

## *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., conferences, 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*

Individuals in the Employee Benefits function apply HR concepts, principles, and practices relating to retirements, insurances, and other employee benefit programs.

## *What is a Competency?*

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.

Competencies serve as the foundation for all Human Capital practices. They are becoming increasingly important to the Federal government as a way to show accountability.

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

- **Core:** Foundational competencies that apply to all functions regardless of job specialty.
- **Technical:** Competencies specific to job specialties.
- **Strategic:** Planning competencies recommended of HR Specialists at any level.

***Required Competencies (See competencies defined in Appendix)***

Core Competencies	Technical Competencies	Strategic Competencies
1. Analysis and Problem Solving*	17. Employee Benefits*	27. Guiding/Influencing*
2. Attention to Detail	18. Employee Development*	28. Strategic Thinking*
3. Coaching/Mentoring*	19. Employee Relations*	
4. Consulting*	20. Labor Relations*	
5. Creative Thinking*	21. Pay Administration	
6. Customer Service*	22. Performance Management	
7. Flexibility*	23. Position Classification & Management*	
8. Integrity/Honesty	24. Recruitment & Staffing*	
9. Interpersonal Skills*	25. Workforce & Succession Planning	
10. IT Application*	26. Work/Life Integration	
11. Leveraging Diversity		
12. Oral Communication*		
13. Planning/Time Management*		
14. Reasoning		
15. Teamwork*		
16. Written Communication*		

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

## *How to Acquire Competencies*

During an exercise at the VA HR Academy Curriculum and Career Mapping workshop in September 2010, the subject matter experts chose the preferred “acquisition method” that would allow an individual to obtain the desired proficiency standard and level for each 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 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 proficiency level (i.e., Novice (N), Learner (L), Solid Practitioner (SP), Role Model/Coach (RM/C), Expert (E)). Similarly, a “✓” in the Experience or Other Requirements tables indicates that the element is also needed to demonstrate proficiency at the functional proficiency level. All of the information taken together provides the overarching framework of what is recommended in order 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 Proficiency Levels*

Each VA HR function has proficiency levels associated with it to denote the types of activities performed and level of supervision required. Not every function proficiency level is applicable to every function. The function proficiency levels are:

- **Novice (N)**

A Human Resources Specialist at the Novice Practitioner Level is expected to:

- Possess the basic competence to perform HR functions; and
- Perform standard duties under direct supervision

- **Learner (L)**

A Human Resources Specialist at the Learner Practitioner Level is expected to:

- Possess the basic competence to perform VA HR functions; and
- Perform standard duties with supervision

- **Solid Practitioner (SP)**

A Human Resources Specialist at the Solid Practitioner Level is expected to:

- Possess a solid understanding of the subject area; and
- Perform standard duties with limited supervision

- **Role Model/Coach (RM/C)**

A Human Resources Specialist at the Role Model/Coach Practitioner Level is expected to:

- Possess an advanced understanding of the subject area;
- Perform standard duties with no supervision and complex duties with limited supervision; and
- May be asked to train others on how to complete their standard duties

- **Expert (E)**

A Human Resources Specialist at the Expert Practitioner Level is expected to:

- Possess a superior understanding of the subject area; and
- Perform complex duties with no supervision and is consulted as an expert

### *Recommended Training, Education, and Certifications*

HR Specialist Employee Benefits Training, Education, and Certifications	Competency	Function Proficiency Level				
		N	L	SP	RM/C	E
1. A New Manager and the Company's Future	Strategic Thinking	✓				
2. Administrative Professionals: Interacting with Others	Teamwork	✓				
3. Advanced Document Navigation and Document Reviews in Word 2007	IT Application	✓				
4. Being an Effective Team Member	Teamwork	✓				
5. Customer Service Fundamentals: Building Rapport in Customer Relationships	Customer Service	✓				
6. Effective Team Communication	Teamwork	✓				
7. Employee Relations for Supervisors and Managers*	Employee Relations	✓				
8. Getting Results by Building Relationships	Teamwork	✓				
9. Interpersonal Communication: Listening Essentials	Customer Service	✓				
10. Interpersonal Communication: Targeting Your Message	Customer Service	✓				
11. Managing Self Through Change:	Flexibility	✓				
12. Professionalism, Business Etiquette, and Personal Accountability	Planning/Time Management	✓				

