Smarts
 - ▶ Coaching: A Strategic Tool for Effective Leadership, American Management Association
- READING
- ▶ *The Coaching Manager: Developing Top Talent in Business*, J. Hunt, J. Weintraub
 - ▶ *A Manager's Guide to Coaching: Simple and Effective Ways to Get the Best From Your Employees*, A. Loehr, B. Emerson
 - ▶ *Masterful Coaching*, R. Hargrove

Broad-Based Compensation

DEFINITION

Designs, develops and administers cash compensation programs across the organization in accordance with organizational strategies, policies and leading pay practices

70%

ON THE JOB TRAINING

- ▶ Participate in the design and rollout of a new pay or reward plan; communicate and champion rewards policies
- ▶ Analyze compensation policies, government regulations, and prevailing wage rates to develop competitive compensation plan (e.g., research and analysis, salary rates and benefits)
- ▶ Make a point to learn about motivational theories (e.g., Maslow, Herzberg) and how these relate to rewards design and management practices
- ▶ Get involved with global pay practices; educate yourself on how pay and reward practices differ around the world
- ▶ Evaluate the alignment between performance management and Hess' compensation programs
- ▶ Lead a team to determine better or more appropriate way for the business to measure and reward high performance; understand performance standards for Hess employee performance, values, overall ratings

20%

RELATIONSHIPS

- ▶ Actively participate in industry associations to learn about emerging compensation trends and to build professional networks
 - World at Work, www.worldatwork.org
- ▶ Develop internal relationships with compensation specialists through participation on a global project team

10%

TRAINING & READING

- TRAINING
- ▶ World at Work , Total Rewards Management
 - ▶ Job Analysis, Documentation and Evaluation, World at Work
- READING
- ▶ The Compensation Handbook, M.L. Rock, L.A. Berger
 - ▶ *Paying for Performance: A Guide to Compensation Management*, P. T. Chingos
 - ▶ *Employee Reward*, M. Armstrong
 - ▶ *Handbook of Wage and Salary Administration*, M. Rock
 - ▶ *Strategic Pay: Aligning Organizational Strategies and Pay Systems*, E.E. Lawler, III
 - ▶ *The Carrot Principle*, A. Gostick and C. Elton

Executive Compensation

DEFINITION

Designs, develops and administers cash and stock-based compensation programs for executives in accordance with organizational strategies and policies, leading pay practices, technical financial/accounting/tax/governance considerations, and proxy disclosure and analysis

70%

ON THE JOB
LEARNING

- ▶ Prepare and present a workshop for other HR professionals on executive compensation processes
- ▶ Follow international news and proactively grow knowledge of executive remuneration requirements in a global economy (e.g., global executive remuneration levels, global LTI, stock, and local regulatory requirements)
- ▶ Seek shareholder, financial and other performance benchmarks to determine Hess' performance positioning (e.g., historically, relative to budget, peer groups, indices, and shareholder expectations)
- ▶ Exchange knowledge with colleagues about executive roles within Hess and their impact on the organization
- ▶ Acquaint yourself with valuation approaches (e.g., binomial, Black-Scholes, net present value, proxy analysis, market pricing)

20%

RELATIONSHIPS

- ▶ Seek an experienced mentor within Hess and learn about current executive remuneration practices
- ▶ Actively participate in industry associations to learn about emerging executive remuneration trends and to build professional networks - World at Work, www.worldatwork.org

10%

TRAINING &
READING

- TRAINING
- ▶ World at Work, Advanced Concepts in Executive Compensation,
- READING
- ▶ *Directors' Remuneration: A Practical Guide to Setting the Pay and Benefits of Senior Executives*, Institute of Directors
 - ▶ *The Coming Battle over Executive Pay*, Harvard Business Review

Diversity & Inclusion

DEFINITION

Contributes to the design, administration or application of benefit programs that balance employee and organizational interests and comply with benefit regulations, continually evaluating and improving the effectiveness of programs

70%

ON THE JOB TRAINING

- ▶ Ask employees for examples of diversity and inclusion strategies that they have experienced at former companies, in college, etc. Share the best ideas with HR leaders
- ▶ At staff/team meetings identify ways that new ideas and/or new practices helped the team meet key business metrics
- ▶ Pick one or more key diversity initiatives (i.e., Global Women's Day, Black History Month, etc.) and learn about the history, importance and celebrations of the initiative
- ▶ Seek feedback from colleagues about ways in which HR can be engaged in enabling an inclusive culture
- ▶ Be informed about inclusion best practices and incorporate them into HR management processes
- ▶ Review talent management data (i.e., high potential talent assessment) to assess representation of talent
- ▶ Examine your own hot buttons with respect to diversity and inclusion; familiarize yourself with these areas through reading

20%

RELATIONSHIPS

- ▶ Encourage formal or informal mentoring relationships between diverse peers as part of employees' IDPs (i.e. older/younger; women/men; US minority/non-minority, etc.)
- ▶ Partner with the HR team to provide quarterly updates on Hess' diversity initiative; ask the HR partner to share best practices from other parts of the business
- ▶ Include diversity and inclusion discussions as part of ongoing one-on-one meetings and as a regular part of staff and cross-functional meetings
- ▶ Organize and participate in community service events in communities that are different from yours
- ▶ Have regular one-on-one conversations with business leaders and other influencers around Hess; be familiar with appreciative inquiry approach in creating insights for leaders around the topic of inclusion
- ▶ Get to know someone who might be different than you. Who is the whole person? What talents does he/she bring to Hess? What can you learn from this individual?
- ▶ Be on the board of an organization that serves under represented groups or communities
- ▶ Mentor a student from an under represented community- plant your timber

10%

TRAINING & READING

- TRAINING
- ▶ Work with the HR team to determine when/ how the company will roll out skill- building training; ensure employees are engaged in this training
- READING
- ▶ Newspapers from reputed news agencies in the countries in which Hess operates
 - ▶ *The Phoenix Principles: Leveraging Inclusion to Transform Your Company*, V. Randolph Brown and Janet Butler Reid
 - ▶ *The Inclusion Breakthrough*, Frederick A. Miller
 - ▶ *Women and Inclusion - Catalyst*, Catalyst.org

Employee Relations

DEFINITION

Demonstrates skill and tact in participating in and facilitating discussions with managers and employees to resolve employee issues in alignment with business interests

70%

ON THE JOB
LEARNING

- ▶ Establish a relationship with your colleagues (e.g., “walk the floor” regularly), get to know employees in an informal setting and know what they are working on
- ▶ Seek feedback from colleagues about HR; ask them to identify actions, practices or procedures that hinder their work and try to find a solution to resolve the issue and follow up
- ▶ Be informed about HR best-practices and recent updates in the industry (e.g., subscribe to SHRM.com, read industry specific literature)
- ▶ Organize and present a workshop about how to conduct an employee investigation
- ▶ Participate in employee meetings, discussions, roundtables and/or focus groups
- ▶ Familiarize yourself with Hess’ values, practices and policies and present them to employee groups

20%

RELATIONSHIPS

- ▶ Organize and participate in community service events with employees
- ▶ Have regular one-on-one conversations with business leaders and other influencers around Hess
- ▶ Actively participate in industry associations to learn about emerging employee relations trends and to build professional networks – Society for Human Resource Management, www.shrm.org

