

Competencies Role: HR Strategic Partner

Competency

Competency Description

Characteristics, Behaviors, Attributes, Skills

HR Systems Planning

Using new and existing technologies to accomplish goals and objectives and to carry out work functions.

- Integrate **computer technology** with HR and enterprise-wide activities in order to resolve operational problems.
- Use **agency technology systems and software** and computer systems designed for HR management while adapting personal working methods to current computerized methods to increase efficiencies.
- **Continually learns** about **cutting-edge technology** in the areas of technology-based programs, blended learning/instructional design solutions (web-based training, instructor-led training), and learning management systems (LMS).
- Effectively **create analytical tools (databases, spreadsheets)** to document, assess and analyze information to support decisions and performs cost-benefit analyses (e.g., assesses alternatives in terms of their financial, psychological, and strategic advantages and disadvantages).
- Regularly evaluate the appropriateness of HR management information technology innovations and HR management tools and products.
- Experiment with and implements new technology to improve HR systems, strategies or services (e.g., employment kiosks and web self-service), works with CIO as appropriate.
- Use **critical thinking** to accurately interpret data and produce reports, perform analysis of data at a more complex level (e.g., identify trends or implications of data), and describe use and interpretation of data as basis for decisions producing results that further organizational goals.
- Determine **innovative human resource metrics** that describe HR's value to the enterprise.

DoD HR Career Program

HR Systems Planning

Using new and existing technologies to accomplish goals and objectives and to carry out work functions.

Proficiency Level 1 – Awareness

- Use an automated system to retrieve information
- Assist employees with accessing on-line HR systems
- Accurately interpret data and produce reports
- Use software and computer systems designed for human resources management
- Keeps informed about cutting-edge technology in technical area
- Identifies advantages and shortcomings of computer systems in use

Proficiency Level 2 – Basic

- Assembles accurate and useful data and can perform basic analyses
- Determine appropriate procedures and actions to resolve routine problems within established guidelines
- Specify requirements for automated reports to retrieve HR information requested by staff
- Test system modifications using established protocol procedures
- Describes use and interpretation of data as basis for decisions producing results that further organizational goals

Proficiency Level 3 – Intermediate

- Effectively creates analytical tools (databases, spreadsheets) to document, assess and analyze information to support decisions
- Evaluate and recommend to management recent technological innovations to modify HR systems
- Translate HR information into terms understandable by computer experts
- Identify system requirements for retrieving data from an automated HR system

Proficiency Level 4 – Advanced

- Regularly evaluates the appropriateness of information technology and human resources management tools and products
- Integrates computer technology with human resources activities in order to resolve operational problems
- Provide advice and guidance to management officials on complex issues related to automated modeling of HR systems
- Performs analysis of data at a significantly effective level (for example, can identify more complex trends or implications of data)
- Provides greater variety in the interpretation of data and situations (for example, introduces multiple frameworks or divergent paradigms)

Proficiency Level 5 – Expert

- Develop long-range strategic plans to design flexible automated HR systems that can accommodate changes
- Serve as an expert in designing and implementing organization-wide automated HR systems
- Experiments with and implements new technology to improve HR systems, strategies or services (for example, employment kiosks and web self-service)
- Demonstrates an expert functional grasp of HR management and practices and a sound understanding of other key business functions
- Develops systems, advises and coaches leaders on methods and actions to improve individual, team, and organizational performance
- Actively seeks opportunities for aligning common systems/practices beyond immediate business unit or HR product/services group

The table below displays the proficiency level for the Technologies competency assigned by grade level (grades 5 through 15). Although the role of an HR Strategic Partner would probably range between the GS 14 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 HR Advisor roles.

HR Systems Planning 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	2	3	3	4	5	5