

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 Development function provide support to managers and employees in applying employee development concepts, principles, and practices related to planning, evaluating, and administering training, organizational development, and career development initiatives.

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 Development*	23. Change Management*
2. Attention to Detail	18. Employee Relations*	24. Guiding/Influencing*
3. Coaching/Mentoring*	19. Labor Relations*	25. Project & Program Management*
4. Consulting*	20. Position Classification & Management*	26. Strategic Thinking*
5. Creative Thinking*	21. Recruitment & Staffing*	
6. Customer Service*	22. Workforce & Succession Planning*	
7. Flexibility		
8. Integrity/Honesty		
9. Interpersonal Skills*		
10. IT Application*		
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 Development Training, Education, and Certifications	Competency	Function Proficiency Level				
		N	L	SP	RM/C	E
1. Customer Service Fundamentals: Building Rapport in Customer Relationships	Customer Service	✓				
2. Instructor Training	Employee Development	✓				
3. Interpersonal Communication: Listening Essentials	Customer Service	✓				
4. Interpersonal Communication: Targeting Your Message	Customer Service	✓				
5. Managing Projects within Organizations	Project & Program Management	✓				
6. Strategic Approaches to Human Resource Development (HRCI/SPHR - 2007-aligned)	Employee Development	✓				
7. Using Business Etiquette to Build Professional Relationships	Interpersonal Skills	✓				
8. A New Manager and the Company's Future	Strategic Thinking	✓	✓			
9. Analytics Boot Camp	IT Application	✓	✓			
10. Business Writing: How to Write Clearly and Concisely	Written Communication	✓	✓			
11. Business Writing: Know Your Readers and Your Purpose	Written Communication	✓	✓			
12. Customer Service Fundamentals: Building Rapport in Customer Relationships	Customer Service	✓	✓			

HR Specialist Employee Development Training, Education, and Certifications	Competency	Function Proficiency Level				
		N	L	SP	RM/C	E
13. Instructor Training	Employee Development	✓	✓			
14. Interpersonal Communication: Listening Essentials	Customer Service	✓	✓			
15. Interpersonal Communication: Targeting Your Message	Customer Service	✓	✓			
16. Managing Projects within Organizations	Project & Program Management	✓	✓			
17. Strategic Approaches to Human Resource Development (HRCI/SPHR - 2007-aligned)	Employee Development	✓	✓			
18. Using Business Etiquette to Build Professional Relationships	Interpersonal Skills	✓	✓			
19. A New Manager and the Company's Future	Strategic Thinking		✓			
20. Analytics Boot Camp	IT Application		✓			
21. Communicating Effectively	Written Communication		✓			
22. Communicating with Professionalism and Etiquette	Oral Communication		✓			
23. Managing and Retrieving Content in SharePoint 2003	IT Application		✓			
24. Managing Internal Dynamics in a Cross-functional Team	Oral Communication		✓			
25. Time Management: Analyzing Your Use of Time	Planning/Time Management		✓			
26. Time Management: Avoiding Time Stealers	Planning/Time Management		✓			
27. Time Management: Planning and Prioritizing Your Time	Planning/Time Management		✓			
28. Creating and Designing a Project	Project & Program Management		✓	✓		
29. Creative and Innovative Problem Solving	Creative Thinking			✓		
30. Federal Employee Development	Employee Development			✓		
31. Hybrid Title 38 Staffing	Leveraging Diversity			✓		
32. Leveraging Multicultural and Multigenerational Diversity	Leveraging Diversity			✓		
33. Managing Your Manager*	Interpersonal Skills			✓		
34. Problem Solving: The Fundamentals	Creative Thinking			✓		
35. Shortcut to Creativity	Creative Thinking			✓		
36. Strategies for Developing Your Employees – 1 day	Employee Development			✓		