HR Specialist Employee Benefits Training, Education, and Certifications	Competency	Function Proficiency Level				
		N	L	SP	RM/C	E
13. Time Management Fundamentals	Planning/Time Management	✓				
14. Using Business Etiquette to Build Professional Relationships	Interpersonal Skills	✓				
15. Business Grammar: Common Usage Errors	Written Communication	✓	✓			
16. Business Grammar: Parts of Speech	Written Communication	✓	✓			
17. Business Grammar: Punctuation	Written Communication	✓	✓			
18. Business Grammar: Sentence Construction	Written Communication	✓	✓			
19. Business Grammar: The Mechanics of Writing	Written Communication	✓	✓			
20. Business Writing: Editing and Proofreading	Written Communication	✓	✓			
21. Communicating with Professionalism and Etiquette	Written Communication	✓	✓			
22. Communicating with Professionalism and Etiquette	Oral Communication	✓	✓			
23. Managing Internal Dynamics in a Cross-functional Team	Oral Communication	✓	✓			
24. Using E-mail and Instant Messaging Effectively	Written Communication	✓	✓			
25. Analytics Boot Camp	IT Application		✓			
26. Communicating Strategically	Guiding/Influencing		✓			
27. Creative and Innovative Problem Solving	Creative Thinking		✓			
28. Employee Benefits for Federal HR Professionals	Employee Benefits		✓			
29. FOCUS: Achieving Your Highest Priorities (1-day)	Planning/Time Management		✓			
30. Managing and Retrieving Content in SharePoint 2003	IT Application		✓			
31. Managing Your Manager*	Interpersonal Skills		✓			
32. Problem Solving: The Fundamentals	Creative Thinking		✓			
33. Programs to Benefit Employees (HRCI/PHR - 2007 - aligned)	Employee Benefits		✓			
34. Shortcut to Creativity	Creative Thinking		✓			
35. Workers Compensation and Disability Retirement	Employee Benefits		✓			
36. Recognizing and Diagnosing Problem Performance	Coaching/Mentoring		✓	✓		

HR Specialist Employee Benefits Training, Education, and Certifications	Competency	Function Proficiency Level				
		N	L	SP	RM/C	E
37. CSRS Benefits Applications	Employee Benefits			✓		
38. Customer Service Confrontation and Conflict	Customer Service			✓		
39. Customer Service in the Field	Customer Service			✓		
40. Customer Service over the Phone	Customer Service			✓		
41. Dealing with Irrational Customers and Escalating Complaints	Customer Service			✓		
42. Effective Business Writing	Written Communication			✓		
43. Federal Employee Benefits	Employee Benefits			✓		
44. FERS Benefits Applications	Employee Benefits			✓		
45. Health and Safety in the Workplace (HRCI/PHR - 2007-aligned)	Employee Benefits			✓		
46. Internal Customer Service	Customer Service			✓		
47. Leading Teams and Groups	Teamwork			✓		
48. Measurement: Assessment and Metrics	Analysis and Problem Solving			✓		
49. Pre-Retirement Planning for FERS	Employee Benefits			✓		
50. Problem Solving: Digging Deeper	Analysis and Problem Solving			✓		
51. Problem Solving: The Fundamentals	Analysis and Problem Solving			✓		
52. Processing Personnel Actions	Employee Benefits			✓		
53. Programs to Benefit Employees (HRCI/PHR - 2007-aligned)	Employee Benefits			✓		
54. Risk Assessment and Prevention (HRCI/PHR - 2007-aligned)	Employee Benefits			✓		
55. Shaping the Direction of Customer Service in Your Organization	Customer Service			✓		
56. Strategic Approaches to Risk Management (HRCI/SPHR - 2007-aligned)	Employee Benefits			✓		
57. Team and Customer Relationships	Customer Service			✓		
58. Time Management: Analyzing Your Use of Time	Planning/Time Management			✓		

