

Human Resources Practitioner – Development Roadmap

Legend

HRBP-HR Business Partner (HR Generalist)

HRL-HR Leader (HR Manager)

SHRL-Strategic HR Leader (HR Director/VP)

Critical Rating: A: Top Priority (Will block promotion) B: Important (May block promotion)

C: Less Important (May hinder development) D: Not Important (Optional for promotion)

Name: _____ Leader: _____

| Development Activity/Project | Level | Completed | Initials | Feedback/Comments |
|--|-------|-----------|----------|------------------------|
| HR Body of Knowledge: Strategy | | | | |
| <input type="checkbox"/> Interpret information related to the organization's operations from internal sources, including financial/accounting, business development, marketing, sales, operations, and information technology, in order to contribute to the development of the organization's strategic plan. | HRBP | | | Critical Rating: _____ |
| <input type="checkbox"/> Interpret information from external sources related to the general business environment, industry practices and developments, technological developments, economic environment, labor pool, and legal and regulatory environment, in order to contribute to the development of the organization's strategic plan. | SHRL | | | Critical Rating: _____ |
| <input type="checkbox"/> Participate as a contributing partner in the organization's strategic planning process. | SHRL | | | Critical Rating: _____ |
| <input type="checkbox"/> Establish strategic relationships with key individuals in the organization to influence organizational decision-making. | HRL | | | Critical Rating: _____ |
| <input type="checkbox"/> Establish relationships/alliances with key individuals and organizations in the community to assist in | SHRL | | | Critical Rating: _____ |

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|---|-------|-----------|----------|------------------------|
| achieving the organization's strategic goals and objectives. | | | | |
| <input type="checkbox"/> Develop and utilize metrics to evaluate HR's contributions to the achievement of the organization's strategic goals and objectives. | HRL | | | Critical Rating: _____ |
| <input type="checkbox"/> Develop and execute strategies for managing organizational change that balance the expectations and needs of the organization, its employees, and all other stakeholders. | SHRL | | | Critical Rating: _____ |
| <input type="checkbox"/> Develop and align the organization's human capital management plan with its strategic plan. | SHRL | | | Critical Rating: _____ |
| <input type="checkbox"/> Facilitate the development and communication of the organization's core values and ethical behaviors. | HRBP | | | Critical Rating: _____ |
| <input type="checkbox"/> Reinforce the organization's core values and behavioral expectations through modeling, communication, and coaching. | HRBP | | | Critical Rating: _____ |
| <input type="checkbox"/> Develop and manage the HR budget in a manner consistent with the organization's strategic goals, objectives, and values. | HRL | | | Critical Rating: _____ |
| <input type="checkbox"/> Provide information for the development and monitoring of the organization's overall budget. | HRL | | | Critical Rating: _____ |
| <input type="checkbox"/> Monitor the legislative and regulatory environment for proposed changes and their potential impact to the organization, taking appropriate proactive steps to support, modify, or oppose the proposed changes. | SHRL | | | Critical Rating: _____ |
| <input type="checkbox"/> Develop policies and procedures to support corporate governance initiatives (for example, board of directors training, | SHRL | | | Critical Rating: _____ |

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| whistleblower protection, code of conduct). Participate in enterprise risk management by examining HR policies to evaluate their potential risks to the organization. | | | | |
| <input type="checkbox"/> Identify and evaluate alternatives and recommend strategies for vendor selection and/or outsourcing (for example, HRIS, benefits, payroll). | HRL | | | Critical Rating: _____ |
| <input type="checkbox"/> Participate in strategic decision-making and due diligence activities related to organizational structure and design (for example, corporate restructuring, mergers and acquisitions [M&A], off shoring, divestitures). | SHRL | | | Critical Rating: _____ |
| <input type="checkbox"/> Determine strategic application of integrated technical tools and systems (for example, HRIS, performance management tools, applicant tracking, compensation tools, employee self-service technologies). | SHRL | | | Critical Rating: _____ |
| Workforce Planning & Employment | | | | |
| <input type="checkbox"/> Ensure that workforce planning and employment activities are compliant with applicable federal, state, and local laws and regulations. | HRBP | | | Critical Rating: _____ |
| <input type="checkbox"/> Identify workforce requirements to achieve the organization's short- and long-term goals and objectives (for example, corporate restructuring, M&A activity, workforce expansion or reduction). | SHRL | | | Critical Rating: _____ |
| <input type="checkbox"/> Conduct job analyses to create job descriptions and identify job competencies. Identify and document | HRBP | | | Critical Rating: _____ |