HR Specialist Employee Development Training, Education, and Certifications	Competency	Function Proficiency Level				
		N	L	SP	RM/C	E
37. The Impact of Culture on Communication - COMM0021	Leveraging Diversity			✓		
38. Training and Development	Employee Development			✓		
39. Leading Teams and Groups	Teamwork			✓		
40. A Workable Solution for Internal Clients - CONS0124	Change Management			✓		
41. Consulting Skills for HRM Professionals	Consulting			✓		
42. Customer Service Confrontation and Conflict	Customer Service			✓		
43. Customer Service in the Field	Customer Service			✓		
44. Customer Service over the Phone	Customer Service			✓		
45. Dealing with Irrational Customers and Escalating Complaints	Customer Service			✓		
46. Effective Business Writing	Written Communication			✓		
47. Internal Consulting Skills for Federal HR Professionals	Consulting			✓		
48. Internal Customer Service	Customer Service			✓	✓	
49. Leadership: Great Leaders, Great Teams, Great Results™ for the public sector	Guiding/Influencing			✓	✓	
50. Microsoft Office Excel 2007 Level 2	IT Application			✓	✓	
51. Microsoft Office Access 2007 Level 2	IT Application			✓	✓	
52. PMP 4: Project Time Management	Planning/Time Management			✓	✓	
53. Preparing for Change	Change Management			✓	✓	
54. Recognizing and Diagnosing Problem Performance	Coaching/Mentoring			✓	✓	
55. Shaping the Direction of Customer Service in Your Organization	Customer Service			✓	✓	✓
56. Team and Customer Relationships	Customer Service			✓	✓	✓
57. Views on Organizational Change	Change Management			✓	✓	✓
58. Decision Making: Tools and Techniques	Project & Program Management			✓	✓	✓
59. Measurement: Assessment and Metrics	Analysis and Problem Solving			✓	✓	✓
60. PMP 4: Project Time Management	Project & Program Management			✓	✓	✓
61. Problem Solving: Digging Deeper	Analysis and Problem Solving			✓	✓	✓

HR Specialist Employee Development Training, Education, and Certifications	Competency	Function Proficiency Level				
		N	L	SP	RM/C	E
62. Problem Solving: The Fundamentals	Analysis and Problem Solving			✓	✓	✓
63. Understanding the Americans with Disabilities Act (ADA)	Leveraging Diversity			✓	✓	✓
64. Using Data as a Technical Professional Consultant - CONS0133	Analysis and Problem Solving			✓	✓	✓
65. Antitrust – Overview	Labor Relations			✓	✓	✓
66. Code of Conduct (Customizable)	Labor Relations			✓	✓	✓
67. Conflict of Interest Simulation	Labor Relations			✓	✓	✓
68. Conflicts of Interest in the Workplace	Labor Relations			✓	✓	✓
69. Customer Service in Government	Recruitment & Placement			✓	✓	✓
70. Doing Business on the Internet	Labor Relations			✓	✓	✓
71. EEO - Its Place in the Federal Government (GS Classic)	Employee Relations			✓	✓	✓
72. EEO in the Federal Sector	Employee Relations			✓	✓	✓
73. Equal Employment Opportunity and Discriminatory Practices in Hiring	Labor Relations			✓	✓	✓
74. Fair Labor Standards Act (FLSA)	Labor Relations			✓	✓	✓
75. Federal Employee Relations	Employee Relations			✓	✓	✓
76. Federal Employee Relations	Labor Relations			✓	✓	✓
77. Federal Human Resources Management	Position Classification & Management			✓	✓	✓
78. Federal Human Resources Management	Recruitment & Staffing			✓	✓	✓
79. Foreign Corrupt Practices Act	Labor Relations			✓	✓	✓
80. I-9 Compliance: Verifying Employment Eligibility of US and Non-US Citizens	Labor Relations			✓	✓	✓
81. Illegal Insider Trading Simulation	Labor Relations			✓	✓	✓
82. Independent Contractors and Temporary Employees	Labor Relations			✓	✓	✓
83. Integrity in the Workplace	Labor Relations			✓	✓	✓
84. Intellectual Property Overview	Labor Relations			✓	✓	✓
85. Interviewing and Hiring Practices	Labor Relations			✓	✓	✓
86. Interviewing and Hiring Practices Simulation	Labor Relations			✓	✓	✓

HR Specialist Employee Development Training, Education, and Certifications	Competency	Function Proficiency Level				
		N	L	SP	RM/C	E
87. Introduction to Federal EEO (GS Classic)	Employee Relations			✓	✓	✓
88. Mediating Employee Disputes	Employee Relations			✓	✓	✓
89. Military Spouse Employment*	Recruitment and Staffing			✓	✓	✓
90. Preventing Fraud and Abuse	Labor Relations			✓	✓	✓
91. Privacy and Information Security	Labor Relations			✓	✓	✓
92. Problem Performance Prevention	Recruitment & Staffing			✓	✓	✓
93. Procurement Integrity	Labor Relations			✓	✓	✓
94. Promoting a Substance-free Workplace	Labor Relations				✓	
95. Record Retention	Labor Relations				✓	
96. Rightful Employment Termination	Labor Relations				✓	
97. Sarbanes-Oxley: What You Need to Know	Labor Relations				✓	
98. Strategies for Developing Employees	Employee Development				✓	
99. Understanding the Americans with Disabilities Act (ADA)	Labor Relations				✓	
100. Uniformed Services Employment and Reemployment Rights Act (USERRA)*	Recruitment and Staffing				✓	
101. Veteran Employment Training for Federal Human Resource Professionals*	Recruitment and Staffing				✓	
102. Veterans Appointing Authorities*	Recruitment and Staffing				✓	
103. Veterans' Preference	Recruitment & Staffing				✓	
104. Workplace Diversity Awareness	Labor Relations				✓	
105. Assessment Questionnaire	Employee Development				✓	
106. Communicating Effectively	Oral Communication				✓	
107. Communicating Strategically	Guiding/Influencing				✓	
108. Creativity in Teams and Organizations	Creative Thinking				✓	
109. Decision Making: Tools and Techniques	Teamwork				✓	
110. Effective Use of Feedback for Teams Simulation - COMM052S	Teamwork				✓	
111. Establishing Team Goals and Responsibilities	Teamwork				✓	

