GENERAL COMPETENCY GUIDE

1. HUMAN RESOURCES PRINCIPLES AND PRACTICES

Research, interpret, or apply a wide range of personnel management theories, principles, laws, rules, regulations, procedures, precedents and practices. (1)

Analyze data, draw conclusions, provide feasible options, and appropriate courses of action to internal and external customers. (20)

Identify interrelated problems. (40)

Track trends in a functional area of expertise and provide forecasts and recommendations. (61)

Re-engineer/redesign HRM processes to achieve improvements in individual and organizational effectiveness. (81)

Recognize the interrelationships among all functional areas. (99)

Apply knowledge of Merit Principles to various functional areas. (117)

Apply knowledge of Federal sector case law to various functional areas. (133)

Understands administrative and appellate litigation forums, processes and requirements. (17)

Understands third party proceedings. (151)

Determine the impact of Privacy Act, Freedom of Information Act (FOIA), suitability and security regulations on personnel actions. (156)

2. CUSTOMER RELATIONS

Anticipate and assess customer needs. (2)

Evaluate customer requirements from the customer’s perspective. (21)

Consult and partner with internal and external customers to meet requirements and achieve organizations goals. (41)

Provide service to customers in a flexible, innovative responsive, timely and cost-effective manner. (62)
Develop customer confidence and trust. (82)
Demonstrate to customers that their concerns and problems are heard. (100)
Be polite and courteous. (118)

3. BUSINESS MANAGEMENT

Understand the business processes of the organization(s) served. (3)
Assists in preparing strategic plans and vision and mission statements to reflect sound human resources management practices. (22)
Link HRM services to strategic plans and vision and mission statements. (42)
Use quantitative analysis, statistics, and/or cost benefit analysis. (63)
Track trends and provide projections. (83)
Identify and manage resources and budgets. (101)
Market HRM programs and services to internal and external customers. (119)
Show value added (the intersection of cost and quality) for services(s) provided. (134)
Use accepted benchmarking techniques. (143)

4. INFORMATION TECHNOLOGY

Demonstrates basic computer skills. (4)
Knowledge of computer hardware (CPU’s, floppy disks, etc.). (23)
Understand common operating systems, e.g. DOS and Windows. (43)
Use various software programs: word processing, graphics, database, spreadsheets and LAN/E-mail systems. (64)
Use common network operating systems commands. (84)
Obtain information using automated research tools. (102)
Understand and uses applicable automated HR systems. (120)

Use other office technology such as fax machine, telephone, photocopy devices, etc. (135)

Use the keyboard. (144)

5. LEADERSHIP

Create a shared vision of the organization and promote wide ownership of that vision. (5)

Serve as mentor to peers and other staff. (24)

Serve as coach to peers and other staff. (44)

Delegate responsibility to others. (65)

Build quality principles and methodologies into processes and systems. (85)

Empower, motivate and guide others, taking responsibility for personal decisions and actions. (103)

Adapt leadership style to situation and people. (121)

6. TEAMWORK

Maintain and foster effective working relationships with others. (6)

Understand group dynamics. (25)

Use group facilitation techniques. (45)

Facilitate cooperation, pride, trust, group identity and team spirit. (66)

Implement and/or contribute to self-managed work teams. (86)

Apply negotiation, persuasion and other conflict resolution techniques to achieve goals. (104)

Ability to coordinate. (122)

Establish relationships and networks across a broad range of people and groups. (136)
7. PLANNING AND IMPLEMENTING CHANGE

Understand change process. (7)

Develop a change strategy and communication plan. (26)

Identify change approaches appropriate to the specific culture. (46)

Lead or introduce change initiatives. (67)

Assess readiness to change of the target group(s). (87)

Serve as change agent. (105)

Develop change agent capacity of individuals in the organization. (123)

8. ETHICAL RESPONSE/INTEGRITY

Apply ethical principals and standards in accomplishing work. (27)

Model and encourage high standards of behavior. (47)

