

# **An Occupation in Transition**

**A Comprehensive Study of the Federal HR Community**

- 1. Federal Human Resources  
Employment Trends**
- 2. Looking to the Future:  
Human Resources Competencies**
- 3. The HR Workforce:  
Meeting the Challenge of Change**

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# HR in Transition

## The Industrial Enterprise

## The Knowledge-Based Enterprise

- Hierarchy/Control
- Organized by functional specialty
- Physically centralized

### STRUCTURE

- Customer focused
- Team-based
- Functional integration
- Virtual offices

- Employee-oriented
- Rules-driven
- Guardians/Protectors
- Confrontational

### CULTURE

- Business-oriented
- Outcome/Results-driven
- Shared accountability
- Collaboration & Consensus building

- Program administration
- Case/Action processing
- Policy Manufacturing

### ACTIVITIES

- Customization of services and tools
- Organizational consultation/Organizational development
- Transaction management
- Technology integration

- Administrative capabilities
- Regulatory knowledge
- Internal policy knowledge

### HR SKILLS

- HR Competencies

# **The HR Workforce: Meeting the Challenge of Change**

- ✘ Serious gap between the competencies currently used and those valued.**
- ✘ Serious gap in the ability to provide basic quality technical advice.**
- ✘ Gaps limit ability to adequately perform HR function.**
- ✘ Most agencies do not have a formal plan in place to close this gap.**



# Roles and Competencies Studied

BUSINESS PARTNER	LEADER	TECHNICAL HR EXPERT	CHANGE AGENT
<p>Customer Service</p> <p>Organizational Awareness (Culture &amp; Processes)</p> <p>Systems Thinking</p> <p>Risk Taking</p> <p>Innovation/Creativity</p> <p>Agency Mission Knowledge</p> <p>Link HR to Mission</p> <p>Understand Public Service Environment</p>	<p>Building Trust/ Integrity/ Ethical Behavior</p> <p>Communication</p> <p>Team Work</p> <p>Conflict Resolution</p>	<p>Analytical Skills</p> <p>HR Law and Policies</p> <p>Diversity</p> <p>Applying Information Technology to HR</p> <p>Measure Effectiveness</p>	<p>Design and Implement Change</p> <p>Consensus/Consultation</p> <p>Influencing Others to Act</p> <p>Marketing</p> <p>Organizational Development &amp; HR Theories and Principles</p>

**\*Note: Based on OPM, NAPA, and IPMA Competency Models**

# The Business Partner Role

- ✓ Judged to be of HIGH IMPORTANCE by HR Executives
- ✓ Judged to be VERY USEFUL by Line Managers
- ✓ Judged to be of CRITICAL IMPORTANCE by HR Professionals

**BUT...**

- ✗ Most HR Professionals say they are **NOT** prepared to fulfill this role...

**AND**

- ✗ Half reported this role as **LEAST** important in their current assignment!

# The Technical Expert Role

**FROM**

- Rules-oriented
  - FPM focused
  - Policing function
- 

Now we are challenged to explain the basis for our judgments and recommendations -

**TO**

- ✓ to read the law
- ✓ understand the intent
- ✓ interpret for ourselves
- ✓ help managers understand
- ✓ present a range of options for informed decisions

**All grounded in a solid appreciation of what the manager is trying to achieve**



# IAG/OPM

## HR Workforce Alignment and Development Subcommittee

### Co-Chairs:

- Debra M. Tomchek, Director for HRM,  
Department of Commerce
- Roberta K. Peters, Assistant Director for  
Merit Systems Effectiveness, OPM

### Key Issues/Actions:

- Comprehensive workforce planning analysis of the  
HR occupation
- Training source compendium
- Model curriculum for competencies
- Feasibility of HR certification/credentialing program
- Governmentwide standard for HR interns
- Distance learning/web-based training