

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 Human Resources Information Systems (HRIS) function apply HR concepts, principles, and practices to HR information systems to assist users. They answer questions or resolve problems for users in person, or via telephone or electronically.

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* | 16. Employee Benefits* | 21. Change Management* |
| 2. Attention to Detail | 17. Pay Administration | 22. Guiding/Influencing* |
| 3. Coaching/Mentoring* | 18. Position Classification & Management* | 23. Project & Program Management* |
| 4. Consulting* | 19. Recruitment & Staffing* | 24. Strategic Thinking* |
| 5. Creative Thinking* | 20. Work/Life Integration | |
| 6. Customer Service* | | |
| 7. Flexibility* | | |
| 8. Integrity/Honesty | | |
| 9. Interpersonal Skills* | | |
| 10. IT Application* | | |
| 11. Oral Communication* | | |
| 12. Planning/Time Management* | | |
| 13. Reasoning | | |
| 14. Teamwork* | | |
| 15. 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 April 2013, 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

| Human Resources Information Systems Specialist (HRIS) Training, Education, and Certifications | Competency | Function Proficiency Level | | | | |
|---|--|----------------------------|---|----|------|---|
| | | N | L | SP | RM/C | E |
| 1. Advanced Document Navigation and Document Reviews in Word 2007 | IT Application | ✓ | | | | |
| 2. An Introduction to Database Systems - 80740_eng | Human Resources Information Systems (HRIS) | ✓ | | | | |
| 3. Business Grammar: Common Usage Errors | Written Communication | ✓ | | | | |
| 4. Business Grammar: Parts of Speech | Written Communication | ✓ | | | | |
| 5. Business Grammar: Punctuation | Written Communication | ✓ | | | | |
| 6. Business Grammar: Sentence Construction | Written Communication | ✓ | | | | |
| 7. Business Grammar: The Mechanics of Writing | Written Communication | ✓ | | | | |
| 8. Business Writing: Editing and Proofreading | Written Communication | ✓ | | | | |
| 9. Communicating with Professionalism and Etiquette | Written Communication | ✓ | | | | |
| 10. Customer Service Fundamentals: Building Rapport in Customer Relationships | Customer Service | ✓ | | | | |
| 11. Customer Service Processes and Procedures | Human Resources Information Systems (HRIS) | ✓ | | | | |

| Human Resources Information Systems Specialist (HRIS) Training, Education, and Certifications | Competency | Function Proficiency Level | | | | |
|---|--|----------------------------|---|----|------|---|
| | | N | L | SP | RM/C | E |
| 12. Dealing with Irrational Customers and Escalating Complaints | Human Resources Information Systems (HRIS) | ✓ | | | | |
| 13. Interpersonal Communication: Listening Essentials | Customer Service | ✓ | | | | |
| 14. Interpersonal Communication: Targeting Your Message | Customer Service | ✓ | | | | |
| 15. Professionalism, Business Etiquette, and Personal Accountability | Planning/Time Management | ✓ | | | | |
| 16. Quality in a Support Center | Human Resources Information Systems (HRIS) | ✓ | | | | |
| 17. Support Center Services and Work Environment | Human Resources Information Systems (HRIS) | ✓ | | | | |
| 18. Support Center Tools, Technologies and Metrics | Human Resources Information Systems (HRIS) | ✓ | | | | |
| 19. Telework 101 for Employees* | Employee Benefits | ✓ | | | | |
| 20. Telework 101 for Managers* | Employee Benefits | ✓ | | | | |
| 21. Time Management Fundamentals | Planning/Time Management | ✓ | | | | |
| 22. Using Business Etiquette to Build Professional Relationships | Interpersonal Skills | ✓ | | | | |
| 23. Using E-mail and Instant Messaging Effectively | Written Communication | ✓ | | | | |
| 24. Communicating with Professionalism and Etiquette | Oral Communication | ✓ | ✓ | | | |
| 25. Managing Internal Dynamics in a Cross-functional Team | Oral Communication | ✓ | ✓ | | | |
| 26. Analytics Boot Camp | IT Application | | ✓ | | | |
| 27. Business Writing: How to Write Clearly and Concisely | Written Communication | | ✓ | | | |
| 28. Business Writing: Know Your Readers and Your Purpose | Written Communication | | ✓ | | | |
| 29. Communicating Effectively | Written Communication | | ✓ | | | |
| 30. Customer Service Confrontation and Conflict | Customer Service | | ✓ | | | |
| 31. Customer Service in the Field | Customer Service | | ✓ | | | |
| 32. Customer Service over the Phone | Customer Service | | ✓ | | | |
| 33. Dealing with Irrational Customers and Escalating Complaints | Customer Service | | ✓ | | | |

