

Competencies Role: HR Strategic Partner

Competency

Competency Description

Characteristics, Behaviors, Attributes, Skills

Enterprise-Wide Mission Orientation*

Understanding and considering the Quadrennial Defense Review (QDR) Total Force drivers in relation to the large DoD strategic priorities of total workforce management with a joint awareness, tactical operational, and strategic perspective of National Security matters. Planning for the impact of NSPS/BRAC on current funding systems and workforce and the future workforce.

- **Develop mission critical occupational competencies.**
- Oversee **Total Force workforce strategy execution.**
- Develop strategies to deal with **management challenges** of a **blended workforce.**
- Use **persuasiveness** for **building a consensus** for ideas.
- Apply **understanding of personality traits** for better decision making in cross-functional policy and operations environment.
- **Develop and initiate integration of HR and workforce management accountability measures** with workforce success.

*Adapted from DoD Leader Development Framework

Enterprise-Wide Mission Orientation

Proficiency Level 1 – Awareness

- Demonstrates familiarity with Total Force workforce strategy execution
- Contributes to development of mission-critical occupational competencies
- Understands connection between integration of HR and workforce management accountability measures with Total Force success.

Proficiency Level 2 – Basic

- Demonstrates familiarity with Total Force workforce strategy execution.
- Contributes to strategy development for dealing with the management challenges of a blended workforce.
- Develops mission critical occupational competencies.
- Recognizes need for building a consensus for ideas.
- Contributes to development of HR and workforce management accountability measures.

Proficiency Level 3 – Intermediate

- Demonstrates understanding of building integrated accountability measures for Total Force success.
- Searches for ways to use persuasiveness to build consensus for Total Force success.
- Executes strategies for dealing with the management challenges of a blended workforce.
- Demonstrates understanding of the role of personality traits in decision-making within a cross-functional policy and operations environment.

Proficiency Level 4 – Advanced

- Leads the process of developing mission critical occupational competencies.
- Develops and executes Total Force workforce strategy.
- Develops strategies for dealing with the management challenges of a blended workforce.
- Uses persuasiveness to build a consensus for ideas.
- Applies understanding of personality traits for better decision making in a cross-functional policy and operations environment.
- Develops and initiates integration of HR and workforce management accountability measures with Total Force success.

DoD HR Career Program

Proficiency Level 5 – Expert

- Oversees the development of a system of mission critical competency models.
- Oversees the Total Force workforce strategy execution.
- Oversees the development of strategies to deal with the management challenges of a blended workforce.
- Oversees the development and initiation of the integration of HR and workforce management accountability measures with Total Force success.

The table below displays the proficiency level for the Enterprise-Wide Mission Orientation competency assigned by grade level (grades 5 through 15). Although role of the HR Strategic Partner role 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 HR Advisor roles.

Enterprise-Wide Mission Orientation 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	2	3	4	5