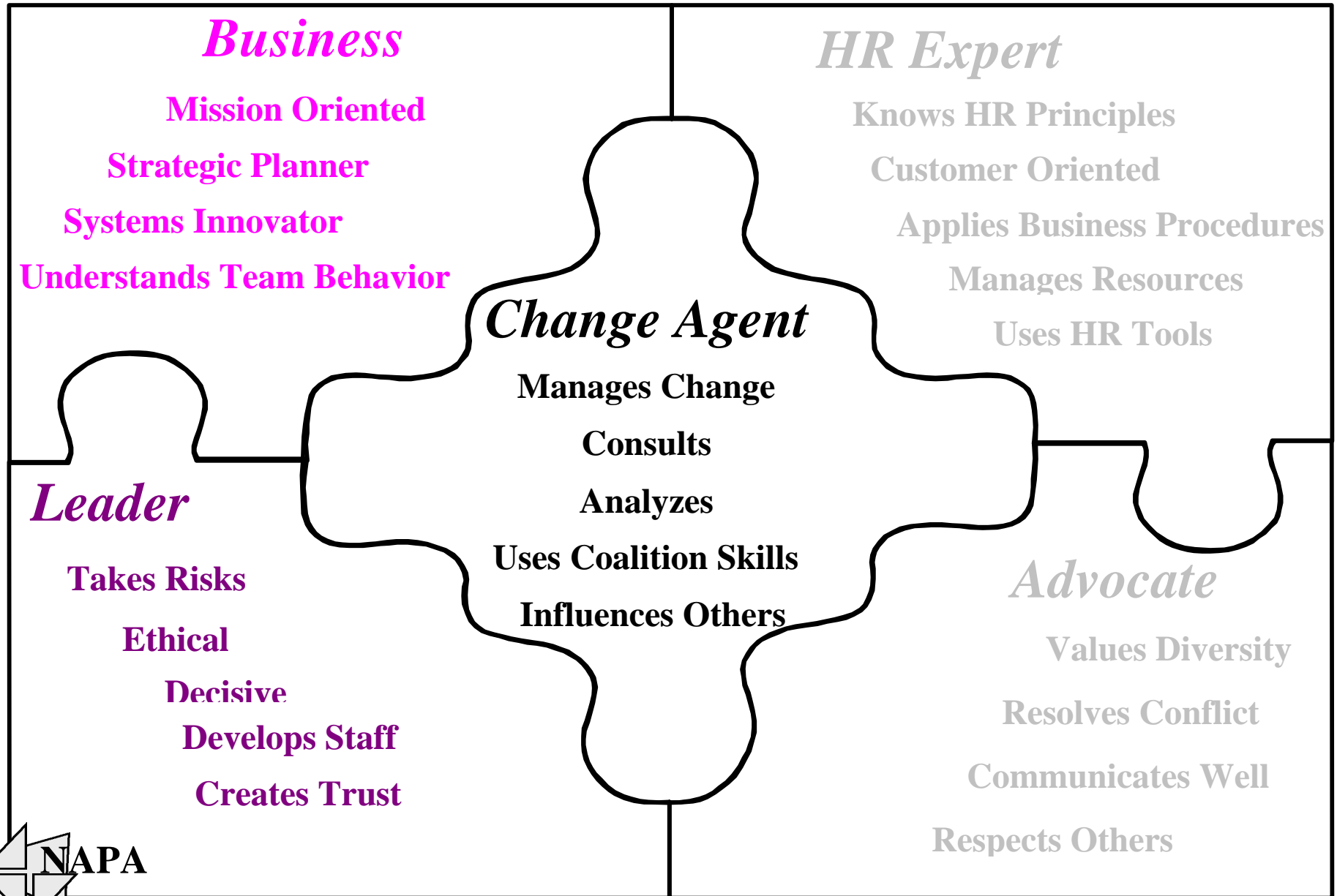


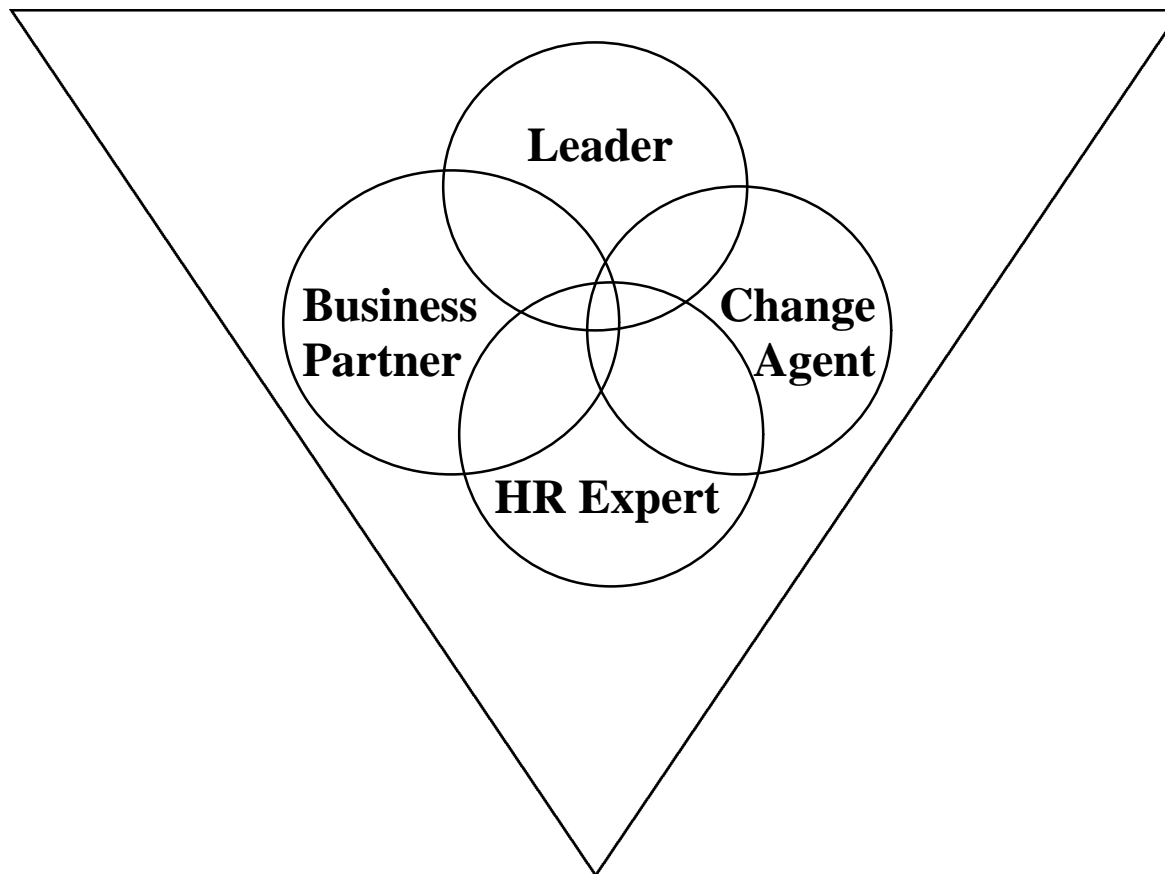
# Competency Model for HR Professionals



*International