

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

Generalists provide a wide range of consultative Human Resources services to VA customers. While the Recruitment and Staffing competency is often a significant function responsibility for VA HR Generalists, individuals in these roles also perform employee and labor relations, position classification, and employee development activities, drawing from each of the specialist functions in order to support their 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 Relations*	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 Generalist Training, Education, and Certifications	Competency	Function Proficiency Level				
		N	L	SP	RM/C	E
1. Addressing Problem Performance	Employee Relations	✓				
2. Advanced Document Navigation and Document Reviews in Word 2007	IT Application	✓				
3. Basic Labor Relations (GS Classic)	Labor Relations	✓				
4. Basic Staffing	Recruitment & Staffing	✓				
5. Basic Staffing and Placement (GS Classic)	Recruitment & Staffing	✓				
6. Business Grammar: Common Usage Errors	Written Communication	✓				
7. Business Grammar: Parts of Speech	Written Communication	✓				
8. Business Grammar: Punctuation	Written Communication	✓				
9. Business Grammar: Sentence Construction	Written Communication	✓				
10. Business Grammar: The Mechanics of Writing	Written Communication	✓				
11. Business Writing: Editing and Proofreading	Written Communication	✓				
12. Communicating with Professionalism and Etiquette	Oral Communication	✓				
13. Communicating with Professionalism and Etiquette	Written Communication	✓				
14. Critical Pathways – Adv Title 38 ER Training	Employee Relations	✓				
15. Customer Service Fundamentals: Building Rapport in Customer Relationships	Customer Service	✓				
16. Documenting Discipline - HR0162	Employee Relations	✓				

HR Specialist Generalist Training, Education, and Certifications	Competency	Function Proficiency Level				
		N	L	SP	RM/C	E
17. Employee and Labor Relations	Employee Relations	✓				
18. Employee and Labor Relations	Labor Relations	✓				
19. Employee Conduct and Performance	Employee Relations	✓				
20. Employee Relations for Supervisors and Managers*	Employee Relations	✓				
21. Employment Relations (HRCI/PHR - 2007-aligned)	Employee Relations	✓				
22. Federal Human Resources Management	Employee Relations	✓				
23. Federal Labor Relations	Labor Relations	✓				
24. Federal Staffing and Placement	Recruitment & Staffing	✓				
25. FLRA - Basic Statutory Training	Labor Relations	✓				
26. Fundamentals of Legal Research	Labor Relations	✓				
27. HR Generalist	Employee Relations	✓				
28. Interpersonal Communication: Listening Essentials	Customer Service	✓				
29. Interpersonal Communication: Targeting Your Message	Customer Service	✓				
30. Managing Attendance and Leave for Supervisors (GS Classic)	Employee Relations	✓				
31. Managing Internal Dynamics in a Cross-functional Team	Oral Communication	✓				
32. Mediating Employee Disputes	Labor Relations	✓				
33. Position Management	Position Classification & Management	✓				
34. Principles of Classification	Position Classification & Management	✓				
35. Processing Personnel Actions	Recruitment & Staffing	✓				
36. Qualifications Analysis	Recruitment & Staffing	✓				
37. Qualifications Analysis	Recruitment & Staffing	✓				
38. Qualifications Analysis-2 day course	Recruitment & Staffing	✓				
39. Solving Performance and Conduct Problems (GS Classic)	Employee Relations	✓				
40. Union USA Staffing Basic User Training	Recruitment & Staffing	✓				

