

HR Agent Skills for Success Playbook

Baseline Skills/Competencies

Technical Expertise and Industry Knowledge: Moderate understanding of Human Resources policies/processes and guidelines.

Strategic Thinking & Vision: Understanding how individual actions fit into the division context to meet the needs of the division.

Risk Management Proficiency: Understanding risk frameworks, identifying and escalating personnel management concerns for support. Oversee consistent application of HR policy, guidelines, practices, and department standards.

Analytical & Critical Thinking: Collect and analyze data to make informed, data-driven decisions.

Decisiveness & Confidence: Provide consultative guidance on a wide variety of personnel management issues. Facilitate approval of personnel actions consistent with HR and division requirements.

Communication: Effectively communicating across division regarding personnel management standards, understanding divisional to stakeholders to drive action and buy-in.

Change Management: Identifying and leading localized change management needs. Change management champion within division for University-wide initiatives.

Adaptability & Resilience: Adapt and implement business practices changes within division. Represent needs of division to adapt to changing business priorities.

Emotional Intelligence & Self-Awareness: Understand how to work with diverse populations with varying needs and priorities. Questioning assumptions, recognizing biases, and evaluating evidence to reach informed, objective conclusions.

HR Agent Playbook: Responsibilities and Expectations

HR Function	HR Agent
Benefits: Education, Absence Management and Voluntary Retirement	<u>Responsibility:</u> Provide basic guidance to division regarding UNM's education (including tuition remission and dependent education), voluntary retirement (403B and 457B) and leave policies, including annual leave, sick leave, other paid leave and leave without pay. Recognizing eligibility and need for absence-administered leave (FMLA, CAT, PPL), guiding managers and employees, coordinating processes, and ensuring timely, accurate documentation and escalation as needed. <u>Approval Requirement:</u> None
Benefits: Benefit Administration	<u>Responsibility:</u> Basic knowledge of UNM benefit programs. Refer employees to the HR Benefits team to address benefit program questions and needs. <u>Approval Requirement:</u> None
Client Services: Performance Evaluation and Development	<u>Responsibility:</u> Provide basic guidance on staff performance evaluation processes, including performance evaluation requirements. Ensure Division's compliance with annual/probational review requirements. Provide basic guidance to supervisors on employee development approaches. <u>Approval Requirement:</u> None
Client Services: Performance Improvement	<u>Responsibility:</u> Provide basic guidance on performance improvement policies and procedures. Consult with managers to identify employee performance concerns, support departmental fact-finding, and recommend appropriate level of performance improvement action.
Client Services & Talent Development: General Talent Management Support	<u>Responsibility:</u> Provide basic coaching to people leaders, provide support and policy, procedures and guidelines, ensuring consistent application across the division. Understand employee engagement needs, facilitate engagement strategies with division leaderships, applicable HR partners, and assist in implementing change management strategies. <u>Approval Requirement:</u> None

Compensation	<u>Responsibility:</u> Provide basic guidance regarding staff compensation policies and mechanisms. Support managers to identify appropriate compensation action and division approval requirements. Monitor internal equity and ensure consistency across all compensation and hiring actions. Coordinate division processes and budget approvals by ensuring timely and accurate documentation, compliance with established policies and completion of all required approvals. Provide guidance to supervisors on how to ensure that required job certifications and licenses are properly monitored, maintained, and kept current. <u>Approval Requirement:</u> Document approval (Personnel Action, SPET)
Labor Employee & Relations: Employee Relations	<u>Responsibility:</u> Basic knowledge of employee complaint procedures. Support review of concerns referred by centralized compliance offices (e.g. HR, CEEEO). Ensure employee and management concerns are addressed timely and efficiently. Escalate significant employee relations concerns to appropriate support offices (HR, CEEEO, Audit, HSC Compliance), for claims such as retaliation, severe bullying, threats of violence or violence. Ability to conduct effective fact-finding by collecting and analyzing relevant information, assessing evidence, and identifying key issues to support informed decision-making.
Labor Employee & Relations: Labor Relations	<u>Responsibility:</u> Basic knowledge of collective bargaining agreements, ability to identify represented employees, guide managers, and employees on the CBA requirements. Ensure division process and actions comply with CBA requirements. Be familiar with the grievance process and understand the applicable procedures, timelines, and responsibilities associated with handling grievances. Consult your HR Consultant or Labor Employee Relations (LER) representative if you have any questions regarding the interpretation or application of a Union Collective Bargaining Agreement (CBA) or related labor relations matters. <u>Approval Requirement:</u> None
Talent Acquisition: Staff Hiring	<u>Responsibility:</u> Provide basic guidance to division regarding UNM hiring policies, guidelines, and best practices including reviewing postings, interview questions, and general recruitment strategies. Facilitates division hiring approval requirements. Coach search coordinators on skill gaps and division hiring requirements. Monitor internal equity and ensure consistency across all compensation and hiring actions. <u>Approval Requirement:</u> Hiring document approvals (hiring incentive requests and SPET)
Talent Development: Learning and	<u>Responsibility:</u> Understand the division's overall workforce planning needs, identifying skills needs and gaps. Refer employees to established talent development programs or partner with HR Talent Development to implement learning and development programs. Ensure division compliance with University mandatory training requirements.

Development
Programs

Approval Requirement: None