

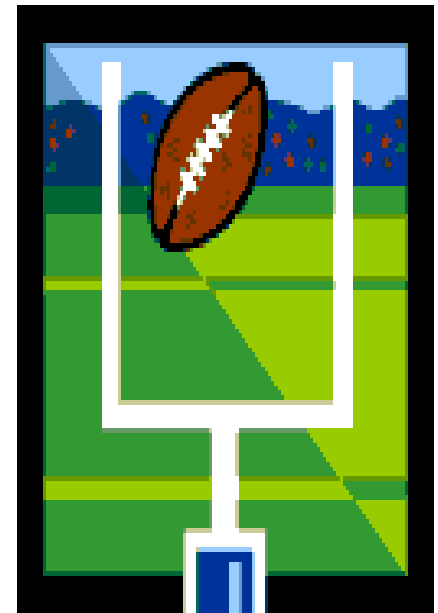
Using Key Areas of Responsibilities (KARs) and Competencies

Vice President for Research Units

September 21, 2012

Our Goals for Today

- Reinforce the difference between
 - **KARS**: What we do
 - **Competencies**: How we do it
- Reinforce how KAR's and Competences are designed to help in meeting individual and unit goals
- Reinforce the difference between
 - **Universal** Competencies
 - **Technical** Competencies
- Illustrate how KAR's and Competencies help you define a job and the required skill set



Why the change?

The University's Compensation and Classification system for non-organized Professional and Scientific staff was redesigned in 2011. The goals/results of the redesign:

- Pay for performance
- Annual calibration of market data and salary ranges
- Recruit, develop, and retain talent
- Support opportunities for career development; provide transparency

2 Key Components of Every Job

The “**what**” –
Key Area of
Responsibilities
(KAR's)

- Outcomes of the tasks/activities you are responsible for performing

The “**how**” –
Competencies

- The application of knowledge, skills and abilities

KAR's and Competencies – Example for a Research Assistant

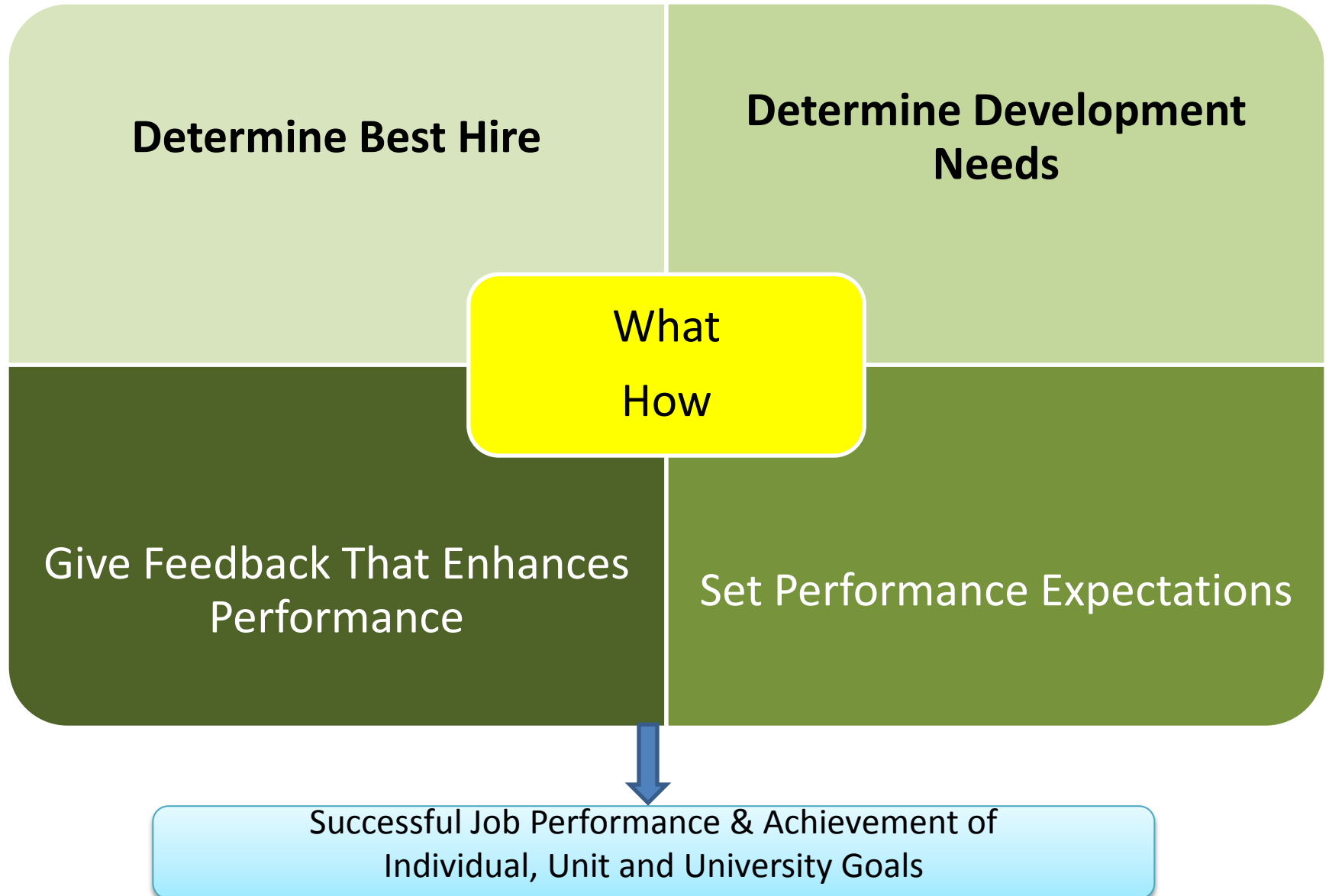
The “**what**” –
Key Area of
Responsibility
(KAR's)