10%

TRAINING &
READING

- TRAINING
- ▶ The Real World of FMLA, SHRM
 - ▶ EEO Seminars, EEOC Training Institute
- READING
- ▶ *HR Operating Guide*, R.J. Landry
 - ▶ *From Hello to Goodbye: Proactive Tips for Maintaining Positive Employee Relations*, C.V. Walters
 - ▶ *Exploring Employee Relations*, M. Leat
 - ▶ *Employee Relations: Understanding The Employment Relationship*, M. Saunders

Global Practices

DEFINITION

Understands global HR issues and what is required of an effective global HR function to ensure quality and consistency of HR service delivery across geographies

70%

ON THE JOB TRAINING

- ▶ Analyze differences in employment law by country and region; share your findings with others
- ▶ Interview HR colleagues in other countries to learn about ways in which HR processes and programs are similar or different

20%

RELATIONSHIPS

- ▶ Establish relationships with regional leads to identify current issues impacting global mobility

10%

TRAINING & READING

TRAINING

- ▶ Becoming a Strategic Global HR Leader, SHRM
- ▶ International Remuneration: An Overview of Global Rewards, World At Work

READING

- ▶ *Strategic Learning and Leading Change: How Global Organizations are Reinventing HR*, S. John
- ▶ *Leading the Global Workforce : Best Practices from Linkage, Inc.*, L. Carter, P. Harkins, M. Sobol and D. Giber
- ▶ *Managing the Global Workforce (Global Dimensions of Business)*, P. Caligiuri

HR Information Systems and Data Management

DEFINITION

Demonstrates understanding of human resource information systems and data management technology solutions (“HRIS”) and applies knowledge of HRIS and applications to support business needs

70%

ON THE JOB LEARNING

- ▶ Benchmark best of breed systems to identify new technology improvements
- ▶ Perform cost analysis before and after technology implementation to calculate an ROI on the technology investment
- ▶ Document end-user requirements to ensure your understanding of what the system features and functionality should deliver
- ▶ Lead activities related to assessing effectiveness and implementation of technology infrastructure

20%

RELATIONSHIPS

- ▶ Shadow senior team members to understand Hess’ technology strategy, infrastructure system and processes
- ▶ Interview counterparts within the IT function to learn about their methods and techniques for system deployment and administration
- ▶ Actively participate in industry associations to learn about emerging technology trends and to build professional networks
 - Association of Information Technology Professionals, www.atip.org

10%

TRAINING & READING

- TRAINING
- ▶ BTechnology Meets HR: Selecting and Justifying the Right Solution, SHRM
 - ▶ HR Technology Webinars (titles vary), Bersin
- READING
- ▶ *HHR Technology: Leveraging the Shift to Self-Service It’s Time to Go Strategic*, SHRM
 - ▶ *HR Technology Competencies: New Roles for HR Professionals*, SHRM
 - ▶ *HR Transformation Technology*, A. Boroughs

Learning & Development

DEFINITION

Develops and executes learning strategies designed to meet business needs; measures learning impact and implements enhancements to sustain knowledge/skill retention

70%

ON THE JOB TRAINING

- ▶ Talk to Learning & Development professionals to understand their process and techniques for designing a new course
- ▶ Observe an experienced facilitator's training seminar; ask what tips or tricks he/she has learned through experience
- ▶ Facilitate formal feedback sessions with trainees or gather feedback on an informal basis from trainees and line managers to evaluate the effectiveness of the training programs
- ▶ Make recommendations/amendments and propose revision of programs as necessary, in order to adapt to the changes that occur in the work environment
- ▶ Keep abreast with industry and international best practices and proactively seek opportunities to implement them in relevant areas with an aim to add value

20%

RELATIONSHIPS

- ▶ Volunteer to design and deliver training within your community for a non-profit
- ▶ Actively participate in industry associations to learn about emerging learning trends and to build professional networks
 - American Society for Training & Development; www.astd.org

10%

TRAINING & READING

- TRAINING
- ▶ BEssentials of Learning Transfer, ASTD
 - ▶ The Effective Facilitator: Maximizing Involvement and Results, American Management Association
 - ▶ Blended Learning - Maximizing Your Training ROI, Langevin
- READING
- ▶ Evaluating Training Programs - The Four Levels, D. L. Kirkpatrick, J. D. Kirkpatrick
 - ▶ *The Chief Learning Officer: Driving Value Within a Changing Organization Through Learning and Development*, T. Elkeles and J. J. Phillips
 - ▶ *Creating a Learning and Development Strategy*, A. Mayo
 - ▶ *Designing Powerful Training: The Sequential Iterative Model*, M. Milano, D. Ullius
 - ▶ *Training Needs Analysis Toolkit*, B. Gibson, S. Bartram

Organizational Assessment, Intervention Design and Facilitation

DEFINITION

Designs effective interventions by diagnosing root causes of issues, identifying independencies, and assemble teams to develop and deliver outcomes as planned. Addresses issues related to team dynamics, organizational effectiveness using various tools/methodologies

70%

ON THE JOB LEARNING

- ▶ Seek out experienced OD professionals and generalists and shadow them in real-time activities
- ▶ Request to participate in an OD-focused project team and learn by observing behaviors and discussions and participating in data and thematic analysis
- ▶ Practice, in partnership with an experienced specialist or generalist, in real-time or role playing in a safe environment and ask request/receive just-in-time feedback
- ▶ Co-facilitate with an experienced practitioner and request/receive immediate feedback on performance

20%

RELATIONSHIPS

- ▶ Reach out to an experienced practitioner for guidance and council on specific needs or issues
- ▶ Request that an experienced practitioner serve as your informal mentor
- ▶ Participate in internal or external networking forums
- ▶ Solicit specific feedback from your manager or key others on ways of improving current skill set

10%

TRAINING & READING

- TRAINING
- ▶ Attend seminars, webinars or conferences by CLC, The Conference Board, SHRM or The Center for Creative Leadership
 - ▶ The Effective Facilitator: Maximizing Involvement and Results, American Management Association

Organizational Design

DEFINITION

Advises and improves organizational design (e.g., resources, structure, people, process) by gathering data and leveraging knowledge of the business landscape to improve business results

70%

ON THE JOB TRAINING

- ▶ Review the organizational design of various functions within Hess and determine the key design principles or business drivers behind them
- ▶ Communicate and interact extensively with different functions in the organization to gain a better understanding of the roles and responsibilities across all Hess functions
- ▶ Communicate regularly with Hess' units/ departments to assess their needs ensuring alignment of business objectives with HR strategies and plans
- ▶ Partner with unit managers or other leaders to understand how organizational design issues impact accomplishing business goals

20%

RELATIONSHIPS

- ▶ Reach out to an experienced practitioner for guidance and council on specific needs or issues
- ▶ Request that an experienced practitioner serve as your informal mentor
- ▶ Connect with external resources with specialization in Organizational Design

10%

TRAINING & READING

READING

- ▶ *Organization Design*, J. Galbraith
- ▶ *Organizing Effort - Aligning Organization and Other Elements of Strategy*, J.L. Heskett
- ▶ *Strategic Organizational Diagnosis and Design: The Dynamics of Fit*, R. M. Burton, B. Obel
- ▶ *Designing Your Organization: Using the STAR Model to Solve 5 Critical Design Challenges*, A. Kate, J.R. Galbraith
- ▶ *Designing Organizations to Create Value*, J. Brickley, C. Smith, J. Zimmerman, J. Willet

Program Design, Delivery and Evaluation

DEFINITION

Analyzes, designs, and builds HR strategies and programs which align with business strategies, stakeholder needs and desired business outcomes

