

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 Recruitment and Placement function apply HR concepts, principles, practices, and employment legislation, policy and procedure related to identifying, attracting, attaining, and selecting individuals for positions to address specific organizational workforce needs.

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. Labor Relations*	28. Project & Program Management*
4. Consulting*	20. Pay Administration*	29. Strategic Thinking*
5. Creative Thinking*	21. Performance Management*	
6. Customer Service*	22. Position Classification & Management*	
7. Flexibility	23. Recruitment & Staffing*	
8. Integrity/Honesty	24. Work/Life Integration	
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 Recruitment and Placement Training, Education, and Certifications	Competency	Function Proficiency Level				
		N	L	SP	RM/C	E
1. Basic Staffing	Recruitment & Staffing	✓				
2. Basic Staffing and Placement (GS Classic)	Recruitment & Staffing	✓				
3. Compensating Employees (HRCI/PHR - 2007-aligned)	Pay Administration	✓				
4. Federal Staffing and Placement	Recruitment & Staffing	✓				
5. FOCUS: Achieving Your Highest Priorities (1-day)	Planning/Time Management	✓				
6. Managing Your Manager*	Interpersonal Skills	✓				
7. Pay Setting for FWS Positions (GS Classic)	Pay Administration	✓				
8. Processing Personnel Actions	Recruitment & Staffing	✓				
9. Qualifications Analysis	Recruitment & Staffing	✓				
10. Qualifications Analysis	Recruitment & Staffing	✓				
11. Qualifications Analysis-2 day course	Recruitment & Staffing	✓				

HR Specialist Recruitment and Placement Training, Education, and Certifications	Competency	Function Proficiency Level				
		N	L	SP	RM/C	E
12. Union USA Staffing Basic User Training	Recruitment & Staffing	✓				
13. USA Staffing Basic User Training	Recruitment & Staffing	✓				
14. Veteran Employment Training for Federal Hiring Managers *	Recruitment and Staffing	✓				
15. A New Manager and the Company's Future	Strategic Thinking	✓	✓			
16. Advanced Document Navigation and Document Reviews in Word 2007	IT Application	✓	✓			
17. Business Writing: How to Write Clearly and Concisely	Written Communication	✓	✓			
18. Business Writing: Know Your Readers and Your Purpose	Written Communication	✓	✓			
19. Communicating Effectively	Written Communication	✓	✓			
20. Position Management	Position Classification & Management	✓	✓			
21. Principles of Classification	Position Classification & Management	✓	✓			
22. Antitrust – Overview	Labor Relations	✓	✓	✓	✓	✓
23. Code of Conduct (Customizable)	Labor Relations	✓	✓	✓	✓	✓
24. Conflict of Interest Simulation	Labor Relations	✓	✓	✓	✓	✓
25. Conflicts of Interest in the Workplace	Labor Relations	✓	✓	✓	✓	✓
26. Doing Business on the Internet	Labor Relations	✓	✓	✓	✓	✓
27. Equal Employment Opportunity and Discriminatory Practices in Hiring	Labor Relations	✓	✓	✓	✓	✓
28. Fair Labor Standards Act (FLSA)	Labor Relations	✓	✓	✓	✓	✓
29. Federal Employee Relations	Labor Relations	✓	✓	✓	✓	✓
30. Foreign Corrupt Practices Act	Labor Relations	✓	✓	✓	✓	✓
31. I-9 Compliance: Verifying Employment Eligibility of US and Non-US Citizens	Labor Relations	✓	✓	✓	✓	✓
32. Illegal Insider Trading Simulation	Labor Relations	✓	✓	✓	✓	✓
33. Independent Contractors and Temporary Employees	Labor Relations	✓	✓	✓	✓	✓
34. Integrity in the Workplace	Labor Relations	✓	✓	✓	✓	✓
35. Intellectual Property Overview	Labor Relations	✓	✓	✓	✓	✓

