



HRD Strategic Advisor Certificate Program

Program Information Briefing

PRESENTED BY:

CPMS/Leader & Professional Development

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Background: Who is an HRD Strategic Advisor?

“Individual who manages and consults on learning, education and development programs essential for organizational productivity, individual proficiency and personal career growth.”

Source: DoD 1400.25-M, Volume 410 (draft)

Major Duties

- Strategic advisor to organizational leadership
- Promotes workforce development
- Analyzes organizational workforce culture
- Assists in developing annual training plans
- Analyzes org competencies & workforce
- Advises employees on training needs & IDPs
- Executes development programs & courses
- Develops & executes policy
- Collects, analyzes and reports training data
- Recommends workforce development investment decisions
- Evaluates HRD programs

Program Type & Structure

Type:

Assessment-based Certificate Program

- Designated courses
- Relevant competencies assessed
- Provides competencies needed to successfully perform
- Standardized proficiency criteria
- Provides perception that individual is qualified and has a certain level of knowledge and expertise
- Will be authenticated by external organization

Structure:

Attaining a HRD Certificate involves six steps:

1. Application process for selection
2. Selection of pilot participants
3. Training curriculum ([next slide](#))
4. Workplace projects
5. Application process for completion
6. HRD Certificates conferred

*Human Resource
Development
Strategic Advisor
Certificate*

Training Curriculum

HRD Competency	Objective(s)
Foundation	<ul style="list-style-type: none"> • Acquisition 101 or COR training, if needed
Strategic Human Capital Management	<ul style="list-style-type: none"> • Understand HC strategic concepts • Consult on organization's HC direction & strategy as regards HRD
Business Knowledge & Org Awareness	<ul style="list-style-type: none"> • Demonstrate business acumen • Understand how HRD supports mission
Competency Gap Analysis	<ul style="list-style-type: none"> • Identify competency gaps • Develop strategies to close gaps
Training & Development	<ul style="list-style-type: none"> • Analyze, prioritize & select HRD programs optimizing individual & org success • Evaluate program effectiveness (ROI)
Consulting	Provide advice & guidance to improve org efficiency through HRD programs
Talent Management & Succession Planning	<ul style="list-style-type: none"> • Utilize key workforce planning strategies • Identify and prepare cadre of candidates to succeed key organizational players
Change Management	<ul style="list-style-type: none"> • Use systematic approach to effect change • Ensure significant changes are implemented in an orderly and controlled manner • Execute organizational development within scope of HC
Budgeting & Financial Analysis	Forecast, review and analyze HRD budget allocation and usage
Project Management	Organize and manage resources to complete project within defined scope, quality, time and cost constraints

Schedule & Milestones

When in 2009	What
July	<ul style="list-style-type: none"> • Brief CPPC on way forward (TODAY) • Finalize eligibility criteria & application process • Send out pilot solicitation to Components
July through September	<ul style="list-style-type: none"> • Establish quotas/pricing with training vendors • Obligate funds (by 31 August if possible) • Nominations due to CPMS by 15 October
October	Nominees selected & notified by 31 October
Mid-November	Orientation session with selectees (1 day)
December	Participants begin training curriculum

When in 2010	What
January through July	Participants continue with training curriculum
March	Publish strategic workplace project standards
July	Participants begin work projects (may start earlier, if desired)
November	Participants complete work projects, to include outbriefs to stakeholders
December	Participants apply for HRD certificate
January 2011	HRD Strategic Advisor certificates conferred

Eligibility and Target Audience

- **YA-3 or senior YA-2 (GS-12s and higher)**
- **Experience with HRD fundamentals is required**
- **Experience in training and development programs**
- **Interest in providing guidance to workforce quality issues**

BACKGROUND

HRD Strategic Advisor Business Service Model

Process & Technical Services

Examples:

- Schedule & manage administrative training functions
- Manage help desk
- Monitor related IT systems
- Summarize organizational specific info
- Promote accountability and regulatory compliance (e.g., with 5 CFR 410)

Training & Development Services

Examples:

- Develop & execute professional development programs in accordance with FCM models
- Develop courses
- Collect & analyze data for stakeholder consultations
- Develop & interpret policy
- Provide input for and interpret functional competency models.

