

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

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

What is a Competency?

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*	26. Change Management*
2. Attention to Detail	18. Employee Development*	27. Guiding/Influencing*
3. Coaching/Mentoring*	19. Employee Relations*	28. Project & Program Management*
4. Consulting*	20. Labor Relations*	29. Strategic Thinking*
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*		
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 Relations Training, Education, and Certifications	Competency	Function Proficiency Level				
		N	L	SP	RM/C	E
1. Addressing and Resolving Poor Performance*	Performance Management	✓				
2. Addressing Problem Performance	Employee Relations	✓				
3. Basic Labor Relations (GS Classic)	Labor Relations	✓				
4. Business Writing: How to Write Clearly and Concisely	Written Communication	✓				
5. Business Writing: Know Your Readers and Your Purpose	Written Communication	✓				
6. Communicating Effectively	Written Communication	✓				
7. Critical Pathways – Adv Title 38 ER Training	Employee Relations	✓				
8. Customer Service Confrontation and Conflict	Customer Service	✓				
9. Customer Service in the Field	Customer Service	✓				
10. Customer Service over the Phone	Customer Service	✓				
11. Dealing with Irrational Customers and Escalating Complaints	Customer Service	✓				

HR Specialist Employee Relations Training, Education, and Certifications	Competency	Function Proficiency Level				
		N	L	SP	RM/C	E
12. Documenting Discipline - HR0162	Employee Relations	✓				
13. Employee and Labor Relations	Employee Relations	✓				
14. Employee and Labor Relations	Labor Relations	✓				
15. Employee Benefits for Federal HR Professionals	Employee Benefits	✓				
16. Employee Conduct and Performance	Employee Relations	✓				
17. Employment Relations (HRCI/PHR - 2007-aligned)	Employee Relations	✓				
18. Federal Human Resources Management	Performance Management	✓				
19. Federal Human Resources Management	Employee Relations	✓				
20. Federal Labor Relations	Labor Relations	✓				
21. FLRA - Basic Statutory Training	Labor Relations	✓				
22. FOCUS: Achieving Your Highest Priorities (1-day)	Planning/Time Management	✓				
23. Fundamentals of Legal Research	Labor Relations	✓				
24. HR Generalist	Employee Relations	✓				
25. Internal Customer Service	Customer Service	✓				
26. Leadership: Great Leaders, Great Teams, Great Results™ for the public sector	Guiding/Influencing	✓				
27. Managing Attendance and Leave for Supervisors (GS Classic)	Employee Relations	✓				
28. Managing Projects within Organizations	Project & Program Management	✓				
29. Mediating Employee Disputes	Labor Relations	✓				
30. Programs to Benefit Employees (HRCI/PHR - 2007 - aligned)	Employee Benefits	✓				
31. Shaping the Direction of Customer Service in Your Organization	Customer Service	✓				
32. Solving Performance and Conduct Problems (GS Classic)	Employee Relations	✓				
33. Team and Customer Relationships	Customer Service	✓				

HR Specialist Employee Relations Training, Education, and Certifications	Competency	Function Proficiency Level				
		N	L	SP	RM/C	E
34. VA Merit System Principles and Prohibited Personnel Practices	Employee Relations	✓				
35. Workers Compensation and Disability Retirement	Employee Benefits	✓				
36. Creative and Innovative Problem Solving	Creative Thinking	✓	✓			
37. Problem Solving: The Fundamentals	Creative Thinking	✓	✓			
38. Shortcut to Creativity	Creative Thinking	✓	✓			
39. A New Manager and the Company's Future	Strategic Thinking	✓	✓	✓		
40. Analytics Boot Camp	IT Application	✓	✓	✓		
41. Managing and Retrieving Content in SharePoint 2003	IT Application	✓	✓	✓		
42. Basic Staffing	Recruitment & Staffing	✓	✓	✓	✓	✓
43. Basic Staffing and Placement (GS Classic)	Recruitment & Staffing	✓	✓	✓	✓	✓
44. Compensating Employees (HRCI/PHR - 2007-aligned)	Pay Administration	✓	✓	✓	✓	✓
45. Federal Staffing and Placement	Recruitment & Staffing	✓	✓	✓	✓	✓
46. Pay Setting for FWS Positions (GS Classic)	Pay Administration	✓	✓	✓	✓	✓
47. Position Management	Position Classification & Management	✓	✓	✓	✓	✓
48. Principles of Classification	Position Classification & Management	✓	✓	✓	✓	✓
49. Processing Personnel Actions	Recruitment & Staffing	✓	✓	✓	✓	✓
50. Qualifications Analysis	Recruitment & Staffing	✓	✓	✓	✓	✓
51. Qualifications Analysis	Recruitment & Staffing	✓	✓	✓	✓	✓
52. Qualifications Analysis-2 day course	Recruitment & Staffing	✓	✓	✓	✓	✓
53. Union USA Staffing Basic User Training	Recruitment & Staffing	✓	✓	✓	✓	✓
54. USA Staffing Basic User Training	Recruitment & Staffing	✓	✓	✓	✓	✓
55. Veteran Employment Training for Federal Hiring Managers *	Recruitment and Staffing	✓	✓	✓	✓	✓
56. Adverse and Performance-Based Actions	Employee Relations		✓			

