

HR CAREER PATH SELF ASSESSMENT

Purpose: This short survey provides a quick assessment of where your experience and knowledge place you against the new HR Roles (Strategic, Advisory and Tactical). It is intended to stimulate thinking about your own development and career aspirations. The tool makes no value judgments and is not a performance assessment.

Map out your HR career in 20 questions!

Directions: Please rate the 20 statements below according to the following scale.

| | | | | |
|--|---|---|---|--|
| 1 | 2 | 3 | 4 | 5 |
| I would require close and extensive guidance to achieve this | I would require frequent guidance to achieve this | I would require occasional guidance to achieve this | I would require little or no guidance to achieve this | I could serve as a key resource to advise others on this |

| | Rating |
|--|--------|
| 1. Determining the correct title, series, and grade of a position. | |
| 2. Defining HR strategy, including integration and alignment with the enterprise focus. | |
| 3. Working with management to evaluate and advise on manpower trends when competing for talent. | |
| 4. Applying laws, rules, and regulations pertaining to employee conduct. | |
| 5. Administering pay or leave. | |
| 6. Performing the processing requirements for an employee termination. | |
| 7. Demonstrating financial management and budgeting skills. | |
| 8. Preparing a Certificate of Eligibles. | |
| 9. Allocating resources to pursue organizational goals. | |
| 10. Ensuring the accuracy of a position description. | |
| 11. Communicating a vision of how technology infrastructure can support human capital management. | |
| 12. Using the linkages between the HR workflow and other business processes to improve efficiency. | |
| 13. Making financial decisions to improve enterprise value without taking excess risk. | |
| 14. Determining job candidate eligibility. | |
| 15. Processing a benefits action. | |
| 16. Aligning leaders to enable them to be "change agents" with specific roles and action plans. | |
| 17. Developing a talent pipeline that ensures continuity of leadership. | |
| 18. Preparing a vacancy announcement. | |
| 19. Processing an employee's retirement. | |
| 20. Planning how to make the best use of workforce flexibilities. | |

On the following page, read the directions to calculate your "TACTICAL" and "STRATEGIC" subscores. Locate the intersection of your "TACTICAL" and "STRATEGIC" scores in the HR Career Analysis Matrix (on the next page) to determine where your HR Career fits in the matrix. Please note that although three HR roles (Tactical, Advisory, and Strategic) have been identified, there are only Tactical and Strategic axes. The Advisory role actually appears at the intersection of distinct levels of Tactical and Strategic competencies.

HR CAREER ANALYSIS MATRIX

| | | | | |
|------------------------|-------|-----------------------|------------------------|------------------|
| Strategic Score | 40-50 | Strategic Planner | Strategic Practitioner | Strategic Expert |
| | 25-39 | Strategic Beginner | Advisory Practitioner | Advisory Expert |
| | 10-24 | Tactical Beginner | Tactical Practitioner | Tactical Expert |
| | | 10-24 | 25-39 | 40-50 |
| | | Tactical Score | | |

Calculate your subtotals! Then consult the HR Career Analysis Matrix above to see your location on the HR Career Path.

For your **TACTICAL** score, add items 1, 4, 5, 6, 8, 10, 14, 15, 18, and 19. _____

For your **STRATEGIC** score, add items 2, 3, 7, 9, 11, 12, 13, 16, 17, and 20. _____

Strategic Planner

Description: You have a high level of strategic ability and only a limited familiarity with tactical HR operations. Whereas you will likely be an effective HR leader, you would benefit from partnering with an employee in the "Advisory Expert" role.

Strategic Practitioner

Description: You have a high level of strategic ability and a moderate familiarity with tactical HR operations. Your well-rounded experience will allow you to be effective in most HR leadership roles.

Strategic Expert

Description: You have a high level of both tactical and strategic HR ability. You would be very effective in the senior leadership ranks in any HR organization.

Strategic Beginner

Description: You have a moderate level of strategic ability and only a limited familiarity with tactical HR operations. You are likely in the beginning stages of a career as an HR leader. Your skills would be enhanced through partnering with and learning from experts in both tactical and strategic HR operations.

Advisory Practitioner

Description: You have a moderate level of both strategic and tactical HR ability. You would serve as an effective advisor for experienced HR leaders.

Advisory Expert

Description: You have a high level of tactical ability and a moderate familiarity with strategic HR operations. You serve as an excellent advisor to experienced and novice HR leaders. With a little more strategic training, you will likely be an effective HR leader.

Tactical Beginner

Description: You have a novice level of both strategic and tactical HR ability. You are likely a new HR employee or a recent HR convert. The HR career path is very open for you as you look to gain new skills and advance your career.

Tactical Practitioner

Description: You have a moderate level of tactical ability and only a limited familiarity with strategic HR operations. You can grow both strategically and tactically to become a potentially effective advisor to upper management.

Tactical Expert

Description: You have a high level of tactical ability and only a limited familiarity with strategic HR operations. As you become more familiar with strategic approaches to HR, you will likely serve as a great subject matter advisor to upper management.

Now that you know where you stand in the HR career path, feel free to discuss the next steps in your HR career with your supervisor!