Consultation & Advisory Services

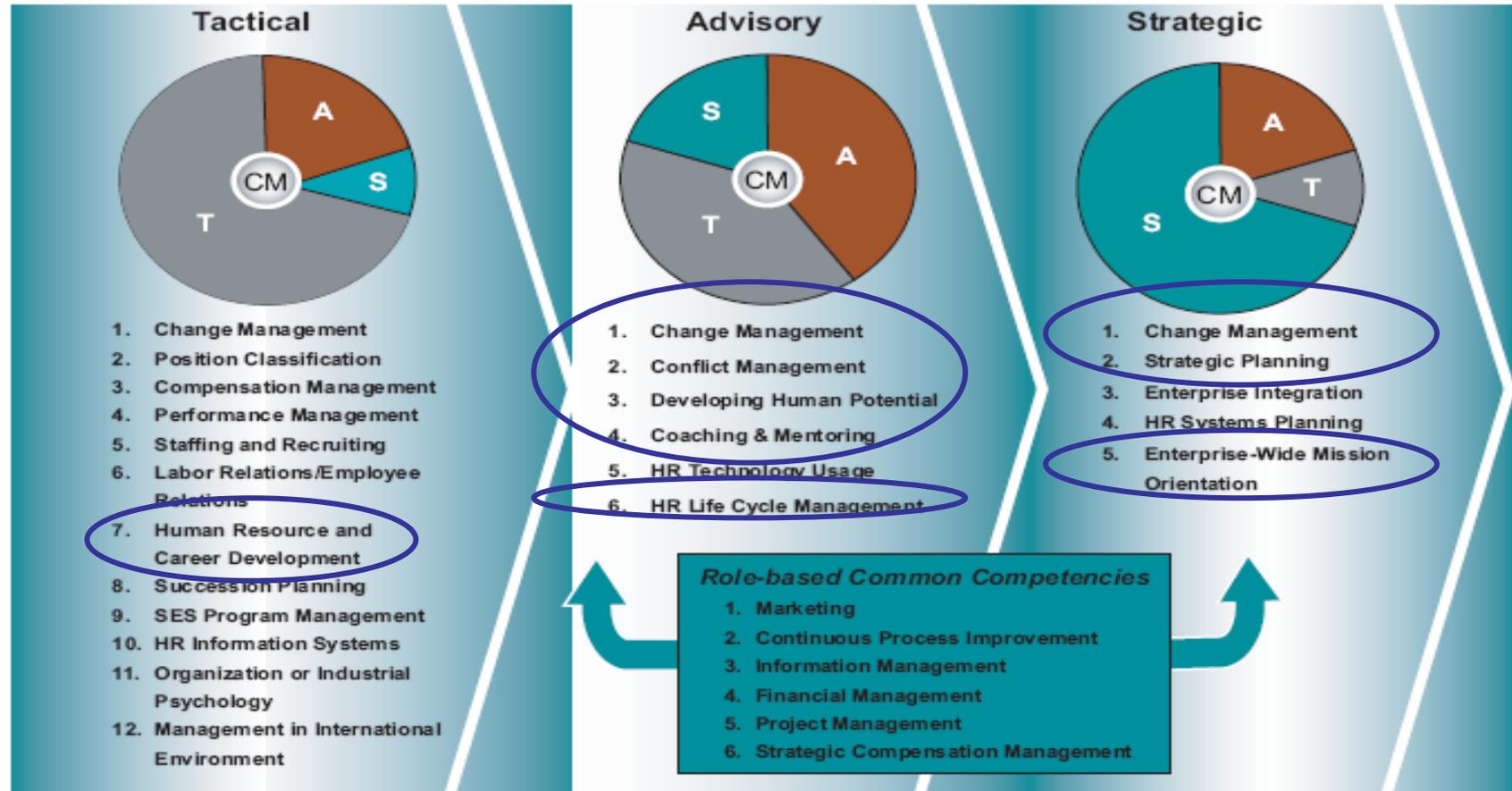
Examples:

- Interpret data
- Analyze trends
- Determine cost impact
- Develop workforce plan
- Interpret competency gap analysis: current/future, emerging requirements, performance gaps
- Translate analyses into prioritized needs and actionable plans
- Translate FCM findings and trends to strategies for HRD's own organization

HRD STRATEGIC ADVISOR

HRD Strategic Advisor Role in DoD Human Resources Competency Model

HR Professional Roles:



Circled items denote HRD Strategic Advisor impact

CM = Change Management
T = Technical
A = Advisory
S = Strategic

HRD Strategic Advisor Role in DoD Lifecycle Management Framework

Mission and Organizational Goals



Metrics and Evaluation

Benchmarking



Yellow areas denote HRD Strategic Advisor impact

Background (continued): What does an HRD Strategic Advisor do?

- Identifies & advocates organizational, occupational and individual workforce development
- Assists organizations in developing annual training plans
- Consults with management on strategic objectives
- Assists in identifying organizational change initiatives & developing change management plans
- Assists FCMs in competency and workforce analysis
- Identifies employee training needs and advise on IDPs
- Develops & executes professional development programs & courses
- Develops & interprets policy
- Collects & analyzes training data; reports on relevant metrics & measures
- Assists leadership in making training & development investment decisions
- Manages HRD programs & infrastructure
- Evaluates HRD programs

Source: DoD 1400.25-M, Volume 410 (draft)

HRD Strategic Advisor: A Successful Collaboration

- To optimize their value-added impact to the organization's mission, HRD Strategic Advisors must collaborate effectively with:
 - Organizational leaders
 - Human Capital Officers
 - Strategic planners
 - FCMs
 - Organizational researchers
 - Management analysts
 - Manpower specialists
 - Budget and finance officers