HR Specialist Employee Development Training, Education, and Certifications	Competency	Function Proficiency Level				
		N	L	SP	RM/C	E
112.Facilitating Difficult Situations	Teamwork				✓	
113.Facilitating Meetings and Work Groups	Teamwork				✓	
114.Facilitative Fundamentals: Tools and Techniques	Teamwork				✓	
115.Generating Creative and Innovative Ideas: Maximizing Team Creativity	Teamwork				✓	✓
116.Generating Creative and Innovative Ideas: Verifying and Building on Ideas	Creative Thinking				✓	✓
117.Internal Consulting Skills for Federal HR Professionals	Customer Service				✓	✓
118.Interpersonal Communication: Listening Essentials	Oral Communication				✓	✓
119.Interpersonal Communication: Targeting Your Message	Oral Communication				✓	✓
120.Leadng Teams: Fostering Effective Communication and Collaboration	Teamwork				✓	✓
121.Negotiation Essentials: Communicating	Oral Communication				✓	✓
122.Presenting Your Case	Oral Communication				✓	✓
123.Problem Solving: Digging Deeper	Teamwork					✓
124.The Facilitator Role	Teamwork					✓
125.Using Feedback to Improve Team Performance	Teamwork					✓
126.An Essential Guide to Giving Feedback - COMM0521	Coaching/Mentoring					✓
127.Avoiding Problem Performance Simulation	Coaching/Mentoring					✓
128.Business Coaching: Getting Ready to Coach	Coaching/Mentoring					✓
129.Business Coaching: Using Different Coaching Styles	Coaching/Mentoring					✓
130.Essential Mentoring Techniques: Evaluating and Ending the Mentoring Program	Coaching/Mentoring					✓
131.First Steps for Turning Around a Performance Problem	Coaching/Mentoring					✓
132.Problem Performance Prevention	Coaching/Mentoring					✓
133.An Essential Guide to Giving Feedback - COMM0521	Oral Communication					✓
134.Career Planning Workshop	Workforce & Succession Planning					✓
135.Communicating to Get Results	Written Communication					✓

HR Specialist Employee Development Training, Education, and Certifications	Competency	Function Proficiency Level				
		N	L	SP	RM/C	E
136. Constructive Conflict Resolution	Guiding/Influencing					✓
137. Decision Making: Making Tough Decisions	Analysis and Problem Solving					✓
138. Decision Making: Tools and Techniques	Analysis and Problem Solving					✓
139. Effective Feedback for Employees and Colleagues Simulation - COMM0520	Oral Communication					✓
140. Federal Workforce Analysis and Planning	Workforce & Succession Planning					✓
141. 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 Development Experience	Function Proficiency Level				
	N	L	SP	RM/C	E
1. Take a personality inventory (e.g., Myers-Briggs Type Indicator) to learn more about your personality and relationship to teamwork	✓				
2. Participate in a diversity (special emphasis) program to learn about other cultures and perspectives	✓				
3. Partner with your supervisor/mentor to develop the skill of dialogue	✓				
4. Prepare reports for your work unit for a year (i.e., biweekly, weekly, monthly or quarterly) for your office	✓				
5. Review current policies on education/training*	✓				
6. Shadow each department for a brief overview of what each does	✓				
7. Present to other HR Specialists on the employee development program at a staff meeting	✓				
8. Apply basic principles of adult learning to room set-up, audiovisual usage, and group interaction	✓				
9. Prepare for (with a facilitator's guide) and present an existing education program to a small group (students/interns, etc.)*	✓				
10. Collect information/data from supervisors/managers on existing Training Needs	✓				
11. Maintain confidentiality of PII and other LMS/HRIS information	✓				