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| essential job functions for positions. | | | | |
| <input type="checkbox"/> Establish hiring criteria based on job descriptions and required competencies. | HRBP | | | Critical Rating: _____ |
| <input type="checkbox"/> Analyze labor market for trends that impact the ability to meet workforce requirements (for example, SWOT analysis, environmental scan, demographic scan). | HRL | | | Critical Rating: _____ |
| <input type="checkbox"/> Assess skill sets of internal workforce and external labor market to determine the availability of qualified candidates, utilizing third party vendors or agencies as appropriate. | HRL | | | Critical Rating: _____ |
| <input type="checkbox"/> Identify internal and external recruitment sources (for example, employee referrals, online job boards, résumé banks) and implement selected recruitment methods. | HRBP | | | Critical Rating: _____ |
| <input type="checkbox"/> Evaluate recruitment methods and sources for effectiveness (for example, return on investment [ROI], cost per hire, time to fill). | HRL | | | Critical Rating: _____ |
| <input type="checkbox"/> Develop strategies to brand/market the organization to potential qualified applicants. | SHRL | | | Critical Rating: _____ |
| <input type="checkbox"/> Develop and implement selection procedures, including applicant tracking, interviewing, testing, reference and background checking, and drug screening. | HRL | | | Critical Rating: _____ |
| <input type="checkbox"/> Develop and extend employment offers and conduct negotiations as necessary. | HRBP | | | Critical Rating: _____ |
| <input type="checkbox"/> Administer post-offer employment activities (for example, execute employment agreements, complete I-9 verification forms, coordinate | HRBP | | | Critical Rating: _____ |

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| relocations, schedule physical exams). | | | | |
| <input type="checkbox"/> Implement and/or administer the process for non-U.S. citizens to legally work in the United States. | HRL | | | Critical Rating: _____ |
| <input type="checkbox"/> Develop, implement, and evaluate orientation processes for new hires, rehires, and transfers. | HRL | | | Critical Rating: _____ |
| <input type="checkbox"/> Develop, implement, and evaluate retention strategies and practices. | HRL | | | Critical Rating: _____ |
| <input type="checkbox"/> Develop, implement, and evaluate succession planning process. | SHRL | | | Critical Rating: _____ |
| <input type="checkbox"/> Develop and implement the organizational exit process for both voluntary and involuntary terminations, including planning for reductions in force (RIF). | SRHL | | | Critical Rating: _____ |
| <input type="checkbox"/> Develop, implement, and evaluate an AAP, as required. | N/A | | | Critical Rating: _____ |
| HR Development | | | | |
| <input type="checkbox"/> Ensure that human resource development programs are compliant with all applicable federal, state, and local laws and regulations. | HRBP | | | Critical Rating: _____ |
| <input type="checkbox"/> Conduct a needs assessment to identify and establish priorities regarding human resource development activities. | HRL | | | Critical Rating: _____ |
| <input type="checkbox"/> Develop/select and implement employee training programs (for example, leadership skills, harassment prevention, computer skills) to increase individual and organizational effectiveness. Note that this includes training design and methods for obtaining feedback from training (e.g., surveys, pre- and post-testing). | HRBP | | | Critical Rating: _____ |
| <input type="checkbox"/> Evaluate effectiveness of employee training programs | HRL | | | Critical Rating: _____ |

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| through the use of metrics (for example, participant surveys, pre- and post-testing). | | | | |
| <input type="checkbox"/> Develop, implement, and evaluate talent management programs that include assessing talent, developing talent, and placing high-potential employees. | SHRL | | | Critical Rating: _____ |
| <input type="checkbox"/> Develop/select and evaluate performance appraisal process (for example, instruments, ranking and rating scales, relationship to compensation, frequency). | SHRL | | | Critical Rating: _____ |
| <input type="checkbox"/> Implement training programs for performance evaluators. | HRBP | | | Critical Rating: _____ |
| <input type="checkbox"/> Develop, implement, and evaluate performance management programs and procedures (for example, goal setting, job rotations, promotions). | HRL | | | Critical Rating: _____ |
| <input type="checkbox"/> Develop/select, implement, and evaluate programs (for example, flexible work arrangements, diversity initiatives, repatriation) to meet the unique needs of employees. | HRBP | | | Critical Rating: _____ |
| Total Rewards | | | | |
| <input type="checkbox"/> Ensure that compensation and benefits programs are compliant with applicable federal, state, and local laws and regulations. | HRL | | | Critical Rating: _____ |
| <input type="checkbox"/> Develop, implement, and evaluate compensation policies/programs and pay structures based upon internal equity and external market conditions that support the organization's strategic goals, objectives, and values. | HRL | | | Critical Rating: _____ |
| <input type="checkbox"/> Administer payroll functions (for example, new hires, deductions, adjustments, terminations). | N/A | | | Critical Rating: _____ |
| <input type="checkbox"/> Conduct benefits programs | HRL | | | Critical Rating: _____ |

