HR Competencies:
Challenges and Opportunities
The Future is NOW

Timothy M. Dirks
Director of Human Resources Management
U.S. Department of Energy
“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

Strategic Partner
- understands culture
- knows mission

Technical Expert
- Knowledge HR law & policies, work-life, info. technology

Change Consultant
O.D., marketing & teaming

Leader
analytical, strategic, creative thinking, and
knows business systems

Employee Champion
- develop relationships
- promotes diversity
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.
“We must become the change we want to see.”
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.
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
“In the middle of difficulty lies opportunity.”

Albert Einstein