

# VA HR Academy Career Map for HR Specialist Generalist



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***

Generalists provide a wide range of consultative Human Resources services to VA customers. While Recruitment and Staffing is often a significant competency for VA Generalists, individuals in these roles also provide employee and labor relations, position classification, and employee development activities, drawing from each of the specialist functions to support their 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](http://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 Generalist Training, Education, and Certifications	Competency	F	I	A
Professionalism, Business Etiquette, and Personal Accountability	Self-Management	✓	✓	-
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	✓	-	-
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	✓	-	-
Determining Service Computation Dates	Employee Benefits	✓	-	-
Employee Benefits	Employee Benefits	✓	-	-
Employee Benefits for Federal HR Professionals	Employee Benefits	✓	-	-
Federal Employee Benefits	Employee Benefits	✓	-	-
FERS Benefits Applications	Employee Benefits	✓	-	-
Processing Voluntary Retirement Applications for Civil Service Employees (CSRS)	Employee Benefits	✓	-	-
Processing Voluntary Retirement Applications for Civil Service Employees (CSRS)	Employee Benefits	✓	-	-
Processing Voluntary Retirement Applications for Federal Employees (FERS)	Employee Benefits	✓	-	-
Processing Voluntary Retirement Applications for Federal Employees (FERS)	Employee Benefits	✓	-	-

HR Specialist Generalist Training, Education, and Certifications	Competency	F	I	A
Instructor Training	Employee Development	✓	-	-
Planning Your Professional Development (CDN)	Employee Development	✓	-	-
Federal Human Resources Management	Employee Relations	✓	-	-
Fundamentals of Legal Research	Employee Relations	✓	-	-
Integrity in the Workplace	Employee Relations	✓	-	-
HR Smart: Fundamentals for HR Specialists	Human Resources Information Systems	✓	-	-
HR Smart: Managers Self Service	Human Resources Information Systems	✓	-	-
HR Smart: Overview	Human Resources Information Systems	✓	-	-
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	✓	-	-
Advanced Staffing Module 6: Complex Pay Determinations	Pay Administration	✓	-	-
Advanced Staffing Module 1: Problem Solving and Decision Making	Problem Solving	✓	-	-
Pragmatic Problem Solving	Problem Solving	✓	-	-
Consulting Skills for HRM Professionals (1328706)	Teamwork	✓	-	-
Effective Team Communication	Teamwork	✓	-	-
Advanced Staffing Module 2: Workforce Succession Planning	Workforce & Succession Planning	✓	-	-
Managing Change: Building Positive Support for Change	Workforce & Succession Planning	✓	-	-

HR Specialist Generalist Training, Education, and Certifications	Competency	F	I	A
Managing Change: Dealing with Resistance to Change	Workforce & Succession Planning	✓	-	-
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	✓	-	-
Consulting Skills for HRM Professionals (3764192)	Interpersonal Skills	✓	✓	-
Internal Customer Service	Customer Service	✓	-	-
Enhancing Your Attention to Detail (CDN)	Analytical Reasoning	-	✓	-
Measurement: Assessment and Metrics	Analytical Reasoning	-	✓	-
Business Writing: Editing and Proofreading	Communications	-	✓	-
Business Writing: How to Write Clearly and Concisely	Communications	-	✓	-
Business Writing: Know Your Readers and Your Purpose	Communications	-	✓	-
Communicating Across Cultures	Communications	-	✓	-
Consulting Skills for HRM Professionals (1328706)	Communications	-	✓	-
Effective Team Communication	Communications	-	✓	-
Effective Team Communication (CDN)	Communications	-	✓	-
Internal Consulting Skills for Federal HR Professionals	Communications	-	✓	-
Interpersonal Communication	Communications	-	✓	-
Interpersonal Communication: Listening Essentials	Communications	-	✓	-
Interpersonal Communication: Targeting Your Message	Communications	-	✓	-
Negotiation Essentials: Avoiding Pitfalls in Negotiations	Communications	-	✓	-
Negotiation Essentials: Communicating	Communications	-	✓	-
Negotiation Essentials: Persuading	Communications	-	✓	-