HR Specialist Generalist Training, Education, and Certifications	Competency	Function Proficiency Level				
		N	L	SP	RM/C	E
41. USA Staffing Basic User Training	Recruitment & Staffing	✓				
42. Using Business Etiquette to Build Professional Relationships	Interpersonal Skills	✓				
43. Using E-mail and Instant Messaging Effectively	Written Communication	✓				
44. VA Merit System Principles and Prohibited Personnel Practices	Employee Relations	✓				
45. Veteran Employment Training for Federal Hiring Managers *	Recruitment and Staffing	✓				
46. A New Manager and the Company's Future	Strategic Thinking	✓	✓			
47. Creative and Innovative Problem Solving	Creative Thinking	✓	✓			
48. Managing Projects within Organizations	Project & Program Management	✓	✓			
49. Problem Solving: The Fundamentals	Creative Thinking	✓	✓			
50. Shortcut to Creativity	Creative Thinking	✓	✓			
51. Time Management: Analyzing Your Use of Time	Planning/Time Management	✓	✓			
52. Time Management: Avoiding Time Stealers	Planning/Time Management	✓	✓			
53. Time Management: Planning and Prioritizing Your Time	Planning/Time Management	✓	✓			
54. Adverse and Performance-Based Actions	Employee Relations		✓			
55. Category Rating	Recruitment & Staffing		✓			
56. COACH for Success: How to Hold Performance Conversations Like A Pro*	Performance Management		✓			
57. Compensating Employees (HRCI/PHR - 2007-aligned)	Pay Administration		✓			
58. Employee Benefits for Federal HR Professionals	Employee Benefits		✓			
59. Essentials of Interviewing and Hiring: Screening Applicants for Interviewing	Recruitment & Staffing		✓			
60. Essentials of Interviewing and Hiring: Selecting the Right Candidate	Recruitment & Staffing		✓			
61. Federal Position Management	Position Classification & Management		✓			
62. FLRA - Bargaining Over 5 U.S.C. Section 7106(b)(1) Matters	Labor Relations		✓			
63. Hiring and Retention Overview	Recruitment & Staffing		✓			
64. Hiring People with Disabilities Made Simple*	Recruitment and Staffing		✓			

HR Specialist Generalist Training, Education, and Certifications	Competency	Function Proficiency Level				
		N	L	SP	RM/C	E
65. Hybrid Title 38 Staffing	Leveraging Diversity		✓			
66. Hybrid Title 38 Staffing	Recruitment & Staffing		✓			
67. Leveraging Multicultural and Multigenerational Diversity	Leveraging Diversity		✓			
68. Managing Your Manager*	Interpersonal Skills		✓			
69. Negotiation Essentials: What Is Negotiation?	Labor Relations		✓			
70. Pay Setting for FWS Positions (GS Classic)	Pay Administration		✓			
71. Performance Management	Performance Management		✓			
72. Programs to Benefit Employees (HRCI/PHR - 2007 - aligned)	Employee Benefits		✓			
73. The Impact of Culture on Communication - COMM0021	Leveraging Diversity		✓			
74. Veterans' Preference	Recruitment & Staffing		✓			
75. What to Consider When Hiring	Recruitment & Staffing		✓			
76. Workers Compensation and Disability Retirement	Employee Benefits		✓			
77. Analytics Boot Camp	IT Application		✓	✓		
78. Business Writing: How to Write Clearly and Concisely	Written Communication		✓	✓		
79. Business Writing: Know Your Readers and Your Purpose	Written Communication		✓	✓		
80. Communicating Effectively	Written Communication		✓	✓		
81. Leading Teams and Groups	Teamwork		✓	✓		
82. Managing and Retrieving Content in SharePoint 2003	IT Application		✓	✓		
83. Advanced Position Classification	Position Classification & Management			✓		
84. Advanced Position Classification for HR Practitioners	Position Classification & Management			✓		
85. Advanced Staffing	Recruitment & Staffing			✓		
86. Career Planning Workshop	Workforce & Succession Planning			✓		
87. Constructive Conflict Resolution	Guiding/Influencing			✓		
88. Consulting Skills for HRM Professionals	Consulting			✓		

HR Specialist Generalist Training, Education, and Certifications	Competency	Function Proficiency Level				
		N	L	SP	RM/C	E
89. CSRS Benefits Applications	Employee Benefits			✓		
90. Customer Service Confrontation and Conflict	Customer Service			✓		
91. Customer Service in the Field	Customer Service			✓		
92. Customer Service over the Phone	Customer Service			✓		
93. Dealing with Irrational Customers and Escalating Complaints	Customer Service			✓		
94. Federal Employee Benefits	Employee Benefits			✓		
95. Federal Workforce Analysis and Planning	Workforce & Succession Planning			✓		
96. FERS Benefits Applications	Employee Benefits			✓		
97. Health and Safety in the Workplace (HRCI/PHR - 2007-aligned)	Employee Benefits			✓		
98. Hiring and Retention Overview	Workforce & Succession Planning			✓		
99. Internal Consulting Skills for Federal HR Professionals	Consulting			✓		
100. Internal Customer Service	Customer Service			✓		
101. Interpersonal Communications	Guiding/Influencing			✓		
102. Managing Change: Building Positive Support for Change	Change Management			✓		
103. Managing Change: Dealing with Resistance to Change	Change Management			✓		
104. Managing Change: Sustaining Organizational Change	Change Management			✓		
105. Managing Change: Understanding Change	Change Management			✓		
106. Pay Options for Recruitment and Retention (GS Classic)	Recruitment & Staffing			✓		
107. PMP 4: Project Time Management	Planning/Time Management			✓		
108. Position Classification and Position Management	Position Classification & Management			✓		
109. Pre-Retirement Planning for FERS	Employee Benefits			✓		
110. Processing Personnel Actions	Employee Benefits			✓		
111. Programs to Benefit Employees (HRCI/PHR - 2007-aligned)	Employee Benefits			✓		
112. Resolving Conflict	Guiding/Influencing			✓		
113. Risk Assessment and Prevention (HRCI/PHR - 2007-aligned)	Employee Benefits			✓		

