

VA HR Academy Career Map for HR Specialist Employee Relations



U.S. Department of
Veterans Affairs



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General Information

This document provides the recommendations within each of the career models for each of the identified HR functions. This includes training, education, and certification recommendations; VA-specific experience recommendations; and other VA-specific recommendations (e.g., manuals, job aids) needed to attain the stated level of proficiency within that function. The core, technical, and strategic competencies associated with each function are also provided in this document. The career model will be used to guide the professional development of VA HR professionals in aligning their skill set with the VA HR competencies.

Function Summary

The Employee Relations Function involves utilizing specialized knowledge of legislation, rules, regulations, case law, principles, practices and precedent related to employee conduct, performance, and dispute resolution to aid managers and employees in an assigned area or areas.

What is a Competency?

Competency Models support a streamlined, data-driven approach to professional development, serve as the foundation to all Human Capital practices, and are becoming increasingly important to the Federal Government as a way to show accountability. A competency is a standardized job requirement for an individual to properly perform a specific job or role. It is observable and measurable. Competencies are a combination of knowledge, skills, abilities (KSAs), attitudes, and behaviors used to improve performance.

What are the differences between core, strategic and technical competencies?

The current competency model contains three competency types - Core, Leadership, and Technical. Each competency type denotes a specific competency area and scope. Core and Leadership competencies are standardized throughout the VA, while Technical competencies are unique to jobs.

- **Core:** Foundational competencies that apply to all functions and levels regardless of job specialty.
- **Leadership:** Competencies for those in a leadership role. Not applicable to the Foundational functional level of a career.
- **Technical:** Job specific competencies required to perform tasks or activities.

Required Competencies (Refer to competencies defined in Appendix)

| Core Competencies | Technical Competencies | Leadership Competencies |
|-----------------------------|--------------------------------------|--------------------------|
| Analytical Reasoning* | Employee Benefits* | Accountability |
| Communications* | Employee Development* | Developing Others* |
| Conflict Management* | Employee Relations* | Human Capital Management |
| Customer Service* | Human Resources Info Systems (HRIS) | Leveraging Diversity* |
| Flexibility* | Labor Relations* | Political Savvy |
| Information Assurance | Pay Administration* | Technology Management |
| Integrity/Honesty | Performance Management* | - |
| Interpersonal Skills* | Position Classification & Management | - |
| Organizational Awareness | Recruitment & Staffing | - |
| Problem Solving* | Workforce & Succession Planning* | - |
| Self-Management* | Work/Life Integration | - |
| Strategic Thinking* | - | - |
| Teamwork* | - | - |
| Veterans Service Motivation | - | - |

**Note: Indicates competencies represented by courses in the career map.*

How to Acquire Competencies

During an exercise at the September 2010 VA HR Academy Curriculum and Career Mapping workshop, the subject matter experts chose the preferred “acquisition method” that would allow an individual to obtain the desired proficiency standard at each level for every competency. The acquisition method options selected were:

- **Training:** VA or vendor provided courses that have learning objectives (i.e., Time Management Fundamentals).
- **Experience:** Activities the incumbent can engage in to enhance their recommended competencies (i.e., complete a time sensitive assignment with limited notice).
- **Other:** Another method of obtaining the necessary competencies without completing an action with a defined end result (i.e., referencing a job aid or shadowing an experienced professional).

The information contained within the Training, Education, and Certification table lists out the educational information that was identified during the September 2010 VA HR Academy Curriculum and Career Mapping workshop. The “✓” in each table indicates that the training, education, or certification is needed to demonstrate proficiency at the functional level. Additional information on the courses listed in this table can be found on the VA HR Academy website at www.vahracademy.va.gov. Similarly, a “✓” in the Experience or Other Requirements tables indicates that the element is also needed to demonstrate proficiency at the functional level. All of the information taken together provides the overarching framework of what is needed to demonstrate the desired proficiency level within each function across the identified competencies. Activities in the following sections marked with an asterisk (*) indicate those which may be effectively delivered or supported through social learning.

Function Levels

Each VA HR function has three levels. Each employee is assigned to the most appropriate level. These levels represent the primary work you do, the level of experience, and the level of supervision.

