

# Business and Industry Competency Model

GS-1101 General Business and Industry

GS-1102 Contracting

GS-1109 Grants Management

GS-1170 Realty

GS-1171 Appraising

U.S. Department of the Interior

Office of Human Capital

October 2020 Updated



# Business and Industry Competency Model

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## **Business and Industry 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 business and industry work across the Department. OHC worked with business and industry subject matter experts from across the Department in order to create a thorough and accurate representation of the work performed by DOI business and industry professionals and the knowledge, skills, and abilities required to perform that work. The approach used for this project allowed for the examination of multiple occupations at the same time. The occupations included in the study were:

- GS-1101 General Business and Industry
- GS-1102 Contracting
- GS-1109 Grants Management
- GS-1170 Realty
- GS-1171 Appraising

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 business and industry work across the Department. Next, focus groups with DOI business and industry 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 duties and competencies to each duty to confirm they were required to perform the work. DOI business and industry professionals rated the duties and competencies to demonstrate the importance and utility of each component of the study. Finally, business and industry subject matter experts reviewed the results of the study to ensure its accuracy.

The results of this study establish a common set of business and industry tasks, duties, 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 business and industry 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.**

## Business and Industry Competency Model

**Table 1: General Competencies by Grade<sup>1</sup>**

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

GS-5	GS-7	GS-9	GS-11
<ul style="list-style-type: none"> <li>• <i>Attention to Detail</i></li> <li>• <i>Integrity/Honesty</i></li> <li>• <i>Interpersonal Skills</i></li> </ul>	<ul style="list-style-type: none"> <li>• Attention to Detail</li> <li>• Continual Learning</li> <li>• Customer Service</li> <li>• Flexibility</li> <li>• Integrity/Honesty</li> <li>• Interpersonal Skills</li> <li>• Teamwork</li> <li>• Writing</li> </ul>	<ul style="list-style-type: none"> <li>• <i>Accountability</i></li> <li>• Attention to Detail</li> <li>• <i>Conflict Management</i></li> <li>• Continual Learning</li> <li>• Customer Service</li> <li>• Flexibility</li> <li>• Integrity/Honesty</li> <li>• Interpersonal Skills</li> <li>• <i>Oral Communication</i></li> <li>• <i>Problem Solving</i></li> <li>• Reasoning</li> <li>• Resilience</li> <li>• <i>Self-Management</i></li> <li>• Teamwork</li> <li>• Writing</li> </ul>	<ul style="list-style-type: none"> <li>• Accountability</li> <li>• Attention to Detail</li> <li>• Compliance</li> <li>• Conflict Management</li> <li>• Continual Learning</li> <li>• Customer Service</li> <li>• <i>Decision Making</i></li> <li>• Flexibility</li> <li>• <i>Information Management</i></li> <li>• Integrity/Honesty</li> <li>• Interpersonal Skills</li> <li>• Oral Communication</li> <li>• Problem Solving</li> <li>• Reasoning</li> <li>• Resilience</li> <li>• Self-Management</li> <li>• Teamwork</li> <li>• <i>Technical Competence</i></li> <li>• Writing</li> </ul>
GS-12	GS-13	GS-14	GS-15
<ul style="list-style-type: none"> <li>• Accountability</li> <li>• Attention to Detail</li> <li>• Compliance</li> <li>• Conflict Management</li> <li>• Continual Learning</li> <li>• <i>Creative Thinking</i></li> <li>• Customer Service</li> <li>• Decision Making</li> <li>• Flexibility</li> </ul>	<ul style="list-style-type: none"> <li>• Accountability</li> <li>• Attention to Detail</li> <li>• Compliance</li> <li>• Conflict Management</li> <li>• Continual Learning</li> <li>• Creative Thinking</li> <li>• Customer Service</li> <li>• Decision Making</li> <li>• <i>Entrepreneurship</i></li> </ul>	<ul style="list-style-type: none"> <li>• Accountability</li> <li>• Attention to Detail</li> <li>• Compliance</li> <li>• Conflict Management</li> <li>• Continual Learning</li> <li>• Creative Thinking</li> <li>• Customer Service</li> <li>• Decision Making</li> <li>• Entrepreneurship</li> </ul>	<ul style="list-style-type: none"> <li>• Accountability</li> <li>• Attention to Detail</li> <li>• Compliance</li> <li>• Conflict Management</li> <li>• Continual Learning</li> <li>• Creative Thinking</li> <li>• Customer Service</li> <li>• Decision Making</li> <li>• Entrepreneurship</li> </ul>

<sup>1</sup> Italics represent the lowest grade at which the competency appears.