HR Specialist Employee Development Experience	Function Proficiency Level				
	N	L	SP	RM/C	E
12. Collaborate with other team members on a project or assignment*	✓				
13. Work on an innovative project or team that is different from your normal work		✓			
14. Present an introduction, module, or section of an employee development program		✓			
15. Contribute to the development of an employee development program or course (e.g., research, writing, etc.)*		✓			
16. Monitor, update, and distribute the schedule, including the steps, linkages, and interfaces of an assigned task for a specific work breakdown structure element		✓			
17. Perform a briefing of each section of HR to new HR specialists coming into the department		✓			
18. Write job aids or marketing flyers/posters for educational programs		✓			
19. Coordinate and follow up, with guidance, to meet presenters' needs (i.e., presentation, IT, room setup, etc.)		✓			
20. Coordinate class rosters and logistics, with guidance, for full process--helping ensure classes are fully populated, distribute ITT, ensure expense reports are completed, and other participants' needs		✓			
21. Participate in a program outside of your existing program area, offering inputs as a contributor to change		✓			
22. Develop detailed program specific technical training course, incorporating inputs from field and other SME's			✓		
23. Develop and approve the overall project plan that includes integrated schedule and resource requirements and allocation			✓		
24. Manage the development of and approve the overall program plan			✓		
25. Write an article for your organization's newsletter, website, or intranet			✓		
26. Write a communication plan for a business initiative of a VA organization			✓		
27. Develop a course and best methodology needed to meet respective office needs using internal/external resources			✓		
28. Evaluate a contractor/vendor's training course methodology and make recommendation to leadership for applicability (i.e., student evaluation/course curriculum)			✓		
29. Consult with employees about their needs for training in specialty areas to meet individual development needs through one performance appraisal cycle			✓		
30. Develop a training needs assessment for a specialty area/office			✓		
31. 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 Employee Development Experience	Function Proficiency Level				
	N	L	SP	RM/C	E
32. Obtain project approvals through well-established means (e.g., in own work unit)			✓		
33. Prepare training calendar			✓		
34. Gather employee feedback and perform an ROI analysis for a specific course			✓		
35. 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				✓	
36. Serve as a mentor to at least one individual meeting on a regular basis to provide advice and guidance*				✓	
37. Develop a new survey or tool to get feedback from participants				✓	
38. Facilitate a SME session for a technical course to ensure VA related content is incorporated				✓	
39. Volunteer to work on a programmatic strategic plan				✓	
40. Prepare a pre and post-evaluation process to evaluate a technical course				✓	
41. Provide consultative services to a manager about forecasting educational and training needs				✓	
42. Counsel a manager about the appropriate learning methodology for their existing training needs, receiving positive feedback from manager (and/or results)				✓	
43. Identify and close gaps via development/training programs based on the workforce planning process					✓
44. Obtain approval for innovative or complex development projects that involve multiple sources and work interrelationships with other units					✓
45. Gather data and interpret needs for senior leadership to integrate across VA or an Administration*					✓
46. Recommend a full curriculum for a technical subject area					✓
47. Create and implement a plan to provide VA-wide (Central Office Initiated) training to the field within your Administration					✓
48. Identify and develop a training plan from a changing requirement (i.e., policy, regulation, legislation) for a specialized occupational group					✓
49. Develop and implement a policy and/or procedures to improve program operations					✓

*Note: Indicates a social learning activity

Recommended VA-Specific Other

HR Specialist Employee Development Other	Function Proficiency Level				
	N	L	SP	RM/C	E
1. Review script for courteous responses to common questions*	✓				
2. Participate in office orientation program	✓				
3. Review checklists, job aids, and tool kits for technical area*	✓				
4. Collect data from training needs assessments and identify target training areas	✓				
5. Review existing training policy and make recommendations to HR professionals for updating*	✓				
6. Review employee development theory and make recommendation to senior HR professional based on your findings*		✓			
7. Make recommendations on training policy based on emerging topics*		✓			
8. Participate in agency-wide training forums to gain a broader area of knowledge of employee development best practices			✓		
9. Present at a conference in your technical area				✓	
10. Provide guidance on organizational policy as it relates to Employee Development				✓	
11. Attend training and development conferences that highlight Federal regulations, policies, and restrictions				✓	
12. Consult with managers the needs of the organization based on attrition rates, skill-gaps, and anticipated changes to the organization					✓
13. Recommend alternative development methods to appropriately address training needs in the organization*					✓
14. Incorporate new training initiatives into existing training programs to increase effectiveness of the program*					✓

*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.