

Skills required for key HRM jobs in Sri Lanka: an explorative study of newspaper advertisement

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Abstract:-

Skills are indispensable for successful performance on any job in any field. HRM jobs are critical as they influence on making sure that organizations have right employees to do right jobs at the right time in the right way. It has been generally observed that there is a gap in the empirical knowledge with regard to the skills requirements for key HRM jobs. Therefore the objectives of this study were to explore the skills requirements for key HRM jobs in terms of numbers; and to develop some theoretical formulations of skills requirements for key HRM jobs in Sri Lanka. Findings revealed that the skills requirement is one of the very important requirements in selecting people for key HRM jobs. In connection with the skills nine (09) core skills were uncovered in addition to the number of skills. The findings have implications which are useful for all stakeholders of HRM especially job seekers and organizations in Sri Lanka.

Keywords:- Explorative Study, Key HRM Jobs, Skills

1. Introduction

Organizations are indispensable for people as they generate goods and services needed by them in order to maintain and enhance standard of living. As there are no people less organizations each organization is in need of procuring right employees in terms of skills to perform in the way that meets its strategic needs. In this paper working definition of skill is an individual's capability or ability of performing a certain task or a role or a job successfully. Skills include all capabilities which should be possessed by a person to be a successful employee who can perform right

doing and right applying. They enable the person to do the job in the expected way.

Human Resource Personnel are required to possess right skills in order to perform specific roles such as advisor, auditor, innovator, adapter, mediator, and policy formulator. They should be capable of performing all the traditional functions of HRM including job design, job analysis, human resource planning, recruitment, selection, hiring, induction, performance evaluation, training and development, career management, pay management, incentives management, welfare management, management of employee movement, discipline management, health and

safety management, grievance management and labour relations. Human resource professionals are critical for an organization as they are instrumental in generating and retaining an appropriate and contented employee force, which gives the maximum individual contribution to organizational success.

This paper has its focus on skills required by Sri Lankan organizations from HR personnel or for key HRM jobs. Sri Lankan literature in connection with HRM field reveals that there is a considerable gap in the empirical knowledge with regard to the above phenomenon. In order to fill this empirical knowledge gap to a sufficient extent, this paper addresses the following two specific research questions:

1. What are the skills needed or expected by the organizations which are operating in Sri Lanka for key HRM jobs? and
2. Is it possible to develop some theoretical formulations so as to understand skills requirements for key HRM jobs in Sri Lanka?

2. Objectives of the Study

Objectives of this study were:

1. To explore the skills requirements for key HRM jobs in terms of numbers; and
2. To develop some theoretical formulations of skills requirements for key HRM jobs in Sri Lanka.

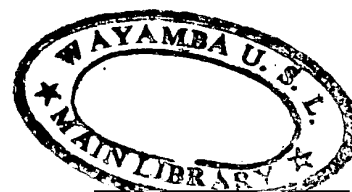
3. Literature Review

By using an approach that is selective rather than comprehensive, an attempt was made to do a literature review in connection with the pertinent phenomenon. Based on the review, following Exhibit 1 was developed showing a list of skills emphasized by the different scholars for the HR professionals so that they

can perform HRM jobs in an efficient and effective manner.

Exhibit 1 Overall Items of Skills needed to the HRM Professionals

Authors	Skills
Ulrich, Brockbank and Yeung, (1989/90) as in Fisher et al. (1997), p.32	<i>Strategic Thinking/Contribution Business Capabilities Human Resource Practices Managing the Change Process</i>
Bergman (1992) as in Carrel et al.(1995), p.35	<i>Communication skills Interpersonal skills Analytical skills Listening skills Organizational skills HR knowledge General business knowledge Planning skills Management skills Good judgment/common sense Flexible/resilient Leadership HR law knowledge Interviewing/selection skills Practical experience Action oriented Innovative thinking Group dynamics Problem solving</i>
Arthur Young, Wayne Brockbank, and Dave Ulrich, (1994) as in Sherman et al. (1998), p.31	<i>Business mastery</i> <ul style="list-style-type: none"> • Business acumen • Customer orientation • External relations <i>HR mastery</i> <ul style="list-style-type: none"> • Staffing • Performance appraisal • Rewards system • Communication • Organisation design <i>Change mastery</i> <ul style="list-style-type: none"> • Interpersonal skills and influence • Problem solving skills • Innovativeness and creativity