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<ul style="list-style-type: none"> <li>• <i>Influencing/Negotiating</i></li> <li>• Information Management</li> <li>• Integrity/Honesty</li> <li>• Interpersonal Skills</li> <li>• <i>Legal, Government, and Jurisprudence</i></li> <li>• Oral Communication</li> <li>• <i>Organizational Awareness</i></li> <li>• <i>Partnering</i></li> <li>• Problem Solving</li> <li>• <i>Project Management</i></li> <li>• Reasoning</li> <li>• Resilience</li> <li>• Self-Management</li> <li>• <i>Teaching Others</i></li> <li>• Teamwork</li> <li>• Technical Competence</li> <li>• Writing</li> </ul>	<ul style="list-style-type: none"> <li>• <i>External Awareness</i></li> <li>• Flexibility</li> <li>• Influencing/Negotiating</li> <li>• Information Management</li> <li>• Integrity/Honesty</li> <li>• Interpersonal Skills</li> <li>• Legal, Government, and Jurisprudence</li> <li>• Oral Communication</li> <li>• Organizational Awareness</li> <li>• Partnering</li> <li>• Problem Solving</li> <li>• Project Management</li> <li>• Reasoning</li> <li>• Resilience</li> <li>• Self-Management</li> <li>• Teaching Others</li> <li>• Teamwork</li> <li>• Technical Competence</li> <li>• Writing</li> </ul>	<ul style="list-style-type: none"> <li>• External Awareness</li> <li>• Flexibility</li> <li>• Influencing/Negotiating</li> <li>• Information Management</li> <li>• Integrity/Honesty</li> <li>• Interpersonal Skills</li> <li>• Legal, Government, and Jurisprudence</li> <li>• Oral Communication</li> <li>• Organizational Awareness</li> <li>• Partnering</li> <li>• Problem Solving</li> <li>• Project Management</li> <li>• Reasoning</li> <li>• Resilience</li> <li>• Self-Management</li> <li>• Teaching Others</li> <li>• Teamwork</li> <li>• Technical Competence</li> <li>• Writing</li> </ul>	<ul style="list-style-type: none"> <li>• External Awareness</li> <li>• Flexibility</li> <li>• Influencing/Negotiating</li> <li>• Information Management</li> <li>• Integrity/Honesty</li> <li>• Interpersonal Skills</li> <li>• Legal, Government, and Jurisprudence</li> <li>• Oral Communication</li> <li>• Organizational Awareness</li> <li>• Partnering</li> <li>• Problem Solving</li> <li>• Project Management</li> <li>• Reasoning</li> <li>• Resilience</li> <li>• Self-Management</li> <li>• Teaching Others</li> <li>• Teamwork</li> <li>• Technical Competence</li> <li>• Writing</li> </ul>
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## Business and Industry 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>Table 2: Required Proficiency Levels of General Competencies<sup>2</sup></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>
Accountability	1	2	<b>3</b>	<b>3</b>	<b>4</b>	<b>4</b>	<b>5</b>	<b>5</b>
Attention to Detail	<b>2</b>	<b>3</b>	<b>3</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>5</b>	<b>5</b>
Compliance	1	1	2	<b>3</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>5</b>
Conflict Management	1	2	<b>2</b>	<b>3</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>5</b>
Continual Learning	1	<b>2</b>	<b>3</b>	<b>3</b>	<b>4</b>	<b>4</b>	<b>5</b>	<b>5</b>
Creative Thinking	1	2	3	3	<b>3</b>	<b>3</b>	<b>4</b>	<b>4</b>
Customer Service	<b>2</b>	<b>3</b>	<b>3</b>	<b>4</b>	<b>4</b>	<b>5</b>	<b>5</b>	<b>5</b>
Decision Making	1	2	2	<b>3</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>5</b>
Entrepreneurship	1	1	1	2	2	<b>3</b>	<b>4</b>	<b>5</b>
External Awareness	1	1	2	2	2	<b>3</b>	<b>4</b>	<b>5</b>
Flexibility	<b>2</b>	<b>3</b>	<b>3</b>	<b>4</b>	<b>4</b>	<b>5</b>	<b>5</b>	<b>5</b>
Influencing/Negotiating	1	1	2	2	<b>3</b>	<b>4</b>	<b>5</b>	<b>5</b>
Information Management	1	2	2	<b>3</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>5</b>
Integrity/Honesty	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>
Interpersonal Skills	<b>3</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>5</b>	<b>5</b>	<b>5</b>
Legal, Government, and Jurisprudence	1	1	2	2	<b>3</b>	<b>4</b>	<b>5</b>	<b>5</b>
Oral Communication	1	2	<b>3</b>	<b>3</b>	<b>4</b>	<b>4</b>	<b>5</b>	<b>5</b>
Organizational Awareness	1	1	2	2	<b>3</b>	<b>4</b>	<b>5</b>	<b>5</b>
Partnering	1	1	2	2	<b>3</b>	<b>4</b>	<b>5</b>	<b>5</b>
Problem Solving	<b>2</b>	<b>2</b>	<b>3</b>	<b>3</b>	<b>4</b>	<b>4</b>	<b>5</b>	<b>5</b>
Project Management	1	1	2	2	<b>3</b>	<b>4</b>	<b>5</b>	<b>5</b>
Reasoning	<b>2</b>	<b>2</b>	<b>3</b>	<b>3</b>	<b>4</b>	<b>4</b>	<b>5</b>	<b>5</b>
Resilience	1	2	<b>3</b>	<b>3</b>	<b>4</b>	<b>4</b>	<b>5</b>	<b>5</b>
Self-Management	1	3	<b>3</b>	<b>3</b>	<b>4</b>	<b>4</b>	<b>5</b>	<b>5</b>
Teaching Others	1	1	2	3	<b>4</b>	<b>4</b>	<b>5</b>	<b>5</b>
Teamwork	<b>2</b>	<b>3</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>5</b>	<b>5</b>
Technical Competence	1	2	3	<b>3</b>	<b>4</b>	<b>5</b>	<b>5</b>	<b>5</b>
Writing	<b>2</b>	<b>3</b>	<b>3</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>5</b>	<b>5</b>

<sup>2</sup> Competencies are validated for use for assessment and selection purposes at bolded grade levels.