HR Specialist Employee Benefits Training, Education, and Certifications	Competency	Function Proficiency Level				
		N	L	SP	RM/C	E
59. Time Management: Avoiding Time Stealers	Planning/Time Management			✓		
60. Time Management: Planning and Prioritizing Your Time	Planning/Time Management			✓		
61. Using Data as a Technical Professional Consultant - CONS0133	Analysis and Problem Solving			✓		
62. Constructive Conflict Resolution	Guiding/Influencing			✓	✓	
63. Consulting Skills for HRM Professionals	Consulting			✓	✓	
64. Internal Consulting Skills for Federal HR Professionals	Consulting			✓	✓	
65. Interpersonal Communications	Guiding/Influencing			✓	✓	
66. Resolving Conflict	Guiding/Influencing			✓	✓	
67. Antitrust – Overview	Labor Relations			✓	✓	✓
68. Code of Conduct (Customizable)	Labor Relations			✓	✓	✓
69. Conflict of Interest Simulation	Labor Relations			✓	✓	✓
70. Conflicts of Interest in the Workplace	Labor Relations			✓	✓	✓
71. Customer Service in Government	Recruitment & Placement			✓	✓	✓
72. Doing Business on the Internet	Labor Relations			✓	✓	✓
73. EEO - Its Place in the Federal Government (GS Classic)	Employee Relations			✓	✓	✓
74. EEO in the Federal Sector	Employee Relations			✓	✓	✓
75. Equal Employment Opportunity and Discriminatory Practices in Hiring	Labor Relations			✓	✓	✓
76. Fair Labor Standards Act (FLSA)	Labor Relations			✓	✓	✓
77. Federal Employee Relations	Labor Relations			✓	✓	✓
78. Federal Employee Relations	Employee Relations			✓	✓	✓
79. Federal Human Resources Management	Position Classification & Management			✓	✓	✓
80. Federal Human Resources Management	Recruitment & Staffing			✓	✓	✓
81. Foreign Corrupt Practices Act	Labor Relations			✓	✓	✓

HR Specialist Employee Benefits Training, Education, and Certifications	Competency	Function Proficiency Level				
		N	L	SP	RM/C	E
82. I-9 Compliance: Verifying Employment Eligibility of US and Non-US Citizens	Labor Relations			✓	✓	✓
83. Illegal Insider Trading Simulation	Labor Relations			✓	✓	✓
84. Independent Contractors and Temporary Employees	Labor Relations			✓	✓	✓
85. Integrity in the Workplace	Labor Relations			✓	✓	✓
86. Intellectual Property Overview	Labor Relations			✓	✓	✓
87. Interviewing and Hiring Practices	Labor Relations			✓	✓	✓
88. Interviewing and Hiring Practices Simulation	Labor Relations			✓	✓	✓
89. Introduction to Federal EEO (GS Classic)	Employee Relations			✓	✓	✓
90. Mediating Employee Disputes	Employee Relations			✓	✓	✓
91. Military Spouse Employment*	Recruitment and Staffing			✓	✓	✓
92. Preventing Fraud and Abuse	Labor Relations			✓	✓	✓
93. Privacy and Information Security	Labor Relations			✓	✓	✓
94. Problem Performance Prevention	Recruitment & Staffing			✓	✓	✓
95. Procurement Integrity	Labor Relations			✓	✓	✓
96. Promoting a Substance-free Workplace	Labor Relations			✓	✓	✓
97. Record Retention	Labor Relations			✓	✓	✓
98. Rightful Employment Termination	Labor Relations			✓	✓	✓
99. Sarbanes-Oxley: What You Need to Know	Labor Relations			✓	✓	✓
100. Strategies for Developing Employees	Employee Development			✓	✓	✓
101. Understanding the Americans with Disabilities Act (ADA)	Labor Relations			✓	✓	✓
102. Uniformed Services Employment and Reemployment Rights Act (USERRA)*	Recruitment and Staffing			✓	✓	✓
103. Veteran Employment Training for Federal Human Resource Professionals *	Recruitment and Staffing			✓	✓	✓
104. Veterans Appointing Authorities*	Recruitment and Staffing			✓	✓	✓

