GS-0101 Social Science

U.S. Department of the Interior

Office of Human Capital

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Social Science **Competency Model Study Summary**

The DOI Office of Human Capital (OHC) conducted a comprehensive study to identify the critical competencies and tasks for successful performance of Social Science work across the Department. OHC worked with Social Science subject matter experts from across the Department in order to create a thorough and accurate representation of the work performed by DOI Social Science professionals and the knowledge, skills, and abilities required to perform that work.

The study involved a variation of the U.S. Office of Personnel Management's Multipurpose Occupational Systems Analysis Inventory – Closed-Ended (MOSAIC) method for gathering and analyzing information about work. The MOSAIC approach has been utilized to study and describe work performed within the Federal Government for over 25 years. The study included a wide-ranging literature review to build lists of tasks and competencies used to describe Social Science work across the Department. Next, focus groups with DOI Social Science subject matter experts were held to ensure these lists were complete and accurately represented the job. A trained job analyst also linked each task to competencies to confirm they were required to perform the work. DOI Social Science professionals rated the tasks and competencies to demonstrate the importance and utility of each component of the study. Finally, Social Science subject matter experts reviewed the results of the study to ensure its accuracy.

The results of this study establish a common set of Social Science tasks and competencies across the Department, which can be used to create assessment and selection techniques and tools and establish common practices and terminology for recruitment, performance management, workforce planning, training, and employee development. This work provides DOI with current, validated information that can be used to ensure its Social Science workforce has the tools to meet future challenges.

Please reference the Competency Model Interpretive Guidance for assistance in interpreting and applying the results of this study.

Table 1: General Competencies by Grade[1]

The following general competencies are valid for assessment and selection, performance management, and other related human capital functions across the Social Science occupational series included in this study at the grade levels listed below.

GS-7	GS-9	GS-11	GS-12
• *Attention to Detail* • *Collaboration* • *Continual Learning (2)* • *Customer Service* • *Flexibility* • *Integrity/honesty* • *Interpersonal Skills* • *Problem Solving* • *Reading Comprehension* • *Resilience* • *Self-Management* • *Writing*	• Attention to Detail • Collaboration • Continual Learning (2) • Customer Service • Flexibility • Integrity/honesty • Interpersonal Skills • *Oral Communication* • Problem Solving • Reading Comprehension • *Reasoning* • Resilience • Self-Management • Writing	• *Accountability* • Attention to Detail • Collaboration • *Compliance* • Continual Learning (2) • Customer Service • *Decision Making* • Flexibility • Integrity/honesty • Interpersonal Skills • Oral Communication • *Planning and Evaluating* • Problem Solving • Reading Comprehension • Reasoning • Resilience • Self-Management • *Stakeholder Engagement* • *Teamwork (2)* • *Technical Competence* • Writing	• Accountability • Attention to Detail • Collaboration • Compliance • *Conflict Management (2)* • Continual Learning (2) • Customer Service • Decision Making • *External Awareness* • Flexibility • *Influencing/negotiating* • Integrity/honesty • Interpersonal Skills • *Leadership* • Oral Communication • *Organizational Awareness* • *Planning and Evaluating* • Problem Solving • Reading Comprehension • Reasoning

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[1] Italics represent the lowest grade at which the competency appears.

		• Resilience • Self-Management • Stakeholder Engagement • *Teaching Others* • Teamwork (2) • Technical Competence • *Vision* • Writing

GS-13	GS-14	GS-15
• Accountability • Attention to Detail • Collaboration • Compliance • Conflict Management (2) • Continual Learning (2) • Customer Service • Decision Making • External Awareness • Flexibility • Influencing/negotiating • Integrity/honesty • Interpersonal Skills • Leadership • Oral Communication • Organizational Awareness • Planning and Evaluating • *Political Savvy* • Problem Solving • Reading Comprehension • Reasoning • Resilience • Self-Management • Stakeholder Engagement • Teaching Others • Teamwork (2) • Technical Competency • Vision • Writing	• Accountability • Attention to Detail • Collaboration • Compliance • Conflict Management (2) • Continual Learning (2) • Customer Service • Decision Making • External Awareness • Flexibility • Influencing/negotiating • Integrity/honesty • Interpersonal Skills • Leadership • Oral Communication • Organizational Awareness • Planning and Evaluating • Political Savvy • Problem Solving • Reading Comprehension • Reasoning • Resilience • Self-Management • Stakeholder Engagement • Teaching Others • Teamwork (2) • Technical Competency • Vision • Writing	• Accountability • Attention to Detail • Collaboration • Compliance • Conflict Management (2) • Continual Learning (2) • Customer Service • Decision Making • External Awareness • Flexibility • Influencing/negotiating • Integrity/honesty • Interpersonal Skills • Leadership • Oral Communication • Organizational Awareness • Planning and Evaluating • Political Savvy • Problem Solving • Reading Comprehension • Reasoning • Resilience • Self-Management • Stakeholder Engagement • Teaching Others • Teamwork (2) • Technical Competency • Vision • Writing