	<p><i>Personal credibility</i></p> <ul style="list-style-type: none"> • Trust • Build Personal relationships • Live the values • Courage
Wells (2003) as in Dessler, (2005), pp.16-17	<p><i>HR proficiencies</i> <i>Business proficiencies</i> <i>Leadership proficiencies</i> <i>Learning proficiencies</i></p>
Sanghi (2004), pp.53-55	<p><i>HR knowledge</i> <i>HR skills</i> <i>Personal Attitudes and Values</i></p>
Tapomoy Deb(2006), pp. 17-18	<p><i>Managerial Qualities</i></p> <ul style="list-style-type: none"> • Intelligence • Conceptual Clarity • Analytical Skills • Motivational Skills • Emotional Maturity • Business Acumen • Professional Integrity <p><i>Professional Qualities</i></p> <ul style="list-style-type: none"> • Empathy • Communications Skill • Human Relations Skill • Knowledge • Responsiveness • Presentation • Management of Change and Culture
Noe et al. (2007), pp.13-14	<p><i>Human relations skills</i> <i>Decision-making skills</i> <i>Leadership skills, and</i> <i>Technical skills</i></p>
Opatha (2009), p.52	<p><i>Technical competence</i> <i>Human relations competence</i> <i>Conceptual competence</i> <i>Intelligence</i> <i>Appropriate personality</i> <i>Individual good character</i> <i>Personal/self management competencies</i></p>

4. Research Methodology

An exploratory study was conducted by using eight selected key HRM job related employment advertisements appeared in the Sunday Observer newspaper for the period of 3 years (2006, 2007 and 2008). Due to exploratory nature of this study, researchers have applied population survey as an approach for data collection, because it covers all the job advertisements which are related to eight selected key HRM jobs during the period of 2006 to 2008. All together 963 job advertisements were considered. This study was longitudinal in time horizon. The unit of analysis of this study was HRM related job advertisement. The extent of the researchers' interference in this study was minimal as there had not been any manipulation and control of variables. This study was carried out in a natural (non-contrived) environment where events occurred normally. By using comprehensive and systematic content analysis along with descriptive statistics, results and findings were generated in this study.

5. Results and Findings

During the three years under the study, i.e. 2006, 2007 and 2008, a total of 2109 HRM job advertisements were published in the Sunday Observer Newspaper. These advertisements were made by the organizations which are operating in Sri Lanka in all the sectors. Out of 2109 advertisements 963 were related to the selected key HRM jobs which included Director-HR, Group Human Resource Manager, Head-HRM, Manager-HRM, HR Executive, HR Officer, Training Manager and Recruitment Manager. By exploring all the data in the light of research objectives results and findings were obtained.

Number of job advertisements and number of job vacancies relating to the advertisements for the selected 08 key jobs under study are given in Table 1. According to the Table, the highest number of job advertisements and vacancies were relevant to the key job of HR Manager. The next highest number of advertisements and vacancies were relevant to the key job of

HR Executive. Job of HR Executive is critical as a basic level job for a person who wants to excel in the HRM profession. Also the job of HR Manager is critical as a major post-level job for a young person who aspires to reach the zenith of the HR profession. Generally the job of HR Manager becomes a long term career goal and the job of HR Executive becomes a short term career goal for a person who wishes to have an excellent career in the field of HRM in Sri Lankan context [in some countries like USA and Canada job title *HR Executive* is applied to a top level job in the management hierarchy, not to a lower level job (Stone and Meltz, 1983, Ivancevich, 1992)]. Tables numbered from 2 to 9 provide expected skills requirements for key HRM jobs in Sri Lanka.

