

### Purpose

Quick Reference Guide provides a portable summary of the aspects of the framework. For full details, see: [www.cpms.osd.mil/fas/hrpcf](http://www.cpms.osd.mil/fas/hrpcf)

### What is the HR Career Framework?

CPMS developed the HR Career Framework to support the changing tactical and strategic roles of the civilian HR business advisor serving in a rapidly changing and challenging strategic environment. It offers a vision of the roles and competencies required to deliver quality HR support and advice today and in the future.

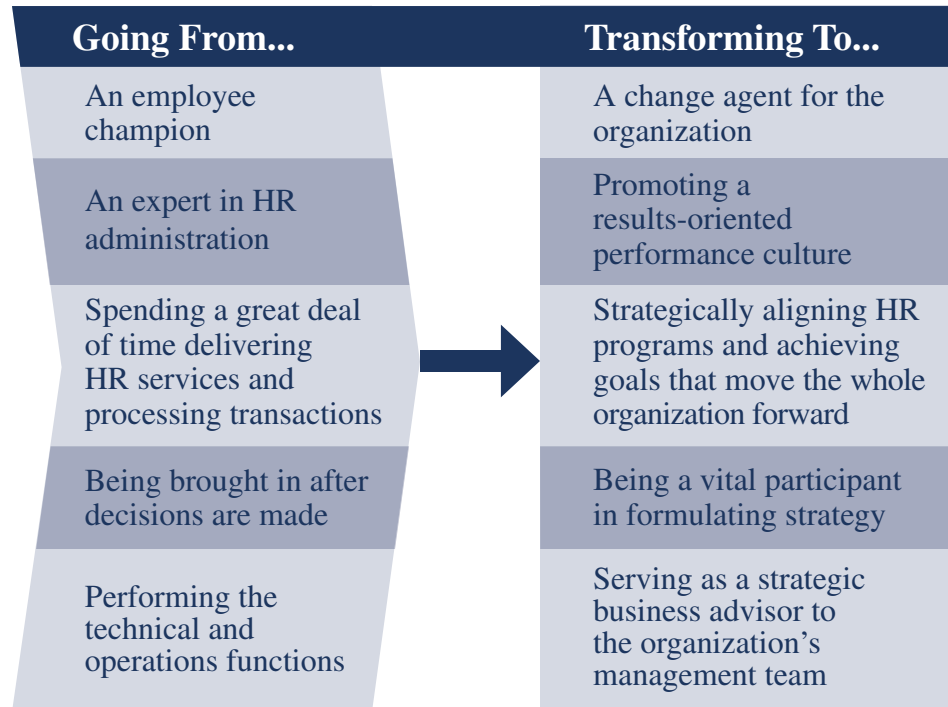
### THE NEW ROLES IN HR

As demands change, roles in HR change, too. New roles go beyond the traditional transactional and place more emphasis on the role of advisor and strategist.

Role	Focus
HR Specialist	This role is tactical/transactional and focuses on the skills needed to perform the traditional HR service delivery activities.
HR Advisor	This role focuses on the advisory portion of the position as well as the development of the strategic focus while still performing traditional HR service delivery activities.
HR Strategic Advisor	This role focuses on the strategic aspects of the position supporting the workforce and the organization.

### CHANGES IN THE HR PROFESSION

DoD HR professionals face new and increasing demands in supporting the civilian workforce as the DoD transforms itself. HR is leaving behind many traditional work roles for new and challenging work.