| Human Resources Information Systems Specialist (HRIS) Training, Education, and Certifications | Competency | Function Proficiency Level | | | | |
|---|--|----------------------------|---|----|------|---|
| | | N | L | SP | RM/C | E |
| 34. Employee Relations for Supervisors and Managers* | Employee Relations | | ✓ | | | |
| 35. FOCUS: Achieving Your Highest Priorities (1-day) | Planning/Time Management | | ✓ | | | |
| 36. Internal Customer Service | Customer Service | | ✓ | | | |
| 37. Internet Client Infrastructure and Applications - 211521_eng | Human Resources Information Systems (HRIS) | | ✓ | | | |
| 38. Managing and Retrieving Content in SharePoint 2003 | IT Application | | ✓ | | | |
| 39. Managing Self Through Change: | Flexibility | | ✓ | | | |
| 40. Managing Your Manager* | Interpersonal Skills | | ✓ | | | |
| 41. Shaping the Direction of Customer Service in Your Organization | Customer Service | | ✓ | | | |
| 42. Team and Customer Relationships | Customer Service | | ✓ | | | |
| 43. Written Communication* | Written Communication | | ✓ | | | |
| 44. Cloud Computing Basics | Human Resources Information Systems (HRIS) | | | ✓ | | |
| 45. Communicating Effectively | Oral Communication | | | ✓ | | |
| 46. Compensating Employees (HRCI/PHR - 2007-aligned) | Pay Administration | | | ✓ | | |
| 47. Consulting Skills for HRM Professionals | Consulting | | | ✓ | | |
| 48. Control Fundamentals and Security Threats | Human Resources Information Systems (HRIS) | | | ✓ | | |
| 49. CSRS and FERS Benefits Applications (CSRS Benefits Applications for HR Staff)* | Employee Benefits | | | ✓ | | |
| 50. CSRS Benefits Applications | Employee Benefits | | | ✓ | | |
| 51. Customer Service in Government | Recruitment & Placement | | | ✓ | | |
| 52. Determining Service Computation Dates | Employee Benefits | | | ✓ | | |
| 53. Effective Business Writing | Written Communication | | | ✓ | | |
| 54. Federal Employee Benefits | Employee Benefits | | | ✓ | | |
| 55. Federal Human Resources Management | Recruitment & Staffing | | | ✓ | | |

| Human Resources Information Systems Specialist (HRIS) Training, Education, and Certifications | Competency | Function Proficiency Level | | | | |
|---|------------------------------|----------------------------|---|----|------|---|
| | | N | L | SP | RM/C | E |
| 56. FERS Benefits Applications | Employee Benefits | | | ✓ | | |
| 57. Health and Safety in the Workplace (HRCI/PHR - 2007-aligned) | Employee Benefits | | | ✓ | | |
| 58. Internal Consulting Skills for Federal HR Professionals | Consulting | | | ✓ | | |
| 59. Internal Consulting Skills for Federal HR Professionals | Customer Service | | | ✓ | | |
| 60. Interpersonal Communication: Listening Essentials | Oral Communication | | | ✓ | | |
| 61. Interpersonal Communication: Targeting Your Message | Oral Communication | | | ✓ | | |
| 62. Leading Teams and Groups | Teamwork | | | ✓ | | |
| 63. Managing Change: Building Positive Support for Change | Change Management | | | ✓ | | |
| 64. Managing Change: Dealing with Resistance to Change | Change Management | | | ✓ | | |
| 65. Managing Change: Sustaining Organizational Change | Change Management | | | ✓ | | |
| 66. Managing Change: Understanding Change | Change Management | | | ✓ | | |
| 67. Measurement: Assessment and Metrics | Analysis and Problem Solving | | | ✓ | | |
| 68. Military Spouse Employment* | Recruitment and Staffing | | | ✓ | | |
| 69. Negotiation Essentials: Communicating | Oral Communication | | | ✓ | | |
| 70. Pay Setting for FWS Positions (GS Classic) | Pay Administration | | | ✓ | | |
| 71. Pre-Retirement Planning for FERS | Employee Benefits | | | ✓ | | |
| 72. Presenting Your Case | Oral Communication | | | ✓ | | |
| 73. Problem Performance Prevention | Recruitment & Staffing | | | ✓ | | |
| 74. Problem Solving: Digging Deeper | Analysis and Problem Solving | | | ✓ | | |
| 75. Problem Solving: The Fundamentals | Analysis and Problem Solving | | | ✓ | | |
| 76. Processing Personnel Actions | Employee Benefits | | | ✓ | | |
| 77. Programs to Benefit Employees (HRCI/PHR - 2007-aligned) | Employee Benefits | | | ✓ | | |