HR Specialist Generalist Training, Education, and Certifications	Competency	Function Proficiency Level				
		N	L	SP	RM/C	E
114. Shaping the Direction of Customer Service in Your Organization	Customer Service			✓		
115. Strategic Approaches to Risk Management (HRCI/SPHR - 2007-aligned)	Employee Benefits			✓		
116. Succession Planning Overview - LEAD0301	Workforce & Succession Planning			✓		
117. Team and Customer Relationships	Customer Service			✓		
118. Anti-Money Laundering	Employee Relations			✓	✓	
119. Antitrust – Overview	Employee Relations			✓	✓	
120. Antitrust--Talking with the Competition	Employee Relations			✓	✓	
121. Antitrust-Trade Associations	Employee Relations			✓	✓	
122. Avoiding Problem Performance Simulation	Performance Management			✓	✓	
123. Code of Conduct (Customizable)	Employee Relations			✓	✓	
124. Code of Conduct Awareness	Employee Relations			✓	✓	
125. Conflicts of Interest in the Workplace	Employee Relations			✓	✓	
126. Documenting Discipline	Employee Relations			✓	✓	
127. Doing Business on the Internet	Employee Relations			✓	✓	
128. Doing Business with the Government	Employee Relations			✓	✓	
129. Equal Employment Opportunity and Discriminatory Practices in Hiring	Employee Relations			✓	✓	
130. Fair Labor Standards Act	Employee Relations			✓	✓	
131. Fair Labor Standards Act (FLSA)	Employee Relations			✓	✓	
132. First Steps for Turning Around a Performance Problem	Performance Management			✓	✓	
133. FLRA Comprehensive Arbitration Training*	Labor Relations			✓	✓	
134. FMLA Leave and More: An Overview of Legally Protected Leave	Employee Relations			✓	✓	
135. Foreign Corrupt Practices Act	Employee Relations			✓	✓	
136. I-9 Compliance: Verifying Employment Eligibility of US and Non-US Citizens	Employee Relations			✓	✓	
137. Independent Contractors and Temporary Employees	Employee Relations			✓	✓	
138. Insider Trading	Employee Relations			✓	✓	

HR Specialist Generalist Training, Education, and Certifications	Competency	Function Proficiency Level				
		N	L	SP	RM/C	E
139.Integrity in the Workplace	Employee Relations			✓	✓	
140.Intellectual Property Overview	Employee Relations			✓	✓	
141.Interviewing and Hiring Practices	Employee Relations			✓	✓	
142.Measurement: Assessment and Metrics	Analysis and Problem Solving			✓	✓	
143.Negotiating Federal Labor Agreements	Labor Relations			✓	✓	
144.Preventing Fraud and Abuse	Employee Relations			✓	✓	
145.Privacy and Information Security	Employee Relations			✓	✓	
146.Problem Performance Improvement	Performance Management			✓	✓	
147.Problem Performance Prevention	Performance Management			✓	✓	
148.Problem Solving: Digging Deeper	Analysis and Problem Solving			✓	✓	
149.Problem Solving: The Fundamentals	Analysis and Problem Solving			✓	✓	
150.Procurement Integrity	Employee Relations			✓	✓	
151.Promoting a Substance-free Workplace	Employee Relations			✓	✓	
152.Recognizing and Diagnosing Problem Performance	Coaching/Mentoring			✓	✓	
153.Recognizing and Diagnosing Problem Performance	Performance Management			✓	✓	
154.Record Retention	Employee Relations			✓	✓	
155.Rightful Employment Termination	Employee Relations			✓	✓	
156.Sarbanes-Oxley: What You Need to Know	Employee Relations			✓	✓	
157.Suitability Adjudication	Employee Relations			✓	✓	
158.Trade Secrets	Employee Relations			✓	✓	
159.Understanding the Americans with Disabilities Act (ADA)	Employee Relations			✓	✓	
160.Understanding the Risks of Using Internet Media and Electronic Communications	Employee Relations			✓	✓	
161.Using Data as a Technical Professional Consultant - CONS0133	Analysis and Problem Solving			✓	✓	
162.Workplace Diversity Awareness	Employee Relations			✓	✓	
163.Workplace Ethics	Employee Relations			✓	✓	