HR Specialist Recruitment and Placement Training, Education, and Certifications	Competency	Function Proficiency Level				
		N	L	SP	RM/C	E
36. Interviewing and Hiring Practices	Labor Relations	✓	✓	✓	✓	✓
37. Interviewing and Hiring Practices Simulation	Labor Relations	✓	✓	✓	✓	✓
38. Preventing Fraud and Abuse	Labor Relations	✓	✓	✓	✓	✓
39. Privacy and Information Security	Labor Relations	✓	✓	✓	✓	✓
40. Procurement Integrity	Labor Relations	✓	✓	✓	✓	✓
41. Promoting a Substance-free Workplace	Labor Relations	✓	✓	✓	✓	✓
42. Record Retention	Labor Relations	✓	✓	✓	✓	✓
43. Rightful Employment Termination	Labor Relations	✓	✓	✓	✓	✓
44. Sarbanes-Oxley: What You Need to Know	Labor Relations	✓	✓	✓	✓	✓
45. Telework 101 for Employees*	Employee Benefits	✓	✓	✓	✓	✓
46. Telework 101 for Managers*	Employee Benefits	✓	✓	✓	✓	✓
47. Understanding the Americans with Disabilities Act (ADA)	Labor Relations	✓	✓	✓	✓	✓
48. Workplace Diversity Awareness	Labor Relations	✓	✓	✓	✓	✓
49. A Workable Solution for Internal Clients - CONS0124	Change Management		✓			
50. Category Rating	Recruitment & Staffing		✓			
51. Creative and Innovative Problem Solving	Creative Thinking		✓			
52. Customer Service Confrontation and Conflict	Customer Service		✓			
53. Customer Service in the Field	Customer Service		✓			
54. Customer Service over the Phone	Customer Service		✓			
55. Dealing with Irrational Customers and Escalating Complaints	Customer Service		✓			
56. Essentials of Interviewing and Hiring: Screening Applicants for Interviewing	Recruitment & Staffing		✓			
57. Essentials of Interviewing and Hiring: Selecting the Right Candidate	Recruitment & Staffing		✓			
58. Hiring and Retention Overview	Recruitment & Staffing		✓			
59. Hiring People with Disabilities Made Simple*	Recruitment and Staffing		✓			
60. Hybrid Title 38 Staffing	Leveraging Diversity		✓			

HR Specialist Recruitment and Placement Training, Education, and Certifications	Competency	Function Proficiency Level				
		N	L	SP	RM/C	E
61. Hybrid Title 38 Staffing	Recruitment & Staffing		✓			
62. Internal Customer Service	Customer Service		✓			
63. Leadership: Great Leaders, Great Teams, Great Results™ for the public sector	Guiding/Influencing		✓			
64. Leveraging Multicultural and Multigenerational Diversity	Leveraging Diversity		✓			
65. Managing Projects within Organizations	Project & Program Management		✓			
66. Preparing for Change	Change Management		✓			
67. Problem Solving: The Fundamentals	Creative Thinking		✓			
68. Recognizing and Diagnosing Problem Performance	Coaching/Mentoring		✓			
69. Shaping the Direction of Customer Service in Your Organization	Customer Service		✓			
70. Shortcut to Creativity	Creative Thinking		✓			
71. Team and Customer Relationships	Customer Service		✓			
72. The Impact of Culture on Communication - COMM0021	Leveraging Diversity		✓			
73. Time Management: Analyzing Your Use of Time	Planning/Time Management		✓			
74. Time Management: Avoiding Time Stealers	Planning/Time Management		✓			
75. Time Management: Planning and Prioritizing Your Time	Planning/Time Management		✓			
76. Veterans' Preference	Recruitment & Staffing		✓			
77. Views on Organizational Change	Change Management		✓			
78. What to Consider When Hiring	Recruitment & Staffing		✓			
79. Advanced Position Classification	Position Classification & Management			✓		
80. Advanced Position Classification for HR Practitioners	Position Classification & Management			✓		
81. An Essential Guide to Giving Feedback - COMM0521	Coaching/Mentoring			✓		

HR Specialist Recruitment and Placement Training, Education, and Certifications	Competency	Function Proficiency Level				
		N	L	SP	RM/C	E
82. Avoiding Problem Performance Simulation	Coaching/Mentoring			✓		
83. Business Coaching: Getting Ready to Coach	Coaching/Mentoring			✓		
84. Business Coaching: Using Different Coaching Styles	Coaching/Mentoring			✓		
85. Constructive Conflict Resolution	Guiding/Influencing			✓		
86. Consulting Skills for HRM Professionals	Consulting			✓		
87. Creativity in Teams and Organizations	Creative Thinking			✓		
88. Essential Mentoring Techniques: Evaluating and Ending the Mentoring Program	Coaching/Mentoring			✓		
89. First Steps for Turning Around a Performance Problem	Coaching/Mentoring			✓		
90. Generating Creative and Innovative Ideas: Verifying and Building on Ideas	Creative Thinking			✓		
91. Internal Consulting Skills for Federal HR Professionals	Consulting			✓		
92. Internal Consulting Skills for Federal HR Professionals	Customer Service			✓		
93. Interpersonal Communications	Guiding/Influencing			✓		
94. Leading Teams and Groups	Teamwork			✓		
95. Managing Change: Building Positive Support for Change	Change Management			✓		
96. Managing Change: Dealing with Resistance to Change	Change Management			✓		
97. Managing Change: Sustaining Organizational Change	Change Management			✓		
98. Managing Change: Understanding Change	Change Management			✓		
99. Measurement: Assessment and Metrics	Analysis and Problem Solving			✓		
100. Position Classification and Position Management	Position Classification & Management			✓		
101. Problem Performance Prevention	Coaching/Mentoring			✓		
102. Problem Solving: Digging Deeper	Analysis and Problem Solving			✓		
103. Problem Solving: The Fundamentals	Analysis and Problem Solving			✓		