| Human Resources Information Systems Specialist (HRIS) Training, Education, and Certifications | Competency | Function Proficiency Level | | | | |
|---|--|----------------------------|---|----|------|---|
| | | N | L | SP | RM/C | E |
| 78. Risk Assessment and Prevention (HRCI/PHR - 2007-aligned) | Employee Benefits | | | ✓ | | |
| 79. Strategic Approaches to Risk Management (HRCI/SPHR - 2007-aligned) | Employee Benefits | | | ✓ | | |
| 80. Technical Support Essentials - CUST0162 | Human Resources Information Systems (HRIS) | | | ✓ | | |
| 81. Time Management: Analyzing Your Use of Time | Planning/Time Management | | | ✓ | | |
| 82. Time Management: Avoiding Time Stealers | Planning/Time Management | | | ✓ | | |
| 83. Time Management: Planning and Prioritizing Your Time | Planning/Time Management | | | ✓ | | |
| 84. Uniformed Services Employment and Reemployment Rights Act (USERRA)* | Recruitment and Staffing | | | ✓ | | |
| 85. Using Data as a Technical Professional Consultant - CONS0133 | Analysis and Problem Solving | | | ✓ | | |
| 86. Veteran Employment Training for Federal Human Resource Professionals * | Recruitment and Staffing | | | ✓ | | |
| 87. Veterans Appointing Authorities* | Recruitment and Staffing | | | ✓ | | |
| 88. An Essential Guide to Giving Feedback - COMM0521 | Oral Communication | | | | ✓ | |
| 89. Basic Staffing | Recruitment & Staffing | | | | ✓ | |
| 90. Basic Staffing and Placement (GS Classic) | Recruitment & Staffing | | | | ✓ | |
| 91. Decision Making: Making Tough Decisions | Analysis and Problem Solving | | | | ✓ | |
| 92. Decision Making: Tools and Techniques | Analysis and Problem Solving | | | | ✓ | |
| 93. Decision Making: Tools and Techniques | Teamwork | | | | ✓ | |
| 94. Effective Feedback for Employees and Colleagues Simulation - COMM0520 | Oral Communication | | | | ✓ | |
| 95. Effective Use of Feedback for Teams Simulation - COMM052S | Teamwork | | | | ✓ | |
| 96. Establishing Team Goals and Responsibilities | Teamwork | | | | ✓ | |
| 97. Facilitating Difficult Situations | Teamwork | | | | ✓ | |
| 98. Facilitating Meetings and Work Groups | Teamwork | | | | ✓ | |
| 99. Facilitative Fundamentals: Tools and Techniques | Teamwork | | | | ✓ | |

| Human Resources Information Systems Specialist (HRIS) Training, Education, and Certifications | Competency | Function Proficiency Level | | | | |
|---|--|----------------------------|---|----|------|---|
| | | N | L | SP | RM/C | E |
| 100.Federal Staffing and Placement | Recruitment & Staffing | | | | ✓ | |
| 101.Generating Creative and Innovative Ideas: Maximizing Team Creativity | Teamwork | | | | ✓ | |
| 102.Human Resources Fundamentals (HRCI/PHR - 2007 - aligned) | Analysis and Problem Solving | | | | ✓ | |
| 103.Leadership Development for Technical Professionals - MGMT0124 | Human Resources Information Systems (HRIS) | | | | ✓ | |
| 104.Leadng Teams: Fostering Effective Communication and Collaboration | Teamwork | | | | ✓ | |
| 105.PMP 4: Project Time Management | Planning/Time Management | | | | ✓ | |
| 106.Problem Solving: Determining and Building Your Strengths | Analysis and Problem Solving | | | | ✓ | |
| 107.Problem Solving: Digging Deeper | Teamwork | | | | ✓ | |
| 108.Processing Personnel Actions | Recruitment & Staffing | | | | ✓ | |
| 109.Qualifications Analysis | Recruitment & Staffing | | | | ✓ | |
| 110.Qualifications Analysis | Recruitment & Staffing | | | | ✓ | |
| 111.Qualifications Analysis-2 day course | Recruitment & Staffing | | | | ✓ | |
| 112.The Facilitator Role | Teamwork | | | | ✓ | |
| 113.Union USA Staffing Basic User Training | Recruitment & Staffing | | | | ✓ | |
| 114.USA Staffing Basic User Training | Recruitment & Staffing | | | | ✓ | |
| 115.Using Feedback to Improve Team Performance | Teamwork | | | | ✓ | |
| 116.Essential Mentoring Techniques: Building and Maintaining Mentoring Relationships | Coaching/Mentoring | | | | ✓ | ✓ |
| 117.Essential Mentoring Techniques: Designing and Initiating Mentoring Programs | Coaching/Mentoring | | | | ✓ | ✓ |
| 118.Essential Mentoring Techniques: Mentoring Fundamentals | Coaching/Mentoring | | | | ✓ | ✓ |
| 119.Analytic Trouble Shooting | Analysis and Problem Solving | | | | | ✓ |
| 120.Category Rating | Recruitment & Staffing | | | | | ✓ |
| 121.Communicating to Get Results | Written Communication | | | | | ✓ |