HR Officer				
No. of Job Ads	27	35	28	90
No. of Job Vacancies	35	36	30	101
Training Manager				
No. of Job Ads	12	14	27	53
No. of Job Vacancies	14	14	27	55
Recruitment Manager				
No. of Job Ads	08	10	15	33
No. of Job Vacancies	08	11	17	36
Note: Excluding Repetition				

Table 1 Key HRM Jobs: Number of Job Advertisements/Vacancies

Selected Key HRM Jobs	Year			Total
	2006	2007	2008	
HR Director				
No. of Job Ads	07	20	11	38
No. of Job Vacancies	07	20	11	38
Group HR Manager				
No. of Job Ads	07	06	05	18
No. of Job Vacancies	07	06	05	18
Head-HRM				
No. of Job Ads	08	08	07	23
No. of Job Vacancies	08	08	07	23
HR Manager				
No. of Job Ads	116	139	130	385
Number of Job Vacancies	122	147	160	429
HR Executive				
No. of Job Ads	101	120	102	323
No. of Job Vacancies	117	159	132	408

1. Director Human Resources

Table 2 Skills: Director-HRM

#	Types of Skills	Count
01	Strong Leadership Skills	23
02	Sound/Good Interpersonal Skills	13
03	Excellent Communication Skills	13
04	Computer Literate/IT/ICT Competency	11
05	Strategic Management Skills	07
06	Analytical Skills	07
07	Good Writing Skills	07
08	Management Skills	06
09	Skills in Planning and Organizing	04
10	Human Relationship Skills	04
11	Skills in HR/HRM	04
12	Skills in Handling Multiple Priorities	03
13	Decision Making Skills	03
14	Team Building Skills	03

15	Organisational Skills	03
16	Administrative Skills	03
17	Advisory Skills	02
18	Negotiation Skills	02
19	Driving skills	02
20	Influencing skills	02
21	Presentation Skills	02
22	HR Competencies	02
23	Working Under Pressure and Long Hours	02
24	Coaching skill	02
25	Mentoring skill	02
26	Delegating skill	02
27	Skill in Bring Out the Best in Others	01
28	Social Skills	01
29	Skills in Conflict Management	01
30	Skills in Adaptation	01

2. Group Human Resource Manager

Table 3 Skills: GHRM

#	Types of Skills	Count
01	Good Communication Skills	06
02	Skills in HRM/key HR functions	05
03	Leadership Skills	04
04	IT/Computer Skills	03
05	People Skills	03
06	Writing Skills	03
07	Public Relation Skills	03
08	Interpersonal Skills	02
09	Organisational Skills	02
10	Excellent Managerial Skills	02
11	Problem Solving Skills	01
12	Conflict Resolution Skills	01
13	Time Management Skills	01
14	Conceptual Skills	01

3. Head of Human Resource (Head-HRM)

Table 4 Skills: Head-HRM

#	Types of Skills	Count
01	Excellent Communication Skills	15
02	Excellent Interpersonal Skills	12
03	Computer Literate/Computer Skills	06
04	Leadership Skills	05
05	Analytical Skills	04
06	Negotiation Skills	03
07	Strong Human Relation/People Skills	02
08	Report Writing Skills	02
09	Dealing with the Management Staff at All Levels Effectively	02
10	Presentation Skills	02
11	Counselling Skills	02
12	"Make-it-happen" Skills	01
13	Working Under Pressure	01
14	Excellent Public Relations Skills	01
15	Team Working Skills	01
16	Capacity Building Skills	01
17	Travelling	01
18	Management and Organisational Skills	01
19	Skills in handling Grievances	01
20	Consultative Skills	01
21	Influencing skills	01

4. Human Resource Manager (Manager HRM)

Table 5 Skills: HR Manager

#	Types of Skills	Count
01	Communication Skills	136
02	Competency in English Language	131
03	IT Literate/ IT Skills/IT Savvy	107
04	HR/HRM Skills	89
05	Interpersonal Skills	75
06	Motivation Skills	47
07	Leadership Skills	39
08	People/Human Relations Skills	31
09	Counselling Skills	26