70%

ON THE JOB LEARNING

- ▶ Organize regular meetings where HR can exchange ideas, discuss problems/ solutions and find ways to improve current HR practices and procedures
- ▶ Prepare and deliver a workshop for HR colleagues on dynamic and effective communication
- ▶ Benchmark companies on contemporary HR practices, HR programs, policies and processes; share and communicate relevant aspects
- ▶ Seek out managers who are successful in applying HR tools to their businesses and/ or have introduced innovative HR interventions that have impacted the business
- ▶ Volunteer for special projects and task forces that involve the application or improvement of an HR system or practice

20%

RELATIONSHIPS

- ▶ Actively participate in industry associations to learn about emerging HR program trends and to build professional networks
 - Society for Human Resource Management, www.shrm.org
 - Human Capital Institute, www.hci.org
- ▶ Build informal network with peers in other functional areas and locations to learn more about their work, issues and how HR can make them more effective
- ▶ Develop “beta” groups both internal and external to HR to test new ideas and concepts

10%

TRAINING & READING

- TRAINING
- ▶ Creating a Culture of Engagement: The Human Resource Leader’s New Strategic Role, SHRM
 - ▶ Human Capital Strategist Certification, HCI
- READING
- ▶ *Human Resource Champions: The Next Agenda for Adding Value and Delivering Results*, D. Ulrich
 - ▶ *Planning and Managing Human Resources: Strategic Planning for Human Resources Management*, W.J. Rothwell, H.C. Kazanas
 - ▶ *Corporate Conversations: Guide to Crafting Effective and Appropriate Internal Communications*, S. Holtz
 - ▶ *How to Make Collaboration Work: Powerful Ways to Build Consensus, Solve Problems, and Make Decisions*, D. Straus

Performance Management

DEFINITION

Drives organizational performance through ongoing performance management, providing managers with appropriate tools and engaging employees in managing their own performance

70%

ON THE JOB TRAINING

- ▶ Lead a team to determine better or more appropriate ways for the business to measure and reward high performance
- ▶ Investigate ways to integrate the performance management cycle with other business and human resources processes
- ▶ Continuously involve executive champions in the design and implementation of performance management practices
- ▶ Identify performance targets that drive value and determine their impact across the organization
- ▶ Look for inconsistencies in performance management processes among regions or groups; recommend methods to calibrate for a more unified approach
- ▶ Benchmark performance management practices in other organizations; identify the pros and cons of various rating scales, goal types, review frequencies, etc.

20%

RELATIONSHIPS

- ▶ Connect with the following key groups who are responsible for different aspects of PM:
 - Compensation team
 - Learning and Development team
 - Change Management team
 - HR Service Delivery team
 - Corporate Communications team
 - Generalists (Note: For Year-End activities, speak with the business lead generalists)

10%

TRAINING & READING

- TRAINING
- ▶ Hess Learning Center – Performance Management E-learning modules
- READING
- ▶ *How to Conduct a Superior Performance Appraisal*, J. Swan
 - ▶ *Performance Management: Integrating Strategy Execution, Methodologies, Risk, and Analytics*, G. Cokins
 - ▶ *Performance Management: Finding the Missing Pieces (To Close the Intelligence Gap)*, G. Cokins
 - ▶ *Five Key Principles of Corporate Performance Management*, B. Paladino
 - ▶ *Performance Appraisal Source Book*, M. Deblieux

Policies and Practices

DEFINITION

Applies knowledge of the legal and statutory HR requirements and market to shape and inform HR programs and policies

70%

ON THE JOB
LEARNING

- ▶ Participate in an employee relations investigation
- ▶ Volunteer to work on the Company's Affirmative Action Plan
- ▶ Familiarize yourself with Hess Policies and practice translating policies and applying to real world situations

20%

RELATIONSHIPS

- ▶ Ask for guidance from peers or more experienced HR professionals when dealing with a complex employee relations issue
- ▶ Test your own assumptions and conclusions by asking for a peer's point of view
- ▶ Become a member of a professional association such as SHRM

10%

TRAINING &
READING

- TRAINING
- ▶ Attend SHRM Employment Law & Legislative Practices conference
- READING
- ▶ *Hess Human Resources Policies*

Project Management

DEFINITION

Establishes a course of action for projects, effectively managing and prioritizing responsibilities to ensure project completion

70%

ON THE JOB TRAINING

- ▶ Seek out experienced project managers and shadow them from start to finish on a key project
- ▶ Request to participate on a project team and learn by observing methodologies, tools, resourcing, processes and plans
- ▶ Co-lead an overall component of a project, in partnership with an experienced project manager and request/receive feedback on performance
- ▶ Lead a small project with guidance from others

20%

RELATIONSHIPS

- ▶ Reach out to an experienced project manager for guidance and council on specific project needs
- ▶ Request that an experienced project manager serve as your informal mentor during a project lifecycle
- ▶ Solicit specific feedback from your manager or key other project members on ways of improving current skill set

10%

TRAINING & READING

TRAINING

- ▶ American Management Association
- ▶ Project Management Institute
- ▶ International Institute of Learning

READING

- ▶ *Program Management - Overcoming Obstacles to Success*, Diane Haubner, PMP
- ▶ *Business Consulting Project Life Cycle*, Vladislav Krasnov, PMP
- ▶ *Managing Global Projects: Observations from the Front Line*, KPMG International
- ▶ *The Project Management Pioneer and The QAD Pattern*, Ramona MĐduĐa, PMP
- ▶ *Reinforcing Project Management in Functional Organizations with Business Process and Change Management*, Shu-wing Pang, PMP
- ▶ *Avoid Pitfalls of Small Projects*, David Robertshaw, PMP
- ▶ *Small Projects, Big Savings by Implementing Best Practices with Earned Value Management (Lessons Learned)*, Nary Ramahatra, PMP, ITIL
- ▶ *The Complete Project Management Office Handbook*, Second Ed.
- ▶ *The Complete Project Management Methodology and Toolkit*

Talent Acquisition

DEFINITION

Identifies and sources the right talent using the most appropriate selection strategies and techniques, recruiting top candidates for employment, promotion or transfer

70%

ON THE JOB
LEARNING

- ▶ Write a job description for one or more jobs to develop knowledge of Hess' roles
- ▶ Create a staffing plan; determine which skills are most critical and what aspects of a candidate profile yield the greatest chances of success
- ▶ Develop an interviewing toolkit and share it with colleagues; ensure it is aligned with Hess competencies
- ▶ Conduct a course on interviewing skills for managers
- ▶ Research and analyze workforce trends, identify current workforce capabilities and make suggestions on how to prepare the organization for future changes in required skills and knowledge
- ▶ Monitor the subsequent performance of people you have hired or recommended, create a feedback loop to be certain you gauge performance relevant criteria when making selections
- ▶ Volunteer for special projects that involve application or improvement of recruiting processes

20%

RELATIONSHIPS

- ▶ Interview an internal recruiter and an external recruiter to learn more about differences in technique and perspectives
- ▶ Actively participate in industry associations to learn about emerging talent acquisition trends and to build professional networks
 - The Recruiters Network, www.recruitersnetwork.com

10%

TRAINING &
READING

- TRAINING
- ▶ BSelect Candidates by "Behavioral Fit" to Avoid Round Pegs in Square Holes, SHRM
 - ▶ Strategic Workforce Planning, HCI
- READING
- ▶ *Great People Decisions*, C. F. Arazo
 - ▶ *Professional Interviewing*, Cal W. Downs, G. P. Smeyak, E. Martin
 - ▶ *Selection Interviewing*, B. Smart
 - ▶ *Recruiting, Interviewing, Selecting & Orienting New Employees*, D. Arthur
 - ▶ *Interviewing and Selecting High Performers: Every Manager's Guide to Effective Interviewing Techniques*, R. H. Beatty
 - ▶ *Hiring Success: The Art and Science of Staffing Assessment and Employee Selection*, S. Hunt