Table 2: Required Proficiency Levels by Grade Level

Proficiency Level Scale Definitions

Proficiency Level	General Competencies	Technical Competencies
5 = Expert	- Applies the competency in exceptionally difficult situations - Serves as a key resource and advises others	- Applies the competency in exceptionally difficult situations - Serves as a key resource and advises others - Demonstrates comprehensive expert understanding of concepts and processes
4 = Advanced	- Applies the competency in considerably difficult situations - Generally requires little or no guidance	- Applies the competency in considerably difficult situations - Generally requires little or no guidance - Demonstrates understanding of concepts and processes
3 = Intermediate	- Applies the competency in difficult situations - Requires occasional guidance	- Applies the competency in difficult situations - Requires occasional guidance - Demonstrates understanding of concepts and processes
2 = Basic	- Applies the competency in somewhat difficult situations - Requires frequent guidance	- Applies the competency in somewhat difficult situations - Requires frequent guidance - Demonstrates familiarity with concepts and processes
1 = Awareness	- Applies the competency in simplest situations - Requires close and extensive guidance	- Applies the competency in simplest situations - Requires close and extensive guidance - Demonstrates awareness of concepts and processes

Table 2: Required Proficiency Levels of General Competencies[2]

	GS-7	GS-9	GS-11	GS-12	GS-13	GS-14	GS-15
Accountability			3	4	4	5	5
Attention to Detail	3	4	4	4	5	5	4
Collaboration	2	3	3	4	4	5	5
Compliance			3	4	5	5	5
Conflict Management (2)				3	4	5	5
Continual Learning (2)	2	3	3	4	5	5	4
Customer Service (‡)	3	3	3	4	4	5	5
Decision Making			3	3	3	4	5
External Awareness				3	4	4	5
Flexibility	3	3	4	4	4	5	5
Influencing/Negotiating				3	4	4	5
Integrity/Honesty	4	4	4	4	4	5	5
Interpersonal Skills	2	2	3	4	4	5	5
Leadership				3	4	4	5
Oral Communication		2	3	4	4	5	5
Organizational Awareness (2)				3	4	4	5
Planning and Evaluating			3	4	4	5	5
Political Savvy				3	4	5	5
Problem Solving (‡)	2	3	3	4	4	5	5
Reading Comprehension	2	3	3	4	4	5	5
Reasoning		2	3	4	4	5	5
Resilience	2	2	3	3	4	5	5
Self-Management	2	3	3	4	4	5	5
Stakeholder Engagement			3	4	4	4	5
Teaching Others				3	3	4	5
Teamwork (2)			3	3	4	5	5
Technical Competence			3	4	5	4	4
Vision				3	3	4	5
Writing	2	3	3	4	4	4	4

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[2] Bolded competencies are validated for use for assessment and selection purposes.

Table 3: Behavioral Examples for Competencies

Competency Name	Definitions
Accountability	**Holds self and others accountable for measurable high-quality, timely, and cost-effective results. Determines objectives, sets priorities, and delegates work. Accepts responsibility for mistakes. Complies with established control systems and rules.** • *Takes responsibility for results and work products* • *Ensures work is completed on time and at the level of quality required* • *Understands the rules and regulations of the work performed and ensures compliance with them* • *Demonstrates responsibility with important materials, critical processes, or confidential information*
Attention to Detail	**Is thorough when performing work and conscientious about attention to detail. Recalls information that has been presented previously.** • *Sets the standards for the quality of the work completed for the organization* • *Leads others in attending to detail in difficult and/or high-pressure circumstances* • *Reviews and edits work completed by others to ensure that the quality of work meets acceptable work standards* • *Independently completes thorough and accurate work*
Collaboration	**The act of working together with people or organizations with varied interests to achieve the common goals or solutions of the interested parties.** • *Demonstrates working with other people with varied interest to achieve a common goal* • *Demonstrates working with other organizations or teams to achieve a common goal* • *Can incorporate varied points of view when working towards a solution*
Compliance	**Knowledge of procedures for assessing, evaluating, and monitoring programs or projects for compliance with Federal laws, regulations, and guidance.** • *Shows familiarity with the structure and terminology of various rules and regulations of the Federal Government* • *Demonstrates the ability to search for and find appropriate rules or regulations* • *Understands how to apply appropriate rules and regulations to guide direction of work or make decisions*
Conflict Management (2)	**Uses appropriate methods and coordinates actions to reduce tension, resolve differences, and prevent conflicts from escalating.** • *Ensures disagreements between two or more parties remain civil* • *Effectively uses conflict resolution techniques to allow for productive discussion of potential solutions between disagreeing parties* • *Addresses grievances or disagreements and brokers accord and respect*
Continual Learning (2)	**Seeks feedback from others and opportunities to master new knowledge.** • *Takes honest inventory of own strengths and weaknesses* • *Identifies personal skill gaps or areas for development* • *Actively identifies and pursues training or developmental opportunities* • *Seeks out feedback from others on performance* • *Displays a desire to learn new things or new ways of accomplishing tasks*