HR Specialist Generalist Training, Education, and Certifications	Competency	F	I	A
Negotiation Essentials: Planning for Negotiation	Communications	-	✓	-
Negotiation Essentials: What Is Negotiation?	Communications	-	✓	-
The Power of Influence over Authority	Communications	-	✓	-
Mediating Employee Disputes	Conflict Management	-	✓	-
First Steps for Turning Around a Performance Problem	Developing Others	-	✓	-
Giving and Receiving Feedback (CDN)	Developing Others	-	✓	-
Processing Personnel Actions	Employee Benefits	-	✓	-
Strategic Human Capital Planning (3852270)	Employee Development	-	✓	-
Strategies for Developing Employees	Employee Development	-	✓	-
Strategies for Developing Your Employees – 1 day	Employee Development	-	✓	-
Training and Development	Employee Development	-	✓	-
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	-	✓	-
Time Management: Analyzing Your Use of Time	Flexibility	-	✓	-
Time Management: Avoiding Time Stealers	Flexibility	-	✓	-

HR Specialist Generalist Training, Education, and Certifications	Competency	F	I	A
Time Management: Planning and Prioritizing Your Time	Flexibility	-	✓	-
Employee/Labor Relations	Labor Relations	-	✓	-
Federal Pay Setting	Pay Administration	-	✓	-
GS Pay Setting	Pay Administration	-	✓	-
PAID Coding: Determining Service Computation Date (SCD)	Pay Administration	-	✓	-
PAID Coding: GPPA and PAID Coding Manual	Pay Administration	-	✓	-
Pay Setting	Pay Administration	-	✓	-
Processing Personnel Actions	Pay Administration	-	✓	-
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	-	✓	-
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	-	✓	-

HR Specialist Generalist Training, Education, and Certifications	Competency	F	I	A
Creative Approaches for Innovative Solutions	Problem Solving	-	✓	-
Decision Making: Making Tough Decisions	Problem Solving	-	✓	-
Problem Solving: Digging Deeper	Problem Solving	-	✓	-
Strategic Human Capital Management (3884547)	Strategic Thinking	-	✓	-
Strategic Human Capital Planning (3852270)	Strategic Thinking	-	✓	-
Leading Teams and Groups	Teamwork	-	✓	-
Leading Teams: Fostering Effective Communication and Collaboration	Teamwork	-	✓	-
Managing Internal Dynamics in a Cross-functional Team	Teamwork	-	✓	-
Assessment Questionnaire	Workforce & Succession Planning	-	✓	-
Hiring and Retention Overview	Workforce & Succession Planning	-	✓	-
HR2U Virtual	Workforce & Succession Planning	-	✓	-
Job Analysis	Workforce & Succession Planning	-	✓	-
Strategic Human Capital Planning (3858380)	Workforce & Succession Planning	-	✓	-
The Supervisor Role in the HR Competency Self Assessment and eIDP Process	Workforce & Succession Planning	-	✓	-
Writing a Business Case	Communications	-	-	✓
Negotiations and Alternative Dispute Resolution (ADR)	Conflict Management	-	-	✓
Essential Mentoring Techniques: Building and Maintaining Mentoring Relationships	Developing Others	-	-	✓
Essential Mentoring Techniques: Designing and Initiating Mentoring Programs	Developing Others	-	-	✓
Essential Mentoring Techniques: Evaluating and Ending the Mentoring Program	Developing Others	-	-	✓
Essential Mentoring Techniques: Mentoring Fundamentals	Developing Others	-	-	✓
Federal Employee Development	Employee Development	-	-	✓

HR Specialist Generalist Training, Education, and Certifications	Competency	F	I	A
Leveraging Multicultural and Multigenerational Diversity	Leveraging Diversity	-	-	✓
Basic Title 38 Pay Setting	Pay Administration	-	-	✓
Advanced Position Classification	Position Classification & Management	-	-	✓
Federal Position Management	Position Classification & Management	-	-	✓
Position Management (1328705)	Position Classification & Management	-	-	✓
Managing Projects within Organizations (PMBOK® Guide Fifth Edition)	Strategic Thinking	-	-	✓
Strategic Human Capital Management (2835963)	Strategic Thinking	-	-	✓
Establishing Team Goals and Responsibilities	Teamwork	-	-	✓
Leading Teams and Groups	Teamwork	-	-	✓
Career Mapping Course	Workforce & Succession Planning	-	-	✓
Federal Workforce Analysis and Planning	Workforce & Succession Planning	-	-	✓