Talent Management

DEFINITION

Identifies the capability and talent requirements for the organization that align with business priorities; establishes talent management programs that support employee and organization success

70%

ON THE JOB TRAINING

- ▶ Communicate regularly with different organizational departments to understand their workforce needs and issues
- ▶ Identify the talent capabilities and competencies required for the organization to meet its short and long term objectives
- ▶ Proactively seek updates on business goals with an aim to identify linkages to workforce planning
- ▶ Make recommendations on staffing and deployment issues which are compatible with Hess' strategic objectives and departmental workforce needs
- ▶ Create materials to de-mystify talent management for non-HR audiences; deliver workshops to help educate others on the importance of talent management
- ▶ Benchmark Hess' talent management programs and tools against best practices; identify gaps and recommend follow-up/action plans

20%

RELATIONSHIPS

- ▶ Shadow an experienced practitioner to see how the talent management process is positioned and executed across Hess
- ▶ Actively participate in industry associations to learn about emerging talent management program trends and to build professional networks
 - Human Capital Institute, www.hci.org

10%

TRAINING & READING

- TRAINING
- ▶ Engagement, Collaboration and Retention Certification, HCI
- READING
- ▶ *The Strategic Development of Talent*, W. J. Rothwell, H.C. Kazanas
 - ▶ *Talent Management: Practices and Opportunities*, The American Society for Training & Development
 - ▶ *Talent Management: Strategies for Success from Six Leading Companies*, L. Israelite
 - ▶ *Reinventing Talent Management: How to Maximize Performance in the New Marketplace*, W. A. Schiemann
 - ▶ *The growing global challenges of leadership and talent development*, Mercer POV, 2008

Vendor Management

DEFINITION

Demonstrates skill and experience in managing external vendor relationships that protect and optimize business interests

70%

ON THE JOB
LEARNING

- ▶ Define the Technical and Business Requirements
- ▶ Define the Vendor Requirements
- ▶ Select Vendors to Request More Information From
- ▶ Write a Request for Information (RFI)
- ▶ Review the standard contracting process to include agreements, statements of work, proposals, schedules, offers
- ▶ Recognize some basic protocols for working with suppliers and vendors - confidentiality vs. common information
- ▶ Review several different offers from providers, and write a summary of benefits and limitations of each
- ▶ Recognize the importance of building relations, buyer seller dynamics, building rapport and coalitions
- ▶ Participate in a vendor negotiation - opening, receiving and presenting offers, concession strategies, trade-offs, next best alternative, recognize the opponents strategy, work toward a win-win agreement.

20%

RELATIONSHIPS

- ▶ Be a mentee and participate in a negotiation planning session - reviewing proposals, setting targets, preparing concession strategies.
- ▶ Build a short role play and practice a negotiation with a colleague - buying a car, a house, similar products.

10%

TRAINING &
READING

TRAINING

- ▶ Best Practices and Trends in Vendor Management <http://www.dobetterdeals.com/seminardetails/best-practices-oneday.html>
- ▶ Total Vendor Management - Getting What You Pay For <http://www.dobetterdeals.com/seminardetails/vendormgmt.html>

READING

- ▶ *Leadership in a Vendor Manager Role*, Jim Everett - Principal Partner, Think180 http://think180.com/Pages/PDFs/Leadership_Vendor_Management.pdf
- ▶ *Supplier Evaluation & Performance Excellence*, Sherry R. Gordon (2008)
- ▶ *The Vendor Management Office: Unleashing the Power of Strategic Sourcing*, Stephen Guth (2007)
- ▶ *The Black Book of Outsourcing: How to Manage the Changes, Challenges, and Opportunities*, Douglas Brown and Scott Wilson (2005)

DEVELOPMENT RESOURCES

Behavioral Differentiators



70%

ON THE JOB
LEARNING

Job changes
Assignments
Daily work
Special projects

20%

RELATIONSHIPS

Coaching
Mentoring
Communities
Feedback

10%

TRAINING &
READING

Classes
Courses
Seminars
Certifications



Analytical Thinking

DEFINITION

Builds a logical approach to clearly identify and frame problems, surfacing data and other resources necessary to solve issues

SEE FYI COMPETENCIES

STRONG RELATIONSHIP
Decision Quality (17)
Intellectual Horsepower (30)
Problem Solving (51)

MODERATE RELATIONSHIP
Perspective (46)
Managerial Courage (34)
Innovation Management (28)

70%

ON THE JOB TRAINING

- ▶ Maintain a log of problems you encounter and how you solve them to understand your critical thinking skills and areas for improvement
- ▶ Always ask the question “Why?” in order to get closer to the root cause of problems, and understand the factors that are most important
- ▶ Devote enough time to collecting and analyzing information when faced with an important decision. Make your decision based on this information, rather than just relying on your “gut feeling”
- ▶ Look for ways to quantify things that were only treated qualitatively in the past
- ▶ Look for opportunities to translate data into insight, and then into implications for action
- ▶ Develop your skills in processing and understanding data that are ambiguous or incomplete. Use your past experience to fill in the gaps and areas of uncertainty
- ▶ Practice looking at situations from different perspectives to develop new and creative ways of thinking about problems and solutions

20%

RELATIONSHIPS

- ▶ Seek out someone you know in the organization who has exceptional analytical abilities and solicit his/her ideas
- ▶ Ask your manager if there is a specific decision making opportunity that he/she could delegate to you
- ▶ Ask for coaching on the decision making process to develop your skills

10%

TRAINING & READING

- TRAINING
- ▶ Advanced Critical Thinking Applications Workshop, AMA
 - ▶ Improve Your Analytical Skills: Making Information Work for You, AMA
 - ▶ Critical Thinking Essentials: Applying Critical Thinking Skills, Skillsoft.
 - ▶ Decision Making: Tools and Techniques, Skillsoft

Collaboration

DEFINITION

Builds and maintains positive working relationships through open communication and teamwork; works with others to accomplish goals and objectives

SEE FYI COMPETENCIES

STRONG RELATIONSHIP
Interpersonal Savvy (31)
Listening (33)
Building Effective Teams (60)

MODERATE RELATIONSHIP
Informing (27)
Organizational Agility (38)
Drive for Results (53)

70%

ON THE JOB LEARNING

- ▶ Participate in a role play scenario where good listening and collaboration skills are crucial
- ▶ Offer to support colleagues and to peer review their work
- ▶ Listen to colleagues, try to understand them and show active interest in their concerns and interests
- ▶ Participate in company/team meetings and provide HR support

20%

RELATIONSHIPS

- ▶ Identify someone in the organization that demonstrates strong collaboration skills and observe him/her in action
- ▶ Request feedback from someone who is strong at collaboration

10%

TRAINING & READING

- TRAINING
- ▶ Managerial and Team-building Skills for Project Managers, AMA
 - ▶ Leading Teams: Fostering Effective Communication and Collaboration, Skillsoft
- READING
- ▶ *How to Make Collaboration Work: Powerful Ways to Build Consensus, Solve Problems, and Make Decisions*, D. Straus
 - ▶ *Organizing Genius: Secrets of Creative Collaboration*, W.G. Bennis and P.W. Biederman
 - ▶ *Mastering the Art of Creative Collaboration*, R.A. Hargrove
 - ▶ *Winning Ways: 4 Secrets for Getting Great Results*, Working Well with People, L. Dick

Dealing with Ambiguity

DEFINITION

Makes effective and logical decisions in vague situations with unclear parameters, identifying patterns in data to interpret and translate new or conflicting information

SEE FYI COMPETENCIES

STRONG RELATIONSHIP
Dealing with Ambiguity (2)
Learning on the Fly (34)
Drive for Results (53)

MODERATE RELATIONSHIP
Personal Learning (45)
Strategic Agility (58)
Decision Quality (17)

70%

ON THE JOB TRAINING

- ▶ Raise your hand to participate in or take the lead on a task that you don't naturally gravitate towards
- ▶ Integrate diverse systems, processes or procedures across decentralized or dispersed units
- ▶ Related to your current work tasks, visit a work site you have not been to before

20%

RELATIONSHIPS

- ▶ Identify a mentor in the organization that has demonstrated skill in dealing with ambiguous problems.