10	Working Independently	25
11	Problem Solving Skills	24
12	Team Working Skills	19
13	Planning, Organizing and Coordinating Skills	17
14	Working Under Pressure	15
15	Administrative Skills	15
16	Analytical Skills	13
17	Coaching Skills	13
18	Conflict Handling Skills	13
19	Management skills	12
20	Negotiation Skills	12
21	Management Capability/Managerial Skills	11
22	Interaction Skills	10
23	Working Long Hours	10
24	Decision Making Skills	10
25	Organizational Competency/Organisation(al) Skills	10
26	Presentation Skills	09
27	Public Relations Skills	09
28	Conceptual Skills	08
29	Dealing with Multidisciplinary Teams	07
30	Skills in Managing Teams	07
31	Liaising	06
32	Aptitude and Competencies for Problem Solving	06
33	Inspiring others	05
34	Skills in Working Across Cultures	05
35	Influencing Skills	05
36	Performance Management Skills	05
37	Skill in Prioritization/Capability	05
38	Time Management Skills	05
39	Influencing Skills	04
40	Reporting(writing) Skills	04
41	Team Building Skills	04
42	Assimilate Concepts	03
43	Balance Business and Employee needs	03
44	Conduct the Prosecution at Disciplinary Inquiry	03
45	Listen Objectively	03

46	Work Confidentiality	03
47	Work Resourceful	03
48	Capacity Building Skills	03
49	Data Management Skills	03
50	Diplomatic Skills	03
51	Interpreting Skills	03
52	Mentoring Skills	03
53	Persuasion Skills	03
54	Strategic Thinking Skills	03

5. Human Resource Executive

Table 6 Skills HR Executive

#	Types of Skills	Count
01	Excellent Communication Skills	131
02	Excellent Command in English(Written and Spoken)	121
03	IT/Computer Literate	114
04	HR/HRM Skills	68
05	Interpersonal Skills	50
06	Human Relation Skills/People Management Skills	48
07	Work Independently	25
08	Leadership Skills	22
09	Motivational Skills	21
10	Counselling Skills	20
11	Planning, Organising and Coordinating Skills	18
12	Coaching Skills	13
13	Administrative Skills	10
14	Analytical Skills	10
15	Public Relation Skills	10
16	Working Under Pressure	09
17	Presentation Skills	06
18	Problem Solving Skills	04
19	Sound Negotiation skills	04
20	Manage Multiple Priorities and Meet Deadlines	03
21	Time Management Skills	02
22	Influencing Skills	01
23	Take Responsibility	01
24	Translate Ideas and Thoughts to Economically Feasible Activities	01
25	Team Building Skills	01

6. Human Resource Officer (HR Officer)

Table 7 Skills: HR Officer

#	Types of Skills	Count
01	Excellent Command in English(Written and Spoken)	34
02	IT/Computer Literate	31
03	Excellent Communication Skills	21
04	Report Writing Skills	09
05	Prioritize Multiple Tasks and Meet Deadlines	06
06	Strong Interpersonal Skills	05
07	HR/HRM Skills	04
08	Administrative Skills	04
09	Analytical Skills	04
10	Human Relation Skills/People Management Skills	03
11	Advising skills	03
12	Secretarial Skills	02
13	Sound Negotiation Skills	02
14	Commercial Awareness/Acumen	02
15	Team Building Skills/Team Skills	02
16	Organisational and Methodical Skills	01
17	Public Relation Skills	01
18	Skills in System	01
19	Leadership Skills	01
20	Logical Thinking Skills	01

7. Training Manager

Table 8 Skills: Training Manager

#	Types of Skills	Count
01	Excellent Communication Skills	16
02	Excellent Command in English(Written and Spoken)	13
03	IT/Computer Literate	12
04	Presentation Skills	05
05	Training Skills	04
06	Strong Interpersonal Skills	03
07	Assist the Management in Developing Competencies of the Staff	03

08	Working Independently	02
09	Leadership Skills	02
10	Lead Teams	02
11	Report Writing Skills	02
12	HR/HRM Skills	02
13	Planning, Organising and Coordinating Skills	01
14	Human Relation Skills/People Management Skills	01
15	Team Building Skills/Team Skills	01