Customer Service	**Works with clients and customers (that is, any individuals who use or receive the services or products that your work unit produces, including the general public, individuals who work in the agency, other agencies, or organizations outside the Government) to assess their needs, provide information or assistance, resolve their problems, or satisfy their expectations; knows about available products and services; is committed to providing quality products and services.**
	• *Commits to serving the public and understands their advisory role*
	• *Utilizes outreach, needs assessment, evaluation, and other marketing skills to identify and anticipate customer needs and provide exemplary customer service*
	• *Understands diverse customer groups, their perspectives, issues and needs*
	• *Works to ensure customers' needs are met, even when those needs are outside of the typical role of the position*
	• *Identifies and develops metrics to assess customer service satisfaction*
	• *Continuously improves products and services*
	• *Works and plans strategically, using a systems perspective to anticipate developing customer issues and needs and to provide timely solutions that focus on long-term benefits*
Decision Making	**Makes sound, well-informed, and objective decisions; perceives the impact and implications of decisions; commits to action, even in uncertain situations, to accomplish organizational goals; causes change.**
	• *Decides on the best course of action, even in situations with competing stakeholders or when results of decisions are not immediately clear*
	• *Weighs the pros and cons of potential decisions before choosing which actions to take*
	• *Commits to determining the best alternatives and evaluating their impact on work products*
	• *Uses sound methodology in reaching conclusions*
External Awareness	**Identifies and understands economic, political, and social trends that affect the organization.**
	• *Stays abreast of current events*
	• *Monitors trends and identifies ways in which they may affect work processes or decisions*
	• *Understands how the organization is situated within the economic, political, or social landscapes*
	• *Identifies potential external influences or influencers on the organization*
Flexibility	**Is open to change and new information; adapts behavior or work methods in response to new information, changing conditions, or unexpected obstacles; effectively deals with ambiguity.**
	• *Effectively adjusts strategies or course of action in response to changing conditions*
	• *Makes quality decisions when faced with ambiguous situations*
	• *Is willing to incorporate new information into decision making process*
	• *Adapts behavior to overcome challenges*

Influencing/Negotiating	**Persuades others to accept recommendations, cooperate, or change their behavior; works with others towards an agreement; negotiates to find mutually acceptable solutions.** • *Persuades and influences parties to cooperate and accept recommendations* • *Explains and clarifies perspectives of an issue and its impact on all parties* • *Negotiates to achieve consensus through changed opinion, attitude or behavior* • *Demonstrates logic, communicates and persuades others to see benefits of recommendations within and across groups* • *Understands all sides of an issue and its impact on all parties involved* • *Negotiates with individuals or groups, including those that are resistant, to consider cooperating in order to achieve an acceptable solution*
Integrity/Honesty	**Contributes to maintaining the integrity of the organization; displays high standards of ethical conduct and understands the impact of violating these standards on an organization, self, and others; is trustworthy.** • *Takes pride in exhibiting personal and organizational integrity and honesty* • *Acts in a just, fair, and ethical manner and encourages ethical behavior among others, even when risky to do so* • *Inspires trust and confidence among stakeholders through reliability, authenticity, and accountability*
Interpersonal Skills	**Treats others with courtesy, sensitivity, and respect. Considers and responds appropriately to the needs and feelings of different people in different situations.** • *Shows respect for the values and ideas of others, even when not agreeing with them* • *Empathizes with the concerns of others* • *Demonstrates tact and courtesy when interacting with associates* • *Is proactive in defusing arguments among peers* • *Seeks feedback from others to avoid blind-spots that can cause misunderstandings* • *Explores issues with the team; shares information; solicits ideas' uses participative decision-making processes*
Leadership	**Influences, motivates, and challenges others; adapts leadership styles to a variety of situations.** • *Evaluates the needs of a situation and modifies leadership style to optimize results* • *Listens to the needs of others and advocates for and provides needed resources for teams to accomplish their goals* • *Inspires others to achieve results and work capably through both words and behaviors* • *Is honest but tactful when discussing performance, challenges, or conflicts with others* • *Uses a variety of techniques to positively influence behaviors and decisions of others*
Oral Communication	**Expresses information (for example, ideas or facts) to individuals or groups effectively, taking into account the audience and nature of the information (for example, technical, sensitive, controversial); makes clear and convincing oral presentations; listens to others, attends to nonverbal cues, and responds appropriately.** • *Speaks honestly, effectively and with integrity* • *Makes convincing, articulate, and accurate oral presentations using non-verbal and vocal qualities that support the verbal spoken message*