10%

TRAINING & READING

READING

- ▶ *Unforeseen Circumstances*, Gutzman A.D.
- ▶ *Surfing the Edge of Chaos: The laws of nature and the new laws of business*, Pascale, R.T., Millemann, M., & Gioja, L.
- ▶ *The Ambiguity Advantage: What great leaders are great at.*, Wilkinson, D.

BEHAVIORAL DIFFERENTIATORS

Influencing

DEFINITION

Persuades and influences others for support to take a particular course of action; establishes rapport, communicates critical messages, and identifies potential barriers to progress

SEE FYI COMPETENCIES

STRONG RELATIONSHIP
Interpersonal Savvy (31)
Political Savvy (48)
Motivating Others (36)

MODERATE RELATIONSHIP
Command Skills (9)
Presentation Skills (49)
Negotiating (37)

70%

ON THE JOB
LEARNING

- ▶ Identify a situation at work where you need to negotiate with someone in order to accomplish some part of your job and explore new approaches to resolution
- ▶ Offer to teach a negotiation and influencing skills workshop
- ▶ Offer to negotiate with a supplier, vendor, or outsourcing firm
- ▶ Help others identify ways to achieve win/win solutions to problems
- ▶ Develop your own list of effective and powerful set of negotiation and influencing techniques; share this with others
- ▶ Identify a role model who exhibits advanced negotiation and influencing skills; observe and discuss their tactics and strategies
- ▶ Seek to read personality traits from others you are interacting with and analyze how effectively you can influence different personality types

20%

RELATIONSHIPS

- ▶ Volunteer to mentor junior colleagues to develop their negotiation and influencing skills

10%

TRAINING &
READING

- TRAINING
- ▶ Getting Results Without Authority, AMA
 - ▶ Expanding Your Influence: Understanding the Psychology of Persuasion, AMA
- READING
- ▶ *Dispute Resolution; Negotiating and Consensus Building*, J.T. Dunlop
 - ▶ *Getting to Yes*, R. Fisher, W. Ury
 - ▶ *The Influence Edge: How to Persuade Others to Help You Achieve Your Goals*, A. A. Vengel,
 - ▶ *Power, Influence, and Persuasion: Sell Your Ideas and Make Things Happen*, Harvard Business Essentials

Learning Agility

DEFINITION

Actively scans the environment for new ideas, integrating them with existing knowledge to enhance one's understanding of people, contexts and cultures; translates and implements new learnings to benefit the team and organization. Can change direction as needed and grasp new concepts

SEE FYI COMPETENCIES

STRONG RELATIONSHIP

Learning on the Fly (34)
Problem Solving (51)
Dealing with Ambiguity (2)

MODERATE RELATIONSHIP

Perspective (46)
Sizing Up People (56)
Conflict Management (12)

70%

ON THE JOB
TRAINING

- ▶ Create an individual development plan and update it periodically. Allocate time to planned actions, and track progress on them as you would any of your business objectives
- ▶ Seek additional challenges in your role and let people know that you are looking for increased responsibility and personal growth
- ▶ Explore new areas of thought by reading materials outside of your area of expertise or industry
- ▶ Teach a course, seminar or workshop on a topic in which you don't have deep expertise
- ▶ Work on a project that involves an area outside of your typical work environment

20%

RELATIONSHIPS

- ▶ Identify someone in the organization who is viewed as learning agile and interview them to gain an understanding of how they learn

10%

TRAINING &
READING

TRAINING

- ▶ *Creativity and Innovation: Unleash Your Potential for Greater Success*, AMA
- ▶ *Generating Creative and Innovative Ideas: Enhancing Your Creativity*, Skillsoft

READING

- ▶ *FYI for Your Improvement*
- ▶ *FYI for Learning Agility*

Organizationally Astute

DEFINITION

Leverages a foundation of networking, collaboration, communication, and decision making to build and maintain productive working relationships and partnerships across the organization

SEE FYI COMPETENCIES

STRONG RELATIONSHIP
Organizational Agility (38)
Interpersonal Savvy (31)
Peer Relationships (42)

MODERATE RELATIONSHIP
Negotiating (37)
Comfort Around Higher Management (8)
Political Savvy (48)

70%

ON THE JOB
LEARNING

- ▶ Build or participate in a cross-functional project team to solve a company-wide issue

20%

RELATIONSHIPS

- ▶ Model and/or observe someone who works effectively with all levels in the organization

