

Human Resourced Strategic Advisor Technical Competency Model

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DEPARTMENT OF DEFENSE
DCPAS
Defense Civilian Personnel Advisory Service

THIS TECHNICAL COMPETENCY MODEL HAS BEEN VALIDATED AND APPROVED FOR INTEGRATION INTO THE HUMAN RESOURCES LIFECYCLE. THIS COMPETENCY MODEL SHOULD NOT BE USED FOR PERFORMANCE MANAGEMENT.

Comp ID	Competency Title	Competency Description
1.0	HR Advisory	Provides advice, guidance, and solutions in support of the stakeholders mission.
Task Statements		1.A Designs and/or implements HR processes.
		1.B Provides advisement in support of an organization's strategic workforce planning.
		1.C Advises and assists stakeholders by providing solutions related to HR functions and processes.
		1.D Advises stakeholders on the relationship between HR processes and automated systems.
		1.E Interprets HR regulations, statutes, and policies.
		1.F Provides HR advisory services and support to ensure delivery of services to stakeholders.
2.0	Strategic Thinking	Formulates objectives and priorities, and implements plans consistent with the long-term interests of the organization in a global environment that takes into consideration the environment, resources, capabilities, constraints, and organizational goals and values. Capitalizes on opportunities and manages risks and contingencies, recognizing the implications for the organization and stakeholders.
Task Statements		2.A Develops plan to implement new direction for major mission areas to meet evolving goals and objectives.
		2.B Assesses organization's future capabilities to create opportunities and manage risks.
		2.C Identifies and uses information regarding internal and external influences and trends to set organizational priorities that meet goals established in the strategic plan.
		2.D Researches political, cultural, and economic trends that may influence strategy, decisions, or problem solving.

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3.0	Creativity and Innovation	Develops new insights into situations; questions conventional approaches; encourages new ideas and innovations; designs and implements new or cutting edge programs/processes/solutions.
Task Statements		3.A Seeks, develops, and matures new ideas and innovations.
		3.B Implements unconventional solutions to improve results.
		3.C Overcomes barriers to create better possibilities for the future.
4.0	Business Acumen	Applies human, financial, and information resources strategically.
Task Statements		4.A Identifies impact of resource limitations on advice and/or recommendations.
		4.B Develops strategic solutions to mitigate mission related risk.
		4.C Utilizes, develops, and applies organizational knowledge to align insights and enterprise business processes (e.g. human resources, financial information, and information technology).
		4.D Uses knowledge of DoD's mission, roles, and service cultures and their effects to facilitate the work of others.
		4.E Uses knowledge of other Services' command structures and how the Components work together to foster a joint awareness.
5.0	Problem Solving	Identifies, analyzes, and weighs relevance and accuracy of information; seeks/generates and evaluates alternative perspectives/solutions; Critically evaluates information to identify the causes of problems, and chooses courses of action that balance the interests of the mission and stakeholders. Analyzes critically, synthesizing patterns among diverse systems and looking at interdependencies.
Task Statements		5.A Identifies the problem and recommends solutions to new problems.
		5.B Improves current approaches to solve problems.

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		5.C Recognizes the cause of current problems and their implications.
		5.D Assesses potential solutions by analyzing available information.
		5.E Encourages others to contribute to solving problems.
6.0	Partnering	Develops networks and builds alliances; collaborates across organizational boundaries, both internal and external to DoD, to build strategic relationships and achieve common goals.
	Task Statements	6.A Collaborates with others across other DoD organizations.
		6.B Expands existing partnerships to build strategic relationships.
		6.C Builds alliances with people who have an indirect interest in the organization's goals and objectives.
		6.D Recognizes key power relationships.
		6.E Leverages relationships to achieve outcomes.
		6.F Collaborates with stakeholders to understand their perspectives.
7.0	HR Data Analytics	Uses information systems to extract, evaluate, and interpret data to be used for decision support.
	Task Statements	7.A Provides recommendations through data analyses to support requirements.
		7.B Evaluates analytic products for accuracy, clarity, and completeness.
		7.C Identifies and/or analyzes data to be utilized in the management and/or evaluation of programs.
		7.D Develops data management procedures for data analysis.
		7.E Uses Human Resources Information Systems (HRIS) to enter and retrieve data.

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		7.F Collects, analyzes and interprets key performance indicators (e.g., balanced scorecard) to evaluate HR activities.
8.0	Communication	Demonstrates ability to clearly and effectively articulate, present, and promote varied ideas and issues (to include sensitive or controversial topics) before a wide range of audiences. Utilizes various communication methods (e.g., oral, written, email, briefings, etc.). Actively receives information and clarifies as needed.
	Task Statements	8.A Adjusts oral communication techniques based on situation and audience to articulate a message.
		8.B Persuades others by making clear and convincing oral presentations.
		8.C Presents, promotes, and clarifies ideas and issues to others.
		8.D Orally presents complex information to moderately large groups or mid-level stakeholders.
		8.E Persuades the intended audience with written messages.
		8.F Edits written documents to ensure they are written in an accurate, clear, and concise manner using correct grammar, punctuation, and spelling.
		8.G Reviews documents for appropriate content, format, and compliance with organizational guidelines.
		8.H Prepares analytical written documents that are intended to persuade or justify a recommendation to an internal DoD audience.
		8.I Converts technical information into a format that is understandable to the intended audience.
9.0	Influencing	Affects the thoughts, attitudes, and behaviors of others towards common goals or outcome through one's words and actions. Negotiates with two or more parties to better ensure agreement is mutually acceptable to all parties.

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	Task Statements	9.A Motivates a group to obtain information, find solutions, and accomplish goals.
		9.B Brokers a mutually acceptable agreement.
		9.C Gains cooperation from others.
		9.D Collaborates with key stakeholders and creates a network of support for an initiative.
		9.E Inspires commitment to achieve outcomes and build coalitions.
10.0	Political Savvy	Identifies the internal and external politics that impact the work of the organization. Perceives organizational and political reality and acts accordingly. Uses diplomacy in dealing with issues involving others.
	Task Statements	10.A Interprets how the internal and external political environment affects the work of the organization.
		10.B Identifies the impact of organizational and political reality and acts accordingly.
		10.C Manages influence and formal authority with diplomacy to accomplish objectives.