- **Conduct Experiments**– Perform experimental procedures assuring fidelity to protocols.

The “**how**” –
Competencies

- **Research Analysis**– Knowledge of and ability to locate, interpret and evaluate research findings compiled and documented by others and use this material to support research.

KARS and Competencies Help Individual and Organizational Performance



Balance is Key

Goal is to have a balance of both!

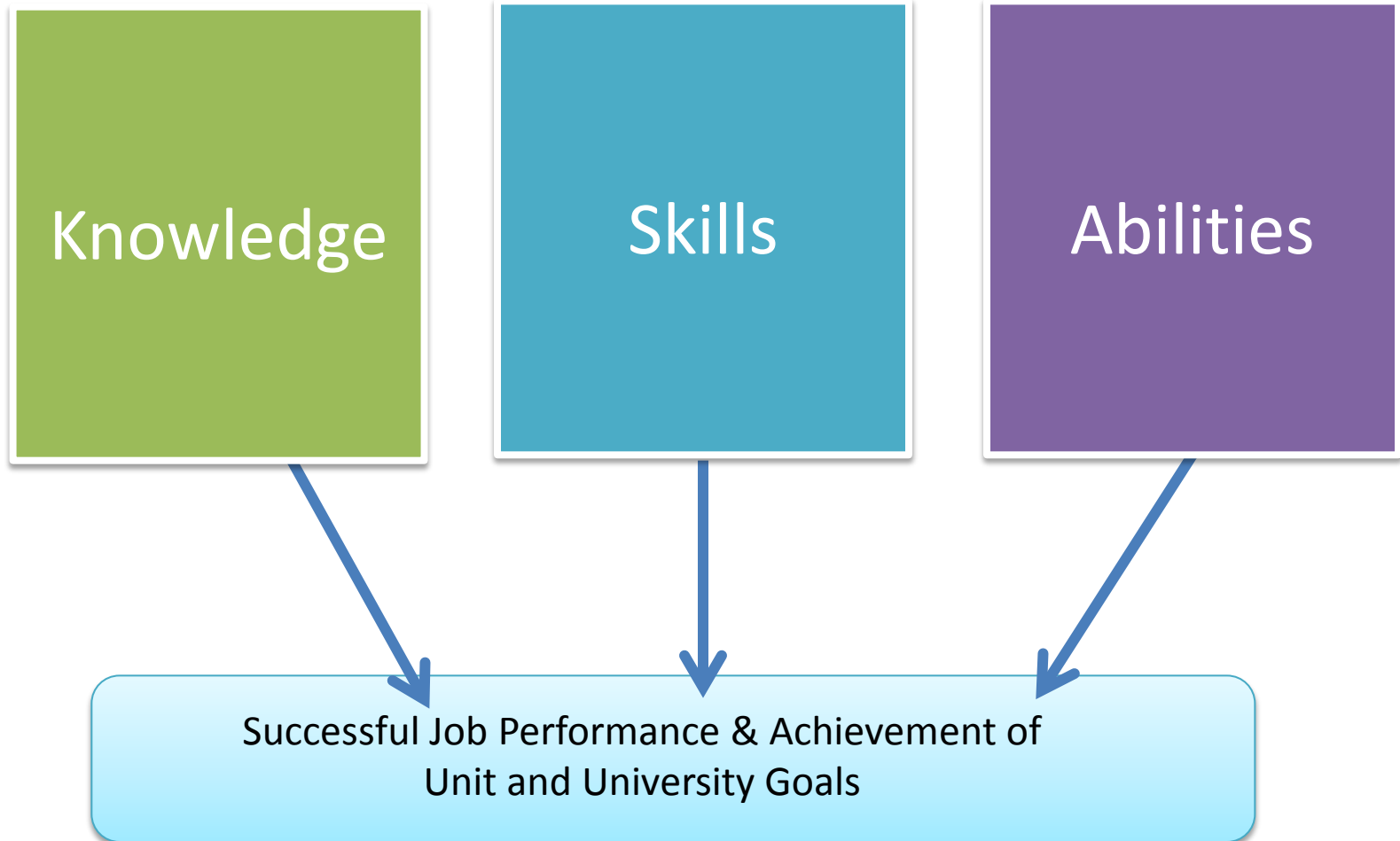


- Example –
 - Good at the “what” but not the “how”
 - or
 - Good at the “how” but not the “what”

What are Competencies?

Competencies –

the application of knowledge, skills, and abilities



Competencies are described by:

A Definition

Proficiency
Levels

Typical
Behaviors

Competencies: A new resource for staff and supervisors in describing jobs, identifying and evaluating performance expectations, and guiding personal and professional development.

Proficiency Levels

Basic Application

Uses basic understanding of the field to perform job duties; may need some guidance on job duties; applies learning to recommend options to address unusual situations.

Working Experience

Successfully completes diverse tasks of the job; applies and enhances knowledge and skill in both usual and unusual issues; needs minimal guidance in addressing unusual situations.

Extensive Experience

Performs without assistance; recognized as a resource to others; able to translate complex nuances to others; able to improve processes; focus on broad issues.

Expert/Leader

Seen as an expert and/or leader; guides, troubleshoots; has strategic focus; applies knowledge and skill across or in leading multiple projects/orgs; demonstrates knowledge of trends in field; leads in developing new processes.

Just as job classifications increase in complexity of responsibilities within a job family, so do the typical behaviors associated with the higher levels of proficiency

Positive Impact/Achieving Results – Ability to utilize and leverage existing resources and learning to achieve or exceed desired outcomes of current and future organizational goals/needs. Able to demonstrate ethical behavior in diverse situations while producing results.