HR Specialist Employee Benefits Training, Education, and Certifications	Competency	Function Proficiency Level				
		N	L	SP	RM/C	E
105.Veterans' Preference	Recruitment & Staffing			✓	✓	✓
106.Workplace Diversity Awareness	Labor Relations			✓	✓	✓
107.Creativity in Teams and Organizations	Creative Thinking				✓	
108.Decision Making: Making Tough Decisions	Analysis and Problem Solving				✓	
109.Decision Making: Tools and Techniques	Analysis and Problem Solving				✓	
110.Generating Creative and Innovative Ideas: Verifying and Building on Ideas	Creative Thinking				✓	
111.Human Resources Fundamentals (HRCI/PHR - 2007 - aligned)	Analysis and Problem Solving				✓	
112.Internal Consulting Skills for Federal HR Professionals	Customer Service				✓	
113.Problem Solving: Determining and Building Your Strengths	Analysis and Problem Solving				✓	
114.Strategic Human Capital Management	Strategic Thinking				✓	
115.An Essential Guide to Giving Feedback - COMM0521	Coaching/Mentoring				✓	✓
116.Avoiding Problem Performance Simulation	Coaching/Mentoring				✓	✓
117.Business Coaching: Getting Ready to Coach	Coaching/Mentoring				✓	✓
118.Business Coaching: Using Different Coaching Styles	Coaching/Mentoring				✓	✓
119.Communicating Effectively	Oral Communication				✓	✓
120.Decision Making: Tools and Techniques	Teamwork				✓	✓
121.Effective Use of Feedback for Teams Simulation - COMM052S	Teamwork				✓	✓
122.Essential Mentoring Techniques: Evaluating and Ending the Mentoring Program	Coaching/Mentoring				✓	✓
123.Establishing Team Goals and Responsibilities	Teamwork				✓	✓
124.Facilitating Difficult Situations	Teamwork				✓	✓
125.Facilitating Meetings and Work Groups	Teamwork				✓	✓
126.Facilitative Fundamentals: Tools and Techniques	Teamwork				✓	✓

HR Specialist Employee Benefits Training, Education, and Certifications	Competency	Function Proficiency Level				
		N	L	SP	RM/C	E
127.First Steps for Turning Around a Performance Problem	Coaching/Mentoring				✓	✓
128.Generating Creative and Innovative Ideas: Maximizing Team Creativity	Teamwork				✓	✓
129.Interpersonal Communication: Listening Essentials	Oral Communication				✓	✓
130.Interpersonal Communication: Targeting Your Message	Oral Communication				✓	✓
131.Leadng Teams: Fostering Effective Communication and Collaboration	Teamwork				✓	✓
132.Negotiation Essentials: Communicating	Oral Communication				✓	✓
133.PMP 4: Project Time Management	Planning/Time Management				✓	✓
134.Presenting Your Case	Oral Communication				✓	✓
135.Problem Performance Prevention	Coaching/Mentoring				✓	✓
136.Problem Solving: Digging Deeper	Teamwork				✓	✓
137.The Facilitator Role	Teamwork				✓	✓
138.Using Feedback to Improve Team Performance	Teamwork				✓	✓
139.Analytic Trouble Shooting	Analysis and Problem Solving					✓
140.Generating Creative and Innovative Ideas: Maximizing Team Creativity	Creative Thinking					✓

\*Note: Indicates courses do not map to the competency (ratio = 0)

### ***Recommended VA-Specific Experience***

HR Specialist Employee Benefits Experience	Function Proficiency Level				
	N	L	SP	RM/C	E
1. Actively participate on a team and articulate individual contributions to the team	✓				
2. Attend a diversity program to learn about other cultures and perspectives	✓				
3. Collaborate with other team members on a project or assignment	✓				
4. Complete multiple assignments to meet deadlines while accommodating competing priorities	✓				
5. Partner with your supervisor/mentor to develop the skill of dialogue	✓				