	• *Effectively uses various communication channels, including meetings, presentations and briefings* • *Actively considers, plans for, and reacts appropriately to the audience and the contextual environment in order to minimize barriers to understanding* • *Explains complex information clearly and accurately, and seeks feedback to determine that understanding has occurred* • *Acts as an effective facilitator in group or team settings*
Organizational Awareness	**Knows the organization's mission and functions, and how its social, political, and technological systems work and operates effectively within them; this includes the programs, policies, procedures, rules, and regulations of the organization.** • *Demonstrates awareness of the mission, functions, and various levels of the organization* • *Understands how decisions or actions of one organizational component may affect other components* • *Leverages knowledge of organizational components, programs, and directions to improve products, actions, or decisions* • *Shows familiarity with the rules and regulations of the organization*
Planning and Evaluating	**Organizes work, sets priorities, and determines resource requirements; determines short- or long-term goals and strategies to achieve them; coordinates with other organizations or parts of the organization to accomplish goals; monitors progress and evaluates outcomes.** • *Sets difficult but obtainable goals, benchmarks, or milestones* • *Determines resources required for successful completion of work and works with others to procure these resources* • *Collaborates effectively with other components of the organization* • *Establishes meaningful, observable metrics to track progress or evaluate performance* • *Ensures a clear and appropriate division of labor among team members*
Political Savvy	**Identifies the internal and external politics that impact the work of the organization. Perceives organizational and political reality and acts accordingly.** • *Determines who holds resources in the organization* • *Networks with appropriate stakeholders to obtain necessary resources* • *Maintains awareness of stakeholders external to the organization and the resources they have to offer* • *Adapts communication style with various stakeholders* • *Demonstrates an understanding of the interrelationships, roles, and responsibilities of an organization* • *Develops a coalition of like-minded entities to achieve desired outcomes*
Problem Solving	**Identifies problems; determines accuracy and relevance of information; uses sound judgment to generate and evaluate alternatives, and to make recommendations.** • *Examines problems and solutions with a long-term perspective* • *Effectively leads others in the effort of developing, identifying, and formulating problem solving strategies consistent with organizational goals* • *Uses logic to develop and implement innovative tools and techniques to resolve complex problems and issues* • *Uses logic to resolve complex, unique, or unusual problems* • *Consistently anticipates challenges that are not obvious to others* • *Determines the relevance of information in reaching effective conclusions* • *Formulates recommendations for the best course of action to address problems*

Reading Comprehension	Understands and interprets written material, including technical material, rules, regulations, instructions, reports, charts, graphs, or tables; applies what is learned from written material to specific situations. • *Demonstrations proper interpretation of written material* • *Applies what is learned from written material to specific situations* • *Can interpret various forms of written text or graphics to include charts, graphs, and tables*
Reasoning	Identifies rules, principles, or relationships that explain facts, data, or other information; analyzes information and makes correct inferences or draws accurate conclusions. • *Determines the relevance of information in reaching effective conclusions* • *Uses logic to determine relationships among information in order to reach conclusions* • *Makes appropriate inferences from data, rules, or other information*
Resilience	Deals effectively with pressure; remains optimistic and persistent, even under adversity. Recovers quickly from setbacks. • *Achieves desired results in face of adversity* • *Overcomes barriers to accomplish goals* • *Stays positive in spite of setbacks* • *Works successfully in high pressure environments*
Self-Management	Sets well-defined and realistic personal goals; displays a high level of initiative, effort, and commitment towards completing assignments in a timely manner; works with minimal supervision; is motivated to achieve; demonstrates responsible behavior. • *Sets own goals and priorities and coordinates activities and deadlines with others to ensure project goals are met* • *Continually applies significant effort and persistence toward achievement of goals in all situations* • *Takes initiative and seeks out new or additional responsibilities and tasks* • *Completes work and meets objectives with minimal supervisory intervention*
Stakeholder Engagement	Engage stakeholders through regular communication, active listening, and addressing concerns to build strong relationships, foster collaboration, and ensure alignment with project and organizational goals. • *Adapts communication style according to stakeholders* • *Balances competing or conflicting goals of various stakeholders* • *Maintains effective working relationships with a variety of stakeholders or key representatives for each stakeholder* • *Understands and aligns stakeholder expectations*