Competency
Name &
Definition

Typical Behaviors for each
Proficiency Level

Expert/Leader

Extensive Experience

Working Experience

Basic Application

- Appreciates the difference between effort and achievement and produces results that are important to unit.
- Grasps the inevitability and challenges of change and adapts tactics accordingly; utilizes learning opportunities to prepare for changing work and methods.
- Demonstrates a willingness to carry out responsibilities and a positive approach to accomplishing work.
- Demonstrates an understanding of how work aligns to organizational mission, vision, and University environment

- Adjusts to and develops self to prepare for new or changing assignments, processes, people, and priorities as organizational needs dictate.
- Sets clear expectations for self and team to achieve work objectives and overcome obstacles.
- Strives for excellence in performance by upholding established ethical standards and upholding university values.
- Provides frequent updates on operations and financial performance to leadership.

- Ensures time, resources, energy, learning opportunities, and actions are focused on priorities that matter to the changing workplace.
- Creates a team environment of accountability and commitment for reaching goals and desired results; ensures team is developed to address future needs.
- Ensures compliance with codes of ethics that benefit the overall good of all constituents.
- Demonstrates and communicates a big picture understanding of the organization, its interrelationships, and priorities.

- Takes personal responsibility for the success of the group, unit, department, or organization.
- Promotes organizational values in ethical and responsible decision making.
- Works to create a climate that values and rewards initiative, excellence, continual learning, and achievement of results.
- Deals effectively with ambiguity and change; coaches others in behaviors and prepares others through development for ongoing effectiveness.

