

# Human Resources Competency Model

U.S. Department of the Interior

Office of Human Resources

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# Human Resources Competency Model

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## Human Resources Competency Model

### **HR Competency Model Study Summary**

In 2016, the DOI Office of Human Resources (OHR), in collaboration with the U.S. Office of Personnel Management (OPM), identified multiple job series Government-wide and at the Department level that were either linked to strategic Department goals or at risk of failure due to human capital deficiencies (e.g., attrition). HR Management (GS-0201) was identified as a top priority during these efforts due to the direct effect HR work has on meeting human capital requirements across all occupations.

As a result, OHR conducted a comprehensive study to identify the critical competencies and tasks for successful performance of HR work across the Department. OHR worked with HR subject matter experts from across the Department in order to create a thorough and accurate representation of the work performed by DOI HR professionals and the knowledge, skills, and abilities required to perform that work.

The study involved a variation of OPM's Multipurpose Occupational Systems Analysis Inventory – Closed-Ended (MOSAIC) method for gathering and analyzing information about work. This included a wide-ranging literature review to build lists of tasks and competencies used to describe HR work across the Department. Next, focus groups with DOI HR subject matter experts were held to ensure these lists were complete and accurately represented the job. DOI subject matter experts also linked competencies to each task to confirm they were required to perform the work. DOI HR employees and their supervisors rated the tasks and competencies to demonstrate the importance and utility of each component of the study. Finally, the resulting competencies were reviewed by senior HR professionals to confirm the accuracy of the model.

The results of this study establish a common set of HR 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 HR 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.

## Human Resources Competency Model

**Table 1: Competencies for Assessment and Selection by Grade**

The following general competencies have been validated for assessment and selection purposes across HR functional areas at the grade levels listed below.

GS-5	GS-7	GS-9	GS-11
<ul style="list-style-type: none"> <li>• <i>Customer Service</i></li> <li>• <i>Integrity/Honesty</i></li> <li>• <i>Interpersonal Skills</i></li> <li>• <i>Teamwork</i></li> </ul>	<ul style="list-style-type: none"> <li>• Customer Service</li> <li>• Integrity/Honesty</li> <li>• Interpersonal Skills</li> <li>• Teamwork</li> <li>• <i>Attention to Detail</i></li> <li>• <i>Writing</i></li> </ul>	<ul style="list-style-type: none"> <li>• Customer Service</li> <li>• Integrity/Honesty</li> <li>• Interpersonal Skills</li> <li>• Teamwork</li> <li>• <i>Attention to Detail</i></li> <li>• <i>Writing</i></li> <li>• <i>Accountability</i></li> <li>• <i>Self-Management</i></li> <li>• <i>Technical Competence<sup>1</sup></i></li> </ul>	<ul style="list-style-type: none"> <li>• Customer Service</li> <li>• Integrity/Honesty</li> <li>• Interpersonal Skills</li> <li>• Teamwork</li> <li>• <i>Attention to Detail</i></li> <li>• <i>Writing</i></li> <li>• <i>Accountability</i></li> <li>• <i>Technical Competence</i></li> <li>• <i>Problem Solving</i></li> <li>• <i>Reasoning</i></li> </ul>
GS-12	GS-13	GS-14	GS-15
<ul style="list-style-type: none"> <li>• Customer Service</li> <li>• Integrity/Honesty</li> <li>• Interpersonal Skills</li> <li>• Teamwork</li> <li>• <i>Attention to Detail</i></li> <li>• <i>Writing</i></li> <li>• <i>Accountability</i></li> <li>• <i>Technical Competence</i></li> <li>• <i>Problem Solving</i></li> <li>• <i>Reasoning</i></li> <li>• <i>Decision Making</i></li> <li>• <i>Oral Communication</i></li> </ul>	<ul style="list-style-type: none"> <li>• Customer Service</li> <li>• Integrity/Honesty</li> <li>• Interpersonal Skills</li> <li>• Teamwork</li> <li>• <i>Attention to Detail</i></li> <li>• <i>Writing</i></li> <li>• <i>Accountability</i></li> <li>• <i>Technical Competence</i></li> <li>• <i>Problem Solving</i></li> <li>• <i>Reasoning</i></li> <li>• <i>Decision Making</i></li> <li>• <i>Oral Communication</i></li> </ul>	<ul style="list-style-type: none"> <li>• Customer Service</li> <li>• Integrity/Honesty</li> <li>• Interpersonal Skills</li> <li>• Teamwork</li> <li>• <i>Attention to Detail</i></li> <li>• <i>Writing</i></li> <li>• <i>Accountability</i></li> <li>• <i>Technical Competence</i></li> <li>• <i>Problem Solving</i></li> <li>• <i>Reasoning</i></li> <li>• <i>Decision Making</i></li> <li>• <i>Oral Communication</i></li> <li>• <i>Influencing/Negotiating</i></li> </ul>	<ul style="list-style-type: none"> <li>• Customer Service</li> <li>• Integrity/Honesty</li> <li>• Interpersonal Skills</li> <li>• Teamwork</li> <li>• <i>Attention to Detail</i></li> <li>• <i>Writing</i></li> <li>• <i>Accountability</i></li> <li>• <i>Technical Competence</i></li> <li>• <i>Problem Solving</i></li> <li>• <i>Reasoning</i></li> <li>• <i>Decision Making</i></li> <li>• <i>Oral Communication</i></li> <li>• <i>Influencing/Negotiating</i></li> </ul>