- **Foundational (F)** - A Human Resources Specialist at the Foundational Practitioner:
 - Typically has 1-2 years of experience
 - In a learning role; requires guidance, supervision, or oversight to perform most activities
 - Can perform basic tasks without guidance
- **Intermediate (I)** - A Human Resources Specialist at the Intermediate Practitioner level is expected to:
 - Typically has 3-4 years of experience
 - Has responsibilities for evolving operational needs
 - Can perform most tasks independently with occasional guidance/oversight
- **Advanced (A)** - A Human Resources Specialist at the Advanced Practitioner level is expected to:
 - Typically has 5+ years of experience
 - Higher level staff with a managerial role
 - Provides guidance to lower level staff
 - Technical experts in the role

Recommended Training, Education, and Certifications

| HR Specialist Employee Relations Training, Education, and Certifications | Competency | F | I | A |
|--|----------------------|---|---|---|
| Strategies for Decision Making (CDN) | Analytical Reasoning | ✓ | - | - |
| Effective Listening | Communications | ✓ | - | - |
| Presenting with Your Audience in Mind | Communications | ✓ | - | - |
| Presenting with Your Audience in Mind (CDN) | Communications | ✓ | - | - |
| Customer Service for HR Professionals | Customer Service | ✓ | - | - |
| Customer Service in Government | Customer Service | ✓ | - | - |
| Customer Service in the Field | Customer Service | ✓ | - | - |
| Customer Service over the Phone | Customer Service | ✓ | - | - |
| Dealing with Irrational Customers and Escalating Complaints | Customer Service | ✓ | - | - |
| Internal Customer Service | Customer Service | ✓ | - | - |
| Shaping the Direction of Customer Service in Your Organization | Customer Service | ✓ | - | - |
| Support Center Services and Work Environment | Customer Service | ✓ | - | - |
| Team and Customer Relationships | Customer Service | ✓ | - | - |
| Code of Conduct Awareness | Employee Relations | ✓ | - | - |
| Conflicts of Interest in the Workplace | Employee Relations | ✓ | - | - |
| Employee/Labor Relations | Employee Relations | ✓ | - | - |
| Fair Labor Standards Act | Employee Relations | ✓ | - | - |
| Federal Employee Relations | Employee Relations | ✓ | - | - |
| Guide to Processing Personnel Actions | Employee Relations | ✓ | - | - |
| Preventing Fraud and Abuse | Employee Relations | ✓ | - | - |
| Promoting a Substance-free Workplace | Employee Relations | ✓ | - | - |
| Rightful Employment Termination | Employee Relations | ✓ | - | - |
| Title 38 Discipline Overview | Employee Relations | ✓ | - | - |
| Title 5 Discipline Overview | Employee Relations | ✓ | - | - |
| VA Merit Systems (No activities) | Employee Relations | ✓ | - | - |

| HR Specialist Employee Relations Training, Education, and Certifications | Competency | F | I | A |
|--|--------------------------------------|---|---|---|
| Consulting Skills for HRM Professionals (3764192) | Interpersonal Skills | ✓ | - | - |
| Alternative Dispute Resolution | Labor Relations | ✓ | - | - |
| Alternative Dispute Resolution (CDN) | Labor Relations | ✓ | - | - |
| EEO in the Federal Sector | Labor Relations | ✓ | - | - |
| I-9 Compliance: Verifying Employment Eligibility of US and Non-US Citizens | Labor Relations | ✓ | - | - |
| Negotiation Skills (CDN) | Labor Relations | ✓ | - | - |
| Rightful Employment Termination | Labor Relations | ✓ | - | - |
| Policy Interpretation Tips and Tricks (CDN) | Organizational Awareness | ✓ | - | - |
| PAID Coding: Processing HR Actions | Pay Administration | ✓ | - | - |
| PAID Coding: Veterans' Preference | Pay Administration | ✓ | - | - |
| Position Management (3832614) | Position Classification & Management | ✓ | - | - |
| Creative Approaches for Innovative Solutions | Problem Solving | ✓ | - | - |
| Decision Making: Making Tough Decisions | Problem Solving | ✓ | - | - |
| Problem Solving: Digging Deeper | Problem Solving | ✓ | - | - |
| Advanced Staffing Module 6: Complex Pay Determinations | Pay Administration | - | ✓ | ✓ |
| Effective Team Communications | Communications | - | ✓ | - |
| Negotiation Skills | Communications | - | ✓ | - |
| Presenting Your Case | Communications | - | ✓ | - |
| Constructive Conflict Resolution | Conflict Management | - | ✓ | - |
| Mediating Employee Disputes | Conflict Management | - | ✓ | - |
| First Steps for Turning Around a Performance Problem | Developing Others | - | ✓ | - |
| Giving and Receiving Feedback (CDN) | Developing Others | - | ✓ | - |
| Instructor Training | Employee Development | - | ✓ | - |
| Planning Your Professional Development (CDN) | Employee Development | - | ✓ | - |
| HR Smart: Fundamentals for HR Specialists | Human Resources Information Systems | - | ✓ | - |