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HR Specialist Employee Benefits Experience	Function Proficiency Level				
	N	L	SP	RM/C	E
6. Read the Standards of Ethical Conduct and Merit Systems Principles	✓				
7. Receive updated information regarding employee benefits, to include: retirement, OWCP, etc.	✓				
8. Take a personality inventory (e.g., Myers-Briggs Type Indicator) to learn more about your personality and relationship to teamwork	✓				
9. Assist in preparing monthly or quarterly reports for your work unit		✓			
10. Make a presentation at a team meeting		✓			
11. Participate in an ethical discussion regarding work practices		✓			
12. Prepare for (with a facilitator's guide) and present an existing education program to a small group (students/interns, etc.)		✓			
13. Research updated information regarding employee benefits, to include: retirement, OWCP, etc.		✓			
14. Research assigned subject area utilizing online (i.e., FLRA, MSPB, EEOC, OSC, OPM, VA internal websites, Cyberfeds, etc.) and hardcopy resources		✓			
15. Collaborate with other team members on a project or assignment		✓			
16. Consult with managers/supervisors on their personal development needs and options for their specialty area(s) and create a unique employee development plan		✓			
17. Perform a briefing of each section of HR to new HR specialists coming into the department		✓			
18. With guidance, coordinate and follow up to meet presenters' needs (i.e., presentation, IT, room setup, etc.)		✓			
19. Work on an innovative project or team that is different from your normal work		✓			
20. Foster productive relationships with union officials			✓		
21. Research and distribute/communicate updated information regarding employee benefits, to include: retirement, OWCP, etc.			✓		
22. Serve as a mentor to at least one individual meeting on a regular basis to provide advice and guidance			✓		
23. Compile data for incentive awards report			✓		
24. Provide informal benefits counseling to meet respective office needs using internal/external resources			✓		
25. Implement employee benefits including retirement calculations for servicing employees benefits			✓		
26. Administer OWCP benefits			✓		
27. Review and distribute work/life policies (e.g., telework, childcare subsidies, etc.)			✓		
28. Review and provide guidance and feedback on coworker output to ensure compliance with applicable requirements			✓		
29. Volunteer to work on a programmatic strategic plan			✓		

HR Specialist Employee Benefits Experience	Function Proficiency Level				
	N	L	SP	RM/C	E
30. Prepare a briefing for your supervisor regarding a development problem and potential solutions. The briefing should include the following: (1) Define the problem, (2) List the concerns, (3) Recommend a training curriculum				✓	
31. Provide benefits training (e.g., OWCP, retirement, insurance)				✓	
32. Implement change based on new developments (i.e., new policy, case law, best practices)				✓	
33. Implement work/life policies (e.g., telework, childcare subsidies, etc.)				✓	
34. Serve as a mentor to at least one individual meeting on a regular basis to provide advice and guidance				✓	
35. Serve as SME for local/national projects which may involve collaboration with inter or intra-agency partners				✓	
36. Take initiative to identify areas of liability and use creativity in developing resolution/recommendations for stakeholders				✓	
37. Volunteer to work on a service or facility programmatic plan (e.g., workforce plan, succession plan, strategic plan)				✓	
38. Develop and implement a policy and/or procedures to improve program operations					✓
39. Gather data and interpret needs for senior leadership to integrate across VA or an Administration					✓
40. Lead roundtable discussions and debate ideas regarding recent developments and/or emerging trends					✓
41. Monitor the implementation of a benefit and solve a complex benefits issue					✓
42. Participate in a roundtable discussion in an HR field. Debate ideas regarding recent developments and/or emerging trends					✓
43. Participate on a team developing Service or Departmental policy					✓
44. Serve as SME for local/national projects which may involve collaboration with inter or intra-agency partners					✓

