International Personnel Management Association

HR COMPETENCY MODEL

Relationship of HR roles in the model

*IPMA Model provided by Patrick A. Parsons, SPHR
## OPM Personnel Resources and Development Center
### HUMAN RESOURCES COMPETENCY MODEL

<table>
<thead>
<tr>
<th>Role</th>
<th>Competency</th>
<th>Demonstrates</th>
<th>Activity</th>
</tr>
</thead>
</table>
| **STRATEGIC PARTNER** | • Organizational Awareness  
• Problem Solving  
• Customer Service  
• Stress Tolerance  
• Oral Communication  | • Understanding of public service environment  
• Knowledge of agency’s mission  
• Knowledge of organizational development principles  
• Understanding on client’s organizational culture  
• Knowledge of business system thinking  
• Understanding of business process & how to change and improve efficiency and effectiveness  
• Innovation & encourages risk-taking  | • Interacts with customers in a way that demonstrates customer concerns and problems are heard, builds confidence and trust  
• Links HR policies and programs to the organization’s mission & service outcomes  
• Applies organizational development principles  
• Adapts HR services to the client’s organizational culture  
• Designs and/or carries out HR services that incorporate business system applications  
• Uses HR principles that change business processes to improve its efficiency and effectiveness  |
| **LEADER**            | • Decision Making  
• Planning & Evaluation  
• Conflict Management  
• Self-Management  
• Self-Esteeem  
• Oral Communication  | • Analytic, strategic & creative thinking  
• Knowledge of staff & line roles  
• Knowledge of business system and information technology  | • Acts decisively  
• Manages resources e.g. human, funds, equipment  
• Applies conflict resolution methods in organizational situations  
• Uses consensus & negotiation coalition building skills to improve overall communication  |
| **EMPLOYEE CHAMPION** | • Flexibility  
• Teaching Others  
• Learning  
• Interpersonal Skills  
• Oral Communication  | • Develops employee & agency’s relationships  
• Understands, values, & promotes diversity  
• Balances both agency’s & employees’ demands & resources  | • Develops other’s talents to maximize human potential  
• Mentors individuals to develop talent  
• Assesses & balances competing values e.g., policies & mission needs  
• Builds trust relationships  |
| **TECHNICAL EXPERT**  | • Technical Competence  
• Legal, Government, & Jurisprudence  
• Personnel & Human Resources  
• Information Management  
• Arithmetic*  
• Mathematical Reasoning*  
• Customer Service  
• Writing  
• Reading  
• Memory  
• Attention to Detail  
• Oral Communication  | • Knowledge of human resources law & policies  
• Knowledge of work-life & organizational plans  
• Knowledge of information technology  | • Applies expertise in the full range of the HR arena to support agency’s mission and business needs  
• Uses surveys and other tools to provide information to help create an effective & efficient work environment  
• Adapts information technology to HR management  |
| **CHANGE CONSULTANT** | • Teamwork  
• Reasoning  
• Influencing/Negotiating  
• Integrity/Honesty  
• Creative Thinking  
• Oral Communication  
• Stress Tolerance  | • Organizational development principles  
• Understanding of marketing  
• Representation of HR products and services  
• Understanding of team behavior  | • Assesses the readiness for change & identifies appropriate change strategies  
• Designs & implements change processes  
• Applies organizational development principles  
• Applies innovative strategies including identifying and recommending solutions to various personnel & HR issues  
• Uses consensus, consultation & negotiation/consensus building  
• Influences others to act  
• Practices & promotes integrity & ethical behavior  
• Works in teams  
• Communicates well  |

The competencies are not limited to the particular assigned role. In reality, competencies will be fluid among the various HR roles. This model is a compilation of IPMA, NAPA, and OPM models. Also included are concepts from Human Resources Champions by David Ulrich. Italicized competencies are unique to this specific role; the other competencies are applicable to more than one role.