Strategic Thinking	**Formulates effective strategies consistent with the business and competitive strategy of the organization in a global economy. Examines policy issues and strategic planning with a long-term perspective. Examines objectives and sets priorities; anticipates potential threats or opportunities.** • *Is aware of organizational and programmatic goals and seeks creative avenues to enhance goal achievement* • *Considers overall structures, patterns, and cycles in the organization/systems, and uses assessment, analysis, and evaluation methodologies to define metrics and standards of performance* • *Incorporates new processes and procedures into annual plans* • *Identifies potential opportunities and barriers facing the organization's objectives and priorities* • *Provides advice and guidance to resolve, implement, or manage program or policy issues that involve areas of uncertainty in approach or methodology* • *Streamlines operations for maximum efficiency, automation, and effectiveness where appropriate*
Teaching Others	**Helps others learn through formal or informal methods; identifies training needs; provides constructive feedback; coaches others on how to perform tasks; acts as a mentor.** • *Provides instruction and feedback to others* • *Acts as a mentor to others* • *Determines areas for improvement and training for others* • *Tutors others in the performance of tasks*
Teamwork (2)	**Motivates team members to accomplish group goals. Performs well in team settings and assists others when needed. Develops and maintains effective working relationships with others.** • *Volunteers to assist associates with projects* • *Commits to working toward team or group goals* • *Displays team pride and empowers team pride among other group members* • *Works effectively in group settings in order to achieve team objectives*
Technical Competence	**Uses knowledge that is acquired through formal training or extensive on-the-job experience to perform one's job; works with, understands, and evaluates technical information related to the job; advises others on technical issues.** • *Demonstrates proficiency of technical subject matter area* • *Performs job tasks using the required physical and cognitive skills and abilities* • *Models technical task performance for others* • *Maintains currency on technical knowledge and technique*
Vision	**Understands where the organization is headed and how to make a contribution; takes a long-term view and recognizes opportunities to help the organization accomplish its objectives or move toward the vision.** • *Understands where the organization is headed and how to make a contribution; takes a long-term view and recognizes opportunities to help the organization accomplish its objectives or move toward the vision.* • *Takes a long-term view of the organization and its surrounding environment.* • *Anticipates factors or future trends shaping the organization to craft the vision.* • *Articulates a sense of purpose for the organization.* • *Influences/motivates others to translate the vision into action.* • *Conveys a shared, concrete vision of the desired state which provides the basis for formulating organizational strategies and goals.*

	• *Demonstrates an optimism and sense of urgency that inspires others to embrace the vision.*
Writing	**Recognizes or uses correct English grammar, punctuation, and spelling; communicates information (for example, facts, ideas, or messages) in a succinct and organized manner; produces written information, which may include technical material that is appropriate for the intended audience.** • *Composes clear, concise, and logical documents or correspondence involving complex technical information* • *Consistently and effectively tailors written products to a wide range of audiences and for diverse purposes in order to achieve a desired outcome* • *Proofreads and edits the writing of others* • *Effectively explains complex technical material to a non-technical audience* • *Uses correct grammar, punctuation, and spelling* • *Writes in an organized fashion that is easy to understand*

