

## Competencies Role: HR Advisor/Strategic Partner (Common)

### Competency

### Competency Description

### Characteristics, Behaviors, Attributes, Skills

### Financial Management

Using tools and analysis to make financial decisions to enhance enterprise value without taking excessive risk.

- Apply **knowledge of overall financial systems** (e.g., planning, programming, and budgeting process) in establishing and monitoring financial goals of HR and in decision making.
- **Develop and apply measures** to assess organizational performance measurement systems.
- **Integrate budget and performance** in determining proper benchmarks and performance metrics for measuring program success or failure.
- **Analyze and interpret financial data** and conducts financial reporting.
- Assess requirements for projected workforce needs.
- Track and report HR financial obligations and expenditures; manage and control HR assets.
- **Collaborate** and partner with others across the enterprise to maximize services to customers and enterprise.
- **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.

# DoD HR Career Program

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## Financial Management

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### Proficiency Level 1 – Awareness

- Demonstrates familiarity with appropriate financial management systems.
- Tracks low-level HR financial obligations and expenditures.

### Proficiency Level 2 – Basic

- Demonstrates understanding of appropriate financial management systems.
- Gathers data for assessing organizational performance.

### Proficiency Level 3 – Intermediate

- Uses knowledge of financial systems in monitoring financial goals of HR.
- Applies measures to assess organizational performance measurement systems.
- Demonstrates understanding of benchmarks and metrics for program success or failure.
- Analyzes financial data and conducts financial reporting.
- Manages and controls HR assets.
- Collaborates with others to maximize services for customers and the enterprise.

### Proficiency Level 4 – Advanced

- Applies knowledge of financial systems in establishing the financial goals of HR.
- Develops and applies measures to assess organizational performance measurement systems.
- Integrates budget and performance in establishing proper benchmarks and metrics for measuring program success or failure.
- Interprets analysis of financial data.
- Projects requirements for workforce needs.

### Proficiency Level 5 – Expert

- Evaluates organizational performance measurement systems based on assessed measures.
- Tracks, manages, and controls HR financial obligations and assets on an enterprise-wide basis.
- Establishes partnerships with others across the enterprise to maximize services to customers and the enterprise.
- Initiates integration of HR systems, operations, and processes with other enterprise-wide processes to maximize resources, effectiveness, and achievement of organizational strategic goals.

The table below displays the proficiency level for the Financial Management 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.

Financial Management 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