*\*Note: Indicates a social learning activity*

### *Recommended VA-Specific Other*

HR Specialist Employee Benefits Other	Function Proficiency Level				
	N	L	SP	RM/C	E
1. Orientation to Mission, Vision, and Values	✓				
2. Orientation to VA and HR Core Competency Model	✓				
3. Participate in office orientation program	✓				
4. Review a Job Aid that addresses courtesy in customer service (e.g., phone, email, in-person)	✓				
5. Review checklists, job aids, worksheet and tool kits for technical area	✓				
6. Review learning resources (e.g., VALU, TMS, HRD)	✓				
7. Shadow an experienced HR Specialist in how they consult with new employees, customers, and stakeholders	✓				
8. Job Aids - CFR; online publications; and/or locally produced resources		✓			
9. Attend locally sponsored workshops and training classes (e.g., Roadshows, Blue Cross, Lunch and Learn)		✓			
10. Review OHRM website and VA HR Resource Center		✓			
11. Attend HR Café - online webinar on a variety of HR-related topics		✓			
12. Participate in agency-wide training forums to gain a broader area of knowledge of benefits best practices			✓		
13. Formal or informal mentoring relationship - discussions etc.				✓	
14. Present at HR Café - online webinar on a variety of HR-related topics				✓	
15. Participate in a Root Cause Analysis				✓	
16. Present at a conference in your technical area				✓	
17. Present at national HR conferences					✓
18. Recommend alternative development methods to appropriately address training needs in the organization					✓

*\*Note: Indicates a social learning activity*

## APPENDIX

### *CORE Competencies Defined:*

- **Analysis and Problem Solving:** Making sound, well-informed, and objective decisions. Identifying problems, determining the accuracy and relevance of information, and using sound judgment to generate and evaluate alternatives. Perceiving the impact and implications of decisions.
- **Attention to Detail:** Performing work in a thorough and conscientious manner while attending to detail.
- **Coaching/Mentoring:** Working to improve and reinforce performance of others. Facilitating their skill development by providing clear, behaviorally specific performance feedback, and making or eliciting specific suggestions for improvement in a manner that builds confidence and maintains self-esteem.
- **Consulting:** Providing advice, expertise, methodologies, and problem-solving assistance to clients/customers within and outside the agency.
- **Creative Thinking:** Using imagination to develop new insights into situations and applying innovative solutions to problems. Designing new methods where established methods and procedures are inapplicable or are unavailable.
- **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.
- **Integrity/Honesty**
- **Interpersonal Skills:** Establishing rapport with people easily, developing and maintaining a network of contacts that can provide information, help, and access to others.
- **IT Application:** Using job-relevant information systems and/or software applications such as word processing, spreadsheets, automated research tools, database applications, and the Internet.
- **Leveraging Diversity:** Supporting and promoting an environment that holds opportunities for all, regardless of race, gender, culture, and age.
- **Oral Communication:** Expressing information to individuals or groups effectively, taking into account the audience and nature of information. Making clear and convincing oral presentations. Listening to others, attending to nonverbal cues, and responding appropriately.
- **Planning/Time Management:** Organizing work, setting priorities, and determining resource requirements. Determining short- and long-term goals and strategies to achieve them.

- **Reasoning:** Identifying rules, principles, or relationships that explain facts, data, or other information. Analyzing information and making correct inferences or drawing accurate conclusions.
- **Teamwork:** Encouraging and facilitating cooperation, pride, trust, and group identity. Fostering commitment and team spirit. Working with others to receive goals.
- **Written Communication:** Recognizing or using correct English grammar, punctuation, and spelling. Communicating information in a succinct and organized manner. Producing written information, which may include technical material that is appropriate for the intended audience.

### *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.
- **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.

***STRATEGIC Competencies Defined:***

- **Change Management:** Maintaining balance in the face of ambiguity, rapid pace, and changing business conditions and to deal with the concerns of the organization and the people in it, including oneself.
- **Guiding/Influencing:** Guiding others to accept recommendations, cooperate, or change their behavior. Working with others towards an agreement. Working to find mutually acceptable solutions.
- **Project & Program Management:** Planning, monitoring, and controlling projects/programs. Ensuring optimum use of talent, budget, time, and materials.
- **Strategic Thinking:** Maintaining a current knowledge and understanding of global, industry, market, and societal trends and applying them to create long-range options, scenarios, and plans to successfully advance the organization's mission.