HR Specialist Employee Relations Training, Education, and Certifications	Competency	Function Proficiency Level				
		N	L	SP	RM/C	E
57. COACH for Success: How to Hold Performance Conversations Like A Pro*	Performance Management		✓			
58. Communicating Effectively	Oral Communication		✓			
59. Communicating Strategically	Guiding/Influencing		✓			
60. Consulting Skills for HRM Professionals	Consulting		✓			
61. Creating and Designing a Project	Project & Program Management		✓			
62. CSRS Benefits Applications	Employee Benefits		✓			
63. Effective Business Writing	Written Communication		✓			
64. Federal Employee Benefits	Employee Benefits		✓			
65. FERS Benefits Applications	Employee Benefits		✓			
66. Health and Safety in the Workplace (HRCI/PHR - 2007-aligned)	Employee Benefits		✓			
67. Internal Consulting Skills for Federal HR Professionals	Consulting		✓			
68. Internal Consulting Skills for Federal HR Professionals	Customer Service		✓			
69. Interpersonal Communication: Listening Essentials	Oral Communication		✓			
70. Interpersonal Communication: Targeting Your Message	Oral Communication		✓			
71. Leading Teams and Groups	Teamwork		✓			
72. Negotiation Essentials: Communicating	Oral Communication		✓			
73. Performance Management	Performance Management		✓			
74. Pre-Retirement Planning for FERS	Employee Benefits		✓			
75. Presenting Your Case	Oral Communication		✓			
76. Processing Personnel Actions	Employee Benefits		✓			
77. Programs to Benefit Employees (HRCI/PHR - 2007-aligned)	Employee Benefits		✓			
78. Risk Assessment and Prevention (HRCI/PHR - 2007-aligned)	Employee Benefits		✓			

HR Specialist Employee Relations Training, Education, and Certifications	Competency	Function Proficiency Level				
		N	L	SP	RM/C	E
79. Strategic Approaches to Risk Management (HRCI/SPHR - 2007-aligned)	Employee Benefits		✓			
80. Time Management: Analyzing Your Use of Time	Planning/Time Management		✓			
81. Time Management: Avoiding Time Stealers	Planning/Time Management		✓			
82. Time Management: Planning and Prioritizing Your Time	Planning/Time Management		✓			
83. FLRA - Bargaining Over 5 U.S.C. Section 7106(b)(1) Matters	Labor Relations		✓	✓	✓	✓
84. Negotiation Essentials: What Is Negotiation?	Labor Relations		✓	✓	✓	✓
85. An Essential Guide to Giving Feedback - COMM0521	Oral Communication			✓		
86. Anti-Money Laundering	Employee Relations			✓		
87. Antitrust – Overview	Employee Relations			✓		
88. Antitrust--Talking with the Competition	Employee Relations			✓		
89. Antitrust-Trade Associations	Employee Relations			✓		
90. Avoiding Problem Performance Simulation	Performance Management			✓		
91. Code of Conduct (Customizable)	Employee Relations			✓		
92. Code of Conduct Awareness	Employee Relations			✓		
93. Conflicts of Interest in the Workplace	Employee Relations			✓		
94. Decision Making: Tools and Techniques	Teamwork			✓		
95. Documenting Discipline	Employee Relations			✓		
96. Doing Business on the Internet	Employee Relations			✓		
97. Doing Business with the Government	Employee Relations			✓		
98. Effective Feedback for Employees and Colleagues Simulation - COMM0520	Oral Communication			✓		
99. Effective Use of Feedback for Teams Simulation - COMM052S	Teamwork			✓		
100. Equal Employment Opportunity and Discriminatory Practices in Hiring	Employee Relations			✓		