<sup>1</sup> Technical competencies needed for specialized positions, as appropriate.

## Human Resources Competency Model

**Table 2: Required Proficiency Levels by Grade Level**

Proficiency Level Scale Definitions		
Proficiency Level	General Competencies	Technical Competencies
5 = Expert	<ul style="list-style-type: none"> <li>• Applies the competency in exceptionally difficult situations</li> <li>• Serves as a key resource and advises others</li> </ul>	<ul style="list-style-type: none"> <li>• Applies the competency in exceptionally difficult situations</li> <li>• Serves as a key resource and advises others</li> <li>• Demonstrates comprehensive expert understanding of concepts and processes</li> </ul>
4 = Advanced	<ul style="list-style-type: none"> <li>• Applies the competency in considerably difficult situations</li> <li>• Generally requires little or no guidance</li> </ul>	<ul style="list-style-type: none"> <li>• Applies the competency in considerably difficult situations</li> <li>• Generally requires little or no guidance</li> <li>• Demonstrates understanding of concepts and processes</li> </ul>
3 = Intermediate	<ul style="list-style-type: none"> <li>• Applies the competency in difficult situations</li> <li>• Requires occasional guidance</li> </ul>	<ul style="list-style-type: none"> <li>• Applies the competency in difficult situations</li> <li>• Requires occasional guidance</li> <li>• Demonstrates understanding of concepts and processes</li> </ul>
2 = Basic	<ul style="list-style-type: none"> <li>• Applies the competency in somewhat difficult situations</li> <li>• Requires frequent guidance</li> </ul>	<ul style="list-style-type: none"> <li>• Applies the competency in somewhat difficult situations</li> <li>• Requires frequent guidance</li> <li>• Demonstrates familiarity with concepts and processes</li> </ul>
1 = Awareness	<ul style="list-style-type: none"> <li>• Applies the competency in simplest situations</li> <li>• Requires close and extensive guidance</li> </ul>	<ul style="list-style-type: none"> <li>• Applies the competency in simplest situations</li> <li>• Requires close and extensive guidance</li> <li>• Demonstrates awareness of concepts and processes</li> </ul>

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<b>Required Proficiency Level Ratings by Grade Level - General</b>								
<b>Competency</b>	<b>GS-5</b>	<b>GS-7</b>	<b>GS-9</b>	<b>GS-11</b>	<b>GS-12</b>	<b>GS-13</b>	<b>GS-14</b>	<b>GS-15</b>
Customer Service	3	3	3	4	4	4	4	5
Integrity/Honesty	3	3	4	4	5	5	5	5
Interpersonal Skills	3	3	3	4	4	4	4	5
Teamwork	3	3	3	3	4	4	4	5
Attention to Detail	2	3	3	4	4	4	4	4
Writing	2	2	3	3	4	4	4	4
Accountability	2	2	3	3	4	4	4	5
Self-Management	2	2	3	3	4	4	4	5
Problem Solving	2	2	2	2	3	3	4	5
Reasoning	2	2	2	3	3	4	4	4
Decision Making	2	2	2	2	3	4	4	4
Oral Communication	2	2	2	2	3	4	4	5
Influencing/Negotiating	2	2	2	2	2	2	3	4