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| needs assessments (for example, benchmarking, employee survey). | | | | |
| <input type="checkbox"/> Develop/select, implement/administer, and evaluate benefit programs that support the organization's strategic goals, objectives, and values (for example, health and welfare, retirement, stock purchase, wellness, employee assistance programs [EAP], time-off). | HRL | | | Critical Rating: _____ |
| <input type="checkbox"/> Communicate and train the workforce in the compensation and benefits programs and policies (for example, self-service technologies). | HRBP | | | Critical Rating: _____ |
| <input type="checkbox"/> Develop/select, implement/administer, and evaluate executive compensation programs (for example, stock purchase, stock options, incentive, bonus, supplemental retirement plans). | SHRL | | | Critical Rating: _____ |
| <input type="checkbox"/> Develop, implement/administer, and evaluate expatriate and foreign national compensation and benefits programs. | N/A | | | Critical Rating: _____ |
| Employee and Labor Relations | | | | |
| <input type="checkbox"/> Ensure that employee and labor relations activities are compliant with applicable federal, state, and local laws and regulations. | HRBP | | | Critical Rating: _____ |
| <input type="checkbox"/> Assess organizational climate by obtaining employee input (for example, focus groups, employee surveys, staff meetings). | HRBP | | | Critical Rating: _____ |
| <input type="checkbox"/> Implement organizational change activities as appropriate in response to employee feedback. | HRBP | | | Critical Rating: _____ |
| <input type="checkbox"/> Develop employee relations programs (for example, | HRBP | | | Critical Rating: _____ |

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| awards, recognition, discounts, special events) that promote a positive organizational culture. | | | | |
| <input type="checkbox"/> Implement employee relations programs that promote a positive organizational culture. | HRBP | | | Critical Rating: _____ |
| <input type="checkbox"/> Evaluate effectiveness of employee relations programs through the use of metrics (for example, exit interviews, employee surveys). | HRL | | | Critical Rating: _____ |
| <input type="checkbox"/> Establish workplace policies and procedures (for example, dress code, attendance, computer use) and monitor their application and enforcement to ensure consistency. | HRL | | | Critical Rating: _____ |
| <input type="checkbox"/> Develop, administer, and evaluate grievance/dispute resolution and performance improvement policies and procedures. | HRL | | | Critical Rating: _____ |
| <input type="checkbox"/> Resolve employee complaints filed with federal, state, and local agencies involving employment practices, utilizing professional resources as necessary (for example, legal counsel, mediation/arbitration specialists, and investigators). | HRL | | | Critical Rating: _____ |
| <input type="checkbox"/> Develop and direct proactive employee relations strategies for remaining union-free in non-organized locations. | SRHL | | | Critical Rating: _____ |
| <input type="checkbox"/> Participate in collective bargaining activities, including contract negotiation and administration. | N/A | | | Critical Rating: _____ |
| Risk Management | | | | |
| <input type="checkbox"/> Ensure that workplace health, safety, security, and privacy activities are compliant with applicable | HRBP | | | Critical Rating: _____ |

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| federal, state, and local laws and regulations. | | | | |
| <input type="checkbox"/> Identify the organization's safety program needs. | HRBP | | | Critical Rating: _____ |
| <input type="checkbox"/> Develop/select and implement/administer occupational injury and illness prevention, safety incentives, and training programs. | HRL | | | Critical Rating: _____ |
| <input type="checkbox"/> Develop/select, implement, and evaluate plans and policies to protect employees and other individuals, and to minimize the organization's loss and liability (for example, emergency response, evacuation, workplace violence, substance abuse, return-to-work policies). | HRL | | | Critical Rating: _____ |
| <input type="checkbox"/> Communicate and train the workforce on the plans and policies to protect employees and other individuals, and to minimize the organization's loss and liability. | HRBP | | | Critical Rating: _____ |
| <input type="checkbox"/> Develop and monitor business continuity and disaster recovery plans. | HRL | | | Critical Rating: _____ |
| <input type="checkbox"/> Communicate and train the workforce on the business continuity and disaster recovery plans. | HRBP | | | Critical Rating: _____ |
| <input type="checkbox"/> Develop internal and external privacy policies (for example, identity theft, data protection, HIPAA compliance, workplace monitoring). | SHRL | | | Critical Rating: _____ |
| <input type="checkbox"/> Administer internal and external privacy policies. | HRBP | | | Critical Rating: _____ |
| Understanding Business | | | | |
| <input type="checkbox"/> Supports the development of core business processes | HRBP | | | Critical Rating: _____ |
| <input type="checkbox"/> Compiles and analyses data and clarifies areas of uncertainty | HRBP | | | Critical Rating: _____ |
| <input type="checkbox"/> Engages in discussion on organizational challenges/issues | HRBP | | | Critical Rating: _____ |