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

### *Recommended VA-Specific Experience*

HR Specialist Generalist Experience	F	I	A
Applies basic principles of adult learning to room set-up, audiovisual usage, and group interaction.*	✓	-	-
Assemble a complete evidence file for a disciplinary action.	✓	-	-
Assemble a complete evidence file for a grievance.	✓	-	-
Attend a diversity program to learn about other cultures and perspectives.*	✓	-	-
Check technical accuracy of performance appraisal documents.	✓	-	-
Collaborate with other team members on a project or assignment.*	✓	-	-
Collect information/data from supervisors/managers on existing Training Needs.*	✓	-	-
Complete a request for recruitment through DEU/OPM.	✓	-	-
Draft a position report for review by the HR manager.	✓	-	-
Research and review competitive and non-competitive hiring authorities for WG and GS.*	✓	-	-
Review and verify internal applicant qualifications and eligibility (time in grade, etc.) for a GS position no higher than their pay grade (for supervisor review).	✓	-	-
Review OPM qualification requirements and draft a vacancy announcement for review by Sr. specialist.*	✓	-	-
Draft merit promotion/vacancy announcement for review by a SME.*	✓	-	-
Maintain confidentiality of PII and other LMS/HRIS information.	✓	-	-
Participate in a diversity (special emphasis) program to learn about other cultures and perspectives.*	✓	-	-
Participate in discussions with supervisor concerning classification problems.*	✓	-	-
Participate in discussions with supervisor concerning staffing and placement issues.*	✓	-	-
Review collective bargaining agreement procedures that are required for recruitment.	✓	-	-

HR Specialist Generalist Experience	F	I	A
Partner with your supervisor/mentor to develop the skill of dialogue.*	✓	-	-
Post vacancy announcement on OPM web site (USA Jobs).	✓	-	-
Read assigned chapters in VA handbooks, CFR and Title 5.	✓	-	-
Research assigned ER-related subject and provide a pro/con presentation to ER specialists.*	✓	-	-
Research assigned LR-related subject and provide a pro/con presentation to LR specialists.*	✓	-	-
Research and receive updated information regarding employee benefits, to include: retirement, OWCP, etc.	✓	-	-
Research assigned subject area utilizing online (i.e. FLRA, MSPB, EEOC, OSC, OPM, VA internal websites, Cyberfeds, etc.) and hardcopy resources.	✓	-	-
Review regulations on different hiring authorities under Title 5 and discuss with HR manager or HR SME.	✓	-	-
Review and become familiar with bargaining unit agreements and VA handbook and discuss with a Senior Specialist or HR Manager.	✓	-	-
Shadow (one day) the various departments for a better understanding of what each does.	✓	-	-
Take a personality inventory (e.g., Myers-Briggs Type Indicator) to learn more about your personality and relationship to teamwork.	✓	-	-
Review material at Merit Systems Protection Board (MSPB) web site <a href="http://www.mspb.gov">www.mspb.gov</a> .	✓	-	-
Work on an assigned ER project and meet established timeframes.	✓	-	-
Work on an assigned LR project and meet established timeframes.	✓	-	-
Assist an LR Specialist in the preparation for labor negotiations.	✓	-	-
Research and distribute/communicate updated information regarding employee benefits, to include: retirement, OWCP, etc.*	✓	-	-
Attend a job fair and participate in recruiting trips, e.g., visit local college campus, visit state employment service.	✓	-	-
Set pay with assistance from an HR Specialist (compute the hourly rate of a GS position; compute the annual rate for the Wage Grade.).	✓	-	-