| HR Specialist Employee Relations Training, Education, and Certifications | Competency | F | I | A |
|--|-------------------------------------|---|---|---|
| HR Smart: Managers Self Service | Human Resources Information Systems | - | ✓ | - |
| HR Smart: Overview | Human Resources Information Systems | - | ✓ | - |
| Employee/Labor Relations | Labor Relations | - | ✓ | - |
| Adverse and Performance-Based Actions | Performance Management | - | ✓ | - |
| Critical Pathways – Adv Title 38 ER Training | Performance Management | - | ✓ | - |
| Employee Conduct and Performance | Performance Management | - | ✓ | - |
| First Steps for Turning Around a Performance Problem | Performance Management | - | ✓ | - |
| Performance Management | Performance Management | - | ✓ | - |
| Preventing Problem Performance | Performance Management | - | ✓ | - |
| Using Progressive Discipline to Correct Problem Performance | Performance Management | - | ✓ | - |
| Developing Your Political Savvy (CDN) | Political Savvy | - | ✓ | - |
| Decision Making: Tools and Techniques | Problem Solving | - | ✓ | - |
| Generating Creative and Innovative Ideas: Maximizing Team Creativity | Problem Solving | - | ✓ | - |
| Problem Solving: Determining and Building Your Strengths | Problem Solving | - | ✓ | - |
| Professionalism, Business Etiquette, and Personal Accountability | Self-Management | - | ✓ | - |
| Strategic Human Capital Management (3884547) | Strategic Thinking | - | ✓ | - |
| Strategic Human Capital Planning (3852270) | Strategic Thinking | - | ✓ | - |
| Consulting Skills for HRM Professionals (1328706) | Teamwork | - | ✓ | - |
| Effective Team Communication | Teamwork | - | ✓ | - |
| Writing a Business Case | Communications | - | - | ✓ |
| Essential Mentoring Techniques: Building and Maintaining Mentoring Relationships | Developing Others | - | - | ✓ |
| Essential Mentoring Techniques: Designing and Initiating Mentoring Programs | Developing Others | - | - | ✓ |

| HR Specialist Employee Relations Training, Education, and Certifications | Competency | F | I | A |
|---|--------------------------------------|---|---|---|
| Essential Mentoring Techniques: Evaluating and Ending the Mentoring Program | Developing Others | - | - | ✓ |
| Essential Mentoring Techniques: Mentoring Fundamentals | Developing Others | - | - | ✓ |
| Federal Employee Development | Employee Development | - | - | ✓ |
| VA Merit System | Employee Relations | - | - | ✓ |
| Developing Your Political Savvy | Interpersonal Skills | - | - | ✓ |
| Leveraging Multicultural and Multigenerational Diversity | Leveraging Diversity | - | - | ✓ |
| Developing Effective Performance Standards | Performance Management | - | - | ✓ |
| Advanced Position Classification for HR Practitioners | Position Classification & Management | - | - | ✓ |
| Position Classification and Position Management | Position Classification & Management | - | - | ✓ |
| Position Classification for Practitioners | Position Classification & Management | - | - | ✓ |
| Position Management and Position Classification | Position Classification & Management | - | - | ✓ |
| Principles of Classification | Position Classification & Management | - | - | ✓ |
| Managing Projects within Organizations (PMBOK® Guide Fifth Edition) | Strategic Thinking | - | - | ✓ |
| Strategic Human Capital Management (2835963) | Strategic Thinking | - | - | ✓ |
| Leading Teams and Groups | Teamwork | - | - | ✓ |
| Leading Teams: Fostering Effective Communication and Collaboration | Teamwork | - | - | ✓ |
| Managing Internal Dynamics in a Cross-functional Team | Teamwork | - | - | ✓ |
| Advanced Staffing Module 2: Workforce Succession Planning | Workforce & Succession Planning | - | - | ✓ |
| Managing Change: Building Positive Support for Change | Workforce & Succession Planning | - | - | ✓ |
| Managing Change: Dealing with Resistance to Change | Workforce & Succession Planning | - | - | ✓ |

| HR Specialist Employee Relations Training, Education, and Certifications | Competency | F | I | A |
|--|---------------------------------|---|---|---|
| Managing Change: Sustaining Organizational Change | Workforce & Succession Planning | - | - | ✓ |
| Managing Change: Understanding Change | Workforce & Succession Planning | - | - | ✓ |
| Organizational Agility | Workforce & Succession Planning | - | - | ✓ |
| Succession Planning | Workforce & Succession Planning | - | - | ✓ |
| Succession Planning (CDN) | Workforce & Succession Planning | - | - | ✓ |