HR Specialist Generalist Training, Education, and Certifications	Competency	Function Proficiency Level				
		N	L	SP	RM/C	E
164. Workplace Violence	Employee Relations			✓	✓	
165. Decision Making: Tools and Techniques	Project & Program Management			✓	✓	✓
166. PMP 4: Project Time Management	Project & Program Management			✓	✓	✓
167. Understanding the Americans with Disabilities Act (ADA)	Leveraging Diversity			✓	✓	✓
168. Communicating Effectively	Oral Communication				✓	
169. Creativity in Teams and Organizations	Creative Thinking				✓	
170. Decision Making: Tools and Techniques	Teamwork				✓	
171. Effective Business Writing	Written Communication				✓	
172. Effective Use of Feedback for Teams Simulation - COMM052S	Teamwork				✓	
173. Establishing Team Goals and Responsibilities	Teamwork				✓	
174. Facilitating Difficult Situations	Teamwork				✓	
175. Facilitating Meetings and Work Groups	Teamwork				✓	
176. Facilitative Fundamentals: Tools and Techniques	Teamwork				✓	
177. Federal Staffing and Placement	Recruitment & Staffing				✓	
178. Generating Creative and Innovative Ideas: Maximizing Team Creativity	Teamwork				✓	
179. Generating Creative and Innovative Ideas: Verifying and Building on Ideas	Creative Thinking				✓	
180. HR Flexibilities - Staffing and Placement	Recruitment & Staffing				✓	
181. Internal Consulting Skills for Federal HR Professionals	Customer Service				✓	
182. Interpersonal Communication: Listening Essentials	Oral Communication				✓	
183. Interpersonal Communication: Targeting Your Message	Oral Communication				✓	
184. Leading Teams: Fostering Effective Communication and Collaboration	Teamwork				✓	
185. Microsoft Office Excel 2007 Level 2	IT Application				✓	
186. Microsoft Office Access 2007 Level 2	IT Application				✓	
187. Negotiation Essentials: Communicating	Oral Communication				✓	
188. Presenting Your Case	Oral Communication				✓	

HR Specialist Generalist Training, Education, and Certifications	Competency	Function Proficiency Level				
		N	L	SP	RM/C	E
189.Problem Solving: Digging Deeper	Teamwork				✓	
190.The Facilitator Role	Teamwork				✓	
191.Using Feedback to Improve Team Performance	Teamwork				✓	
192.Determining Service Computation Dates	Employee Benefits				✓	✓
193.Determining Service Computation Dates	Pay Administration				✓	✓
194.Federal Pay Setting	Pay Administration				✓	✓
195.Job Analysis	Workforce & Succession Planning				✓	✓
196.Pay Setting	Pay Administration				✓	✓
197.Pay Setting for GS Positions	Pay Administration				✓	✓
198.Planning and Conducting a RIF	Pay Administration				✓	✓
199.Planning and Conducting a RIF	Position Classification & Management				✓	✓
200.Processing Personnel Actions	Pay Administration				✓	✓
201.An Essential Guide to Giving Feedback - COMM0521	Coaching/Mentoring					✓
202.An Essential Guide to Giving Feedback - COMM0521	Oral Communication					✓
203.Avoiding Problem Performance Simulation	Coaching/Mentoring					✓
204.Business Coaching: Getting Ready to Coach	Coaching/Mentoring					✓
205.Business Coaching: Using Different Coaching Styles	Coaching/Mentoring					✓
206.Decision Making: Making Tough Decisions	Analysis and Problem Solving					✓
207.Decision Making: Tools and Techniques	Analysis and Problem Solving					✓
208.Effective Feedback for Employees and Colleagues Simulation - COMM0520	Oral Communication					✓
209.Essential Mentoring Techniques: Evaluating and Ending the Mentoring Program	Coaching/Mentoring					✓
210.First Steps for Turning Around a Performance Problem	Coaching/Mentoring					✓
211.Generating Creative and Innovative Ideas: Maximizing Team Creativity	Creative Thinking					✓
212.Human Resources Fundamentals (HRCI/PHR - 2007 - aligned)	Analysis and Problem Solving					✓

