

HR Career Guide



Job Profile

Talent Management & OD

TALENT MANAGEMENT

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

- Not Required
- Awareness
- Applying
- Proficient
- Leading
- Mastery

SALARY BAND/GRADE TYPICAL TITLE	1 ANALYST	2 SENIOR ANALYST	3 SPECIALIST	4 MANAGER	5 SENIOR MANAGER	6 DIRECTOR	7 VICE PRESIDENT
HR COMPETENCIES							
HR Knowledge Competencies							
Benefits							
Business & Market Intelligence							
Change Management							
Coaching							
Compensation							
Executive Compensation							
Diversity & Inclusion							
Employee Relations							
Global Practices							
HR Information Systems							
Data Management							
Learning & Development							
Org Assessment, Intervention Design & Facilitation							
Organizational Design							
Program Design, Delivery, and Evaluation							
Performance Management							
Policies and Practices							
Project Management							
Talent Acquisition							
Talent Management							
Vendor Management							
HR Behavioral Differentiators							
Analytical Thinking							
Collaboration							
Dealing with Ambiguity							
Influencing							
Learning Agility							
Organizationally Astute							
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							

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Salary Band / Grade	1	2	3	4	5	6	7
Typical Title(s)	Analyst	Sr Analyst	Specialist	Manager	Sr Manager	Director	Vice President
HR COMPETENCIES							
— HR Knowledge Competencies —							
Benefits	Not Required	Not Required	Not Required	Not Required	Not Required	Not Required	Not Required
Business & Market Intelligence	1. Awareness	1. Awareness	2. Applying	3. Proficient	4. Leading	4. Leading	5. Mastery
Change Management	1. Awareness	1. Awareness	2. Applying	3. Proficient	4. Leading	4. Leading	5. Mastery
Coaching	1. Awareness	1. Awareness	2. Applying	3. Proficient	4. Leading	5. Mastery	5. Mastery
Compensation	Not Required	Not Required	1. Awareness	1. Awareness	1. Awareness	1. Awareness	2. Applying
Executive Compensation	Not Required	Not Required	Not Required	Not Required	Not Required	1. Awareness	2. Applying
Diversity & Inclusion	1. Awareness	2. Applying	2. Applying	3. Proficient	4. Leading	5. Mastery	5. Mastery
Employee Relations	Not Required	1. Awareness	2. Applying	3. Proficient	3. Proficient	3. Proficient	3. Proficient
Global Practices	Not Required	Not Required	1. Awareness	2. Applying	3. Proficient	3. Proficient	4. Leading
HR Information Systems	1. Awareness	1. Awareness	2. Applying	2. Applying	2. Applying	3. Proficient	4. Leading
Data Management	3. Proficient	4. Leading	5. Mastery	3. Proficient	3. Proficient	3. Proficient	2. Applying
Learning & Development	Not Required	1. Awareness	1. Awareness	3. Proficient	3. Proficient	4. Leading	5. Mastery
Org Assessment, Intervention Design & Facilitation	1. Awareness	1. Awareness	1. Awareness	3. Proficient	4. Leading	5. Mastery	5. Mastery
Organizational Design	Not Required	Not Required	1. Awareness	3. Proficient	3. Proficient	4. Leading	5. Mastery
Program Design, Delivery, and Evaluation	Not Required	1. Awareness	2. Applying	3. Proficient	3. Proficient	4. Leading	5. Mastery
Performance Management	1. Awareness	2. Applying	3. Proficient	4. Leading	4. Leading	5. Mastery	5. Mastery
Policies and Practices	Not Required	Not Required	1. Awareness	1. Awareness	1. Awareness	1. Awareness	2. Applying
Project Management	1. Awareness	2. Applying	3. Proficient	4. Leading	4. Leading	5. Mastery	5. Mastery
Talent Acquisition	Not Required	Not Required	Not Required	1. Awareness	2. Applying	3. Proficient	4. Leading
Talent Management	1. Awareness	2. Applying	3. Proficient	4. Leading	4. Leading	5. Mastery	5. Mastery
Vendor Management	Not Required	1. Awareness	2. Applying	3. Proficient	3. Proficient	4. Leading	4. Leading
— HR Behavioral Differentiators —							
Analytical Thinking	1. Awareness	2. Applying	3. Proficient	4. Leading	4. Leading	5. Mastery	5. Mastery
Collaboration	1. Awareness	1. Awareness	2. Applying	4. Leading	4. Leading	5. Mastery	5. Mastery
Dealing with Ambiguity	1. Awareness	1. Awareness	2. Applying	3. Proficient	4. Leading	5. Mastery	5. Mastery
Influencing	1. Awareness	2. Applying	3. Proficient	4. Leading	4. Leading	5. Mastery	5. Mastery
Learning Agility	1. Awareness	2. Applying	3. Proficient	4. Leading	4. Leading	4. Leading	5. Mastery
Organizationally Astute	1. Awareness	2. Applying	3. Proficient	4. Leading	4. Leading	5. Mastery	5. Mastery
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							

PROFICIENCY ICONOGRAPHY

 Not Required

 Awareness

 Applying

 Proficient

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 Mastery