

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

### Competency

### Strategic Compensation Management

### Competency Description

Applying complex and advanced compensation theory, principles and practices in planning and decision making.

### Characteristics, Behaviors, Attributes, Skills

- **Oversee compensation and performance management systems**, including **standards, accountability, and performance excellence focusing on a results-oriented culture**.
- Develop and implement enterprise-wide **compensation policies**.
- Provide leadership on advising managers on selecting, developing, training, and managing a high-quality, productive workforce in accordance with merit system principles while being competitive.
- **Apply** knowledge of **rules and regulations** of the President and the Office of Personnel Management and the laws **governing the civil service** within the agency
- Apply critical thinking skills to analyze the impact of proposed compensation legislation and regulations on the organization's compensation policies and programs.
- Demonstrate knowledge of entire organization incorporated into business decisions regarding compensation systems and structures.
- Engage in **problem-solving** for enterprise-wide complex issues.

## Strategic Compensation Management

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### Proficiency Level 1 – Awareness

- Familiar with salary administration/pay setting management
- Contribute to research and writing of job descriptions that reflect and evaluate job responsibilities, activities and duties
- Demonstrates analytical thinking skills to tackle a problem by using a logical, systematic, sequential approach

### Proficiency Level 2 – Basic

- Demonstrates familiarity with market-pricing techniques and data analysis
- Understand compensation and performance management systems, including standards, accountability, and performance excellence focusing on a results-oriented culture
- Explain enterprise-wide compensation policies
- Understand broad business concepts, theories, and strategies and stays abreast of changes in the compensation market across all industries and job families

### Proficiency Level 3 – Intermediate

- Analyze salary survey data and properly benchmark jobs to the market
- Applies critical thinking skills to analyze the impact of proposed compensation legislation and regulations on compensation policies and programs
- Propose and develop workforce compensation strategies that positively impact organizations' ability to select, develop, and retain a high-quality, productive workforce in competitive labor market
- Propose and develop organizational compensation programs and policies that align with an organizations' mission, culture, and business models/drivers
- Understand the dynamics of impact of socio-economic and socio-political factors on the organizations' compensation strategy

### Proficiency Level 4 – Advanced

- Lead processes to develop and implement enterprise-wide compensation policies
- Articulate to and influence DoD leaders and decision-makers on the most important concerns and issues related to costs, risk, and benefits associated with workforce compensation strategies
- Monitors progress and success of executing compensation policies

# DoD HR Career Program

## Proficiency Level 5 – Expert

- Demonstrates a depth of knowledge and experience in the development and management of compensation programs and policies that align with enterprise-wide mission, and strategic goals
- Guides executive and director level staff through workforce compensation strategy planning processes
- Overseas implementation of compensation, performance management, and all supporting HR functions including standards, accountability, and performance excellence focusing on a results-oriented culture.

The table below displays the proficiency level for the Strategic Compensation 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.

Strategic Compensation 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