Table 4: General Competencies by Assessment Tool

Competency	Occupational Questionnaire	Structured Interview	Biodata	Cognitive Ability Test
Accountability	Low	High	High	Low
Attention to Detail	Low	Medium	Low	High
Collaboration	Low	High	Low	Low
Compliance	Low	High	Low	Low
Conflict Management (2)	Low	High	Medium	Low
Continual Learning (2)	Low	High	High	Low
Customer Service	Low	High	Low	Low
Decision Making	Low	High	Medium	Medium
External Awareness	Low	High	Low	Low
Flexibility	Low	High	Medium	Low
Influencing/ Negotiating	Low	High	Low	Low
Integrity/Honesty	Low	High	Medium	Low
Interpersonal Skills	Low	High	Low	Low
Leadership	Low	High	Medium	Low
Oral Communication	Medium	High	Medium	Low
Organizational Awareness	Low	High	Low	Low
Planning and Evaluating	Low	High	Medium	Low
Political Savvy	Medium	High	Low	Medium
Problem Solving	Low	High	Medium	High
Reading Comprehension	Low	Medium	Medium	High
Reasoning	Low	Low	Low	High
Resilience	Low	High	Medium	Low
Self-Management	Low	High	Medium	Low
Stakeholder Engagement	Medium	High	Medium	Low
Teaching Others	Low	High	Medium	Low
Teamwork (2)	Low	High	Medium	Low

Technical Competence	High	High	Low	Low
Vision	Medium	High	Low	Low
Writing	Low	Low	Medium	Low

Competency	Job Knowledge Test	Personality Inventory	Situational Judgment Test	Work Sample
Accountability	Low	High	High	Low
Attention to Detail	Low	Medium	Low	High
Collaboration	Low	High	Low	Low
Compliance	Low	High	Low	Low
Conflict Management (2)	Low	High	Medium	Low
Continual Learning (2)	Low	High	High	Low
Customer Service	Low	High	Low	Low
Decision Making	Low	High	Medium	Medium
External Awareness	Low	High	Low	Low
Flexibility	Low	High	Medium	Low
Influencing/ Negotiating	Low	High	Low	Low
Integrity/Honesty	Low	High	Medium	Low
Interpersonal Skills	Low	High	Low	Low
Leadership	Low	Medium	Medium	Medium
Oral Communication	Medium	High	Medium	Low
Organizational Awareness	Low	High	Low	Low
Planning and Evaluating	Medium	Medium	Low	High
Political Savvy	Medium	High	Low	Medium
Problem Solving	Low	Low	Medium	High
Reading Comprehension	Low	Low	Medium	High
Reasoning	Low	Low	High	Medium
Resilience	Low	Medium	Low	Low
Self-Management	Low	Medium	Low	Low

Stakeholder Engagement	Medium	High	Medium	Low
Strategic Thinking	Low	Low	Medium	Medium
Teaching Others	Low	Medium	Medium	High
Teamwork (2)	Low	Medium	Medium	Medium
Technical Competence	High	Low	Medium	High
Vision	Low	Low	High	High
Writing	Low	Low	Low	High

Table 5: Technical Competencies for Assessment & Selection

The following technical competencies are valid for assessment and selection, performance management, and other related human capital functions for the occupational series listed below. (NOTE: While the technical competencies below have been validated for assessment and selection for the series listed below, other technical competencies not listed below may be required depending on the position. Rely on the results of a job analysis and feedback from the hiring manager and subject matter experts to determine the exact technical competencies needed for a particular hire).

Table 5: Technical Competencies for Assessment & Selection by Grade GS-0101 – Social Science

• Project Management (2) • Program Management (2) • Communications and Media • Data Interpretation (2)	• Data Management (2) • Research (2) • Research and Statistics

Appendix A: Social Science3 General Competencies

Accountability	Holds self and others accountable for measurable high-quality, timely, and cost-effective results. Determines objectives, sets priorities, and delegates work. Accepts responsibility for mistakes. Complies with established control systems and rules.
Attention to Detail	Is thorough when performing work and conscientious about attention to detail.
Collaboration	The act of working together with people or organizations with varied interests to achieve the common goals or solutions of the interested parties.
Compliance	Knowledge of procedures for assessing, evaluating, and monitoring programs or projects for compliance with Federal laws, regulations, and guidance.
Conflict Management (2)	Uses appropriate methods and coordinates actions to reduce tension, resolve differences, and prevent conflicts from escalating.
Continual Learning (2)	Seeks feedback from others and opportunities to master new knowledge.
Customer Service (‡)	Anticipates and meets the needs of General internal and external customers. Delivers high-quality products and services; is committed to continuous improvement.
Decision Making	Makes sound, well-informed, and objective decisions; perceives the impact and implications of decisions; commits to action, even in uncertain situations, to accomplish organizational goals; causes change.
External Awareness	Identifies and understands economic, political, and social trends that affect the organization.
Flexibility	Is open to change and new information; adapts behavior or work methods in response to new information, changing conditions, or unexpected obstacles; effectively deals with ambiguity.
Influencing/Negotiating	Persuades others to accept recommendations, cooperate, or change their behavior; works with others towards an agreement; negotiates to find mutually acceptable solutions.
Integrity/Honesty	Contributes to maintaining the integrity of the organization; displays high standards of ethical conduct and understands the impact of violating these standards on an organization, self, and others; is trustworthy.
Interpersonal Skills	Treats others with courtesy, sensitivity, and respect. Considers and responds appropriately to the needs and feelings of different people in different situations.