HR Specialist Generalist Training, Education, and Certifications	Competency	Function Proficiency Level				
		N	L	SP	RM/C	E
213.Negotiation Essentials: Avoiding Pitfalls in Negotiations	Labor Relations					✓
214.Planning and Conducting a RIF	Employee Relations					✓
215.Problem Performance Prevention	Coaching/Mentoring					✓
216.Problem Solving: Determining and Building Your Strengths	Analysis and Problem Solving					✓
217.Using Progressive Discipline to Correct Problem Performance	Performance Management					✓

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

Recommended VA-Specific Experience

HR Specialist Generalist Experience	Function Proficiency Level				
	N	L	SP	RM/C	E
1. Applies basic principles of adult learning to room set-up, audiovisual usage, and group interaction*	✓				
2. Assemble a complete evidence file for a disciplinary action	✓				
3. Assemble a complete evidence file for a grievance	✓				
4. Attend a diversity program to learn about other cultures and perspectives*	✓				
5. Check technical accuracy of performance appraisal documents	✓				
6. Collaborate with other team members on a project or assignment*	✓				
7. Collect information/data from supervisors/managers on existing Training Needs*	✓				
8. Complete a request for recruitment through DEU/OPM	✓				
9. Draft a position report for review by the HR manager	✓				
10. Research and review competitive and non-competitive hiring authorities for WG and GS*	✓				
11. Review and verify internal applicant qualifications and eligibility (time in grade, etc.) for a GS position no higher than their pay grade (for supervisor review)	✓				
12. Review OPM qualification requirements and draft a vacancy announcement for review by Sr. specialist*	✓				
13. Draft merit promotion/vacancy announcement for review by a SME*	✓				
14. Maintain confidentiality of PII and other LMS/HRIS information	✓				
15. Participate in a diversity (special emphasis) program to learn about other cultures and perspectives*	✓				
16. Participate in discussions with supervisor concerning classification problems*	✓				
17. Participate in discussions with supervisor concerning staffing and placement issues*	✓				
18. Review collective bargaining agreement procedures that are required for recruitment	✓				
19. Partner with your supervisor/mentor to develop the skill of dialogue*	✓				

HR Specialist Generalist Experience	Function Proficiency Level				
	N	L	SP	RM/C	E
20. Post vacancy announcement on OPM web site (USA Jobs)	✓				
21. Read assigned chapters in VA handbooks, CFR and Title 5	✓				
22. Research assigned ER-related subject and provide a pro/con presentation to ER specialists*	✓				
23. Research assigned LR-related subject and provide a pro/con presentation to LR specialists*	✓				
24. Research and receive updated information regarding employee benefits, to include: retirement, OWCP, etc.	✓				
25. Research assigned subject area utilizing online (i.e., FLRA, MSPB, EEOC, OSC, OPM, VA internal websites, Cyberfeds, etc.) and hardcopy resources	✓				
26. Review regulations on different hiring authorities under Title 5 and discuss with HR manager or HR SME	✓				
27. Review and become familiar with bargaining unit agreements and VA handbook and discuss with a Senior Specialist or HR Manager	✓				
28. Shadow (one day) the various departments for a better understanding of what each does	✓				
29. Take a personality inventory (e.g., Myers-Briggs Type Indicator) to learn more about your personality and relationship to teamwork	✓				
30. Review material at Merit Systems Protection Board (MSPB) web site www.mspb.gov	✓				
31. Work on an assigned ER project and meet established timeframes	✓				
32. Work on an assigned LR project and meet established timeframes	✓				
33. Assist an LR Specialist in the preparation for labor negotiations		✓			
34. Research and distribute/communicate updated information regarding employee benefits, to include: retirement, OWCP, etc.*		✓			
35. Attend a job fair and participate in recruiting trips (e.g., visit local college campus, visit state employment service)		✓			
36. Set pay with assistance from an HR Specialist (compute the hourly rate of a GS position; compute the annual rate for the Wage Grade)		✓			
37. Contribute to the development of an employee development program or course (e.g., research, writing, etc.)		✓			
38. Create ER documents (i.e., discipline, performance, reasonable accommodation, etc.) under supervision and explain processes used		✓			
39. Discuss with supervisor the various recruitment sources available to reach targeted audiences		✓			