*These competencies are required for some classification and staffing work.
The Emotional Competence Framework

**Self-Awareness**
- Emotional awareness
- Accurate self-assessment
- Self-confidence

**Motivation**
- Achievement drive
- Commitment
- Initiative
- Optimism

**Self-Regulation**
- Self-control
- Trustworthiness
- Conscientiousness
- Adaptability
- Innovation

**Empathy**
- Understanding others
- Developing others
- Service orientation
- Leveraging diversity
- Political awareness

**Social Skills**
- Influence
- Conflict management
- Change catalyst
- Collaboration and cooperation
- Communication
- Leadership
- Building bonds
- Team capabilities

*Adapted from the works of Daniel Goleman, *Emotional Intelligence* and *Working with Emotional Intelligence*. 
### DOD HR COMPETENCY FRAMEWORK

<table>
<thead>
<tr>
<th>Human Resources Generalists</th>
<th>Staffing Specialist</th>
<th>Classification Specialist</th>
<th>Labor Relations Specialist</th>
<th>Employee Development Specialist</th>
<th>Personnel Systems Manager</th>
<th>Personnel Support</th>
<th>DoD Manager</th>
</tr>
</thead>
</table>

### Business Management Competencies
- Business Process Reengineering
- Change Management
- Contract Management
- Cost-Benefit Analysis
- Customer Relations
- Financial Management
- Marketing
- Negotiating
- Organizational Awareness
- Organizational Needs Assessment
- Outcome Measures and Evaluation
- Project Management
- Strategic Human Resource Practices
- Strategic Planning

### Technical HR Competencies
- Appeals, Grievances, and Litigation
- Attendance and Leave
- Benefits
- Career Development
- Compensation
- Discipline and Adverse Action
- Employee Assistance
- Equal Employment Opportunity
- Human Resource Management Fundamentals
- Instructional Systems Development
- Instructional Technology
- Job Analysis
- Labor Management Relations
- Organizational Development
- Organization and Position Design
- Pay Administration
- Performance Management
- Personnel Assessment
- Personnel Systems Management
- Position Classification
- Reduction-in-Force
- Rewards and Recognition
- Staffing and Recruiting
- Succession Planning

### Professional Competencies
- Coaching and Mentoring
- Communication
- Conflict Management
- Decision-making
- Ethics
- Facilitation
- Interpersonal Relations
- Problem-Solving
- Self Management
- Teamwork
- Technology Application
Appendix F

(PRIVATE SECTOR) INTEGRATIVE MODEL OF HR COMPETENCIES

<table>
<thead>
<tr>
<th>Emerging Structure</th>
<th>Competency</th>
</tr>
</thead>
<tbody>
<tr>
<td>1) Corporate HR leaders</td>
<td>Core</td>
</tr>
<tr>
<td></td>
<td>Leadership</td>
</tr>
<tr>
<td>2) Senior HR Generalist at the business</td>
<td>Core</td>
</tr>
<tr>
<td>unit level</td>
<td>Leadership</td>
</tr>
<tr>
<td>3) HR specialist in shared service</td>
<td>Core</td>
</tr>
<tr>
<td>centers</td>
<td>HR Expertise</td>
</tr>
<tr>
<td>4) HR experts in centers of expertise</td>
<td>Core</td>
</tr>
<tr>
<td></td>
<td>Consultation</td>
</tr>
<tr>
<td></td>
<td>Leadership</td>
</tr>
<tr>
<td></td>
<td>HR Expertise</td>
</tr>
</tbody>
</table>

- **LEADERSHIP**
  - Leadership skills
  - Leadership abilities
  - Change advocacy

- **CORE**
  - Business knowledge
  - Communication
  - Systematic perspective
  - Credibility/Integrity
  - Negotiation skills
  - Customer

- **HR EXPERTISE**
  - Knows best practices
  - Designs & delivers HR
  - Applies technology
  - Measures HR

- **CONSULTATION**
  - Influence skills
  - Consulting skills
  - Change
  - Collaboration/Team