8. Recruitment Manager

Table 9 Skills: Recruitment Manager

#	Type of Skills	Count
01	Excellent Communication Skills	09
02	Excellent Interpersonal skills	06
03	Computer Literacy /IT skills	06
04	Working long hours	02
05	Networking Skills	01
06	Strong Leadership skills	01
07	Analytical Skills	01
08	Technical skills in recruitment	01
09	Working in multi-disciplinary teams	01
10	Working independently	01
11	Handling extensive work pressures	01
12	Presentations skills	01

6. Discussion

By using content analysis, lists of skills were developed for selected HRM jobs and which were presented under the results and findings. The detail list of skills was presented in the Appendix 1. By analysing and investigating those skills, two formulations were possible to create. First, it was possible to identify the top five skills needed to perform each HRM job and second it was possible to group all the skills identified into certain common categorical labels. Exhibit 2 gives identified top five skills needed to perform each HRM job.

Exhibit 2 Skills and HRM Jobs

#	Top Five skills needed to perform each HRM job
01	Director-HR/HRM :No. of contents - 30
	Strong Leadership Skills
	Sound/Good Interpersonal Skills
	Excellent communication Skills
	Computer/IT/ICT competency
	Strategic Management Skills
02	Group HR Manager: No. of contents-14
	Good Communication Skills
	Skills in HRM/Key HR functional competencies
	Leadership Skills
	IT/Computer Skills
	People Skills
03	Head of HR: No. of contents -21
	Excellent Communication Skills
	Excellent Interpersonal Skills
	Computer Literate/Computer Skills
	Leadership Skills
04	HR Manager: No. of contents -54
	Communication Skills
	Competency in English Language
	IT/Computer Literate
	HR/HRM Skills
05	HR Executive: No. of contents -25
	Communication Skills
	Excellent command in English Language
	IT/Computer Literate
	HR/HRM Skills
06	HR Officer: No. of contents -20
	Excellent command in English Language
	IT/Computer Literate
	Excellent Communication Skills
	Report Writing Skills
	Prioritize multiple Task and Meet Deadlines

07	Training Manager: No. of contents - 15
	Excellent Communication Skills
	Excellent command in English Language
	IT/Computer Literate
	Presentation Skills
08	Recruitment Manager: No. of contents -12
	Excellent Communication Skills
	Excellent Interpersonal skills
	Computer Literate/IT Skills
	Working Long Hours
	Networking Skills

From the Exhibit 2 it is possible to mention that the most important common skills expected by the Sri Lankan organizations from HR personnel are *communication and language skills, leadership skills, skills in handling IT/ICT/computer resources or facilities, generalized or specialized skills in HR/HRM (Technical skills) and skills in dealing with people (interpersonal skills)*.

Every HR professional is supposed to engage in communication with people at work in the organization. As a sender of messages he/she must possess right capability of encoding ideas or concepts and as a receiver he/she must possess right capability of decoding messages sent by others. In fact every function in HRM and Management demands a certain form of communication. English language skill has been given with a top priority and this may be due to the reasons that language of business in Sri Lankan firms is English, practice of e-business needs English skill and doing international business requires English skill essentially.

IT skill has become essential due to the reason of computerization of business functions and activities. Many decisions with regard to HRM functions are being increasingly computerized as programmed decisions in most of the Sri Lankan firms necessitating IT skill.

A main aspect of HRM is *Soft* aspect which is mainly concerned with leadership which has been generally accepted as an essential capability to achieve excellent performance at job, unit, department and organizational levels. This skill becomes indispensable especially for top positions in HRM. Indeed top HRM professional in the organization is responsible for developing leadership skill in all employees who have high potential to develop. Resultantly HR professional needs to possess an excellent leadership skill in order to not only lead others but also to develop that skill among others by performing training and development function successfully.

Technical capability in HRM is regarded as the *sine qua non* of excellent job performance on a HRM position. A person with high degrees of other skills but without a high degree of HRM technical skills becomes ineffective and inefficient in performing on HRM arena. As it is a pre-requisite some HRM recruitment advertisements do not specify it. This may be the reason for relatively lesser number of counting this skill from the content analysis.

