NOAA HUMAN RESOURCES
COMPETENCY MODEL

Policy
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)

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

Recognize the interrelationships among all functional areas. (99)

2. CUSTOMER RELATIONS

Anticipate and assess customer needs. (2)

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

Develop customer confidence and trust. (82)

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)

Use accepted benchmarking techniques. (143)
4. INFORMATION TECHNOLOGY

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)

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)

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)

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

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

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)

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)

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

TECHNICAL COMPETENCY GUIDE

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

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)

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)

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

Understand classification, complaint and appeals procedures. (128)

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)
Understand bargaining unit determination and recognition processes. (148)

EMPLOYEE RELATIONS

Understand Performance Management Program requirements. (37)
Understand adverse action procedures. (114)
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**

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)

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**

Analyze and interpret raw data. (150)