

***HR Competencies:
Challenges and Opportunities
The Future is NOW***



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“To be more significant,
HR must become more
professional.”

Drivers of Change for HR Profession



Impacts of downsizing

Demographic makeup of HR profession

New and emerging roles

Alternative methods of service delivery

Increasing customer demands

Technology impacts

New skills and competencies

President's memo aligning HR with mission

Competencies: What are they?

OPM defines as “An underlying characteristic of an employee (i.e., motive, trait, skill, aspect of one’s self-image, social role or a body of knowledge) which results in effective and/or superior performance”
(Boyatzis, 1982)

Why Competencies?



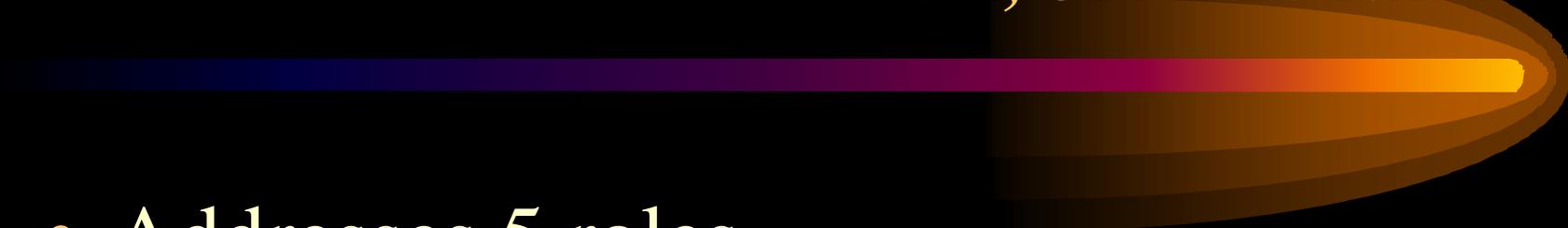
(1) Maintain focus

(2) Measure and align performance

(3) Facilitate change

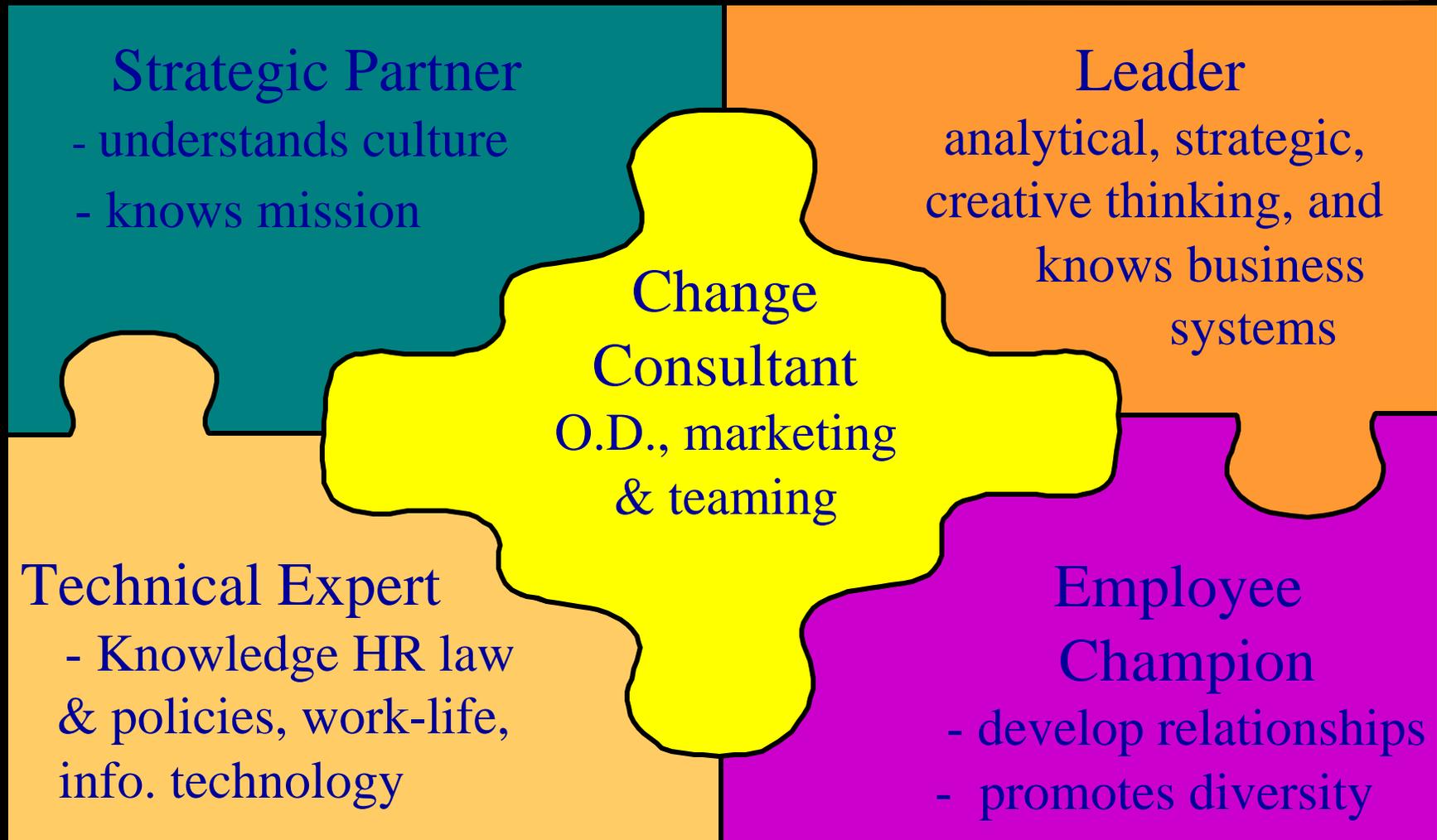
HR COMPETENCY MODEL

IPMA, OPM and NAPA



- Addresses 5 roles
- Use as a tool for change
- Redefines role of HR organization and professionals

HR Competency Model



Impacts on Current Technical Expertise



- Brain Drain
- Future exodus
- Lack of training and development opportunities
- Lack of attention to or focus on “the basics”

Addressing Technical Competency Challenge



- Training / re-training
- Job Rotations
- Customer focus
- Develop competency-based systems for selection, training, and performance management

HR Imperatives - Delivering on the New Roles and Competencies



- HR must become more customer-focused and results-oriented.
