NOAA HUMAN RESOURCES
COMPETENCY MODEL

Retirement and Benefits Program
General & Technical Competency Guide
1. **HUMAN RESOURCES PRINCIPLES AND PRACTICES**

Provide feasible options, and appropriate courses of action to internal customers. (20)

Identify interrelated problems. (40)

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

Recognize the interrelationship among functional areas. (99)

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

Determine the impact of Privacy Act and Freedom of Information Act (FOIA) 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 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 customer that their concerns and problems are heard. (100)

Be polite and courteous. (118)

3. **BUSINESS MANAGEMENT**
Assist 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)

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 bench marking techniques. (143)

4. INFORMATION TECHNOLOGY

Demonstrate 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)

Use effective win/win techniques. (53)
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 the customer(s) work force trends. (28)

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

Identify systemic and regulatory obstacles 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, 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, interest, 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)

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

Consider alternatives before making a decision. (109)

14. **COMMUNICATION (WRITTEN AND ORAL)**

Prepare written reports and instructions. (13)

Clearly articulate, present and promote ideas and issues before a wide range of audience. (3)

Listen actively and provide feedback. (73)

Handle difficult or angry people and diffuse tense situation. (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)
15. RETIREMENT AND BENEFITS TECHNICAL KNOWLEDGE AND ABILITY

Research, interpret, or apply federal sector retirement and benefits rules, regulations and procedures. (1)

Apply knowledge of retirement case law. (133)

Understand policies and practices of more than one HR functional area (i.e. benefits, employee relations, personnel support). (14)

Conduct retirement analysis and apply evaluation criteria. (15)

Understand retirement and benefits processes and procedures. (33)

Understand various federal employees’ benefits programs (i.e. FERS, CSRS, FEGLI, FEHB, TSP). (159)

Stay abreast of changes within the life and health insurance industry. (72)

Understand various types of retirements (i.e. FERS, CSRS, CSRS Offset, DSR, optional, early out, disability, etc.). (111)

Interpret and apply laws, rules and regulations relating to benefits program (i.e. retirement, insurance, TSP). (146)

Explain the retirement and insurance laws and regulations, and deal successfully with a variety of individuals in varying life or organizational capacities, in situations that may be stressful. (169)

Collect and review support documentation and prepare packages for disability retirement applications. ((16)

Provide retirement and benefits counseling and advice. (34)

Conduct interviews to elicit information. (116)

Understand Privacy Act and Freedom of Information Act requirements. (167)

CAREER DEVELOPMENT
Instruct individuals and groups in a specific subject area. (58)

Identify training needs. (97)

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

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

PERSONNEL SYSTEMS MANAGEMENT (PSM)

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

Understand 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 application of automated systems for the delivery of HRM processes. (131)

Understand pertinent regulations, rules or procedures governing the processing of personnel actions related to retirement and benefits.

PERSONNEL SUPPORT

Assemble and review standard personnel documents for completeness and accuracy. (55)

Maintain personnel-related logs and files either manually and/or electronically. (39)

Perform calculations in accordance with established guidelines. (60)

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

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

Analyze and interpret raw data. (150)

Process actions in automated HR systems applicable to retirement and benefits. (155)

Understand common clerical practices and office routines. (160)
Prepare recurring personnel reports. (142)