<b>Required Proficiency Level Ratings by Grade Level - Technical</b>								
<b>Competency</b>	<b>GS-5</b>	<b>GS-7</b>	<b>GS-9</b>	<b>GS-11</b>	<b>GS-12</b>	<b>GS-13</b>	<b>GS-14</b>	<b>GS-15</b>
Change Management	1	1	2	2	3	4	4	4
Classification	1	1	2	2	3	4	4	4
Compensation	1	1	2	2	3	4	4	4
Data Interpretation	1	1	2	2	3	4	4	4
Employee Benefits	1	1	2	2	3	4	4	4
Employee Development	1	1	2	2	3	4	4	4
Employee Relations	1	1	2	2	3	4	4	4
HR Information Systems	1	1	2	2	3	4	4	4
Labor Relations	1	1	2	2	3	4	4	4
Performance Management	1	1	2	2	3	4	4	4
Personnel Assessment	1	1	2	2	3	4	4	4
Recruitment/Placement	1	1	2	2	3	4	4	4
Staffing	1	1	2	2	3	4	4	4
Workforce Planning	1	1	2	2	3	4	4	4

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**Table 3: Behavioral Examples for Competencies**

Competency Name	Definitions
<b>Accountability</b>	<p><b>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.</b></p> <ul style="list-style-type: none"> <li>• <i>Takes responsibility for results and work products</i></li> <li>• <i>Ensures work is completed on time and at the level of quality required</i></li> <li>• <i>Understands the rules and regulations of the work performed and ensures compliance with them</i></li> <li>• <i>Demonstrates responsibility with important materials, critical processes, or confidential information</i></li> </ul>
<b>Attention to Detail</b>	<p><b>Is thorough when performing work and conscientious about attention to detail. Recalls information that has been presented previously.</b></p> <ul style="list-style-type: none"> <li>• <i>Sets the standards for the quality of the work completed for the organization</i></li> <li>• <i>Leads others in attending to detail in difficult and/or high-pressure circumstances</i></li> <li>• <i>Reviews and edits work completed by others to ensure that the quality of work meets acceptable work standards</i></li> <li>• <i>Independently completes thorough and accurate work</i></li> </ul>
<b>Customer Service</b>	<p><b>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.</b></p> <ul style="list-style-type: none"> <li>• <i>Commits to serving the public and understands their advisory role</i></li> <li>• <i>Utilizes outreach, needs assessment, evaluation, and other marketing skills to identify and anticipate customer needs and provide exemplary customer service</i></li> <li>• <i>Understands diverse customer groups, their perspectives, issues and needs</i></li> <li>• <i>Works to ensure customers' needs are met, even when those needs are outside of the typical role of the position</i></li> <li>• <i>Identifies and develops metrics to assess customer service satisfaction</i></li> <li>• <i>Continuously improves products and services</i></li> <li>• <i>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</i></li> </ul>
<b>Decision Making</b>	<p><b>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.</b></p> <ul style="list-style-type: none"> <li>• <i>Decides on the best course of action, even in situations with competing stakeholders or when results of decisions are not immediately clear</i></li> <li>• <i>Weights the pros and cons of potential decisions before choosing which actions to take</i></li> <li>• <i>Commits to determining the best alternatives and evaluating their impact on work products</i></li> <li>• <i>Uses sound methodology in reaching conclusions</i></li> </ul>