HR Specialist Generalist Experience	Function Proficiency Level				
	N	L	SP	RM/C	E
40. Draft LR documents (i.e., grievance responses, information requests, ULPs, etc.) for supervisory review		✓			
41. Evaluate a position description and draft a final position report for review by the HR manager (including preparation of the Optional Form 8 (OF-8), cover page for GS and FWS PDs)		✓			
42. 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		✓			
43. Select and apply the appropriate reference(s) for classification given a position description		✓			
44. Identify changes in new or revised classification standards and provide feedback on the impacts to the HR manager		✓			
45. Monitor, update, and distribute the schedule, including the steps, linkages, and interfaces of an assigned task for a specific work breakdown structure element		✓			
46. Observe a grievance and third party hearing meeting and roundtable discussion		✓			
47. Observe an oral reply meeting for an employee who has received notice of a proposed action		✓			
48. Participate in a program outside of your existing program area, offering inputs as a contributor to change		✓			
49. Perform a briefing of each section of HR to new HR specialists coming into the department		✓			
50. Prepare a certificate of qualified applicants for review by HR manager		✓			
51. Prepare questions for desk audit for review from manager		✓			
52. Respond to basic questions from employees about the appeals process with supervisory input		✓			
53. Review supporting documentation for a disciplinary action case, prepare recommendation of appropriate penalty, and draft charges for a proposed action for supervisor feedback		✓			
54. Review/research special salary rates and other aspects of Pay Administration to understand the different salary options		✓			
55. Advise management officials on labor obligations (i.e., grievance meetings, formal meetings, investigations, forums, etc.)			✓		
56. Analyze salary and staffing data and make recommendations to upper management for adjustments to special salary rate schedules			✓		
57. Assist supervisors by writing position descriptions using various formats (e.g., FES, GS narratives, FWS)			✓		

HR Specialist Generalist Experience	Function Proficiency Level				
	N	L	SP	RM/C	E
58. Review wage grade positions and classify PDs within your organization			✓		
59. Check technical accuracy of performance appraisal documents			✓		
60. Compile data for incentive awards report			✓		
61. Recommend appropriate determination on the FLSA and bargaining unit coverage given a position description, competitive level code and whether a position is a single or multiple incumbency for review by the HR manager			✓		
62. Determine and explain eligibility with job applicants under different Title 5 appointment authorities*			✓		
63. Make recommendations for adjustments to special salary rate schedules given the annual increases/COLAs, for review by the HR manager			✓		
64. Compile/analyze evidence files and provide feedback to manager regarding an ER/LR case			✓		
65. Conduct segment of the annual classification maintenance review			✓		
66. Perform the full gamut of recruitment responsibilities to include: job analysis and assessment tools, determining minimal and best qualifications, issuing a certification, etc.			✓		
67. Consult with managers/supervisors about their observed development needs and options for their specialty area(s) and create a unique employee development plan			✓		
68. Create ER/LR documents (i.e., discipline, performance, reasonable accommodation, grievance responses, information requests, ULPs, etc.) for final review			✓		
69. Implement employee benefits including retirement calculations for servicing employees and administering OWCP benefits			✓		
70. Foster productive relationships with union officials			✓		
71. Identify inconsistencies in organizational structures and recommend solutions to service managers			✓		
72. Identify, intervene, and recommend appropriate action to prevent potential contract and statutory violations			✓		
73. Participate in a locality salary survey as a data collector (or review survey data)			✓		
74. Perform desk audits for a variety of positions independently			✓		
75. Prepare third party appeal case files			✓		