Two Types of Competencies

1. **Universal Competencies** – apply to all University jobs and support our core values

- Positive Impact/Achieving Results,
- Service Excellence/Customer Focus,
- Collaboration/Embracing Diversity

2. **Technical competencies** – apply to a specific job

- **Job Family Technical** – usually apply to jobs within a job family
- **Optional Technical** – may apply to a particular job or assignment

KARs and Competencies by Classification

- Accessible through the ePersonnel file in Self-Service
 - KARs – resulted from the Comp and Class Redesign Project
 - Competencies – following a purchase of competency library and the work of campus wide committees
- Next: Demonstration of how to view the information in the employee's e-Personnel file and how to select the most relevant competencies.
- Later: Illustrate how job specific competencies can be identified by employee and supervisor; initial focus on competencies that are most essential to accomplishing the KAR's and specific job duties in support of agreed upon goals.

Finding KARs & Competences – Employee

The screenshot shows the Employee Self Service portal for The University of Iowa. The browser address bar indicates the URL is <https://hris.uiowa.edu/portal/ss06/driver.php>. The page title is "Employee Self Service - Finance and Operations - The University of Iowa - Windows Internet Explorer".

The main navigation tabs are: MY SELF SERVICE, PERSONAL, ADMINISTRATION, WORKFLOW, and EXTERNAL LINKS. The "PERSONAL" tab is currently selected.

The "PERSONAL" section is divided into several categories:

- General**
 - Annual Total Compensation Statement
 - Appointment & Salary History
 - Change HawkID Password
 - Change HealthCareID Password
 - Demographics
 - Emergency Contacts
 - Job Information Form (JIF)
 - My Faculty Catalog Information
 - My ePersonnel File** (indicated by a red arrow)
 - My HR Rep / Workflow Admin / Dept Admin
 - Review Higher Education Degrees
 - Review Licenses/Certifications
 - Stop Paper Mailings
 - University Bill
 - My Staff Council Category
- Name, Address & Hawk Alert**
 - Email Routing
 - Name/Address/Phone Change
 - Hawk Alert Change
- Travel**
 - Create New Trip/Request Cash Advance
 - Create TEV (Travel Expense Voucher)
 - My Reimbursements
 - Other ProTrav Functions
- My Parking**
 - My Parking
- Payroll**
 - Set Up/Change Direct Deposit
 - View Paycheck History
 - Set Up/Change Tax Withholding (W-4)
 - View Year-End Tax Information
 - Charitable Giving
 - Savings Bonds Enrollment
 - Information Release Form
 - Charging and Payroll Deduction
- Time Reporting**
 - Employee Time Records
 - Absence Request
 - Vacation/Sick Leave Report
- Benefits**
 - Benefits Enrollment
 - Current Benefits
 - Benefit Change Request
 - Information Release Form
 - Manage Beneficiaries
 - Spending Account Recap/Forms
 - Workers Compensation - First Report of Injury
- Learning and Development**
 - Learning Online with Skillsoft
 - Mary Jo Small Award Application
 - My Training
 - Tuition Assistance Application
- Sexual Harassment Prevention Edu.**
 - Instructor Led Classes

On the right side of the page, there is a section titled "LEARN ABOUT CUSTOMIZING SELF SERVICE" with a star icon. Below it are several sections:

- Workflow**
 - Human Resources (1)
 - View Entire Inbox (1)
 - Workflow Training Manuals
- History**
 - 1981 form(s) may be viewed
- Maintenance**
 - Ad Hoc Approvers
 - Delegates
 - Out of Office
 - Personal Profile (Set E-mail)
 - Workflow Test Transactions
- Self Service Messages**
 - Direct Deposit**
CATEGORY: EMPLOYEE NOTICE
 - Home Address and Telephone Publication Restriction**
CATEGORY: EMPLOYEE NOTICE
- Contact Us**
 - Self Service Suggestions

The bottom of the page shows a Windows taskbar with various application icons and a system tray with a "Trusted sites" icon.

ePersonnel - Employee Overview for Karen M Shemanski

KAREN M SHEMANSKI
Administrator, HR Services

i If you find any discrepancies with the information in your ePersonnel file, please email your HR Unit Rep with the details: judie-hermsen@uiowa.edu.