HR Specialist Recruitment and Placement Training, Education, and Certifications	Competency	Function Proficiency Level				
		N	L	SP	RM/C	E
104.Resolving Conflict	Guiding/Influencing			✓		
105.Understanding the Americans with Disabilities Act (ADA)	Leveraging Diversity			✓		
106.Using Data as a Technical Professional Consultant - CONS0133	Analysis and Problem Solving			✓		
107.An Essential Guide to Giving Feedback - COMM0521	Oral Communication			✓	✓	
108.Effective Feedback for Employees and Colleagues Simulation - COMM0520	Oral Communication			✓	✓	
109.Microsoft Office Excel 2007 Level 2	IT Application			✓	✓	
110.Microsoft Office Access 2007 Level 2	IT Application			✓	✓	
111.PMP 4: Project Time Management	Planning/Time Management			✓	✓	
112.Addressing and Resolving Poor Performance*	Performance Management			✓	✓	✓
113.Decision Making: Tools and Techniques	Project & Program Management			✓	✓	✓
114.Federal Human Resources Management	Performance Management			✓	✓	✓
115.PMP 4: Project Time Management	Project & Program Management			✓	✓	✓
116.Career Planning Workshop	Workforce & Succession Planning				✓	
117.Decision Making: Making Tough Decisions	Analysis and Problem Solving				✓	
118.Decision Making: Tools and Techniques	Teamwork				✓	
119.Decision Making: Tools and Techniques	Analysis and Problem Solving				✓	
120.Effective Use of Feedback for Teams Simulation - COMM052S	Teamwork				✓	
121.Establishing Team Goals and Responsibilities	Teamwork				✓	
122.Facilitating Difficult Situations	Teamwork				✓	
123.Facilitating Meetings and Work Groups	Teamwork				✓	

HR Specialist Recruitment and Placement Training, Education, and Certifications	Competency	Function Proficiency Level				
		N	L	SP	RM/C	E
124.Facilitative Fundamentals: Tools and Techniques	Teamwork				✓	
125.Federal Workforce Analysis and Planning	Workforce & Succession Planning				✓	
126.Generating Creative and Innovative Ideas: Maximizing Team Creativity	Teamwork				✓	
127.Hiring and Retention Overview	Workforce & Succession Planning				✓	
128.Human Resources Fundamentals (HRCI/PHR - 2007 - aligned)	Analysis and Problem Solving				✓	
129.Leading Teams: Fostering Effective Communication and Collaboration	Teamwork				✓	
130.Problem Solving: Determining and Building Your Strengths	Analysis and Problem Solving				✓	
131.Problem Solving: Digging Deeper	Teamwork				✓	
132.Succession Planning Overview - LEAD0301	Workforce & Succession Planning				✓	
133.The Facilitator Role	Teamwork				✓	
134.Using Feedback to Improve Team Performance	Teamwork				✓	
135.Generating Creative and Innovative Ideas: Maximizing Team Creativity	Creative Thinking				✓	✓
136.Planning and Conducting a RIF	Position Classification & Management				✓	✓
137.Analytic Trouble Shooting	Analysis and Problem Solving					✓
138.Communicating to Get Results	Written Communication					✓
139.Essential Mentoring Techniques: Building and Maintaining Mentoring Relationships	Coaching/Mentoring					✓
140.Essential Mentoring Techniques: Designing and Initiating Mentoring Programs	Coaching/Mentoring					✓
141.Essential Mentoring Techniques: Mentoring Fundamentals	Coaching/Mentoring					✓
142.Job Analysis	Workforce & Succession Planning					✓
143.Writing a Business Case	Written Communication					✓