10%

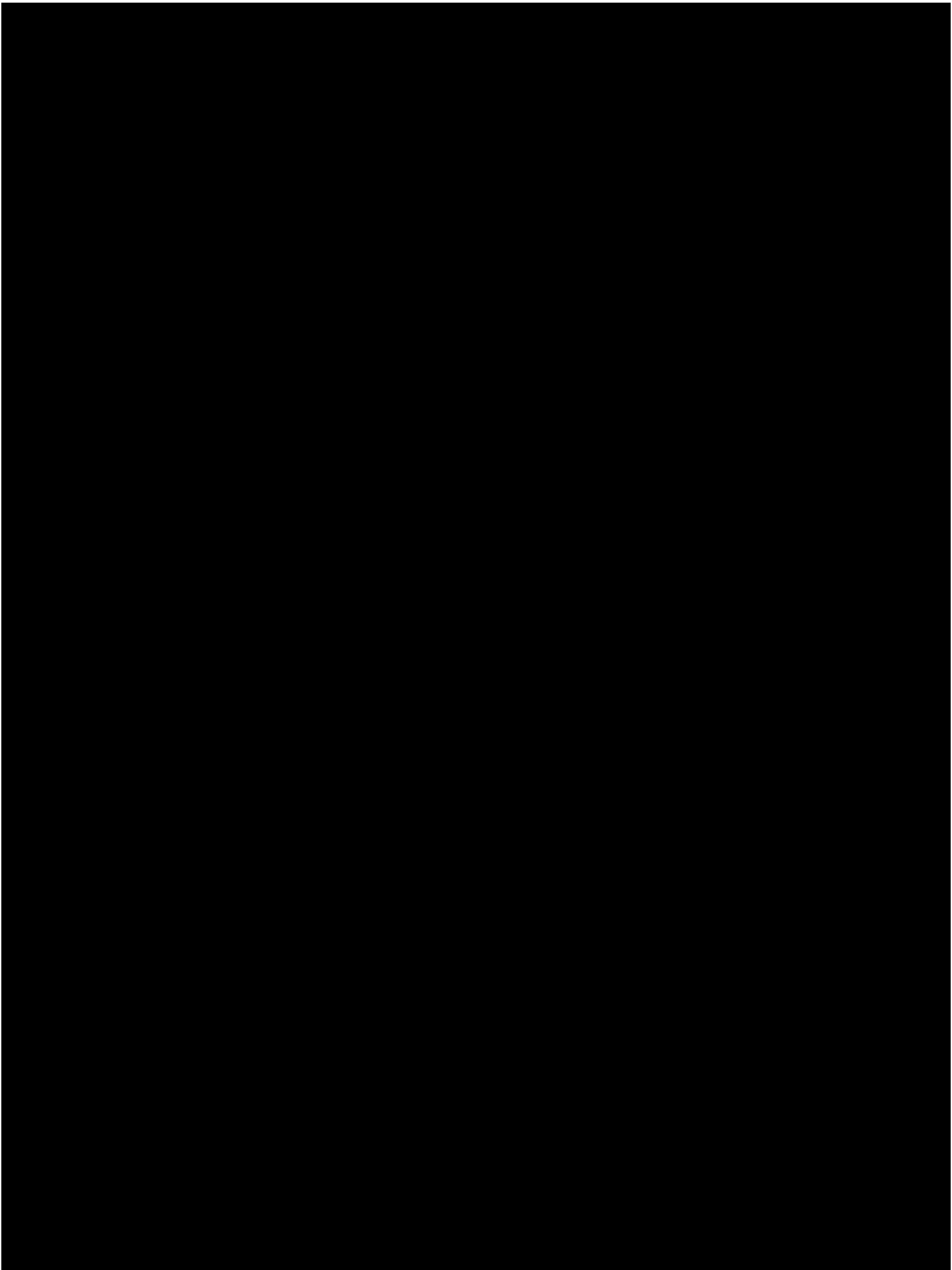
TRAINING &
READING

- READING
- ▶ *Peoplesmart: Developing your interpersonal intelligence*, Silberman, M.L. (with Hansburg, F.)
 - ▶ *Partnering, The new face of leadership*. Segil, L., Goldsmith, M., & Belasco
 - ▶ *How organizations work: Taking a holistic approach to enterprise health*, Brache, A.P.
 - ▶ *The hidden power of social networks: Understanding how work really gets done in organizations*, Cross, R.L., Parker, A., & Cross, R.

THE HR CAREER PLANNING GUIDE

Additional Resources





Continuing Your Development

Hess has many resources available to support your development planning process.

RESOURCES IN THE PROFESSIONAL HR COMMUNITY

Given that we as HR professionals, operate in an increasingly dynamic environment, it is important for us to stay abreast of developments in our field.

Professional development can help broaden your horizons outside the Hess community to gain new perspectives on HR practices in companies in the energy sector and beyond. We encourage you to attend professional events that present opportunities for learning and networking.

PROFESSIONAL ASSOCIATIONS AND RESOURCES

The Society for Human Resources Management (SHRM) provides resources, global best practices and a network of valuable contacts to thousands of members in over 140 countries.

WorldatWork is a not-for-profit organization providing education, conferences and research focused on global human resources issues, including compensation, benefits, work-life and integrated total rewards designed to attract, motivate and retain a talented workforce.

The National Human Resources Association (NHRA) focuses on advancing the development and leadership of human resources professionals across the US through learning programs and other services.



ADDITIONAL RESOURCES

While *HR Magazine* published by SHRM, is the probably the best-known Human Resources publication in the U.S., *HR World* is a very close second, publishing a newsletter and hosting an online community of HR professionals.

PUBLICATIONS

HR Magazine

WWW.SHRM.ORG/PUBLICATIONS/HRMAGAZINE/PAGES/DEFAULT.ASPX

HR World

WWW.HRWORLD.COM

Workforce

WWW.WORKFORCE.COM/SECTION/MAGAZINE

Human Resources Executive

WWW.HREONLINE.COM/HRE/INDEX.JSP

Diversity Careers

WWW.DIVERSITYCAREERS.COM

Incentive

WWW.INCENTIVEMAG.COM

Hess has published a range of materials that are available in hard copy and in soft copy on HR.com. Those of special interest to HR professionals include:

TITLE

Hess Values – guideposts for what we do as a company

[HTTP://VALUES.HESS.COM](http://VALUES.HESS.COM)

Learning & Development covers our approach to L&D <<http://performance.management.ihess.com>>

Your Total Pay Program – addresses the makeup and approach of our compensation system

[HTTP://PAY.IHESS.COM](http://PAY.IHESS.COM)

Employee profiles – You can view personal profiles of specific employees to learn how they have navigated their career paths

[HTTP://CAREERS.IHESS.COM](http://CAREERS.IHESS.COM).

Mentoring Guidelines – This guide can help you create and maintain formal and informal mentoring relationships

[PROVIDE LINK>](#)

More information on Performance Management and Career Planning at Hess is available at [HTTP://PERFORMANCE.MANAGEMENT.IHESS.COM](http://performance.management.ihess.com).

Global Organization Charts are available at

[HTTP://ORGCHARTS.IHESS.COM](http://orgcharts.ihess.com).

The Hess Global Job Postings Board is located at

[HTTP://JOBS.IHESS.COM](http://jobs.ihess.com)

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TITLE

Hess Performance Management Module 3, My Development: Individual Development Planning - is a 40-minute self-learning presentation that walks you through the entire IDP process.

[HESS CONNECT > MY HR > LEARNING AND DEVELOPMENT > PERFORMANCE MANAGEMENT](#)

Checklist for designing an effective IDP
[PATH > PATH > PATH](#)

Hess Values - guideposts for what we do as a company

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Glossary

Career path	The course that an employee's career follows; comprised of a series of positions and experiences gained in the professional arena.
Competency	A collection of related skills, knowledge and behaviors needed to perform a given task. The competencies that are incorporated into the HR Development Framework have been developed through a close analysis of the various job families, internal and external benchmarking studies and feedback from colleagues.
Development Framework	A competency-based approach to professional development that supports a common language among skills and experience levels and across job families.
Generalist	An HR professional who translates business strategy into the HR agenda, provides guidance to the business, partners with subject-matter specialists as appropriate, implements programs and oversees the execution of HR service delivery to the business.
Grade	The level at which a particular role is assessed internally, taking into account the external marketplace, the responsibilities and metrics of the role as well as the knowledge, skills and experience required to successfully execute the full requirements of the role.
Individual Development Plans (IDPs)	Individually tailored descriptions of the objectives and activities to be undertaken to further an employee's career development.
Job Family Profile	This document presents the overall description of the job family (e.g., Global Compensation). The Profile also presents a detailed list of HR and Leadership competencies and the required proficiencies expected for each specific position within the job family.
Job family	A means of classifying different roles in an organization by defining and comparing diverse levels of work.

**Level
Descriptors**

The framework that describes the responsibilities of HR roles at each grade level.

Promotion

A change in a role that requires taking on additional or different responsibilities. Promotions may or may not result in a grade change.

**SMART
Objectives**

Individual performance and development objectives that are each:

- S: Specific
 - M: Measurable
 - A: Achievable
 - R: Relevant
 - T: Time-bound
-

Specialist

An HR professional who aligns technical HR strategies with overall business strategy, and partners with generalists and the business to develop solutions in the form of programs, products, services and providers.

ADDITIONAL RESOURCES

FAQ's

What is the purpose of the Human Resources Career Planning Guide?