- HR must be creative and drivers of positive change.
- HR needs to be mission driven and aligned with key organizational goals.

HR Imperatives - Delivering on the New Roles and Competencies

- HR must embrace new automated technologies to aid in service delivery and workforce analysis.
- HR must be managed like a business regarding return on investment and cost-benefits analysis.
- HR organizations must invest in the continual development of their people.



Gandhi

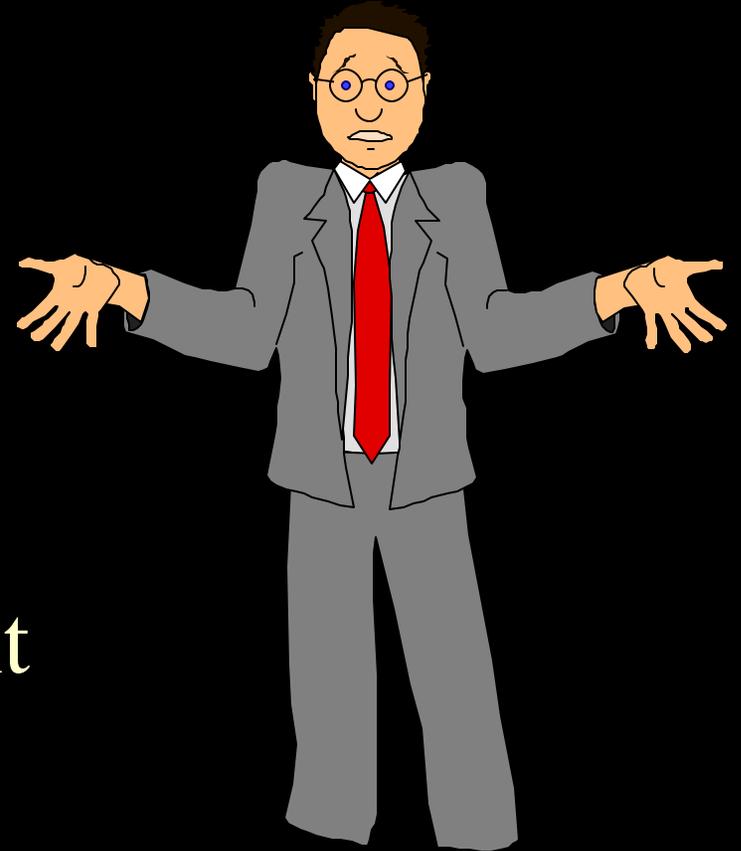
“We must become the change
we want to see.”

One Size Fits All?

No - there is no one size fits all solution.

Factors:

- Agency size/scope
- Customer needs
- Budget status
- Leadership commitment
- Culture and the like



What's Next?



Analysis and assessment
needs to be done to determine
which competencies are appropriate
for your agency's culture, strategic
mission and environment.

What's next?



After identifying critical competencies -
align and integrate HR systems to
support those competencies.

What's next?



Align to agency mission and vision:

- HR programs and policies
- HR service commitments and delivery systems
- HR position descriptions and performance plans
- HR individual development plans
- HR training and development
- HR awards and recognition
- HR measures/metrics

What's next?



Competency Training and Certification/ Credential programs

- enhance image
- sense of pride and stature
- new skills
- provide a foundation
- consistent service delivery expectations

Albert Einstein



“In the middle of difficulty
lies opportunity.”