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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>Compliance</b>	<p><b>Knowledge of procedures for assessing, evaluating, and monitoring programs or projects for compliance with Federal laws, regulations, and guidance.</b></p> <ul style="list-style-type: none"> <li>• <i>Shows familiarity with the structure and terminology of various rules and regulations of the Federal Government</i></li> <li>• <i>Demonstrates the ability to search for and find appropriate rules or regulations</i></li> <li>• <i>Understands how to apply appropriate rules and regulations to guide direction of work or make decisions</i></li> </ul>
<b>Conflict Management</b>	<p><b>Manages and resolves conflicts, grievances, confrontations, or disagreements in a constructive manner to minimize negative personal impact.</b></p> <ul style="list-style-type: none"> <li>• <i>Ensures disagreements between two or more parties remain civil</i></li> <li>• <i>Effectively uses conflict resolution techniques to allow for productive discussion of potential solutions between disagreeing parties</i></li> <li>• <i>Addresses grievances or disagreements and brokers accord and respect</i></li> </ul>
<b>Continual Learning</b>	<p><b>Assesses and recognizes own strengths and weaknesses; pursues self-development.</b></p> <ul style="list-style-type: none"> <li>• <i>Takes honest inventory of own strengths and weaknesses</i></li> <li>• <i>Identifies personal skill gaps or areas for development</i></li> <li>• <i>Actively identifies and pursues training or developmental opportunities</i></li> <li>• <i>Seeks out feedback from others on performance</i></li> <li>• <i>Displays a desire to learn new things or new ways of accomplishing tasks</i></li> </ul>

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<b>Creative Thinking</b>	<p><b>Uses imagination to develop new insights into situations and applies innovative solutions to problems; designs new methods where established methods and procedures are inapplicable or are unavailable.</b></p> <ul style="list-style-type: none"> <li>• <i>Creates a work environment that encourages creative thinking and innovation</i></li> <li>• <i>Explores new ideas, methodologies, and alternatives to reach outcomes</i></li> <li>• <i>Introduces new concepts or strategies that significantly improve or revise the way work is performed</i></li> <li>• <i>Suggests or proposes alternative ways to view or define problems; is not constrained by conventional thinking and established approaches</i></li> <li>• <i>Combines ideas in unique ways or makes connections between disparate ideas</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>
<b>Entrepreneurship</b>	<p><b>Positions the organization for future success by identifying new opportunities; builds the organization by developing or improving products or services. Takes calculated risks to accomplish organizational objectives.</b></p> <ul style="list-style-type: none"> <li>• <i>Is aware of organizational and programmatic goals and seeks avenues to enhance goal achievement.</i></li> <li>• <i>Considers overall structures, patterns, and cycles in the organization/systems, and uses assessment, analysis, and evaluation methodologies to define metrics and standards of performance.</i></li> <li>• <i>Streamlines operations for maximum efficiency, automation, and effectiveness where appropriate.</i></li> <li>• <i>Incorporates an awareness of current and future management directives, required functional and technical expertise, resource requirements, and targeted stakeholders into work plans.</i></li> </ul>

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<b>External Awareness</b>	<b>Identifies and understands economic, political, and social trends that affect the organization.</b> <ul style="list-style-type: none"> <li>• <i>Stays abreast of current events</i></li> <li>• <i>Monitors trends and identifies ways in which they may affect work processes or decisions</i></li> <li>• <i>Understands how the organization is situated within the economic, political, or social landscapes</i></li> <li>• <i>Identifies potential external influences or influencers on the organization</i></li> </ul>
<b>Flexibility</b>	<b>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.</b> <ul style="list-style-type: none"> <li>• <i>Effectively adjusts strategies or course of action in response to changing conditions</i></li> <li>• <i>Makes quality decisions when faced with ambiguous situations</i></li> <li>• <i>Is willing to incorporate new information into decision making process</i></li> <li>• <i>Adapts behavior to overcome challenges</i></li> </ul>
<b>Influencing/Negotiating</b>	<b>Persuades others to accept recommendations, cooperate, or change their behavior; works with others towards an agreement; negotiates to find mutually acceptable solutions.</b> <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>Information Management</b>	<b>Identifies a need for and knows where or how to gather information; organizes and maintains information or information management systems.</b> <ul style="list-style-type: none"> <li>• <i>Demonstrates an understanding of where and how data or other information are maintained</i></li> <li>• <i>Shows familiarity with the information management systems of the organization</i></li> <li>• <i>Effectively searches for and finds appropriate information to address the needs of a project</i></li> <li>• <i>Uses discretion when handling sensitive content</i></li> </ul>
<b>Integrity/Honesty</b>	<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> <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>

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<b>Interpersonal Skills</b>	<p><b>Treats others with courtesy, sensitivity, and respect. Considers and responds appropriately to the needs and feelings of different people in different situations.</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>Legal, Government, and Jurisprudence</b>	<p><b>Knowledge of the laws, legal codes, court procedures, precedents, legal practices and documents, government regulations, executive orders, agency rules, government organization and functions, and the democratic political process.</b></p> <ul style="list-style-type: none"> <li>• <i>Shows familiarity with the structure and terminology of various rules and regulations of the Federal government</i></li> <li>• <i>Demonstrates the ability to search for and find appropriate rules or regulations</i></li> <li>• <i>Understands how to apply appropriate rules and regulations to guide direction of work or make decisions</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> <li>• <i>Acts as an effective facilitator in group or team settings</i></li> </ul>
<b>Organizational Awareness</b>	<p><b>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.</b></p> <ul style="list-style-type: none"> <li>• <i>Demonstrates awareness of the mission, functions, and various levels of the organization</i></li> <li>• <i>Understands how decisions or actions of one organizational component may affect other components</i></li> <li>• <i>Leverages knowledge of organizational components, programs, and directions to improve products, actions, or decisions</i></li> <li>• <i>Shows familiarity with the rules and regulations of the organization</i></li> </ul>