Personnel Management Association*

# **HR COMPETENCY MODEL**

## **Relationship of HR roles in the model**



\*IPMA Model provided by Patrick A. Parsons, SPHR

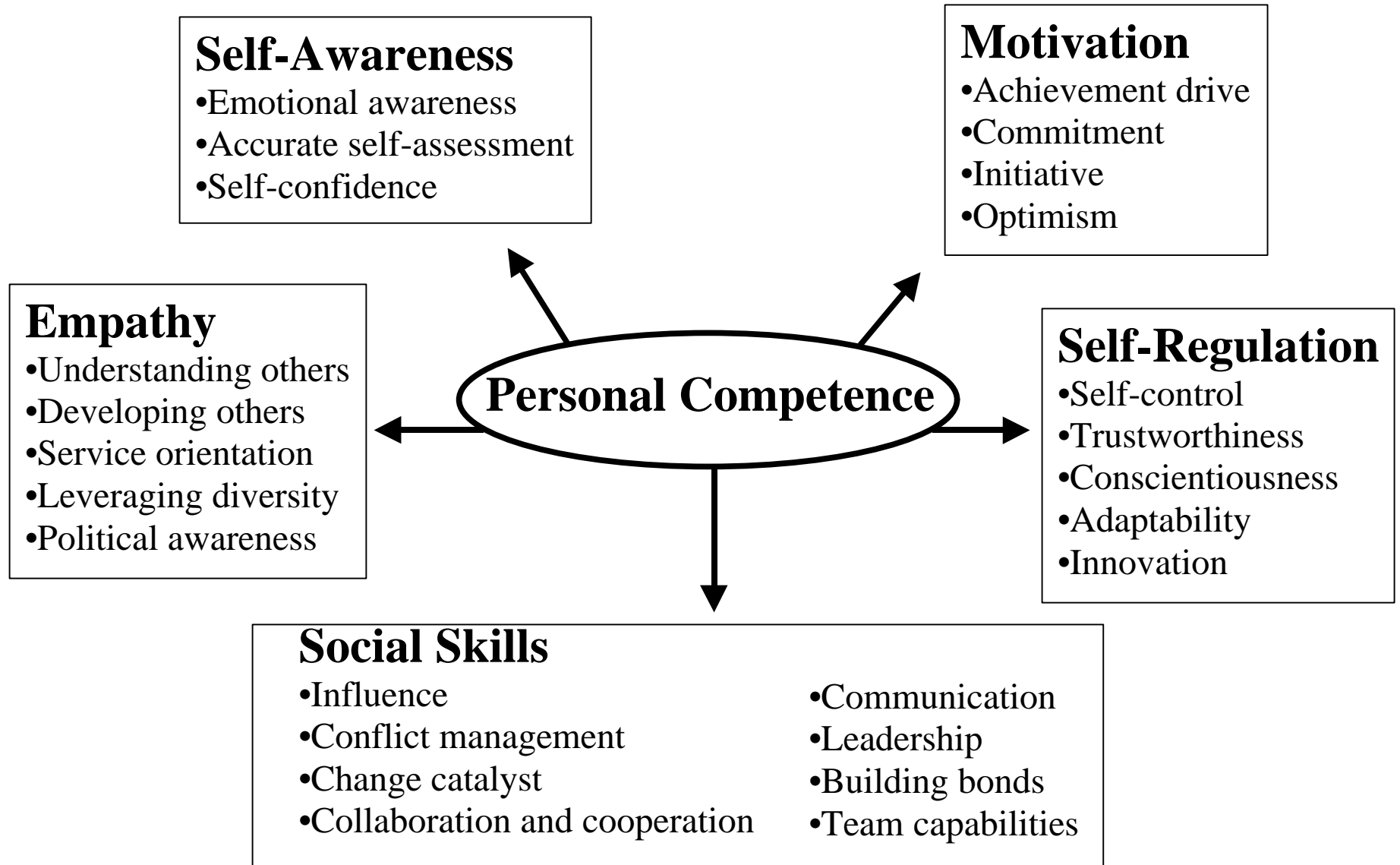
**OPM Personnel Resources and Development Center  
HUMAN RESOURCES COMPETENCY MODEL**