Leadership	Influences, motivates, and challenges others; adapts leadership styles to a variety of situations.
Oral Communication	Expresses information (for example, ideas or facts) to individuals or groups effectively, taking into account the audience and nature of the information (for example, technical, sensitive, controversial); makes clear and convincing oral presentations; listens to others, attends to nonverbal cues, and responds appropriately.
Organizational Awareness (2)	Analyze organizational structures and dynamics to identify key stakeholders, understand internal processes, and effectively navigate the workplace environment to align strategies with the organization's goals and culture.
Planning and Evaluating	Organizes work, sets priorities, and determines resource requirements; determines short- or long-term goals and strategies to achieve them; coordinates with other organizations or parts of the organization to accomplish goals; monitors progress and evaluates outcomes.
Political Savvy	Identifies the internal and external politics that impact the work of the organization. Perceives organizational and political reality and acts accordingly.
Problem Solving (‡)	Identifies and analyzes problems; weighs relevance and accuracy of information; generates and evaluates alternative solutions; makes recommendations.
Reading Comprehension	Understands and interprets written material, including technical material, rules, regulations, instructions, reports, charts, graphs, or tables; applies what is learned from written material to specific situations
Reasoning	Identifies rules, principles, or relationships that explain facts, data, or other information; analyzes information and makes correct inferences or draws accurate conclusions.
Resilience	Deals effectively with pressure; remains optimistic and persistent, even under adversity. Recovers quickly from setbacks.
Self-Management	Sets well-defined and realistic personal goals; displays a high level of initiative, effort, and commitment towards completing assignments in a timely manner; works with minimal supervision; is motivated to achieve; demonstrates responsible behavior.
Stakeholder Engagement	Engage stakeholders through regular communication, active listening, and addressing concerns to build strong relationships, foster collaboration, and ensure alignment with project and organizational goals.
Teaching Others	Helps others learn through formal or informal methods; identifies training needs; provides constructive feedback; coaches others on how to perform tasks; acts as a mentor.

Teamwork (2)	Motivates team members to accomplish group goals. Performs well in team settings and assists others when needed. Develops and maintains effective working relationships with others.
Technical Competence	Uses knowledge that is acquired through formal training or extensive on-the-job experience to perform one's job; works with, understands, and evaluates technical information related to the job; advises others on technical issues.
Vision	Understands where the organization is headed and how to make a contribution; takes a long-term view and recognizes opportunities to help the organization accomplish its objectives or move toward the vision.
Writing	Recognizes or uses correct English grammar, punctuation, and spelling; communicates information (for example, facts, ideas, or messages) in a succinct and organized manner; produces written information, which may include technical material that is appropriate for the intended audience.

Appendix B: Social Science Technical Competencies[3]

Communications and Media	Craft clear and effective messages across various media platforms, tailoring content to diverse audiences, and utilizing communication strategies to enhance organizational goals and stakeholder engagement.
Data Interpretation (2)	Synthesize data to identify trends, derive actionable insights, and support informed decision-making by applying scientific methods and data visualization techniques.
Data Management (2)	Application of the principles, procedures, and tools of data management, such as modeling techniques, data backup, data recovery, data dictionaries, data warehousing, data mining, data archiving, data disposal, and data standardization processes.
Economics (2)	Evaluate economic trends and financial data to inform strategic decisions, develop forecasts, and assess the impact of market changes on organizational performance and policy.
Organizational Development	Design organizational development initiatives through the application of organizational development and change management theories, assess current practices, identify areas for improvement, and propose recommendations for implementation.
Project Management (2)	Coordinating project execution by planning, organizing resources, coordinating tasks, and managing timelines to ensure successful completion and achievement of project goals.
Program Management (2)	Oversee program execution by integrating multiple projects, managing cross-functional teams, and ensuring alignment with strategic objectives to achieve stated outcomes.
Social Psychology	Apply social psychology principles and techniques to understand human behaviors and group dynamics to improve agency effectiveness and management.
Research (2)	Conducting research to gather, analyze, and interpret data, contributing to informed decision-making and advancing knowledge in the field.
Research and Statistics	Application of scientific principles, methods, and tools of basic and applied research (for example, statistics and data analysis) used to conduct a systematic inquiry into a subject matter area.

