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)

2. CUSTOMER RELATIONS

Anticipate and assess customer needs. (2)

Evaluate customer requirements from the customers 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)

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

Demonstrate basic computer skills. (4)

Use various software programs: word processing, graphics, database, spreadsheets
Understand and uses applicable automated HR systems. (120)

5. LEADERSHIP

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

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

6. TEAMWORK

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

Establish relationships and networks across a broad range of people and groups. (136)

7. PLANNING AND IMPLEMENTING CHANGE

8. ETHICAL RESPONSE/INTEGRITY

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

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

Challenge inappropriate or ineffective course of action. (88)

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)

Identify systemic and regulatory encumbrances to giving customers what they need. (89)

10. EXTERNAL AWARENESS

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

Communicate with individuals with diverse backgrounds. (107)

12. MANAGING SELF

Be results oriented. (11)

Set priorities. (51)

Adapt to change and retain a high level of flexibility. (90)

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)

14. COMMUNICATION (WRITTEN AND ORAL)

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)

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

15. HR TECHNICAL KNOWLEDGE AND ABILITY
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)