The career planning guide is designed to help you plan and manage your career at Hess. It's designed to support your personal growth and development as a human resources professional, and meet the needs of the company. It also ensures that we have a strong succession plan and a sustainable high-performing human resources function

Will my performance and potential be evaluated based on the competencies in the career planning guide?

The main purpose of the guide is to help us focus on developing the competencies that are critical for success in our roles as Human Resources Professionals. The competencies provide a common language that can be used when evaluating performance and fit for roles within the company. Therefore, the competencies will ultimately become one of the elements taken into consideration when in your evaluation. Increasing your level of competence and taking the initiative to develop yourself could improve your performance.

How do I know which competencies I need to develop?


You can start by reviewing the "Job Profile" for your current role and compare it to your own ability by using the proficiency levels provided in the "Hess HR Competency Dictionary". Speak to your manager, and compare your results to determine your current level for each of the competencies. You can also peers and clients for feedback. If you are thinking about a future position, you can start by identifying a position you would like to have, then spend time understanding the competencies required so that you can assess your gaps. Observe an incumbent in that position and have a conversation to understand how they developed into that position.

How far ahead should I plan my career?

This is a personal choice. Some people are set on an intended career path, while others are less certain. In general, it is probably reasonable to think three to five years ahead. Even if individual objectives are achievable in one year, they can still help support your longer-term goals.



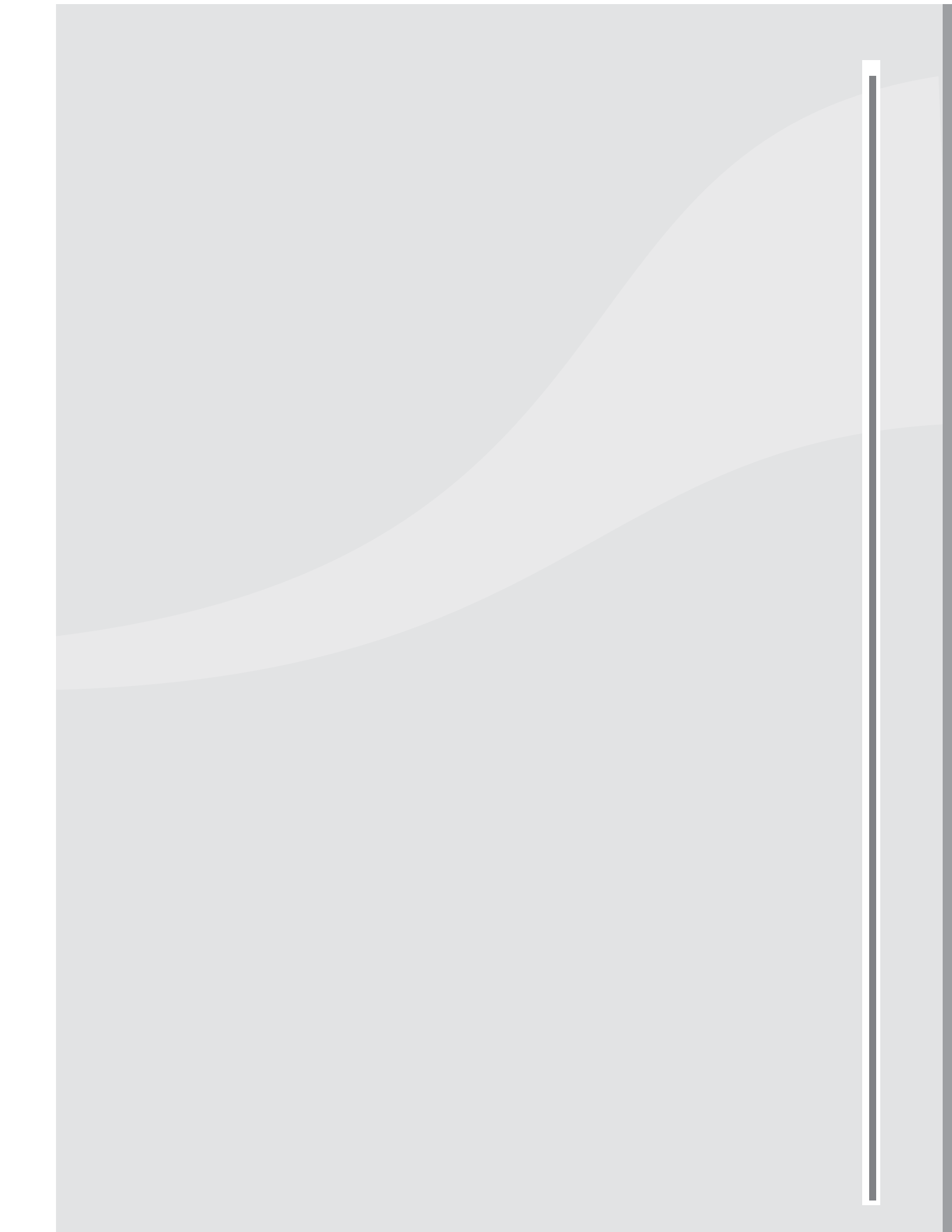
The Global Human Resources organization is a small group and opportunities are limited. How can I still continue to develop?

