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)

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)

Demonstrate to customers that their concerns and problems are heard. (100)

Be polite and courteous. (118)

3. BUSINESS MANAGEMENT

Market HRM programs and services to internal and external customers. (119)

4. INFORMATION TECHNOLOGY

Demonstrates basic computer skills. (4)

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)
Use the keyboard. (144)

5. TEAMWORK
Maintain and foster effective working relationships with others. (6)
Facilitate cooperation, pride, trust, group identity and team spirit. (66)
Implement and/or contribute to self-managed work teams. (86)

6. 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)
Protect confidential information. (174)

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

8. DIVERSITY AWARENESS
Recognize the value of cultural, ethnic, gender and other individual differences. (10)
Communicate with individuals with diverse backgrounds. (107)

9. MANAGING SELF
Be results oriented. (11)
Handle a variety of assignments at the same time and keep track of details. (71)
Use time management techniques. (108)
Take responsibility for own career development. (124)
Learn new skills and competencies. (145)
Deal with stress. (152)

10. COMMUNICATION (WRITTEN AND ORAL)

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)
Apply merit promotion and internal placement procedures. (15)

Determine applicant qualifications and suitability for positions. (111)

Set pay for individual employees. (127)

**EMPLOYEE RELATIONS**

Understand all leave programs and requirements. (149)

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)