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

Recommended VA-Specific Experience

HR Specialist Recruitment and Placement Experience	Function Proficiency Level				
	N	L	SP	RM/C	E
1. Review the applicability of appropriate articles in bargaining unit agreements and discuss with the HR manager	✓				
2. Provide a 15 minute presentation on your experience, in a learning event, to managers and peers*	✓				
3. Participate in discussions with supervisor concerning staffing and placement issues	✓				
4. Draft merit promotion/vacancy announcement for review by a SME	✓				
5. Post vacancy announcement on OPM web site (USA Jobs)					
6. Complete a request for recruitment through DEU/OPM	✓				
7. Review regulations on different hiring authorities under Title 5 and discuss with HR manager or HR SME*	✓				
8. Determine Veterans preference eligibility based on supporting documentation for review by a senior specialist	✓				
9. Inform customers of available employee benefits	✓				
10. Compute the hourly rate of a GS position; compute the annual rate for the Wage Grade		✓			
11. Discuss with supervisor the various recruitment sources available to reach targeted audiences		✓			
12. Explain to a senior HR Specialist (Staffing & Recruitment) the procedures relevant to: (1) Federal hiring process, (2) Federal job application procedures, (3) Current employment opportunities in your administration, (4) Job opportunities in VA		✓			
13. Determine and explain eligibility with job applicants under different Title 5 appointment authorities		✓			
14. Prepare a certificate of qualified applicants for review by HR manager		✓			
15. Attend a job fair and participate in recruiting trips (e.g., visit local college campus, visit state employment service)		✓			
16. Independently prepare merit promotion/vacancy announcement for review by SME		✓			
17. Evaluate qualification of applicants for review by SME		✓			
18. Prepare certificates, placing applicant on proper certificate (i.e., VRA, VEOA, reinstatement, promotion, reassignment, etc.) for review by SME		✓			

HR Specialist Recruitment and Placement Experience	Function Proficiency Level				
	N	L	SP	RM/C	E
19. Prepare vacancy files properly, in accordance with regulations for review by SME		✓			
20. Notify applicants of status of application at all required intervals after review by SME		✓			
21. Make appropriate pay determination for selected candidates for review by SME		✓			
22. Prepare personnel actions to properly process all types of changes for review by SME		✓			
23. Prepare job analysis/crediting plan/rating guide with a SME, under guidance of a senior specialist		✓			
24. Ensure the position is established and authorized to fill		✓			
25. Serve as technical advisor on merit promotion panel		✓			
26. Determine Veterans preference eligibility based on supporting documentation		✓			
27. Determine probationary periods		✓			
28. Make benefit eligibility determinations		✓			
29. Make basic retirement coverage determinations		✓			
30. Present staffing information at new employee orientation		✓			
31. Complete simple, relatively routine, small to moderate-sized projects related to staffing			✓		
32. Provide training to staff and new supervisors			✓		
33. Evaluate positions and independently prepare vacancy announcement, in full compliance with regulations, determining appropriate qualification requirements			✓		
34. Evaluate qualification of applicants			✓		
35. Determine eligibility for appointment or placement			✓		
36. Resolve questions of qualification determination and explain rationale clearly			✓		
37. Prepare certificates, placing applicant on proper certificate (i.e., VRA, VEOA, reinstatement, promotion, reassignment, etc.)			✓		
38. Prepare vacancy files properly, in accordance with regulations			✓		
39. Notify applicants of status of application at all required intervals			✓		

HR Specialist Recruitment and Placement Experience	Function Proficiency Level				
	N	L	SP	RM/C	E
40. Make appropriate pay determination for selected candidates			✓		
41. Ensure documentation for processing license verification, credentialing, and pre-employment required screenings			✓		
42. Prepare proper documentation to support above minimum entrance rates, highest previous rates, recruitment, retention and relocation incentives, etc.			✓		
43. Attend job fairs, marketing the VA for a larger candidate pool			✓		
44. Prepare personnel actions to properly process all types of changes			✓		
45. Determine otherwise non-creditable service for leave accrual in accordance with regulations			✓		
46. Prepare job analysis/crediting plan/rating guide with a SME			✓		
47. Research and respond to congressional, EEO and other external inquiries			✓		
48. Resolve discrepancies regarding probationary period			✓		
49. Resolve discrepancies regarding retirement coverage determinations			✓		
50. Gather and evaluate service-level statistical staffing data			✓		
51. Recommend resolutions to complex staffing issues				✓	
52. Develop and revise Service or Organizational policy				✓	
53. Serve as a mentor to at least one individual meeting on a regular basis to provide advice and guidance*				✓	
54. Provide training to experienced supervisors				✓	
55. Advise peers on complex issues related to staffing and pay				✓	
56. Volunteer as a lead for committees/teams on new initiatives				✓	
57. Intervene with issues with disgruntled customers				✓	
58. Review and evaluate organizational statistical staffing data				✓	
59. Participate in a roundtable discussion in an HR field; debate ideas regarding recent developments and/or emerging trends*					✓
60. Present a formal plan for implementation of new staffing initiatives					✓