HR Specialist Generalist Experience	F	I	A
Contribute to the development of an employee development program or course (e.g. research, writing, etc.).	✓	-	-
Create ER documents (i.e. discipline, performance, reasonable accommodation, etc.) under supervision and explain processes used.	✓	-	-
Discuss with supervisor the various recruitment sources available to reach targeted audiences.	✓	-	-
Draft LR documents (i.e. grievance responses, information requests, ULPs, etc.) for supervisory review.	✓	-	-
Evaluate a position description and draft a final position report for review by the HR manager (including preparation of the Optional Form 8 (OF-8) (cover page for GS and FWS PDs)).	✓	-	-
Explain to a senior HR Specialist (Staffing & Recruitment) the procedures relevant to: (1) Federal hiring process, (2) Federal job application procedures, (3) Current employment opportunities in your administration, (4) Job opportunities in VA.	✓	-	-
Select and apply the appropriate reference(s) for classification given a position description.	✓	-	-
Identify changes in new or revised classification standards and provide feedback on the impacts to the HR manager.	✓	-	-
Monitor, update, and distribute the schedule, including the steps, linkages, and interfaces of an assigned task for a specific work breakdown structure element.	✓	-	-
Observe a grievance and third party hearing meeting and roundtable discussion.	✓	-	-
Observe an oral reply meeting for an employee who has received notice of a proposed action.	✓	-	-
Participate in a program outside of your existing program area, offering inputs as a contributor to change.	✓	-	-
Perform a briefing of each section of HR to new HR specialists coming into the department.	✓	-	-
Prepare a certificate of qualified applicants for review by HR manager.	✓	-	-
Prepare questions for desk audit for review from manager.	✓	-	-

HR Specialist Generalist Experience	F	I	A
Respond to basic questions from employees about the appeals process with supervisory input.	✓	-	-
Review supporting documentation for a disciplinary action case, prepare recommendation of appropriate penalty, and draft charges for a proposed action for supervisor feedback.	✓	-	-
Review/research special salary rates and other aspects of Pay Administration to understand the different salary options.	✓	-	-
Advise management officials on labor obligations (i.e. grievance meetings, formal meetings, investigations, forums, etc.).	-	✓	-
Analyze salary and staffing data and make recommendations to upper management for adjustments to special salary rate schedules.	-	✓	-
Assist supervisors by writing position descriptions using various formats, e.g. FES, GS narratives, FWS.	-	✓	-
Review wage grade positions and classify PDs within your organization.	-	✓	-
Check technical accuracy of performance appraisal documents.	-	✓	-
Compile data for incentive awards report.	-	✓	-
Recommend appropriate determination on the FLSA and bargaining unit coverage given a position description, competitive level code and whether a position is a single or multiple incumbency for review by the HR manager.	-	✓	-
Determine and explain eligibility with job applicants under different Title 5 appointment authorities.*	-	✓	-
Make recommendations for adjustments to special salary rate schedules given the annual increases/COLAs, for review by the HR manager.	-	✓	-
Compile/analyze evidence files and provide feedback to manager regarding an ER/LR case.	-	✓	-
Conduct segment of the annual classification maintenance review.	-	✓	-
Perform the full gamut of recruitment responsibilities to include: job analysis and assessment tools, determining minimal and best qualifications, issuing a certification, etc.	-	✓	-
Consult with managers/supervisors about their observed development needs and options for their specialty area(s) and create a unique employee development plan.	-	✓	-

HR Specialist Generalist Experience	F	I	A
Create ER/LR documents (i.e. discipline, performance, reasonable accommodation, grievance responses, information requests, ULPs, etc.) for final review.	-	✓	-
Implement employee benefits including retirement calculations for servicing employees and administering OWCP benefits.	-	✓	-
Foster productive relationships with union officials.	-	✓	-
Identify inconsistencies in organizational structures and recommend solutions to service managers.	-	✓	-
Identify, intervene, and recommend appropriate action to prevent potential contract and statutory violations.	-	✓	-
Participate in a locality salary survey as a data collector (or review survey data).	-	✓	-
Perform desk audits for a variety of positions independently.	-	✓	-
Prepare third party appeal case files.	-	✓	-
Prepare written summary of results of a desk audit to an employee and their manager.	-	✓	-
Research different performance management methods, e.g., 360 degree evaluation and peer review, and prepare pros/cons paper for discussion and review with senior HR Specialist.*	-	✓	-
Respond to inquiries from customers and propose solutions to ER and LR-related issues.	-	✓	-
Review and distribute work/life policies (i.e. telework, childcare subsidies, etc.).	-	✓	-
Work with a senior HR Specialist to establish pay schedules based on results of the local salary surveys.	-	✓	-
For a vacancy announcement, perform targeted recruitment utilizing a variety of resources for recruiting best and diverse candidates.	-	✓	-
Review PD's and update in compliance with regulations prior to posting a position.	-	✓	-
Meet with and advise managers to determine recruitment needs and best recruitment strategy for your assigned area.	-	✓	-