**Note: Indicates courses do not map to the competency*

Recommended VA-Specific Experience

| HR Specialist Employee Relations Experience | F | I | A |
|---|----------|----------|----------|
| Assemble a complete evidence file for a disciplinary action. | ✓ | - | - |
| Meet with the local EEO Program Manager and be able to explain the EEO discrimination complaints process. | ✓ | - | - |
| Work on an assigned ER project and meet established timeframes. | ✓ | - | - |
| Read assigned chapters in VA handbook 5021 and CBAs. | ✓ | - | - |
| Research assigned subject area utilizing online (i.e. FLRA, MSPB, EEOC, OSC, OPM, VA internal websites, Cyberfeds, etc.) and hardcopy resources. | ✓ | - | - |
| Shadow a more experienced HR Specialist (Employee Relations).* | ✓ | - | - |
| Attend a diversity program to learn about other cultures and perspectives. | ✓ | - | - |
| Make a presentation at a team meeting.* | ✓ | - | - |
| Research assigned ER-related subject and provide a pro/con presentation to ER specialists.* | ✓ | - | - |
| Check technical accuracy of performance appraisal documents. | ✓ | - | - |
| Participate in round table discussions with ER staff.* | ✓ | - | - |
| Assist in preparing monthly or quarterly reports for your work unit. | ✓ | - | - |
| Volunteer to summarize notes from meetings. Distribute the summaries to others and ask for feedback.* | ✓ | - | - |
| Present a "straw man" proposal for addressing an assigned issue. | ✓ | - | - |
| Receive inquiries from customers and develop draft response for discussion with supervisor. | ✓ | - | - |
| Review supporting documentation for a disciplinary/adverse action case, prepare recommendation of appropriate penalty, and draft charges for a proposed action for supervisor feedback. | ✓ | - | - |
| Observe an oral reply meeting for an employee who has received notice of a proposed action. | ✓ | - | - |
| Shadow a senior specialist meeting with a manager handling an employee relations issue. | ✓ | - | - |
| Observe a third party hearing. | ✓ | - | - |
| Create ER documents (i.e. discipline, performance, reasonable accommodation, etc.) and explain processes used under supervision. | ✓ | - | - |
| Write an article for your organization's newsletter, website, or intranet. | ✓ | - | - |

| HR Specialist Employee Relations Experience | F | I | A |
|---|---|---|---|
| Observe an AIB interview session. | ✓ | - | - |
| Serve as an ad hoc member on ER-related committees.* | - | ✓ | - |
| Respond to inquiries from customers and propose solutions to ER-related issues. | - | ✓ | - |
| Compile/analyze evidence files and provide feedback to manager regarding an ER case. | - | ✓ | - |
| Serve as an ER technical expert in ER proceedings. | - | ✓ | - |
| Create ER documents (i.e. discipline/adverse, performance, reasonable accommodation, etc.) for final review. | - | ✓ | - |
| Prepare third party appeal case files. | - | ✓ | - |
| Provide training on a variety of ER topics. | - | ✓ | - |
| Participate as SME in assigned redesign projects.* | - | ✓ | - |
| Serve as member on an AIB team. | - | ✓ | - |
| Advise management officials on labor obligations (i.e. grievance meetings, formal meetings, investigations, forums, etc.). | - | ✓ | - |
| Lead roundtable discussions and debate ideas regarding recent developments and/or emerging trends. | - | - | ✓ |
| Review ER trends and developing appropriate solutions. | - | - | ✓ |
| Develop and present training. | - | - | ✓ |
| Prepare and present an analysis of an adverse action case. | - | - | ✓ |
| Assist agency representatives preparing witnesses for MSPB and/ or EEOC hearings. | - | - | ✓ |
| Participate on a team developing Service or Departmental policy.* | - | - | ✓ |
| Assist in developing a succession plan. | - | - | ✓ |
| Serve as SME for local/national projects which may involve collaboration with inter or intra-agency partners. | - | - | ✓ |
| Take initiative to identify areas of liability and use creativity in developing resolution/recommendations for stakeholders (i.e. third party settlements). | - | - | ✓ |
| Implement change based on new developments (i.e. new policy, case law, best practices). | - | - | ✓ |