HR Specialist Employee Relations Training, Education, and Certifications	Competency	Function Proficiency Level				
		N	L	SP	RM/C	E
101.Establishing Team Goals and Responsibilities	Teamwork			✓		
102.Facilitating Difficult Situations	Teamwork			✓		
103.Facilitating Meetings and Work Groups	Teamwork			✓		
104.Facilitative Fundamentals: Tools and Techniques	Teamwork			✓		
105.Fair Labor Standards Act	Employee Relations			✓		
106.Fair Labor Standards Act (FLSA)	Employee Relations			✓		
107.First Steps for Turning Around a Performance Problem	Performance Management			✓		
108.FMLA Leave and More: An Overview of Legally Protected Leave	Employee Relations			✓		
109.Foreign Corrupt Practices Act	Employee Relations			✓		
110.Generating Creative and Innovative Ideas: Maximizing Team Creativity	Teamwork			✓		
111.I-9 Compliance: Verifying Employment Eligibility of US and Non-US Citizens	Employee Relations			✓		
112.Independent Contractors and Temporary Employees	Employee Relations			✓		
113.Insider Trading	Employee Relations			✓		
114.Integrity in the Workplace	Employee Relations			✓		
115.Intellectual Property Overview	Employee Relations			✓		
116.Interviewing and Hiring Practices	Employee Relations			✓		
117.Leadng Teams: Fostering Effective Communication and Collaboration	Teamwork			✓		
118.Preventing Fraud and Abuse	Employee Relations			✓		
119.Privacy and Information Security	Employee Relations			✓		
120.Problem Performance Improvement	Performance Management			✓		
121.Problem Performance Prevention	Performance Management			✓		
122.Problem Solving: Digging Deeper	Teamwork			✓		

HR Specialist Employee Relations Training, Education, and Certifications	Competency	Function Proficiency Level				
		N	L	SP	RM/C	E
123.Procurement Integrity	Employee Relations			✓		
124.Promoting a Substance-free Workplace	Employee Relations			✓		
125.Recognizing and Diagnosing Problem Performance	Performance Management			✓		
126.Record Retention	Employee Relations			✓		
127.Rightful Employment Termination	Employee Relations			✓		
128.Sarbanes-Oxley: What You Need to Know	Employee Relations			✓		
129.Suitability Adjudication	Employee Relations			✓		
130.The Facilitator Role	Teamwork			✓		
131.Trade Secrets	Employee Relations			✓		
132.Understanding the Americans with Disabilities Act (ADA)	Employee Relations			✓		
133.Understanding the Risks of Using Internet Media and Electronic Communications	Employee Relations			✓		
134.Using Feedback to Improve Team Performance	Teamwork			✓		
135.Workplace Diversity Awareness	Employee Relations			✓		
136.Workplace Ethics	Employee Relations			✓		
137.Workplace Violence	Employee Relations			✓		
138.Decision Making: Tools and Techniques	Project & Program Management			✓	✓	
139.PMP 4: Project Time Management	Planning/Time Management			✓	✓	
140.PMP 4: Project Time Management	Project & Program Management			✓	✓	✓
141.Decision Making: Making Tough Decisions	Analysis and Problem Solving			✓	✓	✓
142.Decision Making: Tools and Techniques	Analysis and Problem Solving			✓	✓	✓
143.Generating Creative and Innovative Ideas: Maximizing Team Creativity	Creative Thinking			✓	✓	✓

HR Specialist Employee Relations Training, Education, and Certifications	Competency	Function Proficiency Level				
		N	L	SP	RM/C	E
144.Human Resources Fundamentals (HRCI/PHR - 2007 - aligned)	Analysis and Problem Solving			✓	✓	✓
145.Problem Solving: Determining and Building Your Strengths	Analysis and Problem Solving			✓	✓	✓
146.Recognizing and Diagnosing Problem Performance	Coaching/Mentoring			✓	✓	✓
147.Strategies for Developing Employees	Employee Development			✓	✓	✓
148.Managing Change: Building Positive Support for Change	Change Management				✓	
149.Managing Change: Dealing with Resistance to Change	Change Management				✓	
150.Managing Change: Sustaining Organizational Change	Change Management				✓	
151.Managing Change: Understanding Change	Change Management				✓	
152.Microsoft Office Excel 2007 Level 2	IT Application				✓	
153.Microsoft Office Access 2007 Level 2	IT Application				✓	
154.Planning and Conducting a RIF	Employee Relations				✓	
155.Using Progressive Discipline to Correct Problem Performance	Performance Management				✓	
156.Communicating to Get Results	Written Communication				✓	✓
157.Writing a Business Case	Written Communication				✓	✓
158.Negotiations and Alternative Dispute Resolution (ADR)	Employee Relations					✓
159.Preventing Problem Performance	Performance Management					✓