Deal directly and specifically with apparent discrepancies and problems. (68)

Challenge inappropriate or ineffective course of action. (88)

Protect confidential information. (174)

9. ORGANIZATIONAL AWARENESS

Knowledge of customer(s) mission, objectives strategic plans and work processes. (8)

Knowledge of the customer(s) work force differences and trends. (28)

Conduct organizational analysis. (48)

Utilize consultant skills to define problems and goals, gather data, and propose approached to organizational problems. (69)

Identify systemic and regulatory encumbrances to giving customers what they need. (89)
Plan, track, manage, and report the execution of HR programs and projects, including associated resources and manpower, using established project management tools, techniques, and software. (106)

10. EXTERNAL AWARENESS

Understands up-to-date practices, trends, political initiatives and key laws which affect the organization. (9)

Understand state-of-the-art HRM practices used by public and private sector organizations. (29)

Conceptualize beyond the immediate situation. (49)

Represent the organization in special projects and groups sponsored by other organizations. (70)

11. DIVERSITY AWARENESS

Recognize the value of cultural, ethnic, gender and other individual differences. (10)

Respect and value the contributions made by all members of the organization. (30)

Practice and promote inclusiveness. (50)

Communicate with individuals with diverse backgrounds. (107)

12. MANAGING SELF

Be results oriented. (11)

Knowledge of one’s personal values, needs, interests, style and strengths, and their effects on the organization and others. (31)

Set priorities. (51)
Handle a variety of assignments at the same time and keep track of details. (71)

Adapt to change and retain a high level of flexibility. (90)
Use time management techniques. (108)

Take responsibility for own career development. (124)

Set career goals. (137)

Learn new skills and competencies. (145)

Deal with stress. (152)

13. PROBLEM SOLVING AND DECISION MAKING

Recognize and define problems, implement solutions and track and evaluate results. (12)

Organize and apply a logical, rational process to resolving problems. (32)

Generate creative ideas and innovative ways to solve problems. (52)

Differentiate between symptoms and root causes of problems. (72)

Use consensus and other group decision making techniques. (91)

Consider a wide range of alternatives before making a decision. (109)

Take appropriate risks, calculate the change of success and make difficult decisions when necessary. (125)

14. COMMUNICATION (WRITTEN AND ORAL)

Prepare written reports, legal briefs and instructions. (13)

Clearly articulate, present and promote ideas and issues before a wide range of audiences. (33)

Utilize effective win/win techniques. (53)

Listen actively and provide feedback. (73)

Handle difficult or angry people and diffuse tense situations. (92)

Communicate with all levels of management and customers. (110)

Persuade others and sell ideas. (126)
15. **HR TECHNICAL KNOWLEDGE AND ABILITY**

**PERSONNEL MANAGEMENT (GS-201)**

Understand more than one HRM functional area. (14)

Skill and proficiency in a combination of HRM functional areas and the related competencies. (34)

**STAFFING**

Apply merit promotion and internal placement procedures. (15)

Conduct job analysis and develop and apply evaluation criteria. (35)

Advise management of various options for filling, realigning, or downsizing positions. (54)

Understand FEORP and special emphasis/selective placement programs. (74)

Forecast staffing needs and select appropriate recruitment sources, methods and materials using various appointing authorities. (93)

Determine applicant qualifications and suitability for positions. (111)

Set pay for individual employees. (127)

Understand RIF, Career Transition and other outplacement and incentives programs. (146)

Analyze work force data to identify trends and areas of underrepresentation. (161)

Identify and define systemic barriers to equal employment opportunity. (164)

Uses all available recruitment techniques and exercises creative and innovative approaches to market and staff vacant positions. (170)

Understands and advises management on the applicability of retention allowances, recruitment bonuses and relocations bonus plans. (171)
CLASSIFICATION/COMPENSATION

Understand occupational groups, structures and positions. (16)

Interpret and apply classification standards. (55)

Provide position management and classification advice. (75)