CONTACT INFORMATION

VPFO-Human Resources
HUMAN RESOURCES
121L USB
319-335-5091
karen-shemanski@uiowa.edu

EMERGENCY CONTACT ▶

SUPERVISORS

The following person(s) are listed as your Supervisor(s):

APPOINTMENT AND SALARY FOR ADMINISTRATOR, HR SERVICES

? HELP

Effective Date: 12/31/2011
Department: 05-0315 - Human Resources/VP
Finance & Operations
Title: [Administrator, HR Services](#)
Position Number:

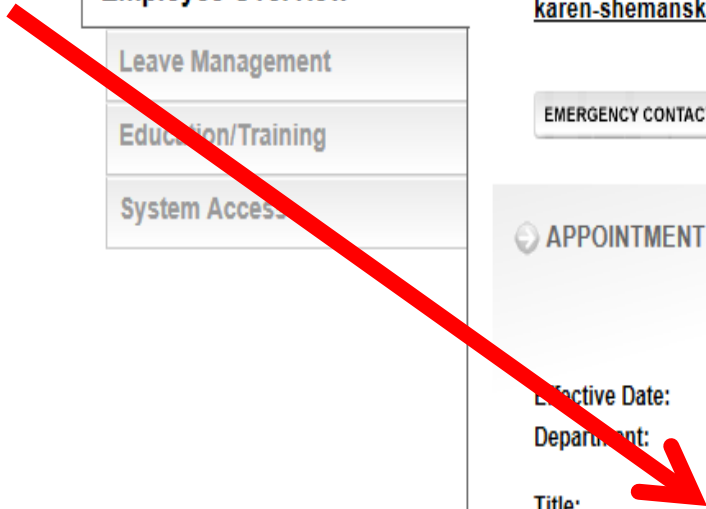
Job Type: Professional
Percent Time: 100%
Regular/Temp: Regular
Hire Date:
P&S Effective Date:

Employee Overview

Leave Management

Education/Training

System Access



Finding KARs & Competences – Supervisors

The screenshot shows the 'Employee Self Service' portal for The University of Iowa. The navigation menu includes 'MY SELF SERVICE', 'PERSONAL', 'ADMINISTRATION', 'WORKFLOW', and 'EXTERNAL LINKS'. The 'ADMINISTRATION' menu item is highlighted with a blue box and labeled 'Supervisors'. A red arrow points from this box down to the 'Data Access' section. The 'Data Access' section contains a list of links, with 'ePersonnel File (Supervisors)' highlighted in blue. Other sections include 'HR Inquiry' and 'HR Online Update'.

Employee Self Service
Finance and Operations Web Applications

Supervisors

MY SELF SERVICE PERSONAL **ADMINISTRATION** WORKFLOW EXTERNAL LINKS

YOU ARE LOGGED IN AS: CHANGE USER | RESET TO YOURSELF

HR Inquiry

- [Appointment History](#)
- [Central HR Contact List](#)
- [Current List of Available Categories/Reports](#)
- [JIF Administration](#)
- [Family Medical Leave Act](#)

Data Access

- [ePersonnel File \(Supervisors\)](#)
- [ePersonnel File Search \(HR Unit Reps\)](#)
- [Electronic Financial Reports](#)
- [AP-PO PeopleSoft](#)
- [HR Queries](#)