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<b>Partnering</b>	<p><b>Develops networks and builds alliances; collaborates across boundaries to build strategic relationships and achieve common goals.</b></p> <ul style="list-style-type: none"> <li>• <i>Demonstrates an understanding of interrelationships, roles, and responsibilities within the organization</i></li> <li>• <i>Develops and maintains professional relationships</i></li> <li>• <i>Is aware of organizational and programmatic goals and seeks avenues to mutually enhance goal achievement</i></li> <li>• <i>Identifies opportunities for collaboration across organization units</i></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>• <i>Examines problems and solutions with a long-term perspective</i></li> <li>• <i>Effectively leads others in the effort of developing, identifying, and formulating problem solving strategies consistent with organizational goals</i></li> <li>• <i>Uses logic to develop and implement innovative tools and techniques to resolve complex problems and issues</i></li> <li>• <i>Uses logic to resolve complex, unique, or unusual problems</i></li> <li>• <i>Consistently anticipates challenges that are not obvious to others</i></li> <li>• <i>Determines the relevance of information in reaching effective conclusions</i></li> <li>• <i>Formulates recommendations for the best course of action to address problems</i></li> </ul>
<b>Project Management</b>	<p><b>Knowledge of the principles, methods, or tools for developing, scheduling, coordinating, and managing projects and resources, including monitoring and inspecting costs, work, and contractor performance.</b></p> <ul style="list-style-type: none"> <li>• <i>Schedules and keeps track of major project milestones and persons responsible</i></li> <li>• <i>Communicates with various stakeholders to ensure that projects stay on time and on budget</i></li> <li>• <i>Identifies and plans for external and internal barriers to project delivery</i></li> <li>• <i>Delegates work to team members as necessary and ensures completion of work</i></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>• <i>Determines the relevance of information in reaching effective conclusions</i></li> <li>• <i>Uses logic to determine relationships among information in order to reach conclusions</i></li> <li>• <i>Makes appropriate inferences from data, rules, or other information</i></li> </ul>
<b>Resilience</b>	<p><b>Deals effectively with pressure; remains optimistic and persistent, even under adversity. Recovers quickly from setbacks.</b></p> <ul style="list-style-type: none"> <li>• <i>Achieves desired results in face of adversity</i></li> <li>• <i>Overcomes barriers to accomplish goals</i></li> <li>• <i>Stays positive in spite of setbacks</i></li> <li>• <i>Works successfully in high pressure environments</i></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>• <i>Sets own goals and priorities and coordinates activities and deadlines with others to ensure project goals are met</i></li> </ul>

## Business and Industry Competency Model

	<ul style="list-style-type: none"> <li>• <i>Continually applies significant effort and persistence toward achievement of goals in all situations</i></li> <li>• <i>Takes initiative and seeks out new or additional responsibilities and tasks</i></li> <li>• <i>Completes work and meets objectives with minimal supervisory intervention</i></li> </ul>
<b>Teaching Others</b>	<p><b>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.</b></p> <ul style="list-style-type: none"> <li>• <i>Provides instruction and feedback to others</i></li> <li>• <i>Acts as a mentor to others</i></li> <li>• <i>Determines areas for improvement and training for others</i></li> <li>• <i>Tutors others in the performance of tasks</i></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>• <i>Volunteers to assist associates with projects</i></li> <li>• <i>Commits to working toward team or group goals</i></li> <li>• <i>Displays team pride and empowers team pride among other group members</i></li> <li>• <i>Works effectively in group settings in order to achieve team objectives</i></li> </ul>
<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>

## Business and Industry 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
Compliance	Low	High	Low	Low
Conflict Management	Low	High	Medium	Low
Continual Learning	Low	High	High	Low
Creative Thinking	Low	High	Medium	Medium
Customer Service	Low	High	Low	Low
Decision Making	Low	High	Medium	Medium
Entrepreneurship	Low	High	Medium	Medium
External Awareness	Low	High	Low	Low
Flexibility	Low	High	Medium	Low
Influencing/ Negotiating	Low	High	Low	Low
Information Management	Low	Medium	Medium	Medium
Integrity/Honesty	Low	High	Medium	Low
Interpersonal Skills	Low	High	Low	Low
Legal, Government, and Jurisprudence	Medium	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
Compliance	High	Low	Medium	Medium
Conflict Management	Low	Medium	High	Medium
Continual Learning	Low	Medium	Medium	Low
Creative Thinking	Low	Medium	Low	High

## Business and Industry Competency Model

Customer Service	Low	Low	High	High
Decision Making	Low	Low	High	High
Entrepreneurship	Low	Low	Medium	High
External Awareness	Medium	Low	Low	Medium
Flexibility	Low	High	Medium	High
Influencing/ Negotiating	Low	Medium	Medium	Medium
Information Management	Medium	Low	Medium	High
Integrity/Honesty	Low	Medium	High	Low
Interpersonal Skills	Low	Medium	Medium	Medium
Legal, Government, and Jurisprudence	High	Low	Medium	Medium