HR Specialist Generalist Experience	Function Proficiency Level				
	N	L	SP	RM/C	E
76. Prepare written summary of results of a desk audit to an employee and their manager			✓		
77. Research different performance management methods (e.g., 360 degree evaluation and peer review, and prepare pros/cons paper for discussion and review with senior HR Specialist)*			✓		
78. Respond to inquiries from customers and propose solutions to ER and LR-related issues			✓		
79. Review and distribute work/life policies (i.e., telework, childcare subsidies, etc.)			✓		
80. Work with a senior HR Specialist to establish pay schedules based on results of the local salary surveys			✓		
81. For a vacancy announcement, perform targeted recruitment utilizing a variety of resources for recruiting best and diverse candidates			✓		
82. Review PD's and update in compliance with regulations prior to posting a position			✓		
83. Meet with and advise managers to determine recruitment needs and best recruitment strategy for your assigned area			✓		
84. Work with supervisor to develop notices related to changes in working conditions			✓		
85. Complete the entire recruitment process for a vacancy announcement			✓		
86. Provide training on a variety of ER and LR topics				✓	
87. Advise management officials on labor obligations (i.e., grievance meetings, formal meetings, investigations, forums, etc.)				✓	
88. Analyze salary and staffing data and make recommendations to upper management for adjustments to special salary rate schedules				✓	
89. Assist agency representatives preparing witnesses for FLRA and/ or arbitration hearings				✓	
90. Assist agency representatives preparing witnesses for MSPB and/ or EEOC hearings				✓	
91. Compile/analyze evidence and grievance files and provide feedback to manager regarding ER and LR cases				✓	
92. Implement work/life policies (i.e., telework, childcare subsidies, etc.)				✓	
93. 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 Generalist Experience	Function Proficiency Level				
	N	L	SP	RM/C	E
94. Create ER and LR documents (i.e., discipline, performance, reasonable accommodation, grievance responses, information requests, ULPs, etc.) for final review				✓	
95. Develop and present HR training				✓	
96. Implement change based on new developments (i.e., new policy, case law, best practices)				✓	
97. Participate on a team developing Service or Departmental policy, guidance, or SOP's*				✓	
98. Provide consultative services to a manager about forecasting workforce planning derived educational and training needs				✓	
99. Respond to inquiries from customers and propose solutions to ER and LR-related issues				✓	
100. Advise hiring managers on performance based interviewing techniques after completion of certificate				✓	
101. Monitor and advise hiring managers of options/changes in hiring legislation or hiring authorities, as applicable to recruit effectively for specific positions				✓	
102. Coordinate participation in a job fair event				✓	
103. Consult with a manager to advise on next steps of the hiring process from issuance of cert				✓	
104. Resolve a difficult staffing problem				✓	
105. Review proposed organizational changes and discuss solutions with upper level management				✓	
106. Serve as SME for local/national projects which may involve collaboration with inter or intra-agency partners				✓	
107. Take initiative to identify areas of liability and use creativity in developing resolution/recommendations for stakeholders (i.e., third party settlements)				✓	
108. Project retirement eligibilities and working in workers' compensation				✓	
109. Coordinate the development a succession plan					✓
110. Establish an ongoing HR training plan for Senior Staff and hiring managers					✓
111. Develop a recruitment Guidance/SOP to improve the efficiency of a particular staffing process					✓
112. Advise managers on possible attrition and/or restructuring of positions to assist in implementing position management					✓

HR Specialist Generalist Experience	Function Proficiency Level				
	N	L	SP	RM/C	E
113. Develop and implement a policy and/or procedures to improve program operations					✓
114. Gather data and interpret needs for senior leadership to integrate across VA or an Administration					✓
115. Identify and close gaps via development/training programs based on the workforce planning process					✓
116. Identify and develop a training plan from a changing requirement (i.e., policy, regulation, legislation) for a specialized occupational group					✓
117. Lead roundtable discussions and debate ideas regarding recent developments and/or emerging trends*					✓
118. Obtain approval for innovative or complex development projects that involve other internal and external sources					✓
119. Monitor, update, and distribute the schedule, including the steps, linkages, and interfaces of an assigned task for a specific work breakdown structure element					✓
120. Monitor the implementation of benefits and solve a complex benefits issue					✓

*Note: Indicates a social learning activity

Recommended VA-Specific Other

HR Specialist Generalist 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. Job Aids - Broida; Wiley; CFR; Cyberfeds (or equivalent); online publications; Elkouri (arbitration); and/or locally produced resources*	✓				
7. Attend locally sponsored workshops and training classes (i.e., local federal agencies, FEBS, OPM, FLRA, MSPB, ORM)*	✓				
8. Participate in HR Café - online webinar on a variety of HR-related topics	✓				

HR Specialist Generalist Other	Function Proficiency Level				
	N	L	SP	RM/C	E
9. Create a standard appeals procedure letter	✓				
10. Classification Appeal Checklist - both advisory and employee (OHRM website)	✓				
11. Review OHRM website (compensation and classification)	✓				
12. Review OPM website (classification)	✓				
13. Review OPM Guides (Classifiers Handbook)	✓				
14. Review OPM Guides (Primary Standard)	✓				
15. Complete standard forms for evaluating positions under the Factor Evaluation System and Narrative formats	✓				
16. Review VA Handbooks and directives	✓				
17. Review 5 CFR	✓				
18. Ask questions of more seasoned employee benefit specialist*	✓				
19. Review HR Resource Library - OHRM Website	✓				
20. Review OPM website - references for HR professionals	✓				
21. Review OHRM website (work/life)	✓				
22. Review VA Handbooks and directives (OHRM website)	✓				
23. OPM - Guide for Processing Personnel Actions (OPM website)	✓				
24. OPM - Guide to Personnel Standards (OPM website)	✓				
25. Review CSRS/FERS handbook (OPM website) - making retirement determinations	✓				
26. Review OPM Qualification Standards	✓				
27. Review VA Qualification Standards	✓				
28. Make recommendations on training policy based on emerging topics*		✓			
29. Attend locally sponsored workshops and training classes (i.e., local federal agencies, FEBS, OPM,FLRA, MSPB, ORM)*		✓			

