NOAA HUMAN RESOURCES
COMPETENCY MODEL

Employee/Labor Relations
General & Technical Competency Guide
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)

Recognize the interrelationships among all functional areas. (99)

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

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)

Be polite and courteous. (118)

3. BUSINESS MANAGEMENT

Understand the business processes of the organization(s) served. (3)

Link HRM services to strategic plans and vision and mission statements. (42)
4. INFORMATION TECHNOLOGY

Demonstrates basic computer skills. (4)

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)

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)

6. TEAMWORK

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

Understand group dynamics. (25)

Use group facilitation techniques. (45)

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)

Lead or introduce change initiatives. (67)
8. ETHICAL RESPONSE/INTEGRITY

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

Challenge inappropriate or ineffective course of action. (88)

Protect confidential information. (174)

9. ORGANIZATIONAL AWARENESS

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

Conduct organizational analysis. (48)

10. EXTERNAL AWARENESS

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)

Practice and promote inclusiveness. (50)

Communicate with individuals with diverse backgrounds. (107)

12. MANAGING SELF

Be results oriented. (11)

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)

Learn new skills and competencies. (145)
Deal with stress. (152)

13. PROBLEM SOLVING AND DECISION MAKING

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)
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)
Instruct/train others in functional area(s) of expertise. (138)
CLASSIFICATION/COMPENSATION

Understand occupational groups, structures and positions. (16)

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)

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. (130)

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 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)