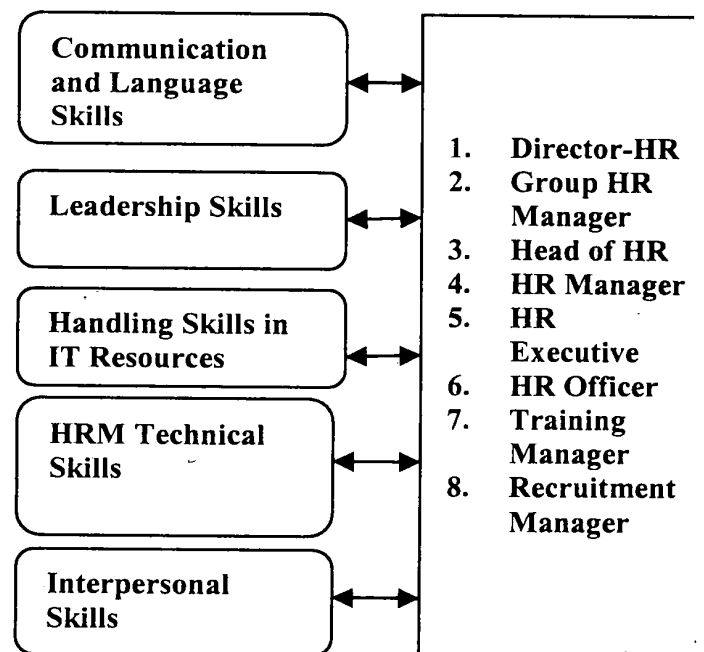
Interpersonal skills have become a top skill requirement and it may be due to the reasons that HR professional has to work with others and get things done others (specially line and other staff managers) and he/she is supposed to be instrumental in creating and improving interpersonal skills within every employee in the organization. Figure 1 shows linkage between top skills and key HRM jobs.

The second task was to group those identified skills into certain common categorical labels. As the output of this task execution, an overall list of skills or a skill set was developed by considering similarities and common features among those skills and this list has been given in Appendix 1. From that list researchers have figured out nine types of core skills needed to perform HRM jobs in efficient and effective manner (see Figure 2) in Sri Lanka.

Regarding skills of HRM professionals authors namely Ulrich et al (1997), Bergman (1992), Arthur Young et al (1998), Wells (2003), Sanghi (2004), Deb (2006) Noe et al (2007)

and Opatha (2009) have prescribed certain types of skills which are needed for the HRM professionals (see Exhibit 1 in literature review section). The findings of this study also resulted in identification of individually 97 (overall/summary) skills and further presentation of nine (09) types of core skills (skill set) needed to perform HRM jobs from those 97 skills based on their similar and dissimilar natures. In general, results of this study show similar skills identified by the above mentioned scholars plus some additional skills which are regarded as necessary in the Sri Lankan context.

