

Table 1: IPMA-HR Human Resource Competency Model

	Competency	Change Agent	Business Partner	Leader	HR Expert
1.	Demonstrated understanding of the organization’s mission, vision, and values and the business plan for execution using these attributes as its foundation for meeting the organization’s service goals.		X		
2.	Demonstrated ability to be innovative, creating and sustaining a positive environment that supports calculated risk-taking.		X		
3.	Demonstrated ability to apply organizational development principles.		X		
4.	Demonstrated ability to link specific human resource initiatives to the greater organization’s mission and service deliverables.		X		
5.	Demonstrated ability to design and implement change through the altering of systems and procedures.	X			
6.	Demonstrated ability to use return on investment and information technology strategies in the practice of human resource management.	X			
7.	Demonstrated ability to effectively design, develop, and implement human resource and organizational processes for all customers, including in the context of organizational and/or political resistance.	X			
8.	Demonstrated ability to design and deliver marketing programs related to sourcing and selection of HR services and capabilities.	X			
9.	Demonstrated understanding and ability to effectively utilize the current and potential contributions of a workforce that is maximized in terms of all aspects of diversity.			X	
10.	Demonstrated practice of integrity and ongoing ethics-based leadership behavior in all circumstances, including those that may jeopardize the professional future of the human resources leader.			X	
11.	Demonstrated understanding of business process and how to change to improve efficiency and effectiveness.	X	X		
12.	Demonstrated knowledge of Human Resource laws and policies.	X	X	X	X
13.	Demonstrated understanding of the public service environment.	X	X		
14.	Demonstrated understanding of team behavior and ability to lead teams toward high performance.	X	X	X	
15.	Demonstrated ability to successfully communicate, verbally and in writing, including the use of persuasive public presentations on behalf of the human resources function.	X	X	X	
16.	Demonstrated ability to assess and balance the competing values found within the organization (i.e., the greater mission and vision, various department values, and values as demonstrated by executive and mid-management leadership).	X		X	
17.	Demonstrated ability to exercise the use of business systems skills, including the ability to think strategically and creatively.	X	X		
18.	Demonstrated ability to analyze all presenting issues, recognizing the needs of all stakeholders in terms of collaborative solutions.	X	X	X	
19.	Demonstrated ability to use negotiating skill sets, including consensus-building, coalition-building, and dispute resolution.	X		X	
20.	Demonstrated ability to build and sustain trust-based relationships, both individually and collectively over time.	X	X		