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<b>Influencing/Negotiating</b>	<p><b>Persuades others to accept recommendations, cooperate, or change their behavior; works with others towards an agreement; negotiates to find mutually acceptable solutions.</b></p> <ul style="list-style-type: none"> <li><i>Persuades and influences parties to cooperate and accept recommendations</i></li> <li><i>Explains and clarifies perspectives of an issue and its impact on all parties</i></li> <li><i>Negotiates to achieve consensus through changed opinion, attitude or behavior</i></li> <li><i>Demonstrates logic, communicates and persuades others to see benefits of recommendations within and across groups</i></li> <li><i>Understands all sides of an issue and its impact on all parties involved</i></li> <li><i>Negotiates with individuals or groups, including those that are resistant, to consider cooperating in order to achieve an acceptable solution</i></li> </ul>
<b>Integrity/Honesty</b>	<p><b>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.</b></p> <ul style="list-style-type: none"> <li><i>Takes pride in exhibiting personal and organizational integrity and honesty</i></li> <li><i>Acts in a just, fair, and ethical manner and encourages ethical behavior among others, even when risky to do so</i></li> <li><i>Inspires trust and confidence among stakeholders through reliability, authenticity, and accountability</i></li> </ul>
<b>Interpersonal Skills</b>	<p><b>Shows understanding, friendliness, courtesy, tact, empathy, concern, and politeness to others; develops and maintains effective relationships with others; may include effectively dealing with individuals who are difficult, hostile, or distressed; relates well to people from varied backgrounds and different situations; is sensitive to race, gender, disabilities, and other individual differences.</b></p> <ul style="list-style-type: none"> <li><i>Shows respect for the values and ideas of others, even when not agreeing with them</i></li> <li><i>Empathizes with the concerns of others</i></li> <li><i>Demonstrates tact and courtesy when interacting with associates</i></li> <li><i>Is proactive in defusing arguments among peers</i></li> <li><i>Seeks feedback from others to avoid blind-spots that can cause misunderstandings</i></li> <li><i>Explores issues with the team; shares information; solicits ideas' uses participative decision-making processes</i></li> </ul>
<b>Oral Communication</b>	<p><b>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.</b></p> <ul style="list-style-type: none"> <li><i>Speaks honestly, effectively and with integrity</i></li> <li><i>Makes convincing, articulate, and accurate oral presentations using non-verbal and vocal qualities that support the verbal spoken message</i></li> <li><i>Effectively uses various communication channels, including meetings, presentations and briefings</i></li> <li><i>Actively considers, plans for, and reacts appropriately to the audience and the contextual environment in order to minimize barriers to understanding</i></li> <li><i>Explains complex information clearly and accurately, and seeks feedback to determine that understanding has occurred</i></li> </ul>



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	<ul style="list-style-type: none"> <li>Acts as an effective facilitator in group or team settings</li> </ul>
<b>Problem Solving</b>	<p><b>Identifies problems; determines accuracy and relevance of information; uses sound judgment to generate and evaluate alternatives, and to make recommendations.</b></p> <ul style="list-style-type: none"> <li>Examines problems and solutions with a long-term perspective</li> <li>Effectively leads others in the effort of developing, identifying, and formulating problem solving strategies consistent with organizational goals</li> <li>Uses logic to develop and implement innovative tools and techniques to resolve complex problems and issues</li> <li>Uses logic to resolve complex, unique, or unusual problems</li> <li>Consistently anticipates challenges that are not obvious to others</li> <li>Determines the relevance of information in reaching effective conclusions</li> <li>Formulates recommendations for the best course of action to address problems</li> </ul>
<b>Reasoning</b>	<p><b>Identifies rules, principles, or relationships that explain facts, data, or other information; analyzes information and makes correct inferences or draws accurate conclusions.</b></p> <ul style="list-style-type: none"> <li>Determines the relevance of information in reaching effective conclusions</li> <li>Uses logic to determine relationships among information in order to reach conclusions</li> <li>Makes appropriate inferences from data, rules, or other information</li> </ul>
<b>Self-Management</b>	<p><b>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.</b></p> <ul style="list-style-type: none"> <li>Sets own goals and priorities and coordinates activities and deadlines with others to ensure project goals are met.</li> <li>Continually applies significant effort and persistence toward achievement of goals in all situations</li> <li>Takes initiative and seeks out new or additional responsibilities and tasks</li> <li>Completes work and meets objectives with minimal supervisory intervention</li> </ul>
<b>Teamwork</b>	<p><b>Encourages and facilitates cooperation, pride, trust, and group identity; fosters commitment and team spirit; works with others to achieve goals.</b></p> <ul style="list-style-type: none"> <li>Volunteers to assist associates with projects</li> <li>Commits to working toward team or group goals</li> <li>Displays team pride and empowers team pride among other group members</li> <li>Works effectively in group settings in order to achieve team objectives</li> </ul>

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<b>Writing</b>	<p><b>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.</b></p> <ul style="list-style-type: none"><li>• <i>Composes clear, concise, and logical documents or correspondence involving complex technical information</i></li><li>• <i>Consistently and effectively tailors written products to a wide range of audiences and for diverse purposes in order to achieve a desired outcome</i></li><li>• <i>Proofreads and edits the writing of others</i></li><li>• <i>Effectively explains complex technical material to a non-technical audience</i></li><li>• <i>Uses correct grammar, punctuation, and spelling</i></li><li>• <i>Writes in an organized fashion that is easy to understand</i></li></ul>
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## Human Resources Competency Model