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| <input type="checkbox"/> Influences organizational and structural changes at business unit level | HRL | | | Critical Rating: _____ |
| <input type="checkbox"/> Makes a significant contribution to business planning and other core processes. | HRL | | | Critical Rating: _____ |
| <input type="checkbox"/> Engages business leaders on HR implications of business model changes. | HRL | | | Critical Rating: _____ |
| <input type="checkbox"/> Understanding is used to inform strategic HR decisions and interactions with business | SHRL | | | Critical Rating: _____ |
| <input type="checkbox"/> Contributing fully to decisions around business performance, stagey and development of key business processes. | SHRL | | | Critical Rating: _____ |
| <input type="checkbox"/> Used financial and other measures to inform HR decisions | SHRL | | | Critical Rating: _____ |
| Demonstrating Process Expertise | | | | |
| <input type="checkbox"/> Advising improvements to service delivery offering. | HRBP | | | Critical Rating: _____ |
| <input type="checkbox"/> Seeking and responding to client feedback. | HRBP | | | Critical Rating: _____ |
| <input type="checkbox"/> Uses basic improvement tools and techniques to improve current processes | HRBP | | | Critical Rating: _____ |
| <input type="checkbox"/> Leading projects to delivery new process innovations and systems implementation. | HRL | | | Critical Rating: _____ |
| <input type="checkbox"/> Undertaking benchmarking and other evaluation methods in determining best practice. | HRL | | | Critical Rating: _____ |
| <input type="checkbox"/> Ensuring the delivery of a high quality service in own area of expertise | HRL | | | Critical Rating: _____ |
| <input type="checkbox"/> Re-engineer major processes areas at a strategic level | SHRL | | | Critical Rating: _____ |
| <input type="checkbox"/> Advising on the strategic implications organizational changes of key HR processes | SHRL | | | Critical Rating: _____ |
| <input type="checkbox"/> Recommending process infrastructures for the business unit | SHRL | | | Critical Rating: _____ |

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| <input type="checkbox"/> Negotiate with external service providers | SHRL | | | Critical Rating: _____ |
| Managing Change | | | | |
| <input type="checkbox"/> Plays an active role in change process and delivering change | HRBP | | | Critical Rating: _____ |
| <input type="checkbox"/> Undertakes small scale facilitation in the implementation of change. | HRBP | | | Critical Rating: _____ |
| <input type="checkbox"/> Contributes to change process design in own business area | HRBP | | | Critical Rating: _____ |
| <input type="checkbox"/> Real expertise in applying organizational diagnostic and analytical tools and techniques | HRL | | | Critical Rating: _____ |
| <input type="checkbox"/> Skilful workshop leader/facilitator | HRL | | | Critical Rating: _____ |
| <input type="checkbox"/> Scoping and leading major change projects in own business area/area of expertise | HRL | | | Critical Rating: _____ |
| <input type="checkbox"/> Leading a major change effort with a firm wide scope. | SHRL | | | Critical Rating: _____ |
| <input type="checkbox"/> Regarded as a change agent | SHRL | | | Critical Rating: _____ |
| <input type="checkbox"/> Advising Senior Management on necessity for change and how to implement | SHRL | | | Critical Rating: _____ |
| <input type="checkbox"/> Outstanding workshop leader/facilitator | SHRL | | | Critical Rating: _____ |
| <input type="checkbox"/> Brings thought leadership to change management | SHRL | | | Critical Rating: _____ |
| Delivering Human Resource Management Expertise | | | | |
| <input type="checkbox"/> Coaching junior team members in areas of expertise | HRBP | | | Critical Rating: _____ |
| <input type="checkbox"/> Competent delivery across a generalist area or specialty | HRBP | | | Critical Rating: _____ |
| <input type="checkbox"/> Proactively identifying issues within the business | HRBP | | | Critical Rating: _____ |
| <input type="checkbox"/> Managing a small team in functional area | HRL | | | Critical Rating: _____ |
| <input type="checkbox"/> Co-developing their area's HR scorecard | HRL | | | Critical Rating: _____ |
| <input type="checkbox"/> Able to integrate various HR service delivery providers | HRL | | | Critical Rating: _____ |
| <input type="checkbox"/> Networked internally and | HRL | | | Critical Rating: _____ |