HR Specialist Generalist Other	Function Proficiency Level				
	N	L	SP	RM/C	E
30. Review HR Café - online webinar on a variety of HR-related topics		✓			
31. Review LRP Publications		✓			
32. Review Classification Appeal Checklist - both advisory and employee (OHRM website)		✓			
33. Review OPM Guides (Classifiers Handbook)		✓			
34. Review OPM Guides (Primary Standard)		✓			
35. Review OHRM website (compensation and classification)		✓			
36. Review OPM website (classification)		✓			
37. Review 5 CFR		✓			
38. Review VA Handbooks and directives		✓			
39. Formal or informal mentoring relationship - discussions etc.*		✓			
40. Review CSRS/FERS handbook (OPM website) - making retirement determinations		✓			
41. Review OPM Qualification Standards		✓			
42. Review VA Qualification Standards		✓			
43. Participate in agency-wide training forums to gain a broader area of knowledge of employee development best practices			✓		
44. Attend in locally sponsored workshops and training classes (i.e., local federal agencies, FEBs, OPM, FLRA, MSPB, ORM)*			✓		
45. Attend HR Café - online webinar on a variety of HR-related topics			✓		
46. Review administration-sponsored conference			✓		
47. Review Classification Appeal Checklist - both advisory and employee (OHRM website)			✓		
48. Review OPM Guides (Primary Standard)			✓		
49. Review standard forms for evaluating positions under the Factor Evaluation System and Narrative formats			✓		
50. Review VA Handbooks and directives			✓		

HR Specialist Generalist Other	Function Proficiency Level				
	N	L	SP	RM/C	E
51. Ask questions of more seasoned employee benefit specialist*			✓		
52. Review 5 CFR			✓		
53. Provide guidance on organizational policy as it relates to Employee Development				✓	
54. Attend training and development conferences that highlight Federal regulations, policies, and restrictions				✓	
55. Attend yearly case law updates (i.e., local law school, conferences, FPMI, FDR, HR conferences with federal tracks)				✓	
56. Review locally sponsored workshops and training classes (i.e., local federal agencies, FEBs, OPM, FLRA, MSPB, ORM)*				✓	
57. Review administration-sponsored conference				✓	
58. Review prior classification appeals decisions				✓	
59. Review prior consistency reviews				✓	
60. Review OPM Guides (Classifiers Handbook)				✓	
61. Review OPM Guides (Primary Standard)				✓	
62. Review VA Handbooks and directives				✓	
63. Review HR Resource Library - OHRM Website				✓	
64. Review VA Mentor/Coach certification				✓	
65. Review OPM website - references for HR professionals				✓	
66. Review OPM - Guide for Processing Personnel Actions				✓	
67. Review OPM - Guide to Personnel Standards (OPM website)				✓	
68. Review 5 CFR				✓	
69. Consult with managers the needs of the organization based on attrition rates, skill-gaps, and anticipated changes to the organization					✓
70. Recommend alternative development methods to appropriately address training needs in the organization*					✓
71. Attend yearly case law updates (i.e., local law school, conferences, FPMI, FDR, HR conferences with federal tracks)					✓

HR Specialist Generalist Other	Function Proficiency Level				
	N	L	SP	RM/C	E
72. Locally sponsored workshops and training classes (i.e., local federal agencies, FEBs, OPM, FLRA, MSPB, ORM)*					✓
73. Attend HR Café - online webinar on a variety of HR-related topics					✓
74. Attend Administration-sponsored conference					✓
75. Conduct classification appeals decisions					✓
76. Review Classification Appeal Checklist - both advisory and employee (OHRM website)					✓
77. VA Handbooks and directives (OHRM website)					✓
78. OPM website - references for HR professionals					✓
79. Review OHRM website (work/life)					✓
80. HR Resource Library - OHRM Website					✓
81. OPM - Guide for Processing Personnel Actions (OPM website)					✓
82. Review OHRM website (compensation and classification)					✓
83. Review OPM - Guide to Personnel Standards (OPM website)					✓
84. Review CSRS/FERS handbook (OPM website) - making retirement determinations					✓
85. Review VA Qualification Standards					✓

*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.