**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
Customer Service	Low	High	Low	Low
Decision Making	Low	High	Medium	Medium
Influencing/ Negotiating	Low	High	Low	Low
Integrity/Honesty	Low	High	Medium	Low
Interpersonal Skills	Low	High	Low	Low

Competency	Job Knowledge Test	Personality Inventory	Situational Judgment Test	Work Sample
Accountability	Low	Medium	Medium	Low
Attention to Detail	Low	Low	Low	High
Customer Service	Low	Low	High	High
Decision Making	Low	Low	High	High
Influencing/ Negotiating	Low	Medium	Medium	Medium
Integrity/Honesty	Low	Medium	High	Low
Interpersonal Skills	Low	Medium	Medium	Medium

Competency	Occupational Questionnaire	Structured Interview	Biodata	Cognitive Ability Test
Oral Communication	Medium	High	Medium	Low
Problem Solving	Low	High	Medium	High
Reasoning	Low	Low	Low	High
Self-Management	Low	High	Medium	Low
Teamwork	Low	High	Medium	Low
Technical Competence	High	High	Low	Low
Writing	Low	Low	Medium	Low

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Competency	Job Knowledge Test	Personality Inventory	Situational Judgment Test	Work Sample
Oral Communication	Low	Low	Low	High
Problem Solving	Low	Low	Medium	High
Reasoning	Low	Low	High	Medium
Self-Management	Low	Medium	Low	Low
Teamwork	Low	Medium	Medium	Medium
Technical Competence	High	Low	Medium	High
Writing	Low	Low	Low	High

# Human Resources Competency Model

## Appendix A: Competency Definitions

### *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. Recalls information that has been presented previously.

**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.

**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.

**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** - Shows understanding, friendliness, courtesy, tact, empathy, concern, and politeness to others; develops and maintains effective relationships with others; may include effectively dealing with individuals who are difficult, hostile, or distressed; relates well to people from varied backgrounds and different situations; is sensitive to cultural diversity, race, gender, disabilities, and other individual differences.

**Listening<sup>2</sup>** - Receives, attends to, interprets, and responds to verbal messages and other cues such as body language in ways that are appropriate to listeners and 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,

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<sup>2</sup> Met assessment and selection criteria, but was considered less measurable by conventional assessment methods.

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technical, sensitive, controversial); makes clear and convincing oral presentations; listens to others, attends to nonverbal cues, and responds appropriately.

**Problem Solving** - Identifies problems; determines accuracy and relevance of information; uses sound judgment to generate and evaluate alternatives, and to make recommendations.

**Reasoning** - Identifies rules, principles, or relationships that explain facts, data, or other information; analyzes information and makes correct inferences or draws accurate conclusions.

**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.

**Teamwork** - Encourages and facilitates cooperation, pride, trust, and group identity; fosters commitment and team spirit; works with others to achieve goals.

**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.

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### *Technical Competencies*

**Change Management** - Knowledge of change management principles, strategies, and techniques required for effectively planning, implementing, and evaluating change in the organization.

**Classification** - Knowledge of classification concepts, principles, and practices related to structuring organizations and positions and determining the appropriate pay system, occupational grouping, title, and pay level of positions.

**Compensation** - Knowledge of compensation concepts, principles, and practices, including pay and leave administration and compensation flexibilities.

**Data Interpretation** - Skill in collecting, analyzing, and interpreting data and policies, to determine actions and develop and propose guidance.

**Employee Benefits** - Knowledge of HR concepts, principles, and practices related to retirement, insurance, injury compensation, and other employee benefits programs.

**Employee Development** - Knowledge of employee development concepts, principles, and practices related to planning, evaluating, and administering training, organizational development, and career development initiatives.

**Employee Relations** - Knowledge of laws, rules, regulations, case law, principles, and practices related to employee conduct, performance, and dispute resolution.

**HR Information Systems** - Knowledge of HR management concepts, principles, and practices related to identifying and analyzing HR processes, translating functional requirements into technical requirements, and delivering, administering, and maintaining HR information systems.

**Labor Relations** - Knowledge of laws, rules, regulations, case law, principles, and practices related to negotiating and administering labor agreements.

**Performance Management** - Knowledge of performance management concepts, principles, and practices related to planning, monitoring, rating, and rewarding employee performance.

**Personnel Assessment** - Knowledge of the concepts, principles, practices, and tools related to the assessment, measurement, and rating of the knowledge, skills, abilities, or competencies required to perform a job.