| Human Resources Information Systems Specialist (HRIS) Training, Education, and Certifications | Competency | Function Proficiency Level | | | | |
|---|--|----------------------------|---|----|------|---|
| | | N | L | SP | RM/C | E |
| 122.Determining Service Computation Dates | Pay Administration | | | | | ✓ |
| 123.Essentials of Interviewing and Hiring: Screening Applicants for Interviewing | Recruitment & Staffing | | | | | ✓ |
| 124.Essentials of Interviewing and Hiring: Selecting the Right Candidate | Recruitment & Staffing | | | | | ✓ |
| 125.Federal Human Resources Management | Position Classification & Management | | | | | ✓ |
| 126.Federal Pay Setting | Pay Administration | | | | | ✓ |
| 127.Generating Creative and Innovative Ideas: Maximizing Team Creativity | Creative Thinking | | | | | ✓ |
| 128.Hiring and Retention Overview | Recruitment & Staffing | | | | | ✓ |
| 129.Hiring People with Disabilities Made Simple* | Recruitment and Staffing | | | | | ✓ |
| 130.Hybrid Title 38 Staffing | Recruitment & Staffing | | | | | ✓ |
| 131.Models for Managing Technical Professionals - MGMT0293 | Human Resources Information Systems (HRIS) | | | | | ✓ |
| 132.Pay Setting | Pay Administration | | | | | ✓ |
| 133.Pay Setting for GS Positions | Pay Administration | | | | | ✓ |
| 134.Planning and Conducting a RIF | Pay Administration | | | | | ✓ |
| 135.Processing Personnel Actions | Pay Administration | | | | | ✓ |
| 136.Setting the Stage for IT Success - STGY0221 | Human Resources Information Systems (HRIS) | | | | | ✓ |
| 137.Strategic Decision Making - STGY0222 | Human Resources Information Systems (HRIS) | | | | | ✓ |
| 138.Understanding Technical Professionals - MGMT0291 | Human Resources Information Systems (HRIS) | | | | | ✓ |
| 139.Veterans' Preference | Recruitment & Staffing | | | | | ✓ |
| 140.What to Consider When Hiring | Recruitment & Staffing | | | | | ✓ |
| 141.Writing a Business Case | Written Communication | | | | | ✓ |

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

Recommended VA-Specific Experience

| Human Resources Information Systems Specialist (HRIS) Experience | Function Proficiency Level | | | | |
|--|----------------------------|---|----|------|---|
| | N | L | SP | RM/C | E |
| 1. Research Federal benefits | ✓ | | | | |
| 2. Review regulations on different hiring authorities under Title 5 and Title 38 and discuss with an HR manager or an HR SME | ✓ | | | | |
| 3. Practice using PAID and RSD systems | ✓ | | | | |
| 4. Watch videos to familiarize self with eOPF production methods | ✓ | | | | |
| 5. Aid in decision making process for federal benefits based on supporting documentation for review by a senior specialist | | ✓ | | | |
| 6. Navigate through PAID, RSD and eOPF systems | | ✓ | | | |
| 7. Inform three customers of available employee benefits | | ✓ | | | |
| 8. Counsel employees on available benefits and eligibility | | | ✓ | | |
| 9. Review submitted data entry | | | ✓ | | |
| 10. Serve as SME to review PAID, RSD and eOPF content | | | ✓ | | |
| 11. Review eOPF workflow documentation | | | ✓ | | |
| 12. Serve as a SME to review federal benefits decision making and supporting documentation | | | | ✓ | |
| 13. Review employee folders in eOPF | | | | ✓ | |
| 14. Serve as an administrator in eOPF | | | | ✓ | |
| 15. Approve items in eOPF workflow | | | | ✓ | |
| 16. Serve as SME for eOPF unidex | | | | ✓ | |
| 17. Serve as the final decision making authority for benefits eligibility | | | | | ✓ |
| 18. Serve as the final decision making authority for Title 5 and Title 38 hiring authorities | | | | | ✓ |
| 19. Monitor and maintain the eOPF system | | | | | ✓ |

*Note: Indicates a social learning activity

Recommended VA-Specific Other

N/A

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.
- **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.
- **Pay Administration:** Applying pay administration concepts, principles, and practices relating to pay setting, pay schedules, pay determinations, and other pay administration regulations.
- **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.

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.