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[3] Includes competencies identified for positions by SMEs that were not considered "critical" across each occupational series. These competencies may still be used for training and development purposes.

Appendix C: Social Science Study Tasks

1	Designs, conducts, manages, interprets, and reports results of social science research.
2	Design data collection and apply statistical analysis techniques to conduct social science investigations.
3	Applies relevant compliance and policy guidelines.
4	Applies research guidelines, procedures, and methods adopted from academia, precedent studies, and other relevant sources.
5	Develops a research program, brings together multi-disciplinary teams and thinking across discipline boundaries (e.g., a discipline outside of applicants primary one) to develop new research directions and tools to conduct research to answer management needs.
6	Collaborate with multidisciplinary professionals for studies and surveys.
7	Develops best practices for scientific study of the interaction of natural resources and society.
8	Integrates and applies processes and methods from multiple disciplines
9	Adheres to guidance/requirements for collecting social data (e.g. Paperwork Reduction Act).
10	Manages social science projects
11	Conceptualize, scope, and design social science projects.
12	Applies and interprets qualitative social science methods.
13	Applies and interprets quantitative social science methods
14	Analyzes and synthesizes study data using statistical software and prepares written and graphical descriptions for the analysis.
15	Identifies survey and non-survey sampling methods, determines appropriate analysis techniques, and communicates results.
16	Identifies and synthesizes existing social science assessment protocols & indicators.
17	Uses research findings to resolve typical/routine or novel, obscure, or highly controversial problems in the program area.
18	Interprets information from data sources to understand and explain population, demographic, and recreation trends.
19	Helps integrate social science into resource management/conservation.
20	Utilizes social science perspectives to help identify social aspects resource management/conservation issues as part of conducting situation assessments for agencies.
21	Provides social science technical support, and identifies data-gaps for complex resource management/conservation issues.
22	Serves as subject matter expert in social science.
23	Explains social sciences theory, methods, and analysis to non-social scientists.
24	Translates and communicates social science information to non-subject matter experts to inform management and policy decisions.

25	Generates recommendations and advice consistent with established practices for the organization.
26	Provides expert advice, guidance, and direction on social science to leadership in addressing the social science of resources management/conservation or the social factors affecting resource management and policy.
27	Devises long-range and short-range solutions to problems of a unique or novel nature.
28	Provides strategic vision and direction for social science research and technical assistance.
29	Presents research findings orally at scientific meetings.
30	Explains complex topics in formal (e.g., presentations, webinars, technical write-ups) and informal (e.g., one-on-one discussion, less technical blogs for wider audiences) settings.
31	Writes a variety of documents (e.g., scientific, policy, and/or guidance) commensurate with grade level following established formats when required or developing unique formats when appropriate.
32	Authors manuscripts reporting data analysis that meet the needs of federal land managers, and are publishable and contribute to the resource management literature
33	Publishes results in media and peer-reviewed journals.
34	Attends to and helps resolve discrepancies in program direction and requirements
35	Serves as a mentor and/or coach to more junior employees.
36	Directs the work of technicians and graduate students in the collection of data pursuant to approved study plans.
37	Provides strategic vision and direction for social science research and technical assistance.
38	Applies coordinating, coaching, facilitating, leadership, consensus-building and planning techniques to effectively accomplish goals and objectives.
39	Monitors the status and progress of the work of the team.
40	Utilizes social science to effectively engage with managers, partners, communities, and interested parties.
41	Makes contact and maintains relationships with internal and external social science specialists.
42	Participates in professional conferences, panels, workshops, and trainings to stay current on conservation social science.
43	Organizes special sessions at conferences, workshops, and committee meetings
44	Conducts social science relevant program evaluations for priority activities and strategies.
45	Builds own capacity (knowledge, skills, and abilities) through various efforts
46	Evaluates products, procedures, policies, programs, for desired effectiveness.
47	Identifies priority needs to address the human dimensions approach to their resources management/conservation issues or concerns

48	Develops and evaluates materials and products that relay social science concepts and principles.
49	Conducts training modules using a variety of instructional techniques and formats, such as team exercises, interactive activities, and group discussions.
50	Applies evaluation metrics to assess efficacy of formal and informal training efforts.
51	Fosters and leads social science technical exchanges (e.g., SME meetings, workshops) in support of social science capacity building.