

Competencies Role: HR Advisor/Strategic Partner (Common)

Competency

Competency Description

Characteristics, Behaviors, Attributes, Skills

Continuous Process Improvement

Analyzing workflow of HR and its interactions within and between enterprises and redesigning processes to improve efficiency and effectiveness

- Apply **analytical and problem solving techniques** (e.g., **business process reengineering**, total quality management (TQM), benchmarking) to assess processes.
- Demonstrate **critical thinking skills** in analyzing and/ or evaluating information and identify resolution.
- Apply vision of HR to define outcomes and results of HR process improvement for increased efficiency and effectiveness.
- Use **analytical and technology tools** to measure the value of HR services and processes and to ensure support of enterprise business process improvement.
- Initiate **integration of HR systems, operations, and processes** with other enterprise-wide processes (e.g., financial management, strategic planning) to maximize resources, effectiveness, and achievement of organizational and enterprise strategic goals.
- Track and monitor organizational impacts of enterprise reengineering initiatives.

Continuous Process Improvement

Proficiency Level 1 – Awareness

- Works within established business processes, identifying and communicating potential barriers to the process.
- Uses established analytical and/or technology tools to measure both the success of business processes and business process improvement.

Proficiency Level 2 – Basic

- Demonstrates critical thinking skills when analyzing or evaluating information and identifying resolutions.
- Applies established analytical and problem solving techniques to assess processes.
- Contributes to the tracking and monitoring of organizational impacts of enterprise reengineering initiatives

Proficiency Level 3 – Intermediate

- Applies new analytical and problem solving techniques to assess processes.
- Applies vision of HR to define outcomes and results of HR process improvement for increased efficiency and effectiveness.
- Establishes new analytical and technology tools to measure the value of HR services and processes to ensure the support of enterprise business process improvement.
- Tracks and monitors the impacts of reengineering initiatives.

Proficiency Level 4 – Advanced

- Uses analytical skills to prioritize responses to various challenges identified to improving business processes.
- Leads the analysis and evaluation process when identifying resolution to business process challenges.
- Integrates HR systems, operations, and processes with other enterprise-wide processes.
- Tracks and monitors the organizational impacts of enterprise reengineering initiatives.

Proficiency Level 5 – Expert

- Leads the continuous process improvement environment through use of valid analytical and problem solving techniques, combined with the encouragement of critical thinking skills and analysis.
- Defines desired results of HR process improvement for increased efficiency and effectiveness.
- Leads the integration of HR systems, operations, and processes with other enterprise-wide processes.
- Communicates the overall organizational impact of enterprise reengineering initiatives.

The table below displays the proficiency level for the Continuous Process Improvement competency assigned by grade level (grades 5 through 15). Although these role-based common competencies fall between the HR Advisor role and the HR Strategic Partner role, which would probably range between the GS 12 and 15+ grades, awareness or basic understanding of the knowledge, skills, and abilities associated with this competency could be developed while in the HR Specialist and are refined through the higher grades of each the HR Advisor and HR Strategic Partner roles.

Continuous Process Improvement Competency Proficiency Level							
Pay Band							
[pb 1]		[pb 2]			[pb 3]		
Grade Level							
5	7	9	11	12	13	14	15+
Proficiency Level							
1	1	1	2	3	4	5	5