**Recruitment/Placement** - Knowledge of HR concepts, principles, and practices related to identifying, attracting, and selecting individuals and placing them into positions to address changing organizational needs.

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**Staffing** - Knowledge of the legal, regulatory, and procedural requirements in the appointment, reinstatement, and promotion for all types of positions, including the application of special hiring authorities.

**Workforce Planning** - Knowledge of HR concepts, principles, and practices related to determining workload projections and current and future competency gaps to align human capital with organizational goals.



## Human Resources Competency Model

### **Appendix B: HR Tasks (Displayed by Functional Area)**

#### **Arithmetic/Mathematics/Statistics**

1. Calculates or verifies values or numbers using mathematical or statistical formulas, schedules, tables, or procedures.
2. Determines which mathematical or statistical formulas or methods to use.
3. Performs mathematical calculations (such as addition, subtraction, multiplication, division and using fractions, decimals, percentages, or averages).

#### **Classification**

4. Adjudicates position classification appeals.
5. Advises managers on designing positions and structuring an organization.
6. Conducts analyses of position descriptions.
7. Conducts desk audits and position reviews to ensure jobs are accurately classified.
8. Determines employee bargaining unit status.
9. Determines position Fair Labor Standards Act (FLSA) exemption status.
10. Develops position descriptions and performance standards.
11. Evaluates, classifies, and prepares documentation for positions.
12. Makes distinctions in the crediting of factor levels and allocation of grade levels to positions.
13. Processes classification actions.

#### **Compensation**

14. Advises employees on family or medical leave.
15. Advises managers on compensation matters, such as overtime, claims involving pay and leave entitlements, or use of compensation flexibilities.
16. Makes compensation determinations, such as premium pay entitlements associated with overtime work or special salary rates.

#### **Customer Service**

17. Assists others with preparation of materials (e.g., background investigation forms).
18. Directs individuals, problems, questions, or complaints to the proper person or place.
19. Identifies opportunities to improve customer service and satisfaction.
20. Responds to requests or resolves complaints from customers.

#### **Decision Making, Problem Solving, and Negotiation**

21. Coordinates with stakeholders to gain support for HR policies or programs.
22. Gives official approval or disapproval for actions, requests, or recommendations.
23. Negotiates bargaining union agreements.
24. Negotiates with individuals or organizations to resolve conflicts, disputes, or grievances.

## Human Resources Competency Model

### **Employee Benefits**

25. Assists with contracting for services related to work-life balance programs (e.g., day care, gym memberships, health and wellness programs, and health screenings).
26. Computes employee benefit estimates (e.g., retirement, annuity, survivor benefits).
27. Counsels employees, managers, and beneficiaries on employee benefits and options, including telework.
28. Determines employee eligibility for health, dental, vision, life and long-term care insurance programs, retirement, thrift savings, flexible spending, or employee assistance programs.

### **HR Development**

29. Assesses the readiness for change of people and organizations prior to implementing any change activities.
30. Attends classroom training, workshops, or seminars.
31. Conducts on-the-job training.
32. Defines performance standards and metrics for training courses.
33. Designs training courses or develops instructional materials or activities.
34. Identifies developmental and training needs of employees.
35. Identifies gaps in instructional programs and recommends revisions.
36. Maintains and updates human resources documents, such as organizational charts, employee handbooks or directories, or performance evaluation forms.
37. Participates in on-the-job training and developmental assignments.
38. Provides advice to management regarding the use of human resources programs to promote organizational strategic goals or objectives.
39. Provides career counseling to employees.
40. Researches, identifies, and recommends instructional or technology solutions.

### **Information Systems**

41. Assesses risks associated with vulnerable systems and information.
42. Assists employees with resetting user passwords.
43. Audits user access to HR systems to ensure compliance with system policies and procedures.
44. Compiles statistical reports concerning personnel-related data such as hires, transfers, performance appraisals, and absenteeism rates.
45. Creates strategic plans for HR-technology integration.
46. Enters or updates employee data using personnel management tools.
47. Gathers personnel records from other departments or employees.
48. Identifies and evaluates security resources for HR information systems.

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- 49. Identifies business requirements for HR systems.
- 50. Identifies data needed to monitor human resources programs and trends or to inform and support human resources decisions.
- 51. Implements methods to reduce risks to HR systems and information.
- 52. Maintains HR databases that support HR business processes.
- 53. Makes recommendations for improvements to HR systems (e.g., introducing automated systems to reduce manual labor).
- 54. Tests system modifications.
- 55. Troubleshoots and resolves HR system issues.