**Note: Indicates a social learning activity*

Recommended VA-Specific Other

| HR Specialist Employee Relations Other | F | I | A |
|--|---|---|---|
| Review Job Aids - Broida; Wiley; CFR; Cyberfeds (or equivalent); online publications; Elkouri (arbitration); and/or locally produced resources.* | ✓ | - | - |
| Attend locally sponsored workshops and training classes (i.e. local federal agencies, FEBs, OPM, FLRA, MSPB, ORM).* | ✓ | - | - |
| Attend locally sponsored workshops and training classes (i.e. local federal agencies, FEBs, OPM, FLRA, MSPB, ORM).* | ✓ | - | - |
| Review HR Café - online webinar on a variety of HR-related topics. | ✓ | - | - |
| Attend yearly case law updates (i.e. local law school, conferences, FPMI, FDR, HR conferences with federal tracks). | - | ✓ | - |
| Review Job Aids - Broida; Wiley; CFR; Cyberfeds (or equivalent); online publications; Elkouri (arbitration); and/or locally produced resources.* | - | ✓ | - |
| Attend locally sponsored workshops and training classes (i.e. local federal agencies, FEBs, OPM, FLRA, MSPB, ORM).* | - | ✓ | - |
| Review HR Café - online webinar on a variety of HR-related topics. | - | ✓ | - |
| Attend Administration-sponsored conference. | - | ✓ | - |
| Attend yearly case law updates (i.e. local law school, conferences, FPMI, FDR, HR conferences with federal tracks). | - | - | ✓ |
| Review Job Aids - Broida; Wiley; CFR; Cyberfeds (or equivalent); online publications; Elkouri (arbitration); and/or locally produced resources.* | - | - | ✓ |
| Attend locally sponsored workshops and training classes (i.e. local federal agencies, FEBs, OPM, FLRA, MSPB, ORM).* | - | - | ✓ |
| Review HR Café - online webinar on a variety of HR-related topics. | - | - | ✓ |
| Attend Administration-sponsored conference. | - | - | ✓ |

**Note: Indicates a social learning activity*

APPENDIX

CORE Competencies Defined

- Analytical Reasoning: Identifies issues and analyzes information to draw accurate conclusions, ensuring careful attention to detail. Dissects problems and information into their meaningful parts, and uses logic and judgment to evaluate alternatives and develop solutions.
- Communications: Effectively expresses information to multiple audiences through clear, convincing oral and written communications; demonstrates logical thinking when describing facts and concepts, and shapes communications to meet the needs of a specific audience; actively listens to others and demonstrates understanding of their comments and/or questions.
- Conflict Management: Helps to manage and resolve conflicts, grievances, confrontations, or disagreements in a constructive manner to minimize negative personal impact; collaborates with others to encourage cooperation and teaming.
- Customer Service: Anticipates, identifies, and manages the needs and expectations of internal and external customers; makes the effort to understand customer issues and priorities to deliver quality services and support; solicits regular formal and informal feedback and takes action to drive high levels of customer satisfaction.
- Flexibility: Is open to change and new ways of approaching working and solving problems; adapts behavior or work methods in response to new information, changing conditions, or unexpected obstacles; deals effectively with ambiguity.
- Customer Service: Working with clients and customers to assess their needs, provide information or assistance, resolve their problems, or satisfy their expectations.
- Flexibility: Adapting behavior or work methods in response to new information, changing conditions, or unexpected obstacles. Open to change and new information.
- Information Assurance: Applies knowledge of methods and procedures to protect information systems and data by ensuring their availability, authentication, confidentiality, and integrity.
- Integrity/Honesty: Contributes to maintaining the integrity of the Department of Veterans Affairs; displays high standards of ethical conduct at all times and understands the impact of violating these standards on the organization, self, and others; is trustworthy.
- Interpersonal Skills: Develops and maintains effective relationships with others; relates well to people from varied backgrounds and different situations. Considers and responds appropriately to the needs, feelings, and capabilities of subordinates, peers, and seniors. Gains cooperation to obtain information and accomplish goals, including managing disagreements in a constructive manner to minimize negative personal impact.
- Organizational Awareness: Knows the organization's (e.g., VA, domain, work unit) mission and functions. Knows how its social, political, and technological systems work and operates effectively within them. Understands how programs, policies, procedures, rules, and regulations drive and impact the work and objectives of the organization
- Problem Solving: Identifies problems, determines accuracy and relevance of information, and uses sound judgment to generate and evaluate alternatives; makes well-informed, objective decisions that take into account facts, goals, constraints, and risks while perceiving the impact and implications of decisions.