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| externally in area of expertise | | | | |
| <input type="checkbox"/> Credible and valued business partner or specialist | HRL | | | Critical Rating: _____ |
| <input type="checkbox"/> Leading an integrated HR team or managing a key functional area | SHRL | | | Critical Rating: _____ |
| <input type="checkbox"/> Acknowledged expert internally and externally in functional specialty or as a business partner by business leaders in the firm | SHRL | | | Critical Rating: _____ |
| <input type="checkbox"/> Provides HR advice at the highest levels and demonstrates mastery in a wide range of HR | SHRL | | | Critical Rating: _____ |
| Establishing and Displaying Personal Credibility | | | | |
| <input type="checkbox"/> Sensitive to others' needs | HRBP | | | Critical Rating: _____ |
| <input type="checkbox"/> Recognizes impact of own behavior on others and adjusts/flexes style appropriately | HRBP | | | Critical Rating: _____ |
| <input type="checkbox"/> Builds strong personal relationships across the business | HRBP | | | Critical Rating: _____ |
| <input type="checkbox"/> Is regarded as a team player | HRBP | | | Critical Rating: _____ |
| <input type="checkbox"/> Challenges constructively | HRBP | | | Critical Rating: _____ |
| <input type="checkbox"/> Credible in a range of advisory and problem solving situations | HRL | | | Critical Rating: _____ |
| <input type="checkbox"/> Resolves conflict and differences through application of interpersonal skills | HRL | | | Critical Rating: _____ |
| <input type="checkbox"/> Contributes effectively in multi disciplinary teams and unfamiliar environment | HRL | | | Critical Rating: _____ |
| <input type="checkbox"/> Demonstrates personal awareness | HRL | | | Critical Rating: _____ |
| <input type="checkbox"/> Establishes relationships of trust with senior business leaders | SHRL | | | Critical Rating: _____ |
| <input type="checkbox"/> Is insightful/influential in the business | SHRL | | | Critical Rating: _____ |
| <input type="checkbox"/> Demonstrates high levels of personal awareness and insight | SHRL | | | Critical Rating: _____ |

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| <input type="checkbox"/> Challenges and confronts appropriately | SHRL | | | Critical Rating: _____ |
| <input type="checkbox"/> Actions as a coach to senior business figures | SHRL | | | Critical Rating: _____ |
| Personal Effectiveness | | | | |
| <input type="checkbox"/> Credibility-Understand the company's businesses and how to build relationships with customers | HRBP | | | Critical Rating: _____ |
| <input type="checkbox"/> Customer Orientation-Understand the customer's needs and businesses and what issues are important to the customer | HRBP | | | Critical Rating: _____ |
| <input type="checkbox"/> Diagnostic Insight-Understand how to diagnose customers' problems and to develop strategies to correct these difficulties | HRBP | | | Critical Rating: _____ |
| <input type="checkbox"/> Leadership-Use internal expertise to provide value to line partners and to link HR expertise with line partners' business objectives | HRBP | | | Critical Rating: _____ |
| <input type="checkbox"/> Act as risk takers to help other managers achieve goals | HRBP | | | Critical Rating: _____ |
| <input type="checkbox"/> Versatility-Ability to work on a broad range of projects involving people throughout the organizational ladder | HRBP | | | Critical Rating: _____ |
| <input type="checkbox"/> Ability to apply information technology to HR | HRL | | | Critical Rating: _____ |
| <input type="checkbox"/> Ability to design and deliver HR services effectively through process management and improvement | HRL | | | Critical Rating: _____ |
| <input type="checkbox"/> Systematic perspective-Ability to view problems and issues in the context of the bigger picture and understand the interrelationships among sub-components | SHRL | | | Critical Rating: _____ |
| <input type="checkbox"/> Demonstrates commercial awareness | HRBP | | | Critical Rating: _____ |
| <input type="checkbox"/> Displays basic business understanding, including awareness of service level agreements, business | HRBP | | | Critical Rating: _____ |