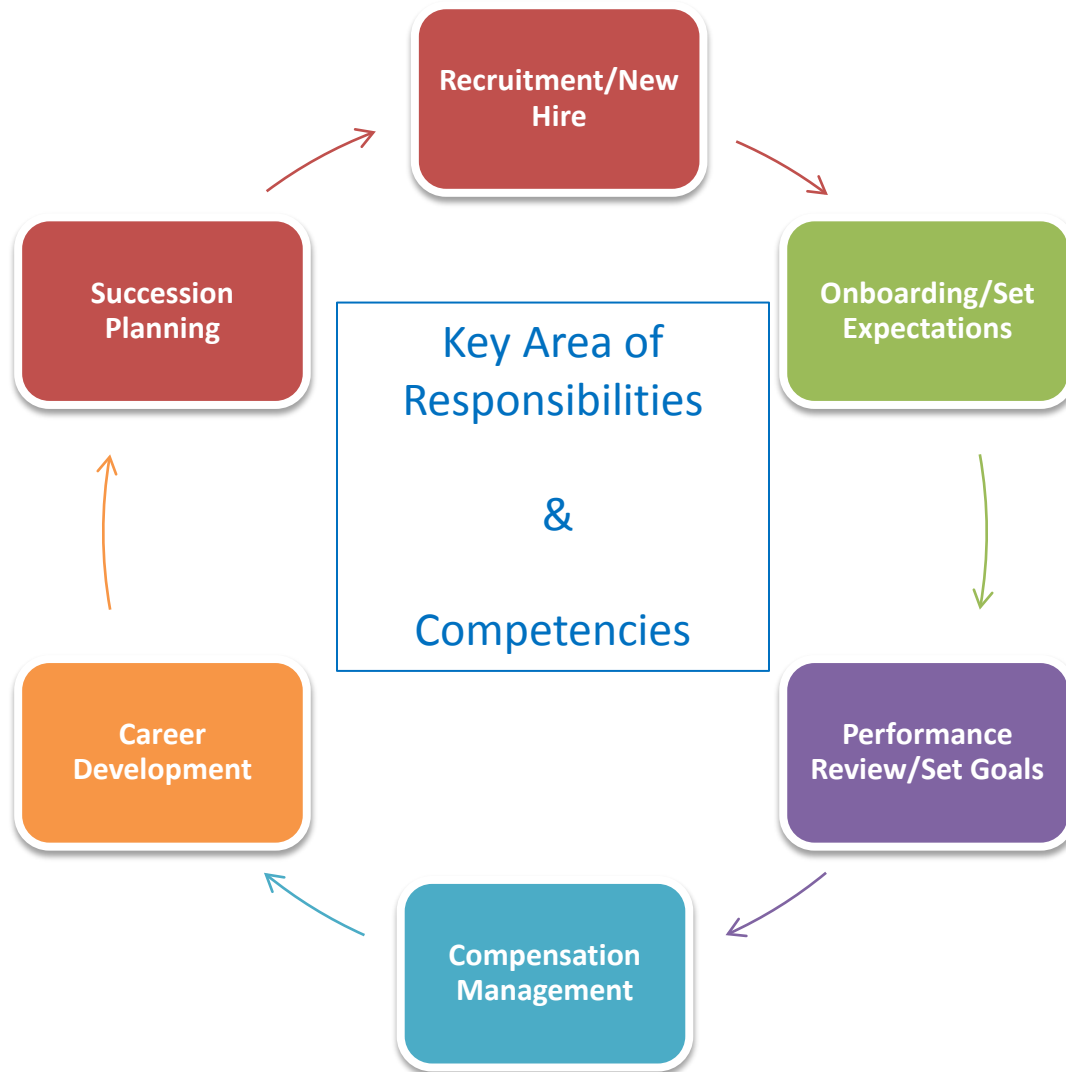
HR Online Update

- [Drivers License Maintenance](#)
- [BBP Risk Status](#)
- [Emergency Contact Info](#)
- [Employee Degree Info](#)
- [Employee Immigration Info](#)

Competencies Help Guide Us



KAR's and Competencies are the Core of HR/Management Processes





- Integration will be through utilization of vendor purchased software –



- First application is for performance management

What can we do today to prepare?

- Identify relevant KAR's and Competencies for a specific job
 - Demonstrate how to select KAR's and Competencies using the Job Classification View Tool
 - May use the local job description template to record the information
- Use KAR's and Competencies in the performance management process

Handout – Completed Job Description

Administrative Services Coordinator

Using Job Classification View Tool, demonstrate how to create job description:

- Specific Job Duties aligned with KAR's
- Competencies

What have we learned?

- What is a KAR.
- What is a Competency.
- What is a Universal Competency.
- Where can you find Technical Competencies when you define a job.
- In what human resources and management processes will competencies help you.

Next Steps for VPR Units

- September 2012 to December 2012
 - HR unit reps and supervisors to add universal competencies to merit positions
 - Best practice – supervisors should plan to have a conversation with employees regarding KARS and universal/technical competencies. Through the interactive process, the supervisors will be encouraged to provide feedback on progress towards FY 12 goals and modify as needed.
- January to March 2013
 - Performance review - July 1, 2012 to March 31 based on KAR's, competencies and goals for FY 13 from FY12 evaluation.
 - Each employee will need to have a rating entered in the system by March 31
 - Employees should be engaged in the process through self-evaluation as well as goal setting for FY 14.
 - New optional performance review template is strongly encouraged.
- 2013 Budget Process
 - Pay increases for FY 14 will be based on performance and salary in relation to the zone.