HR Specialist Generalist Experience	F	I	A
Work with supervisor to develop notices related to changes in working conditions.	-	✓	-
Complete the entire recruitment process for a vacancy announcement.	-	✓	-
Provide training on a variety of ER and LR topics.	-	-	✓
Advise management officials on labor obligations (i.e. grievance meetings, formal meetings, investigations, forums, etc.).	-	-	✓
Analyze salary and staffing data and make recommendations to upper management for adjustments to special salary rate schedules.	-	-	✓
Assist agency representatives preparing witnesses for FLRA and/ or arbitration hearings.	-	-	✓
Assist agency representatives preparing witnesses for MSPB and/ or EEOC hearings.	-	-	✓
Compile/analyze evidence and grievance files and provide feedback to manager regarding ER and LR cases.	-	-	✓
Implement work/life policies (i.e. telework, childcare subsidies, etc.).	-	-	✓
Consult with managers/supervisors about their observed development needs and options for their specialty area(s) and create a unique employee development plan.	-	-	✓
Create ER and LR documents (i.e. discipline, performance, reasonable accommodation, grievance responses, information requests, ULPs, etc.) for final review.	-	-	✓
Develop and present HR training.	-	-	✓
Implement change based on new developments (i.e. new policy, case law, best practices).	-	-	✓
Participate on a team developing Service or Departmental policy, guidance, or SOP's.*	-	-	✓
Provide consultative services to a manager about forecasting workforce planning derived educational and training needs.	-	-	✓
Respond to inquiries from customers and propose solutions to ER and LR-related issues.	-	-	✓

HR Specialist Generalist Experience	F	I	A
Advise hiring managers on performance based interviewing techniques after completion of certificate.	-	-	✓
Monitor and advise hiring managers of options/changes in hiring legislation or hiring authorities, as applicable to recruit effectively for specific positions.	-	-	✓
Coordinate participation in a job fair event.	-	-	✓
Consult with a manager to advise on next steps of the hiring process from issuance of cert.	-	-	✓
Resolve a difficult staffing problem	-	-	✓
Review proposed organizational changes and discuss solutions with upper level management.	-	-	✓
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).	-	-	✓
Project retirement eligibilities and working in workers' compensation.	-	-	✓
Coordinate the development a succession plan.	-	-	✓
Establish an ongoing HR training plan for Senior Staff and hiring managers.	-	-	✓
Develop a recruitment Guidance/SOP to improve the efficiency of a particular staffing process.	-	-	✓
Advise managers on possible attrition and/or restructuring of positions to assist in implementing position management.	-	-	✓
Develop and implement a policy and/or procedures to improve program operations.	-	-	✓
Gather data and interpret needs for senior leadership to integrate across VA or an Administration.	-	-	✓
Identify and close gaps via development/training programs based on the workforce planning process.	-	-	✓
Identify and develop a training plan from a changing requirement (i.e. policy, regulation, legislation) for a specialized occupational group.	-	-	✓

HR Specialist Generalist Experience	F	I	A
Lead roundtable discussions and debate ideas regarding recent developments and/or emerging trends.*	-	-	✓
Obtain approval for innovative or complex development projects that involve other internal and external sources.	-	-	✓
Monitor, update, and distribute the schedule, including the steps, linkages, and interfaces of an assigned task for a specific work breakdown structure element.	-	-	✓
Monitor the implementation of benefits and solve a complex benefits issue.	-	-	✓

*\*Note: Indicates a social learning activity*

### *Recommended VA-Specific Other*

HR Specialist Generalist Other	F	I	A
Review standard appeals procedure letter.	✓	-	-
Review script for courteous responses to common questions.*	✓	-	-
Participate in office orientation program.	✓	-	-
Review checklists, job aids, and tool kits for technical area.*	✓	-	-
Collect data from training needs assessments and identify target training areas.	✓	-	-
Review existing training policy and make recommendations to HR professionals for updating.*	✓	-	-
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).*	✓	-	-
Participate in HR Café - online webinar on a variety of HR-related topics.	✓	-	-
Create a standard appeals procedure letter.	✓	-	-
Classification Appeal Checklist - both advisory and employee (OHRM website).	✓	-	-
Review OHRM website (compensation and classification).	✓	-	-
Review OPM website (classification).	✓	-	-
Review OPM Guides (Classifiers Handbook).	✓	-	-
Review OPM Guides (Primary Standard).	✓	-	-
Complete standard forms for evaluating positions under the Factor Evaluation System and Narrative formats	✓	-	-
Review VA Handbooks and directives.	✓	-	-
Review 5 CFR.	✓	-	-
Ask questions of more seasoned employee benefit specialist.*	✓	-	-
Review HR Resource Library - OHRM Website.	✓	-	-
Review OPM website - references for HR professionals.	✓	-	-