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| plans, scorecards, and business performance in own area | | | | |
| <input type="checkbox"/> Credible to both HR counterparts and business line managers | HRBP | | | Critical Rating: _____ |
| <input type="checkbox"/> Understand organization's value proposition | HRBP | | | Critical Rating: _____ |
| <input type="checkbox"/> Action Oriented-Enjoys hard work; is action oriented and full of energy for things he/she sees as challenging | HRBP | | | Critical Rating: _____ |
| <input type="checkbox"/> Organizational Agility-Knowledgeable about how organizations work; knows how to get things done both through formal channels and the informal network | HRBP | | | Critical Rating: _____ |
| <input type="checkbox"/> Listening-Practices attentive and active listening; has the patience to hear people out | HRBP | | | Critical Rating: _____ |
| <input type="checkbox"/> Interpersonal Savvy-Related well to all kinds of people, up down, and sideways, inside and outside the organization; builds appropriate rapport; builds constructive and effective relationships; uses diplomacy and tact | HRBP | | | Critical Rating: _____ |
| <input type="checkbox"/> Ethics and Values-Adheres to an appropriate and effective set of core values and beliefs during good and bad times | HRBP | | | Critical Rating: _____ |
| <input type="checkbox"/> Approachability-Is easy to approach and talk to; spends the extra effort to put others at ease; can be warm, pleasant, and gracious | HRBP | | | Critical Rating: _____ |
| <input type="checkbox"/> Dealing with Ambiguity-Can effectively cope with change; can shift gears comfortably; can decide and act without having the total picture; isn't upset when things are up in the air | HRBP | | | Critical Rating: _____ |
| <input type="checkbox"/> Compassion-Genuinely cares about people; is concerned about their work and non-work problems; is | HRBP | | | Critical Rating: _____ |

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| available and ready to help; is sympathetic to the plight of others not as fortunate | | | | |
| <input type="checkbox"/> Composure-Is cool under pressure; does not become defensive or irritated when times are tough; is considered mature; can be counted on to hold things together during tough times; can handle stress | HRBP | | | Critical Rating: _____ |
| <input type="checkbox"/> Integrity and Trust-Is widely trusted; is seen as a direct, truthful individual; can present the unvarnished truth in an appropriate and helpful manner; keeps confidences; admits mistakes | HRBP | | | Critical Rating: _____ |
| <input type="checkbox"/> Perseverance - Pursues everything with energy, drive, and a need to finish; seldom give up before finishing, especially in the fact of resistance or setbacks. | HRBP | | | Critical Rating: _____ |
| <input type="checkbox"/> Sizing up people-Is a good judge of talent; after reasonable exposure, can articulate the strengths and limitations of people inside or outside the organization | HRBP | | | Critical Rating: _____ |
| <input type="checkbox"/> Time Management-Uses his/her time effectively and efficiently; values time; concentrates his/her efforts on more important priorities; gets more done in less time than others. | HRBP | | | Critical Rating: _____ |
| <input type="checkbox"/> Understanding others; Understands why groups do what they do' picks up the sense of the group in terms of positions, intentions, and needs; what they value and how to motivate them; can predict what groups will do across different situations | HRBP | | | Critical Rating: _____ |
| <input type="checkbox"/> Strategic Agility-Sees ahead clearly; can anticipate future consequences and trends accurately; has broad knowledge and perspective; | HRL | | | Critical Rating: _____ |

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| is future oriented; can articulately paint credible pictures | | | | |
| <input type="checkbox"/> Standing Alone-Will stand up and be counted; doesn't shirk personal responsibility; can be counted on when times are tough | HRL | | | Critical Rating: _____ |
| <input type="checkbox"/> Self-Knowledge-Knows personal strengths, weaknesses, opportunities, and limits; seeks feedback; gains insights from mistakes; is open to criticism | HRL | | | Critical Rating: _____ |
| <input type="checkbox"/> Managerial 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 personal or situation | HRL | | | Critical Rating: _____ |
| <input type="checkbox"/> Professional Credential (PHR/ SPHR, CCP, CEBS, OSHA Cert. Trainer, Cert. WC Adj., Langivin Master Trainer, Cert. Perf. Tech., RN/LPN) | HRBP | | | Critical Rating: __D_____ |
| <input type="checkbox"/> BA/BS in directly related field | HRL | | | Critical Rating: __B_____ |