Provide recommendations on job restructuring and job re-engineering. (94)

Conduct job audits. (112)

Understand classification, complaint and appeals procedures. (128)

Conduct and document accurate FLSA determinations. (139)

Determine the appropriateness of special pays such as hazard and environmental pay differentials. (147)

Understand financial and resource implications on classification and position management. (153)

Understand government-wide compensation laws and regulations and the ability to apply them to specific situations. (157)

Determine impact of pay policies on recruitment and retention, and recommends alternative pay setting for unique positions. (172)

LABOR RELATIONS

Understand administrative and appellate litigation forums, processes and requirements. (17)

Negotiate effectively (both Distributive and interest Based Bargaining). (36)

Understand the scope of bargaining and the legal obligation to bargain (negotiability). (56)

Understand impasse resolution processes. (76)

Understand Federal sector labor case law and its application. (95)

Mediate, negotiate and use other Alternative Dispute Resolution (ADR) techniques. (77; 113)
Evaluate LR cases and make appropriate recommendations. (129)
Understand bargaining unit determination and recognition processes. (148)
Apply administrative and negotiated grievance procedures (NGP). (158)

EMPLOYEE RELATIONS

Understand Performance Management Program requirements. (37)
Advise management on the appropriate courses of action and documentation in medical issues, performance and discipline cases. (57)
Assist management in determining the appropriate steps, options and penalties in disciplinary cases. (96)
Understand adverse action procedures. (114)
Evaluate ER cases and make appropriate recommendations. (129)
Represent management in administrative litigation forums. (140)
Understand all leave programs and requirements. (149)
Understand Drug-Free Workplace Program. (154)
Understand Pay and Benefits Programs (e.g., FECA, OWCP, FERS, CSRS, FEGLI, FEHB, TSP). (159)
Understand Incentive Awards program requirements. (162)
Understand Wellness/Quality of Worklife Programs. (165)
Understand of Special Counsel processes. (166)
Understand Privacy Act and Freedom of Information Act requirements. (167)
Understand Hatch Act requirements. (168)
Understand alternative work arrangements (e.g., AWS, Telecommuting). (169)
CAREER DEVELOPMENT

Instruct individuals and groups in a specific subject matter. (58)

Distinguish between training problems and problems for which training is not an appropriate solution. (78)

Identify training needs, including conducting surveys and developing an Individual Development Plan (IDP). (97)

Research, evaluate and select training methods, sources and materials. (115)

Apply a knowledge of organizational development theory and practice to unique situations within the organization. (141)

Use state-of-the-art training technologies (video-teleconferencing, satellite, interactive video, etc.). (163)

Conduct career counseling, including identifying necessary competencies as well as mechanisms for acquiring needed competencies, which may be required for career changes and/or career advancement. (173)

PERSONNEL SYSTEMS MANAGEMENT (PSM)

Understand automated HR systems, including hardware and software. (18)

Understand all HRM functional areas supported by automated HR systems. (38)

Assist customers in obtaining desired data and reports. (59)

Manage the integrity and security of the data. (79)

Understand functions, features and potential applications of automated systems for the delivery and management of HRM processes. (131)

PERSONNEL SUPPORT

Understand pertinent regulations, rules or procedures governing the processing of personnel actions related to more than one HRM functional area. (19)

Assemble and review standard personnel documents for completeness and accuracy. (39)

Maintain personnel-related logs and files either manually and/or electronically. (60)
Perform simple calculations in accordance with established guidelines. (80)

Understand office technologies (i.e., fax machine, telephone, photocopy devices, LAN and E-mail systems, word-processing, spreadsheet and graphics software packages). (98)

Interview people to elicit information. (116)

Resolve routine complaints or problems by explaining or interpreting personnel policy. (132)

Prepare recurring personnel reports. (142)

Analyze and interpret raw data. (150)

Process actions in automated HR systems applicable to their area of responsibility or assigned work. (155)

Understand common clerical practices and office routines. (160)