Competency	Occupational Questionnaire	Structured Interview	Biodata	Cognitive Ability Test
Oral Communication	Medium	High	Medium	Low
Organizational Awareness	Low	High	Low	Low
Partnering	Low	High	Medium	Low
Problem Solving	Low	High	Medium	High
Project Management	Medium	High	Medium	Low
Reasoning	Low	Low	Low	High
Resilience	Low	High	Medium	Low
Self-Management	Low	High	Medium	Low
Teaching Others	Low	High	Medium	Low
Teamwork	Low	High	Medium	Low
Technical Competence	High	High	Low	Low
Writing	Low	Low	Medium	Low

## Business and Industry Competency Model

Competency	Job Knowledge Test	Personality Inventory	Situational Judgment Test	Work Sample
Oral Communication	Low	Low	Low	High
Organizational Awareness	Medium	Low	Low	Low
Partnering	Low	Medium	High	Medium
Problem Solving	Low	Low	Medium	High
Project Management	Low	Low	High	High
Reasoning	Low	Low	High	Medium
Resilience	Low	Medium	Low	Low
Self-Management	Low	Medium	Low	Low
Teaching Others	Low	Medium	Medium	High
Teamwork	Low	Medium	Medium	Medium
Technical Competence	High	Low	Medium	High
Writing	Low	Low	Low	High

## Business and Industry Competency Model

**Table 5: Technical Competencies for Assessment & Selection by Series**

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, they are not REQUIRED to be used for assessment and selection for those series. Further, 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 5A: Technical Competencies for Assessment & Selection by Grade**  
GS-1101 – General Business and Industry

- Asset Management
- Budget Administration
- Business Management Systems
- Change Management
- Commercial Services Development
- Commercial Services Operations

- Data Interpretation
- Financial Management
- Hospitality and Tourism Management
- Performance Measurement

**Table 5B: Technical Competencies for Assessment & Selection by Grade**  
GS-1102 – Contracting

- Acquisition Strategy
- Business Management Systems
- Change Management
- Commercial Services Development
- Contracting/Procurement
- Cost Estimation

- Cost-Benefit Analysis
- Data Interpretation
- Financial Analysis
- Financial Assistance Mechanisms
- Financial Management
- Quality Assurance
- Research and Statistics

## Business and Industry Competency Model

**Table 5C: Technical Competencies for Assessment & Selection by Grade**  
GS-1109 – Grants Management

- Accounting
- Acquisition Strategy
- Asset Management
- Budget Administration
- Business Management Systems
- Capital Planning and Business Analysis
- Change Management
- Contracting/Procurement
- Cost Estimation
- Cost-Benefit Analysis
- Data Interpretation
- Data Management

- Financial Analysis
- Financial Assistance Mechanisms
- Financial Management
- Grants Management
- Grants Management Laws, Regulations, and Guidelines
- Lands and Realty Management
- Map Interpretation
- Public Planning
- Quality Assurance
- Research and Statistics
- Surveying

**Table 5D: Technical Competencies for Assessment & Selection by Grade**  
GS-1170 – Realty

- Appraising Standards
- Business Management Systems
- Contracting/Procurement
- Data Interpretation

- Federal Funds Processing
- Lands and Realty Management
- Map Interpretation

**Table 5E: Technical Competencies for Assessment & Selection by Grade**  
GS-1171 – Appraising

- Appraising Standards
- Business Management Systems
- Capital Planning and Business Analysis
- Change Management
- Commercial Services Development
- Contracting/Procurement
- Cost Estimation
- Cost-Benefit Analysis

- Data Interpretation
- Financial Management
- Geospatial Information Systems
- Lands and Realty Management
- Map Interpretation
- Public Planning
- Quality Assurance
- Research and Statistics

## Business and Industry Competency Model

### Appendix A: Business and Industry 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.
Compliance	Knowledge of procedures for assessing, evaluating, and monitoring programs or projects for compliance with Federal laws, regulations, and guidance.
Conflict Management	Manages and resolves conflicts, grievances, confrontations, or disagreements in a constructive manner to minimize negative personal impact.
Continual Learning	Assesses and recognizes own strengths and weaknesses; pursues self-development.
Creative Thinking	Uses imagination to develop new insights into situations and applies innovative solutions to problems; designs new methods where established methods and procedures are inapplicable or are unavailable.
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.
Entrepreneurship	Positions the organization for future success by identifying new opportunities; builds the organization by developing or improving products or services. Takes calculated risks to accomplish organizational objectives.
External Awareness	Identifies and understands economic, political, and social trends that affect the organization.

## Business and Industry Competency Model

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.
Information Management	Identifies a need for and knows where or how to gather information; organizes and maintains information or information management systems.
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.
Legal, Government, and Jurisprudence	Knowledge of the laws, legal codes, legal practices and documents, government regulations, executive orders, agency rules, and government organization and functions. Knowledge of procedures for assessing, evaluating, and monitoring programs or projects for compliance with Federal laws, regulations, and guidance.
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	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.
Partnering	Develops networks and builds alliances; collaborates across boundaries to build strategic relationships and achieve common goals.
Planning and Evaluating	Organizes work, sets priorities, and determines resource requirements; determines short- or long-term goals and strategies to achieve them;

## Business and Industry Competency Model

	coordinates with other organizations or parts of the organization to accomplish goals; monitors progress and evaluates outcomes.
Problem Solving	Identifies problems; determines accuracy and relevance of information; uses sound judgment to generate and evaluate alternatives, and to make recommendations.
Project Management	Knowledge of the principles, methods, or tools for developing, scheduling, coordinating, and managing projects and resources, including monitoring and inspecting costs, work, and contractor performance.
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.
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	Encourages and facilitates cooperation, pride, trust, and group identity; fosters commitment and team spirit; works with others to achieve goals.
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.
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.