HR Specialist Generalist Other	F	I	A
Review OHRM website (Work/life).	✓	-	-
Review VA Handbooks and directives (OHRM website).	✓	-	-
OPM - Guide for Processing Personnel Actions (OPM website).	✓	-	-
OPM - Guide to Personnel Standards (OPM website).	✓	-	-
Review CSRS/FERS handbook (OPM website) - making retirement determinations.	✓	-	-
Review OPM Qualification Standards.	✓	-	-
Review VA Qualification Standards.	✓	-	-
Make recommendations on training policy based on emerging topics.*	✓	-	-
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.	✓	-	-
Review LRP Publications.	✓	-	-
Review Classification Appeal Checklist - both advisory and employee (OHRM website).	✓	-	-
Formal or informal mentoring relationship - discussions etc.*	✓	-	-
Participate in agency-wide training forums to gain a broader area of knowledge of employee development best practices.	-	✓	-
Attend in locally sponsored workshops and training classes (i.e., local federal agencies, FEBs, OPM, FLRA, MSPB, ORM).*	-	✓	-
Attend HR Café - online webinar on a variety of HR-related topics.	-	✓	-
Review administration-sponsored conference.	-	✓	-
Review Classification Appeal Checklist - both advisory and employee (OHRM website).	-	✓	-
Review OPM Guides (Primary Standard).	-	✓	-
Review standard forms for evaluating positions under the Factor Evaluation System and Narrative formats.	-	✓	-

HR Specialist Generalist Other	F	I	A
Review VA Handbooks and directives.	-	✓	-
Ask questions of more seasoned employee benefit specialist.*	-	✓	-
5 CFR	-	✓	-
Provide guidance on organizational policy as it relates to Employee Development.	-	-	✓
Attend training and development conferences that highlight Federal regulations, policies, and restrictions.	-	-	✓
Attend yearly case law updates (i.e., local law school, conferences, FPPI, FDR, HR conferences with federal tracks).	-	-	✓
Review locally sponsored workshops and training classes (i.e., local federal agencies, FEBs, OPM, FLRA, MSPB, ORM).*	-	-	✓
Review administration-sponsored conference.	-	-	✓
Review prior classification appeals decisions.	-	-	✓
Review prior consistency reviews.	-	-	✓
Review OPM Guides (Classifiers Handbook).	-	-	✓
Review OPM Guides (Primary Standard).	-	-	✓
Review VA Handbooks and directives.	-	-	✓
Review HR Resource Library - OHRM Website.	-	-	✓
Review VA Mentor/Coach certification.	-	-	✓
Review OPM website - references for HR professionals.	-	-	✓
Review OPM - Guide for Processing Personnel Actions.	-	-	✓
Review OPM - Guide to Personnel Standards (OPM website).	-	-	✓
Review 5 CFR.	-	-	✓
Consult with managers the needs of the organization based on attrition rates, skill-gaps, and anticipated changes to the organization.	-	-	✓
Recommend alternative development methods to appropriately address training needs in the organization.*	-	-	✓

HR Specialist Generalist Other	F	I	A
Locally sponsored workshops and training classes (i.e., local federal agencies, FEBS, OPM, FLRA, MSPB, ORM).*	-	-	✓
Attend HR Café - online webinar on a variety of HR-related topics.	-	-	✓
Attend Administration-sponsored conference.	-	-	✓
Conduct classification appeals decisions.	-	-	✓
Review Classification Appeal Checklist - both advisory and employee (OHRM website).	-	-	✓
VA Handbooks and directives (OHRM website)	-	-	✓
OPM website - references for HR professionals	-	-	✓
OHRM website (Work/life)	-	-	✓
HR Resource Library - OHRM Website	-	-	✓
OPM - Guide for Processing Personnel Actions (OPM website)	-	-	✓
Review OHRM website (compensation and classification).	-	-	✓
Review CSRS/FERS handbook (OPM website) - making retirement determinations.	-	-	✓
Review VA Qualification Standards.	-	-	✓

*\*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.