<b>Role</b>	<b>Competency</b>	<b>Demonstrates</b>	<b>Activity</b>
<b>STRATEGIC PARTNER</b>	<ul style="list-style-type: none"> <li>• <i>Organizational Awareness</i></li> <li>• <i>Problem Solving</i></li> <li>• Customer Service</li> <li>• Stress Tolerance</li> <li>• Oral Communication</li> </ul>	<ul style="list-style-type: none"> <li>• Understanding of public service environment</li> <li>• Knowledge of agency’s mission</li> <li>• Knowledge of organizational development principles</li> <li>• Understanding on client’s organizational culture</li> <li>• Knowledge of business system thinking</li> <li>• Understanding of business process &amp; how to change and improve efficiency and effectiveness</li> <li>• Innovation &amp; encourages risk-taking</li> </ul>	<ul style="list-style-type: none"> <li>• Interacts with customers in a way that demonstrates customer concerns and problems are heard, builds confidence and trust</li> <li>• Links HR policies and programs to the organization’s mission &amp; service outcomes</li> <li>• Applies organizational development principles</li> <li>• Adapts HR services to the client’s organizational culture</li> <li>• Designs and/or carries out HR services that incorporate business system applications</li> <li>• Uses HR principles that change business processes to improve its efficiency and effectiveness</li> </ul>
<b>LEADER</b>	<ul style="list-style-type: none"> <li>• Decision Making</li> <li>• <i>Planning &amp; Evaluation</i></li> <li>• <i>Conflict Management</i></li> <li>• Self-Management</li> <li>• Self-Esteem</li> <li>• Oral Communication</li> </ul>	<ul style="list-style-type: none"> <li>• Analytic, strategic &amp; creative thinking</li> <li>• Knowledge of staff &amp; line roles</li> <li>• Knowledge of business system and information technology</li> </ul>	<ul style="list-style-type: none"> <li>• Acts decisively</li> <li>• Manages resources e.g. human, funds, equipment</li> <li>• Applies conflict resolution methods in organizational situations</li> <li>• Uses consensus &amp; negotiation coalition building skills to improve overall communication</li> </ul>
<b>EMPLOYEE CHAMPION</b>	<ul style="list-style-type: none"> <li>• <i>Flexibility</i></li> <li>• <i>Teaching Others</i></li> <li>• <i>Learning</i></li> <li>• Interpersonal Skills</li> <li>• Oral Communication</li> </ul>	<ul style="list-style-type: none"> <li>• Develops employee &amp; agency’s relationships</li> <li>• Understands, values, &amp; promotes diversity</li> <li>• Balances both agency’s &amp; employees’ demands &amp; resources</li> </ul>	<ul style="list-style-type: none"> <li>• Develops other’s talents to maximize human potential</li> <li>• Mentors individuals to develop talent</li> <li>• Assesses &amp; balances competing values e.g., policies &amp; mission needs</li> <li>• Builds trust relationships</li> </ul>
<b>TECHNICAL EXPERT</b>	<ul style="list-style-type: none"> <li>• <i>Technical Competence</i></li> <li>• <i>Legal, Government, &amp; Jurisprudence</i></li> <li>• <i>Personnel &amp; Human Resources</i></li> <li>• <i>Information Management</i></li> <li>• <i>Arithmetic*</i></li> <li>• <i>Mathematical Reasoning*</i></li> <li>• Customer Service</li> <li>• Writing</li> <li>• Reading</li> <li>• Memory</li> <li>• Attention to Detail</li> <li>• Oral Communication</li> </ul>	<ul style="list-style-type: none"> <li>• Knowledge of human resources law &amp; policies</li> <li>• Knowledge of work-life &amp; organizational plans</li> <li>• Knowledge of information technology</li> </ul>	<ul style="list-style-type: none"> <li>• Applies expertise in the full range of the HR arena to support agency’s mission and business needs</li> <li>• Uses surveys and other tools to provide information to help create an effective &amp; efficient work environment</li> <li>• Adapts information technology to HR management</li> </ul>
<b>CHANGE CONSULTANT</b>	<ul style="list-style-type: none"> <li>• <i>Teamwork</i></li> <li>• <i>Reasoning</i></li> <li>• <i>Influencing/Negotiating</i></li> <li>• <i>Integrity/Honesty</i></li> <li>• <i>Creative Thinking</i></li> <li>• Oral Communication</li> <li>• Stress Tolerance</li> </ul>	<ul style="list-style-type: none"> <li>• Organizational development principles</li> <li>• Understanding of marketing</li> <li>• Representation of HR products and services</li> <li>• Understanding of team behavior</li> </ul>	<ul style="list-style-type: none"> <li>• Assesses the readiness for change &amp; identifies appropriate change strategies</li> <li>• Designs &amp; implements change processes</li> <li>• Applies organizational development principles</li> <li>• Applies innovative strategies including identifying and recommending solutions to various personnel &amp; HR issues</li> <li>• Uses consensus, consultation &amp; negotiation/consensus building</li> <li>• Influences others to act</li> <li>• Practices &amp; promotes integrity &amp; ethical behavior</li> <li>• Works in teams</li> <li>• Communicates well</li> </ul>

The competencies are not limited to the particular assigned role. In reality, competencies will be fluid among the various HR roles. This model is a compilation of IPMA, NAPA, and OPM models. Also included are concepts from Human Resources Champions by David Ulrich. Italicized competencies are unique to this specific role; the other competencies are applicable to more than one role.

\*These competencies are required for some classification and staffing work.