Figure 1 Linkage between Top Skills and Key HRM Jobs

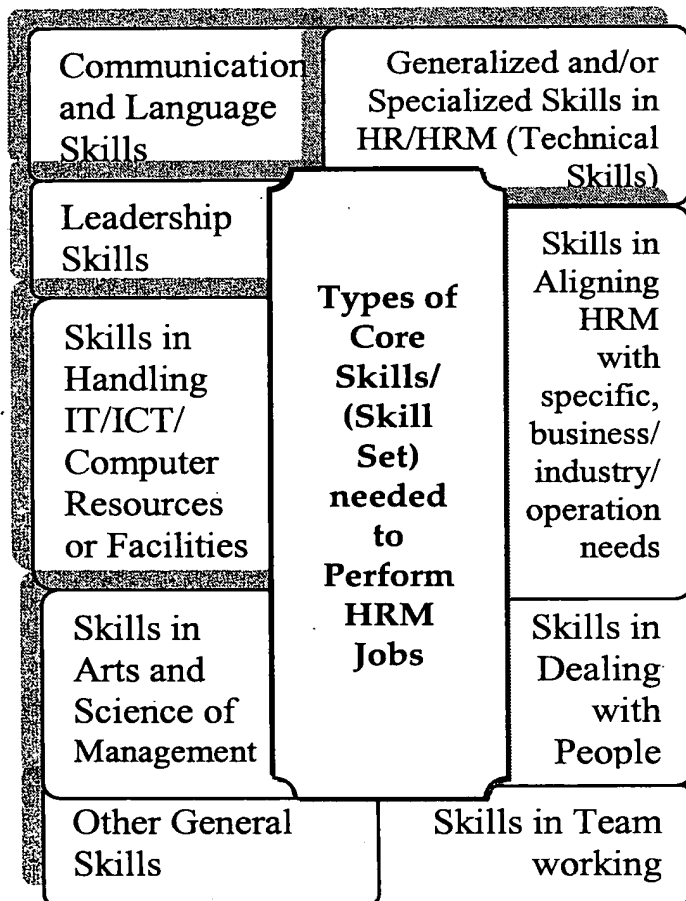


7. Conclusion

Content analysis of the relevant 963 newspaper recruitment advertisements revealed 97 skills which are expected by Sri Lankan organizations for 08 key HRM jobs. There are 30 skills related to the post of HR Director, 14 skills related to the Group HR Manager, 21 skills related to Head of HRM, 54 skills related to the HR Manager, 25 skills related to the HR Executive, 20 skills related to the HR Officer, 15 skills related to the Training Manager, and 12 skills related to the post of Recruitment Manager. The most important five skills for each key HRM job include communication and

language skills, leadership skills, skills in handling IT/ICT/computer resources or facilities, generalized or specialized skills in HR/HRM (Technical skills) and skills in dealing with people (interpersonal skills). The 09 key categories of skills called core skills were identified through classification and they include communication and language skills, leadership skills, skills in handling IT/ICT/computer resources or facilities, generalized or specialized skills in HR/HRM (technical skills), skills in dealing with people, skills in arts and science of management, skills in team working, skills in aligning HRM with specific, business/industry/operation needs, and other general skills.

Figure 2 Types of Core Skills Needed to Perform HRM Jobs in Sri Lanka



There are direct implications from the results of the study on all relevant stakeholders. A person to be called a right HR professional must possess identified types of core skills to a high extent. A special treatment needs to be given to those five most important skills for each HRM job. Currently working HRM

professionals are in need of enhancing relevant skills in order to be promoted to jobs of higher responsibilities. Those who are currently seeking employment opportunities and students who expect to seek jobs in future in the field of HRM are supposed to get prepared for generating and enhancing those skills so as to increase the likelihood of getting selected for the relevant job vacancies. Teachers and trainers should take into account of these results in order to develop a good curriculum of HRM to educate individuals today to become tomorrow's successful professionals in HRM. Also findings are useful for improving relevance and quality of learning resources for students of HRM. The findings have some usefulness for employers to recruit, select, hire and induct right people for HRM jobs.

There are avenues for further investigation by collecting primary data as the data used in this study were only secondary data. Further to carry out similar studies in other fields of business management including marketing, finance, operation, business information technology etc seems to be an interesting venue. To conduct an in-depth study for the purpose of revealing specific dimensions and elements of the most important skills is another suggestion for future studies.