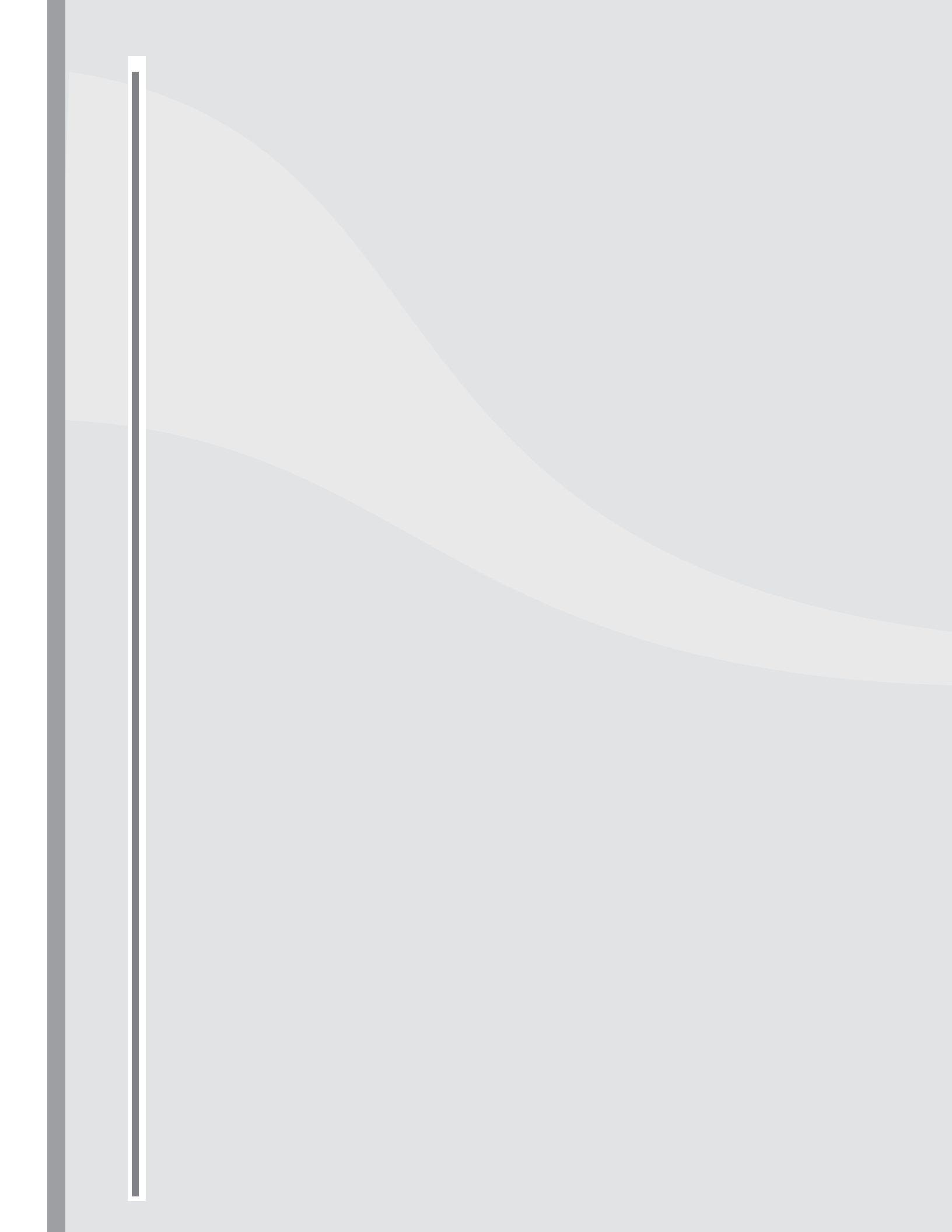


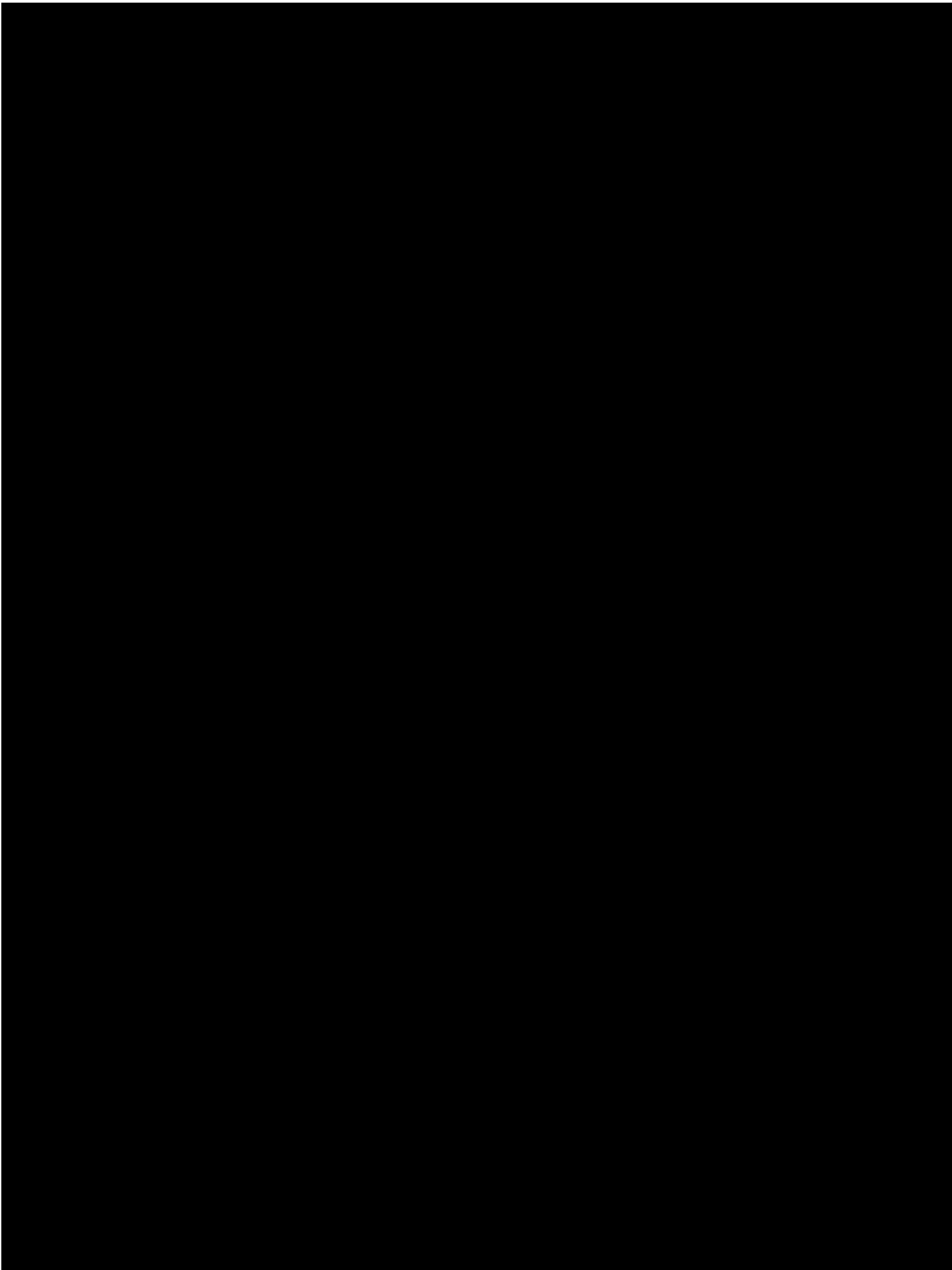
Through your self-assessment and conversations with your manager during the Individual Development Plan (IDP), you will gain a deeper understanding of your current proficiencies and what success looks like in your current job. In addition, the competencies required for your job will serve as a reference point for your manager when you are being considered for a promotion or advancement. New experiences and deeper development also come in the form of lateral moves which are just as important vertical ones.

Why should I move to a position that may be considered lateral?

It's important to acquire a wide array of experience as you develop your career and prepare for new and challenging roles. Lateral moves can provide an opportunity to stretch your abilities, provide a new set of competencies, and allow for deeper knowledge about the business. Any move, lateral or otherwise, better prepares you with opportunities to obtain many new skills, face new challenges and become better rounded.









WE ARE PRINCIPLED AND HONEST. WE ENCOURAGE AND SUPPORT EACH OTHER TO ENSURE OUR SUCCESS. WE OPERATE UNDER A SHARED VISION AND CLEAR DIRECTION, REGARDLESS OF REGION OR POSITION. WE DRIVE FOR CONTINUOUS IMPROVEMENT BY PUSHING BOUNDARIES AND CHALLENGING CONVENTION. WE LEVERAGE THE TALENT AND DIVERSITY OF OUR TEAM. WE ARE THE MODEL OF COLLABORATIVE BEHAVIOR. WE ARE RECOGNIZED AS HIGHLY TRUSTED PARTNERS AND ADVISORS. WE ARE MATERIAL IN ENABLING THE BUSINESS TO ACHIEVE ITS GOALS AND FACILITATING THE CONTINUED TRANSFORMATION OF THE ORGANIZATION. WE CREATE AND DELIVER PEOPLE PROCESSES THAT ARE INTEGRAL TO THE FABRIC OF THE BUSINESS AND CENTRAL TO HESS' CONTINUED SUCCESS. WE ARE ONE GLOBAL HR COMMUNITY. WE HAVE THE ABILITY TO MAKE A DIFFERENCE. WE MUST RAISE THE BAR FOR OURSELVES AND HELP THE BUSINESS DO THE SAME. WE HAVE OWNERSHIP FOR CREATING THE HESS CULTURE - 'THE HESS WAY' AND STEWARDING OUR JOURNEY TO 'HESS 2020'.