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

Recommended VA-Specific Experience

HR Specialist Employee Relations Experience	Function Proficiency Level				
	N	L	SP	RM/C	E
1. Assemble a complete evidence file for a disciplinary action	✓				

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

HR Specialist Employee Relations Experience	Function Proficiency Level				
	N	L	SP	RM/C	E
23. Serve as an ad hoc member on ER-related committees*			✓		
24. Respond to inquiries from customers and propose solutions to ER-related issues			✓		
25. Compile/analyze evidence files and provide feedback to manager regarding an ER case			✓		
26. Serve as an ER technical expert in ER proceedings			✓		
27. Create ER documents (i.e., discipline/adverse, performance, reasonable accommodation, etc.) for final review			✓		
28. Prepare third party appeal case files			✓		
29. Provide training on a variety of ER topics			✓		
30. Participate as SME in assigned redesign projects*			✓		
31. Serve as member on an AIB team			✓		
32. Advise management officials on labor obligations (i.e., grievance meetings, formal meetings, investigations, forums, etc.)			✓		
33. Lead roundtable discussions and debate ideas regarding recent developments and/or emerging trends				✓	
34. Review ER trends and developing appropriate solutions				✓	
35. Develop and present training				✓	
36. Prepare and present an analysis of an adverse action case				✓	
37. Assist agency representatives preparing witnesses for MSPB and/ or EEOC hearings				✓	
38. Participate on a team developing Service or Departmental policy*				✓	
39. Assist in developing a succession plan					✓
40. Serve as SME for local/national projects which may involve collaboration with inter or intra-agency partners					✓
41. Take initiative to identify areas of liability and use creativity in developing resolution/recommendations for stakeholders (i.e., third party settlements)					✓
42. Implement change based on new developments (i.e., new policy, case law, best practices)					✓

*Note: Indicates a social learning activity

Recommended VA-Specific Other

HR Specialist Employee Relations Other	Function Proficiency Level				
	N	L	SP	RM/C	E
1. Review Job Aids - Broida; Wiley; CFR; Cyberfeds (or equivalent); online publications; Elkouri (arbitration); and/or locally produced resources*	✓				
2. Attend locally sponsored workshops and training classes (i.e., local federal agencies, FEBS, OPM, FLRA, MSPB, ORM)*	✓				
3. Review HR Café - online webinar on a variety of HR-related topics	✓				
4. Review Job Aids - Broida; Wiley; CFR; Cyberfeds (or equivalent); online publications; Elkouri (arbitration); and/or locally produced resources*		✓			
5. Attend locally sponsored workshops and training classes (i.e., local federal agencies, FEBS, OPM, FLRA, MSPB, ORM)*		✓			
6. Review HR Café - online webinar on a variety of HR-related topics		✓			
7. Attend yearly case law updates (i.e., local law school, conferences, FPMI, FDR, HR conferences with federal tracks)			✓		
8. Review Job Aids - Broida; Wiley; CFR; Cyberfeds (or equivalent); online publications; Elkouri (arbitration); and/or locally produced resources*			✓		
9. Attend locally sponsored workshops and training classes (i.e., local federal agencies, FEBS, OPM, FLRA, MSPB, ORM)*			✓		
10. Review HR Café - online webinar on a variety of HR-related topics			✓		
11. Attend Administration-sponsored conference			✓		
12. Attend yearly case law updates (i.e., local law school, conferences, FPMI, FDR, HR conferences with federal tracks)				✓	
13. Review Job Aids - Broida; Wiley; CFR; Cyberfeds (or equivalent); online publications; Elkouri (arbitration); and/or locally produced resources*				✓	
14. Attend locally sponsored workshops and training classes (i.e., local federal agencies, FEBS, OPM, FLRA, MSPB, ORM)*				✓	
15. Review HR Café - online webinar on a variety of HR-related topics				✓	
16. Attend Administration-sponsored conference				✓	
17. Attend yearly case law updates (i.e., local law school, conferences, FPMI, FDR, HR conferences with federal tracks)					✓
18. Review Job Aids - Broida; Wiley; CFR; Cyberfeds (or equivalent); online publications; Elkouri (arbitration); and/or locally produced resources*					✓
19. Attend locally sponsored workshops and training classes (i.e., local federal agencies, FEBS, OPM, FLRA, MSPB, ORM)*					✓
20. Review HR Café - online webinar on a variety of HR-related topics					✓

HR Specialist Employee Relations Other	Function Proficiency Level				
	N	L	SP	RM/C	E
21. Attend Administration-sponsored conference					✓

**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.