### **Laws, Regulations, Policies, Standards, and Procedures**

- 56. Advises senior management on legal implications specific to daily operations and personnel practices.
- 57. Develops and implements instructions, and provides consultation and guidance regarding implementation of HR programs.
- 58. Develops communication plans or methods to inform internal or external parties about human resources policies, systems, or programs.
- 59. Develops laws, regulations, policies, standards, or procedures.
- 60. Develops program policies, recommendations for legislation, or changes to regulations to modify or improve human resources programs.
- 61. Ensures that HR policies and procedures are aligned with agency goals and objectives.
- 62. Evaluates the effectiveness of laws, regulations, policies, standards, or procedures.
- 63. Evaluates the impact (for example, costs or benefits) of changes to laws, regulations, policies, standards, or procedures.
- 64. Evaluates, monitors, or ensures compliance with laws, regulations, policies, standards, or procedures.
- 65. Explains or provides guidance on laws, regulations, policies, standards, or procedures to management, personnel, or clients.
- 66. Implements new or revised laws, regulations, policies, standards, or procedures.
- 67. Interprets and applies laws, regulations, policies, standards, or procedures to specific issues.
- 68. Obtains necessary documentation, certification, or approval in support of actions.
- 69. Performs accountability reviews and program audits to identify and recommends actions to address findings.
- 70. Resolves conflicts in laws, regulations, policies, standards or procedures.
- 71. Studies laws, regulations, policies, standards, or procedures.

### **Managerial**

- 72. Evaluates and provides feedback on others' performance.

## Human Resources Competency Model

- 73. Identifies potential problems in employee behavior or performance and takes appropriate action.
- 74. Plans, organizes, directs, controls, or coordinates HR activities of an organization.
- 75. Prepares and follows budgets for personnel operations.
- 76. Provides career development opportunities for staff.
- 77. Provides technical supervision of program or project work.
- 78. Reviews others' work.
- 79. Schedules work assignments, sets priorities, and coordinates the work of staff.
- 80. Selects personnel.

### **Office Duties**

- 81. Completes forms, documents, or routine reports.
- 82. Makes copies, collates, or binds materials.
- 83. Prepares information for entry into a database.
- 84. Schedules meetings, appointments, activities, etc.
- 85. Searches for and extracts information from files, documents, reports, publications, recordings, or other materials.
- 86. Uses computer systems or applications to access, create, edit, print, send, retrieve, or manipulate data, files, or other information.

### **Performance Management/Employee Relations/Labor Relations**

- 87. Addresses employee relations issues, such as harassment allegations, work complaints, or other employee concerns.
- 88. Advises management on how to resolve employee grievances.
- 89. Advises managers about disciplinary actions for conduct and performance problems.
- 90. Advises managers on how to develop critical elements and performance standards.
- 91. Answers questions about labor relations, employee relations, and grievance rights.
- 92. Collects and processes award or recognition nomination packages.
- 93. Coordinates responses to unfair labor practice charges.
- 94. Drafts proposals for labor agreements and working rules.
- 95. Establishes and maintains relationships with labor organizations.
- 96. Interprets negotiated agreement provisions and reconciles conflicting technical viewpoints.
- 97. Provides recognition and rewards for effective or outstanding performance.
- 98. Represents the organization at personnel-related hearings, investigations, or disputes.
- 99. Reviews and recommends resolution of negotiability issues.
- 100. Reviews grievances, charges, or testimony brought to court or to administrative proceedings.
- 101. Reviews, tracks and distributes non-monetary awards to employees.

## Human Resources Competency Model

102. Surveys management and employees to identify labor relations concerns.

### **Program Management**

103. Advises management on organizing, preparing, or implementing HR programs.
104. Designs, develops, and implements evaluation plans to verify the effectiveness of the organization's development programs.
105. Determines resource requirements (for example, staffing, funding, equipment) based on program or project objectives or operational needs.
106. Determines whether goals or objectives (e.g., division, program area, function, etc.) are met.
107. Develops or administers special projects.
108. Develops, modifies, or provides input on plans, goals, or objectives for projects, programs, systems, or operations.
109. Manages, leads, or administers programs, projects, operations, or activities.
110. Tracks the progress of work through an established system.