## Business and Industry Competency Model

### Business and Industry Technical Competencies<sup>3</sup>

Accounting	Knowledge of traditional accounting practices including accrual, obligations, and costs methods.
Acquisition Strategy	Knowledge of the principles and methods for developing an integrated acquisition management plan that describes the business, technical, and support strategies, including the relationship between the acquisition phases, work efforts, and key program events (for example, decision points, contract awards, test activities).
Appraising Standards	Knowledge of the Uniform Standards of Professional Appraisal Practice (USPAP), the Uniform Appraisal Standards for Federal Land Acquisitions, appraisal principles, methods, practices, policies, regulations, and techniques.
Asset Management	Knowledge of asset management concepts, policies, and procedures used to plan, manage, and carry out all aspects of concession programs and facility management.
Budget Administration	Knowledge of the principles and practices of budget administration and analysis, including preparing, justifying, reporting on, and executing the budget, and the relationships among program, budget, accounting, and reporting systems.
Business Management Systems	Knowledge of business management systems, including financial management, procurement, personnel, property management, and travel. Ability to assess organizational capability of managing business processes.
Capital Planning and Business Analysis	Knowledge of the principles and methods of capital investment analysis or business case analysis, including return on investment analysis.
Change Management	Knowledge of change management principles, strategies, and techniques required for effectively planning,

<sup>3</sup> Includes competencies identified for positions by SMEs for each occupational series.

## Business and Industry Competency Model

	implementing, and evaluating change in the organization.
Commercial Services Development	Knowledge of commercial services frameworks, laws, regulations, policies, concepts, guidelines, and procedures used to evaluate large and extensive commercial service providers.
Contracting/Procurement	Knowledge of various types of contracts, techniques, or requirements (for example, Federal Acquisitions Regulations) for contracting or procurement, and contract negotiation and administration.
Cost Estimation	Knowledge of the principles, practices, and methods used to determine, estimate, and analyze costs, including determining life cycle costs, application of cost models, and evaluation of cost realism.
Cost-Benefit Analysis	Knowledge of the principles and methods of cost-benefit analysis, including the time value of money, present value concepts, and quantifying tangible and intangible benefits.
Data Interpretation	Skill in collecting, analyzing, and interpreting data to determine actions and develop or propose guidance.
Data Management	Knowledge 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.
Financial Analysis	Knowledge of financial methods, procedures, and practices to assess the financial stability of those applying for or receiving Federal grants or agreements.
Financial Assistance Mechanisms	Knowledge of the differences between acquisition and financial assistance purposes and requirements; knowledge of Federal assistance instruments, techniques, and procedures for grants.

## Business and Industry Competency Model

Financial Management	Prepares, justifies, and/or administers the budget for program areas; plans, administers, and monitors expenditures to ensure cost-effective support of programs and policies; assesses financial condition of an organization.
Grants Management	Knowledge of requirements, practices, and procedures for soliciting, receiving, reviewing, and processing proposals, and awarding and administering grants and agreements.
Grants Management Laws, Regulations, and Guidelines	Knowledge of principles, laws, regulations, policies, practices, and guidelines of grant or agreement programs, including their order of precedence.
Hospitality and Tourism Management	Knowledge of hospitality and tourism industry standards, best practices, and trends, including the concepts, practices, and procedures of management and business, finance, and the development, implementation, and oversight of long-term strategic plans.
Lands and Realty Management	Knowledge of the principles, methods, techniques, laws, and procedures associated with lands and realty management, including the principles of land use planning, and realty and appraisal practices and procedures.
Map Interpretation	Ability to read and interpret maps, aerial photos, and master title plats in order to determine land ownership and status.
Public Planning	Knowledge of functions, principles, methods, and techniques of public planning, including those related to community planning, outdoor recreation planning, and natural resource management, such as demand forecasting, environmental impact analysis, financial forecasting, and land use planning and zoning.
Quality Assurance	Knowledge of the principles, methods, and tools of quality assurance and quality control used to ensure a product fulfills functional requirements and standards.

## Business and Industry Competency Model

Research and Statistics	Knowledge 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.
Surveying	Knowledge of the concepts, principles, theories, and methods used in the measurement or determination of land boundaries, distances, elevations, areas, angles, and other features of the earth's surface.

## Business and Industry Competency Model

### Appendix B

#### Business and Industry Study Tasks and Functional Areas

##### Accounting, Finance, and Budget

1	Advises management on financial or strategic planning matters affecting the organization.
2	Analyzes or interprets financial information.
3	Arranges payment plans for monies owed to the organization.
4	Assists management with establishing and managing their budgets.
5	Authorizes or schedules payment of monies.
6	Collects monies (for example, taxes, fees, money owed).
7	Compiles and summarizes financial data for basic expenses or services (for example, salaries, supplies, maintenance, rent).
8	Conducts line item and/or cost element analyses of assigned operating budget(s).
9	Determines if the organization has been reimbursed for services/products provided.
10	Determines rents, rates, costs, or fees to charge others.
11	Forecasts money, material, or staffing needs.
12	Monitors budgets, including expenditures or cash flow.
13	Prepares budget or cost estimates for own organization or for projects or activities.
14	Prepares budget requests or justifications for funding.
15	Prepares financial statements or reports.
16	Processes or records financial transactions or information.