- **Self-Management:** Sets well-defined and realistic individual goals; displays a high level of initiative, effort, and commitment toward completing assignments in a timely manner; accepts feedback and works with minimal supervision; is motivated to achieve even under stressful conditions; demonstrates responsible behavior.
- **Strategic Thinking:** Formulates effective strategies consistent with the objective, vision, and competitive strategy of the organization (e.g., VA, domain, work unit). Applies knowledge of planning, coordination, and execution of HR services, business functions, and resource allocation when examining issues and determining priorities. Takes a long-term view to recognize opportunities. Determines objectives and sets priorities. Anticipates potential threats or opportunities.
- **Teamwork:** Encourages and facilitates cooperation, pride, trust, and group identity; fosters commitment and team spirit; works with others to achieve goals.
- **Veterans Service Motivation:** Shows a commitment to serve Veterans, and works to ensure all actions are focused on meeting and supporting Veterans' needs; aligns organizational objectives, processes, and practices with Veterans' and the public's interests.

TECHNICAL Competencies Defined

- **Employee Benefits:** Applying HR concepts, principles, and practices relating to retirements, insurances and other employee benefit programs.
- **Employee Development:** Applying employee development concepts, principles, and practices related to planning, evaluating, and administering training, organizational development, and career development initiatives.
- **Employee Relations:** Applying laws, rules, regulations, case law, principles, and practices related to employee conduct, performance, and dispute resolution.
- **Human Resources Information Systems:** Knowledge of HR management concepts, principles, and practices related to identifying and analyzing HR processes, translating functional requirements into technical requirements, and delivering and maintaining HR information systems.
- **Labor Relations:** Applying laws, rules, regulations, case law, principles, and practices related to negotiating and administering labor agreements.
- **Pay Administration:** Applying pay administration concepts, principles, and practices relating to pay setting, pay schedules, pay determinations, and other pay administration regulations.
- **Performance Management:** Applying performance management concepts, principles, and practices related to planning, monitoring, rating, and rewarding employee performance.
- **Position Classification & Management:** Determining the correct title, series, and grade of a position. Ensuring the accuracy of a position description, and advising management on organization and position management issues.
- **Recruitment & Staffing:** Applying HR concepts, principles, and practices related to identifying, altering, and selecting individuals and placing them into positions to address changing organizational needs.
- **Work/Life Integration:** Helping others meet the needs of their lives in a way that helps them be most productive, effective, and healthy, both at work and outside of work.
- **Workforce & Succession Planning:** Applying HR concepts, principles, and practices in order to determine the composition of the workforce, projecting the composition of the future workforce, and identifying current and future competency gaps to align human capital with organization goals. Consulting with organizations to produce action

plans to bridge both workforce and competency gaps and ensuring an adequate and well qualified workforce to fulfill the mission.

LEADERSHIP Competencies Defined

- **Accountability:** Holds self and others accountable for measurable high-quality, timely, and cost-effective results. Determines objectives, sets priorities, and delegates work. Accepts responsibility for mistakes. Complies with guidelines and rules.
- **Developing Others:** Develops the ability of others to perform and contribute to the organization by providing ongoing feedback and by providing opportunities to learn through formal and informal methods.
- **Human Capital Management:** Builds and manages workforce based on organizational goals, budget considerations, and staffing needs. Ensures that employees are appropriately recruited, selected, appraised, and rewarded; takes action to address performance problems. Manages a multi-sector workforce and a variety of work situations.
Leveraging Diversity: Fosters an inclusive workplace where diversity and individual differences are valued and leveraged to achieve the vision and mission of the organization
- **Leveraging Diversity:** Fosters an inclusive workplace where diversity and individual differences are valued and leveraged to achieve the vision and mission of the organization.
- **Political Savvy:** Identifies the internal and external politics that impact the work of the organization. Perceives organizational and political reality and acts accordingly.