HR Specialist Recruitment and Placement Experience	Function Proficiency Level				
	N	L	SP	RM/C	E
61. Advise management on alternative staffing methods					✓
62. Advise management on appropriate pay alternatives					✓
63. Evaluate staffing levels and advise on organizational changes based on national initiatives					✓
64. Research regulations and interpret them to advise management and staff					✓
65. Volunteer for special assignments that are broader reaching (e.g., regional or national)					✓
66. Investigate and respond to congressional, EEO and other external inquiries					✓
67. Evaluate methods to achieve VA affirmative action goals					✓
68. Resolve complex staffing issues					✓

*Note: Indicates a social learning activity

Recommended VA-Specific Other

HR Specialist Recruitment & Placement Other	Function Proficiency Level				
	N	L	SP	RM/C	E
1. Ask questions of more seasoned employee benefit specialist*	✓				
2. Review CDN video	✓				
3. Explore HR Resource Library - OHRM Website	✓				
4. Review OPM website - references for HR professionals	✓				
5. Review OHRM website (work/life)	✓				
6. Review VA Handbooks and directives (OHRM website)	✓				
7. Review OPM - Guide for Processing Personnel Actions (OPM website)	✓				
8. Review OPM - Guide to Personnel Standards (OPM website)	✓				
9. Review CSRS/FERS handbook (OPM website) - making retirement determinations	✓				

HR Specialist Recruitment & Placement Other	Function Proficiency Level				
	N	L	SP	RM/C	E
10. Review OPM Qualification Standards	✓				
11. Review VA Qualification Standards	✓				
12. Review 5 CFR	✓				
13. Review HR Resource Library - OHRM Website		✓			
14. Establish formal or informal mentoring relationship - discussions etc.*		✓			
15. Review VA Handbooks and directives (OHRM website)		✓			
16. Review OPM website - references for HR professionals		✓			
17. Review OHRM website (work/life)		✓			
18. Review OPM - Guide for Processing Personnel Actions (OPM website)		✓			
19. Review OPM - Guide to Personnel Standards (OPM website)		✓			
20. Review CSRS/FERS handbook (OPM website) - making retirement determinations		✓			
21. Review OPM Qualification Standards		✓			
22. Review VA Qualification Standards		✓			
23. Review 5 CFR		✓			
24. Ask questions of more seasoned employee benefit specialist*			✓		
25. Review HR Resource Library - OHRM Website			✓		
26. Review VA Handbooks and directives (OHRM website)			✓		
27. Review OPM website - references for HR professionals			✓		
28. Review OHRM website (work/life)			✓		
29. Review OPM - Guide for Processing Personnel Actions (OPM website)			✓		
30. Review OPM - Guide to Personnel Standards (OPM website)			✓		
31. Review CSRS/FERS handbook (OPM website) - making retirement determinations			✓		

HR Specialist Recruitment & Placement Other	Function Proficiency Level				
	N	L	SP	RM/C	E
32. Review OPM Qualification Standards			✓		
33. Review VA Qualification Standards			✓		
34. Review 5 CFR			✓		
35. Attend National HR conferences				✓	
36. Review VA Handbooks and directives (OHRM website)				✓	
37. Review HR Resource Library - OHRM Website				✓	
38. Review VA Mentor/Coach certification				✓	
39. Review OPM website - references for HR professionals				✓	
40. Review OHRM website (work/life)				✓	
41. Review OPM - Guide for Processing Personnel Actions (OPM website)				✓	
42. Review OPM - Guide to Personnel Standards (OPM website)				✓	
43. Review CSRS/FERS handbook (OPM website) - making retirement determinations				✓	
44. Review OPM Qualification Standards				✓	
45. Review VA Qualification Standards				✓	
46. Review 5 CFR				✓	
47. Review VA Handbooks and directives (OHRM website)					✓
48. Review OPM website - references for HR professionals					✓
49. Review OHRM website (work/life)					✓
50. Review HR Resource Library - OHRM Website					✓
51. Review OPM - Guide for Processing Personnel Actions (OPM website)					✓
52. Review OPM - Guide to Personnel Standards (OPM website)					✓
53. Review CSRS/FERS handbook (OPM website) - making retirement determinations					✓

HR Specialist Recruitment & Placement Other	Function Proficiency Level				
	N	L	SP	RM/C	E
54. Review OPM Qualification Standards					✓
55. Review VA Qualification Standards					✓
56. Review 5 CFR					✓

**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.