##### Appraising

17	Conducts appraisals for properties, including vacant or improved recreational or agricultural land, rights-of-way, rental determinations, revenue sharing, easements, partial interest, special use, concessions and preliminary estimates for land exchanges.
18	Conducts field investigative work, including verification of sales and other comparative data.
19	Investigates zoning regulations or other codes or laws which may impact the appraisal.
20	Inspects properties under appraisal, noting important features for potential market comparison.
21	Reviews the potential uses of the property in accordance with existing zoning requirements or other criteria which may impact value.

## Business and Industry Competency Model

22	Determines the highest and best use of the property under appraisal in compliance with the Uniform Appraisal Standards for Federal Land Acquisitions and the Uniform Standards of Professional Appraisal Practice.
23	Investigates and addresses the four criteria of highest and best use: 1) physically possible, 2) legally permissible, 3) financially feasible, and 4) maximally productive.
24	Analyzes and interprets applicable market data via appropriate technique(s) to arrive at a reasonable and convincing conclusion of market value.

### Computer Systems

25	Creates or maintains documentation for computer systems, applications, programs, or databases.
26	Develops complex or large-scale computerized databases.

### Contracting

27	Plans and negotiates purchases in supplies, systems, services, equipment, or construction.
28	Serves as a liaison and provides acquisition guidance to customers or officials on contracting matters.
29	Prepares acquisition plans, including statements of needs, risks, source selection strategies, inherently governmental functions, budgeting and funding, competition, socio-economic considerations, contract type, contract vehicle, milestone charts, or related schedules.
30	Performs contracting actions, such as issuing the solicitation package, analyzing offers received, and evaluating technical and cost proposals.
31	Coordinates and participates on a team consisting of technical or other special advisors to obtain scopes of work or evaluate technical proposals.
32	Provides guidance to technical evaluation teams and ensures they adhere to the established acquisition strategy and all relevant processes, procedures, policies, laws, or regulations.
33	Analyzes and verifies contractor responsibility, past performance, and production and technical ability on current and previous acquisitions for award management of contracts.
34	Monitors contractor performance in administration and management of contracts.
35	Makes contractual determinations concerning issues arising from contracts, and issues and manages contract changes for contract modifications.
36	Negotiates settlements for contract changes.

## Business and Industry Competency Model

37	Prepares positions on protests and claims for review recommending a decision.
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### Customer Service

38	Determines appropriate products or services for clients or customers.
39	Directs individuals, problems, questions, or complaints to the proper person or place.
40	Follows up on requests or complaints.
41	Modifies products or services based on suggestions or feedback from customers.
42	Provides information about opportunities, services, or resources.

### Decision Making, Problem Solving, and Negotiation

43	Makes improvements, solves problems, or takes corrective action when problems arise.
44	Negotiates with others to reach an agreement, settlement, compliance, or a solution.
45	Persuades others to take a particular course of action or to accept findings, recommendations, changes, or alternative viewpoints.
46	Recommends improvements or solutions to problems or determines appropriate actions.
47	Reviews and analyzes forms, applications, documents, or other information to make determinations (for example, authorization, eligibility, approval, or denial).
48	Reviews and evaluates business cases for conformance with appropriate standards.

### General Business

49	Participates, coordinates, or manages the development of prospectus documents, selection of best proposal, and the awarding of contracts.
50	Determines contracting strategies and administrative approaches required for commercial services.
51	Reviews the results of evaluations.
52	Develops evaluation tools and processes for use when evaluating commercial services.
53	Establishes negotiating positions for interactions with internal and external stakeholders to resolve differences and achieve objectives.
54	Develops and administers asset management processes and procedures to assist with asset-related oversight.
55	Develops and implements strategies for comprehensive and annual condition assessments.

## Business and Industry Competency Model

56	Analyzes and estimates appropriate and acceptable replacement values of assets based on knowledge of industry standards.
57	Prioritizes, identifies sources, and acquires funding to execute long-term plans for the effective management of programs.
58	Administers contracts, including coordinating activities with external stakeholders.
59	Evaluates property utilization, operational practices, capitalization, and performance measure reports.
60	Participates in property internal control reviews.

### Grants Management

61	Oversees Federal Financial Agreement administration, modification, termination, and cost analytics functions.
62	Reviews or performs detailed cost or price analysis on both competitive and noncompetitive agreements.
63	Evaluates technical proposals.
64	Negotiates terms and conditions of award, including cost, schedule, government oversight and review, and administrative and fiscal matters.
65	Ensures funding arrangements are legally sufficient.
66	Reviews proposed budgets for financial assistance action to determine if reasonable and allowable under applicable cost principles and their relationship to the proposed project.
67	Performs or reviews detailed budget analysis of all applications to determine the necessity, reasonableness, and appropriateness of the proposed costs.
68	Reviews and evaluates business management systems to ensure systems are adequate to support the cost, type, and term of anticipated project work.
69	Documents deficiencies and recommends to the approving official the mitigating conditions that will be imposed upon recipient with the notice of award.
70	Resolves management and administrative problems that arise in the performance of the financial assistance actions.
71	Recommends modifications for continuing, reducing, redirecting, or terminating agreements.
72	Receives, reviews, and evaluates funding applications to ensure proposals or agreements conform to law, regulations, and policy and are consistent with the published Notice of Funding Opportunity.
73	Monitors the review process of technical proposals and advises independent review panels, as necessary.