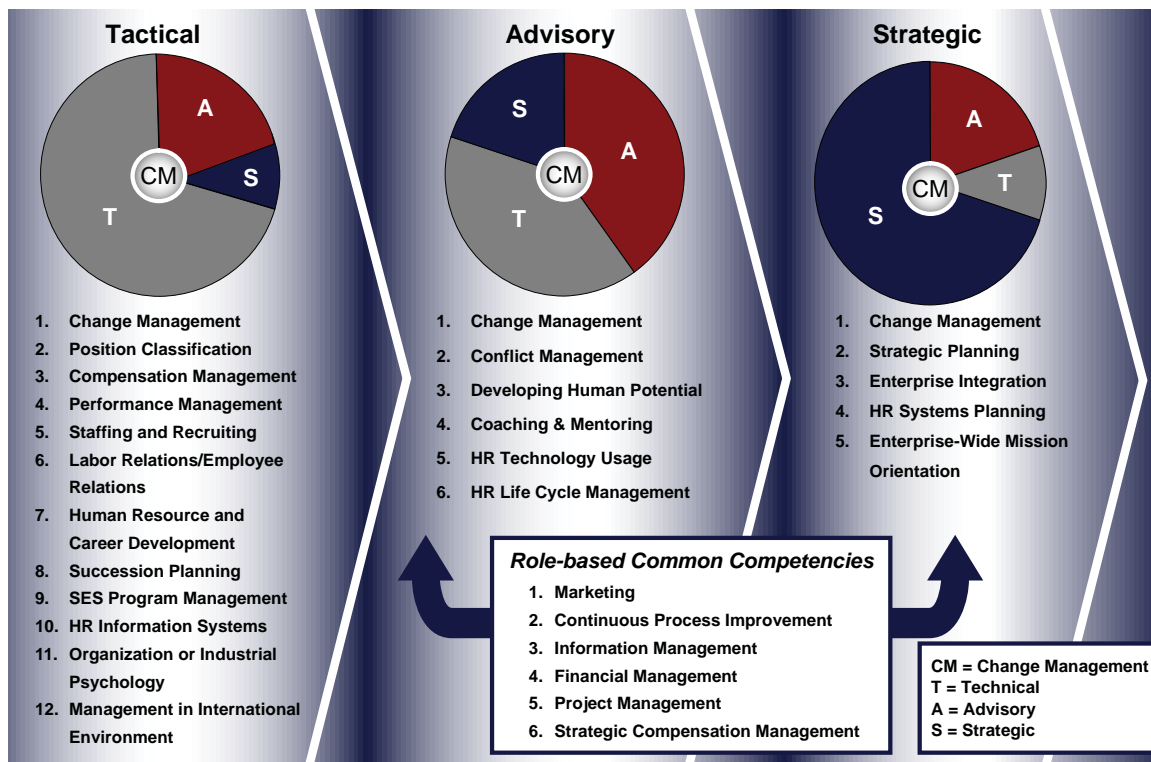
### IDENTIFYING YOUR HR CAREER PATH

New roles and functions mean changes and expansion of competencies. The Framework provides an automated self assessment tool to help you identify your career path and where to focus your development efforts.

- Answer questions online about your HR career
- Receive automated, printable results identifying your next step
- Use the assessment to create your Individual Development Plan (IDP)

### HR CAREER COMPETENCY MODEL

The competency model provides insight to emerging needs within DoD HR. The competency graphic below depicts the distribution of competencies among the three HR professional roles. The results of the self assessment tell you which role and competencies apply to you.  
[www.cpms.osd.mil/fas/hrpcf/identifyingyourhrcareerpath.aspx](http://www.cpms.osd.mil/fas/hrpcf/identifyingyourhrcareerpath.aspx)



For more details on the Competency Model, go to <http://www.cpms.osd.mil/FAS/HRPCF/buildingHRComptencies.aspx>. You'll find descriptions, characteristics, behaviors, attributes, and skills associated with each competency together with a breakdown by five different levels of proficiency.

### BUILDING HR COMPETENCIES

The DoD HR competency model has been developed to identify the roles, competencies, behaviors, and proficiency levels for the DoD HR professional in the U.S. or abroad.

The competency model is a set of success factors that:

- Describes work and jobs in a broader way
- Identifies core capabilities required of any HR professional in any HR position across the entire enterprise

All DoD components can use the DoD HR Competency Model to:

- Describe the kinds of workers needed in the HR profession
- Manage the performance of existing employees
- Design HR career training and development programs
- Improve employee recruitment and selection

### OPPORTUNITIES AWAIT

Manage the training and development challenges and opportunities for the HR Professional in DoD's ever changing business environment!

Information to start building your development plan is available on:

- Internal and external courses
- Internal and external certificate programs

For more information, go to:

[www.cpms.osd.mil/fas/hrpcf/findingopportunities.aspx](http://www.cpms.osd.mil/fas/hrpcf/findingopportunities.aspx)