### **Recruitment**

111. Advises and provides recommendations to management on recruitment incentives available to offer to candidates.
112. Develops and posts job vacancies, including details such as duties and responsibilities, compensation, and promotion opportunities.
113. Develops or implements recruiting strategies to meet current or anticipated staffing needs.
114. Develops recruitment strategies for new employees utilizing hiring programs such as veteran's hiring authorities, reinstatement, direct-hire, and student programs.
115. Represents the agency at job fairs, college recruitment activities, etc.

### **Staffing**

116. Administers workforce restructuring activities such as reductions-in-force, furloughs, or voluntary separation incentives.
117. Advises managers on interviewing job applicants to obtain and verify information.
118. Develops assessment tools, such as automated questionnaires, rating factors, crediting plans, or tests.
119. Develops rating factors or crediting plans to assess job qualifications.
120. Develops selection certificates using automated staffing tools.
121. Evaluates selection criteria to ensure conformance to professional, statistical, or testing standards, recommending revisions.
122. Evaluates selection techniques by conducting follow-up activities and conferring with management.

## Human Resources Competency Model

- 123. Informs job applicants of the status of their employment application.
- 124. Interprets applicant scores on assessment instruments.
- 125. Interprets results of assessment tools, such as crediting plans, questionnaires, or tests.
- 126. Processes and reviews employment applications to evaluate qualifications or eligibility of applicants.
- 127. Processes or codes personnel actions.
- 128. Requests information from law enforcement officials, previous employers, and other references to determine applicants' employment suitability.
- 129. Reviews and investigates suitability adjudications.

### **Technical and Specialized Duties**

- 130. Advises management on the development and implementation of innovations related to HR technical areas.
- 131. Analyzes data and reports to make recommendations on HR programs.
- 132. Archives and maintains HR files such as position descriptions or employee relations case files.
- 133. Collaborates with senior management to develop strategies and advise on HR issues that impact leadership.
- 134. Coordinates responses to statutory information requests (e.g., FOIA requests).
- 135. Creates tables, charts, graphs, or diagrams to organize or show information.
- 136. Devises and proposes methods or strategies to resolve HR issues.
- 137. Formulates new HR concepts, principles, and methods.
- 138. Gathers and compiles data to prepare various reports.
- 139. Instructs classes or conducts training sessions, workshops, or seminars.
- 140. Keeps abreast of key organizational activities, policies, and priorities likely to affect operations or the program area.
- 141. Keeps abreast of latest technology, information, research, etc., to maintain knowledge in field of expertise.
- 142. Makes retirement coverage determinations and makes corrections when necessary.
- 143. Plans and conducts new employee orientation.
- 144. Prepares benefits forms and ensures that they are processed.
- 145. Prepares informational events for employees.
- 146. Prepares informational materials for employees.
- 147. Processes forms, records, documents, or other materials.
- 148. Processes or analyzes data using computer systems or applications.
- 149. Proposes new approaches, methods, and technologies.
- 150. Provides technical guidance and consultation to senior management and HR staff on a range of specialized personnel functions.
- 151. Reviews and advises management on reasonable accommodation requests.

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- 152. Reviews reports, documents, records, data, or other materials to verify completeness, correctness, consistency, compliance, or authenticity.
- 153. Verifies that necessary employment termination paperwork is completed.

### **Workforce Planning**

- 154. Analyzes trends and forecasts changes in workforce requirements.
- 155. Prepares personnel forecast to project employment needs.
- 156. Recommends organizational changes to address workload and resource gaps.
- 157. Reviews impact of workforce trends (e.g., attrition rates) on future workforce needs.

### **Written and Oral Communication**

- 158. Conducts or leads briefings, meetings, or conferences.
- 159. Develops materials for briefings, meetings, or conferences.
- 160. Explains nontechnical information in writing.
- 161. Explains nontechnical information orally.
- 162. Explains or justifies decisions, conclusions, findings, or recommendations.
- 163. Explains technical or other complex information in writing.
- 164. Explains technical or other complex information orally.
- 165. Participates in or represents the organization or clients at briefings, meetings, or conferences.
- 166. Persuades others to take a particular course of action or to accept findings, recommendations, changes, or alternative viewpoints.
- 167. Presents information in briefings, meetings, training sessions, or other forums regarding studies, policies, directives, programs, or procedures.
- 168. Reads and understands nontechnical materials (for example, letters, memoranda, electronic mail, simple instructions).
- 169. Reads charts, graphs, diagrams, or tables.