### Human Resources/Human Relations

## Business and Industry Competency Model

74	Assesses educational, vocational, or training needs.
75	Attends classroom training, workshops, or seminars.
76	Communicates organizational strategies, goals, objectives, or priorities on a regular basis.
77	Conducts on-the-job training.
78	Coordinates the activities of individuals inside or outside of the organization.
79	Designs training courses or develops instructional materials or activities.
80	Instructs classes or conducts training sessions, workshops, or seminars.
81	Participates in on-the-job training and developmental assignments.

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

82	Acquires and maintains a working knowledge of relevant laws, regulations, policies, standards, or procedures.
83	Evaluates the impact (for example, costs or benefits) of changes to laws, regulations, policies, standards, or procedures.
84	Evaluates, monitors, or ensures compliance with laws, regulations, policies, standards, or procedures.
85	Explains or provides guidance on laws, regulations, policies, standards, or procedures to management, personnel, or clients.
86	Implements new or revised laws, regulations, policies, standards, or procedures.
87	Interprets and applies laws, regulations, policies, standards, or procedures to specific issues.
88	Obtains necessary documentation, certification, or approval in support of actions (for example, obtains clearances or power of attorney).
89	Prepares guidelines or procedural instructions for implementing new initiatives or systems.

### **Manages Information**

90	Obtains, analyzes, or interprets data or other information.
91	Analyzes supporting documentation to determine if additional data is needed to support conclusions.
92	Classifies or catalogs information, documents, or other items into meaningful groups.
93	Collects, compiles, and organizes information.
94	Conducts evaluations, examinations, or other fact-finding studies to obtain or verify information.
95	Creates tables, charts, graphs, or diagrams to organize or show information.

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96	Designs or conducts analytical studies, cost-benefit analyses, or other research.
97	Verifies accuracy of data and reconciles errors or inconsistencies.

### Office Duties

98	Plans and coordinates briefings, meetings, conferences, or other events (for example, identifies speakers, coordinates registration).
99	Schedules meetings, appointments, activities, etc. (for example, schedules interviews, training sessions, workgroup meetings).

### Program Management

100	Allocates resources based on program or project objectives or operational requirements.
101	Analyzes costs, revenues, financial commitments, and obligations.
102	Assesses program or functional area risks, threats, and vulnerabilities.
103	Determines resource requirements (for example, staffing, funding, equipment) based on program or project objectives or operational needs.
104	Develops performance metrics for measuring organizational objectives.
105	Develops, modifies, or provides input on plans, goals, or objectives for projects, programs, systems, or operations.
106	Ensures that activities, services, or products reflect organizational goals and objectives.
107	Establishes organizational strategies, goals, objectives, or priorities.
108	Evaluates the efficiency or effectiveness of organizational programs, projects, or operations.
109	Implements operational, program, or projects plans to meet objectives.

### Property, Equipment, Supplies, and Logistics

110	Appraises the value of property or materials.
111	Conducts inventories of supplies, equipment, merchandise, property, or other materials.
112	Evaluates cost effectiveness of buying versus leasing equipment.
113	Reviews property for appropriate classification (for example, capitalized, non-capitalized assets).

### Realty

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114	Makes defensible recommendations on lands and realty actions, including rights-of-ways, communication sites, land acquisition and disposal, Recreation and Public Purposes (R&PP) actions, exchanges, permits, leases, withdrawals, and trespass.
115	Determines land ownership or status.
116	Prepares or requests reports and assessments that consider issues such as cadastral survey, hazardous materials, appraisals, cultural input, mineral, title, grant authorizations, decision letters, and enforceable terms and conditions.
117	Calculates and determines realty and lands cost recovery, rental and monitoring fees, and bonds.
118	Provides technical expertise in formulating terms and conditions, mitigating measures, and new or improved techniques to be used to reduce adverse environmental impacts.
119	Conducts on-site compliance examinations on rights-of-way, permits, recreation and public purposes, and other use authorizations to assure compliance with terms and conditions.

### Technical and Specialized Duties

120	Develops models or theoretical approaches.
121	Maintains security of assets or confidentiality of information (for example, equipment, cash, computer access).
122	Monitors current trends or events (for example, economic, political, employment trends or events) and applies the information as appropriate.
123	Reviews and provides feedback on the content of complex information (for example, research or contract proposals, financial, technical, or management reports).
124	Uses models or theoretical approaches in field of expertise (for example, mathematical or engineering models, economic or accounting theories).

### Written and Oral Communication

125	Composes complex correspondence or other written work (for example, manuals, books, management or technical reports, research or contract proposals).
126	Conducts or leads briefings, meetings, or conferences.
127	Discusses results, problems, plans, suggestions, terms, or conditions with others.
128	Ensures that there is a logical arrangement of parts or information in correspondence, reports, articles, or other materials.
129	Explains or justifies decisions, conclusions, findings, or recommendations.

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130	Proofreads and edits letters or other documents for format or grammatical, spelling, or typographical errors.
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