# The Emotional Competence Framework



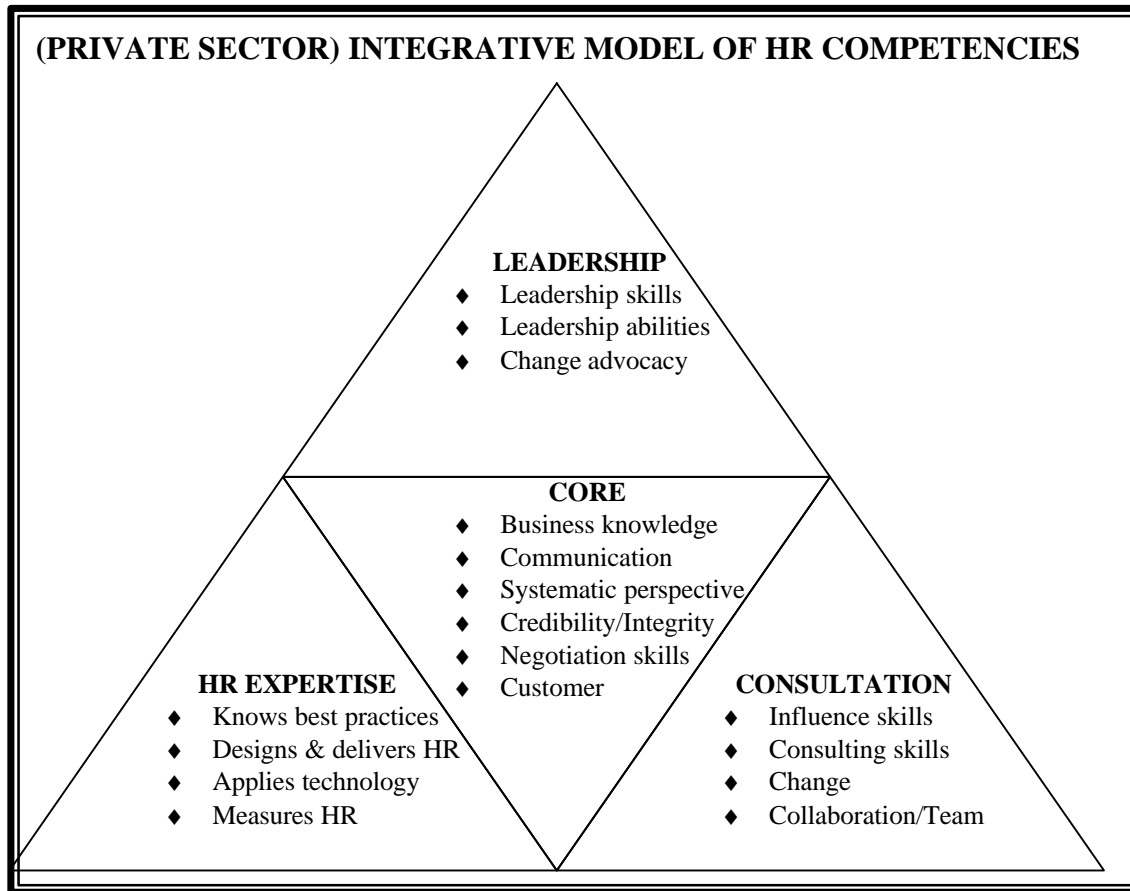
\*Adapted from the works of Daniel Goleman, *Emotional Intelligence* and *Working with Emotional Intelligence*.

**DOD HR COMPETENCY FRAMEWORK**

**Human Resources Generalists**   
 **Staffing Specialist**   
 **Classification Specialist**   
 **Labor Relations Specialist**   
 **Employee Development Specialist**   
 **Personnel Systems Manager**   
 **Personnel Support**   
 **DoD Manager**

<b>Business Management Competencies</b>	<b>Technical HR Competencies</b>
<ul style="list-style-type: none"> <li>•Business Process Reengineering</li> <li>•Change Management</li> <li>•Contract Management</li> <li>•Cost-Benefit Analysis</li> <li>•Customer Relations</li> <li>•Financial Management</li> <li>•Marketing</li> <li>•Negotiating</li> <li>•Organizational Awareness</li> <li>•Organizational Needs Assessment</li> <li>•Outcome Measures and Evaluation</li> <li>•Project Management</li> <li>•Strategic Human Resource Practices</li> <li>•Strategic Planning</li> </ul>	<ul style="list-style-type: none"> <li>•Appeals, Grievances, and Litigation</li> <li>•Attendance and Leave</li> <li>•Benefits</li> <li>•Career Development</li> <li>•Compensation</li> <li>•Discipline and Adverse Action</li> <li>•Employee Assistance</li> <li>•Equal Employment Opportunity</li> <li>•Human Resource Management Fundamentals</li> <li>•Instructional Systems Development</li> <li>•Instructional Technology</li> <li>•Job Analysis</li> <li>•Labor Management Relations</li> <li>•Organizational Development</li> <li>•Organization and Position Design</li> <li>•Pay Administration</li> <li>•Performance Management</li> <li>•Personnel Assessment</li> <li>•Personnel Systems Management</li> <li>•Position Classification</li> <li>•Reduction-in-Force</li> <li>•Rewards and Recognition</li> <li>•Staffing and Recruiting</li> <li>•Succession Planning</li> </ul>
<b>Professional Competencies</b>	
<ul style="list-style-type: none"> <li>•Coaching and Mentoring</li> <li>•Communication</li> <li>•Conflict Management</li> <li>•Decision-making</li> <li>•Ethics</li> <li>•Facilitation</li> <li>•Interpersonal Relations</li> <li>•Problem-Solving</li> <li>•Self Management</li> <li>•Teamwork</li> <li>•Technology Application</li> </ul>	

Appendix F



<b>Emerging Structure</b>	<b>Competency</b>
1) Corporate HR leaders	Core Leadership
2) Senior HR Generalist at the business unit level	Core Leadership
3) HR specialist in shared service centers	Core HR Expertise
4) HR experts in centers of expertise	Core Consultation Leadership HR Expertise