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- Appendix 1: Types of Core Skills (Skill Set) needed to perform HRM jobs**
1. **Communication and Language Skills**
 - 1.1 Excellent/ Good Communication Skills
 - 1.2 Competency in English Language
 - 1.3 Excellent Command in English (Written and Spoken/verbal)
 - 1.4 Competency in Local Languages (Shinhala/Tamil)
 - 1.5 Good Writing Skills
 - 1.6 Negotiation Skills
 - 1.7 Presentation Skills
 - 1.8 Report writing Skills
 - 1.9 Reporting Skills
 - 1.10 Listen Objectively
2. **Leadership Skills**
 - 2.1 Strong Leadership Skills
 - 2.2 Skills in Adaptation
 - 2.3 Strategic Thinking Skills
 - 2.4 Leadership Talent
 - 2.5 Lead Teams
 3. **Skills in Handling IT/ICT/Computer Resources or Facilities**
 - 3.1 Computer Literate
 - 3.2 IT Literate
 - 3.3 IT/ICT Competency
 - 3.4 IT/Computer Skills
 - 3.5 IT Savvy
 - 3.6 Data Management Skills
 4. **Generalized or Specialized Skills in HR/HRM (Technical Skills)**
 - 4.1 HR/HRM: Skills (Skills in HR/HRM)
 - 4.2 HR Competencies
 - 4.3 Coaching Skills
 - 4.4 Mentoring Skills
 - 4.5 Skills in Key HR Functional Competencies
 - 4.6 Counselling Skills
 - 4.7 Capacity Building Skills
 - 4.8 Handling Grievances
 - 4.9 Performance Management Skills
 - 4.10 Balance Business and Employee needs
 - 4.11 Conduct th Prosecution at Disciplinary Inquire
 - 4.12 Training Skills
 - 4.13 Assist the Management in Developing Competencies of the Staff
 - 4.14 Technical skills in Recruitment
 5. **Skills in Managing/Dealing with People**
 - 5.1 Skills in Dealing with People
 - 5.2 Skills in Dealing with the Management Staff at all Levels Effectively

- | | | | |
|-----------|---|-----------|--|
| 5.3 | Influencing Skills | | Solving |
| 5.4 | Interaction Skills | 6.22 | Problem Solving Skills |
| 5.5 | Work Confidentiality | 6.23 | Decision Making Skills |
| 5.6 | Advisory Skills | 6.24 | Effective Time Management Skills |
| 5.7 | Consultative Skills | 6.25 | Excellent Managerial Skills |
| 5.8 | Diplomatic Skills | 6.26 | Interpreting Skills |
| 5.9 | Human Relationship Skills | 6.27 | Logical Thinking Skills |
| 5.10 | Networking Skills | 6.28 | Management Skills/Capability |
| 5.11 | Persuasion Skills | 6.29 | Management and Organisational Skills |
| 5.12 | Public Relation Skills | 6.30 | Organisational and Methodical Skills |
| 5.13 | Skills in Conflict Management/ Conflict Resolution Skills/ Conflict Handling Skills | 6.31 | Organizational Competency/Organisation(al) Skills |
| 5.14 | Social Skills | 6.32 | Skills in System |
| 5.15 | Sound/Good Interpersonal Skills | 6.33 | Strategic Management Skills |
| 5.16 | Strong Human Relation /People Skills | 6.34 | "Make-it-happen" Skills |
| | | 6.35 | Secretarial Skills |
| 6. | Skills in Arts and Science of Management | 7. | Skills in Team Working |
| 6.1 | Conceptual Skills | 7.1 | Skills in Managing Teams |
| 6.2 | Assimilate Concepts | 7.2 | Team Building Skills |
| 6.3 | Skills in Bringing Out the Best in Others | 7.3 | Team Skills |
| 6.4 | Delegation Skills | 7.4 | Team Working Skills |
| 6.5 | Inspiring Others | 7.5 | Dealing with Multidisciplinary Teams |
| 6.6 | Liaising | 7.6 | Working in multi-disciplinary teams |
| 6.7 | Meet Deadlines | 8. | Skills in Aligning HRM with specific, business/industry/operation needs |
| 6.8 | Motivation Skills | 8.1 | Commercial Awareness |
| 6.9 | Planning, Organizing and Coordinating Skills | 8.2 | Business Acumen |
| 6.10 | Prioritize Multiple Tasks /Skills in Prioritization | 8.3 | Market Intelligent |
| 6.11 | Handling Multiple Priorities | 9. | Other General Skills |
| 6.12 | Take Responsibility | 9.1 | Travelling |
| 6.13 | Translate Ideas and Thoughts to Economically Feasible Activities | 9.2 | Driving Skills (Drive Vehicles) |
| 6.14 | Working in Across Cultures | | |
| 6.15 | Work Independently (or with minimum supervision) | | |
| 6.16 | Working Long Hours | | |
| 6.17 | Working Resourceful | | |
| 6.18 | Working under Pressure | | |
| 6.19 | Administrative Skills | | |
| 6.20 | Analytical Skills | | |
| 6.21 | Aptitude and Competencies for Problem | | |