

GS-1801 General Inspection, Investigation, Enforcement, and Compliance at Marine Minerals Administration (MMA) Competency Model

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General Inspection, Investigation, Enforcement, and Compliance 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 General Inspection, Investigation, Enforcement, and Compliance (referred to as General Inspection henceforth) work within the Bureau of Safety and Environmental Enforcement (BSEE). OHC worked with General Inspection subject matter experts from BSEE in order to create a thorough and accurate representation of the work performed by BSEE General Inspection professionals and the knowledge, skills, and abilities required to perform that work. During the creation of this competency model, BSEE and the Bureau of Ocean Energy Management (BOEM) were reunified into the Marine Minerals Administration (MMA). At the time this study was performed there were no 1801 Inspectors employed by BOEM. This study applies to MMA moving forward.

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 General Inspection work across the Department. Next, focus groups with BSEE General Inspection subject matter experts were held to ensure these lists were complete and accurately represented the job. A trained job analyst also linked each task to competencies to confirm they were required to perform the work. BSEE General Inspection professionals rated the tasks and competencies to demonstrate the importance and utility of each component of the study. Finally, General Inspection subject matter experts reviewed the results of the study to ensure its accuracy.

The results of this study establish a common set of General Inspection tasks and competencies throughout MMA, 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 General Inspection workforce has the tools to meet future challenges at MMA.

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

Table 1: General Competencies by Grade¹

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

GS-7	GS-9	GS-11	GS-12
• <i>Accountability</i> • <i>Attention to detail</i> • <i>Flexibility (+)</i> • <i>Integrity/Honesty</i> • <i>Interpersonal Skills</i> • <i>Learning</i> • <i>Oral Communication (2)</i> • <i>Problem Solving</i> • <i>Reading Comprehension</i> • <i>Reasoning</i> • <i>Resilience</i> • <i>Self-Management</i> • <i>Stress Tolerance</i> • <i>Teamwork (2)</i> • <i>Writing</i>	• Accountability • Attention to detail • <i>Customer Service</i> • <i>Decision Making</i> • Flexibility (+) • Integrity/Honesty • Interpersonal Skills • Learning • Oral Communication (2) • Problem Solving • Reading Comprehension • Reasoning • Resilience • Self-Management • Stress Tolerance • Teamwork (2) • Writing	• Accountability • Attention to detail • <i>Conflict Management</i> • Customer Service • Decision Making • <i>Developing Others</i> • Flexibility (+) • <i>Influencing/Negotiating</i> • <i>Information Management</i> • Integrity/Honesty • Interpersonal Skills • Learning • Oral Communication (2) • <i>Organizational Awareness (2)</i> • <i>Partnering</i> • <i>Planning and Evaluation</i> • Problem Solving • Reading Comprehension • Reasoning • Resilience • Self-Management • Stress Tolerance • <i>Teaching Others</i> • Teamwork (2) • <i>Technical Competence (2)</i> • Writing	• Accountability • Attention to detail • Conflict Management • Customer Service • Decision Making • Developing Others • Flexibility (+) • Influencing/Negotiating • Information Management • Integrity/Honesty • Interpersonal Skills • Learning • Oral Communication (2) • Organizational Awareness (2) • Partnering • Planning and Evaluation • Problem Solving • Reading Comprehension • Reasoning • Resilience • Self-Management • Stress Tolerance • Teaching Others • Teamwork (2) • Technical Competence (2) • Writing

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

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GS-13	GS-14	GS-15
• Accountability • Attention to detail • Conflict Management • Customer Service • Decision Making • Developing Others • Flexibility (+) • Influencing/ Negotiating • Information Management • Integrity/Honesty • Interpersonal Skills • Learning • Oral Communication (2) • Organizational Awareness (2) • Partnering • Planning and Evaluation • Problem Solving • Reading Comprehension • Reasoning • Resilience • Self-Management • Stress Tolerance • Teaching Others • Teamwork (2) • Technical Competence (2) • Writing	• Accountability • Attention to detail • Conflict Management • Customer Service • Decision Making • Developing Others • Flexibility (+) • Influencing/ Negotiating • Information Management • Integrity/Honesty • Interpersonal Skills • Learning • Oral Communication (2) • Organizational Awareness (2) • Partnering • Planning and Evaluation • Problem Solving • Reading Comprehension • Reasoning • Resilience • Self-Management • Stress Tolerance • Teaching Others • Teamwork • Technical Competence (2) • Writing	• Accountability • Attention to detail • Conflict Management • Customer Service • Decision Making • Developing Others • Flexibility (+) • Influencing/ Negotiating • Information Management • Integrity/Honesty • Interpersonal Skills • Learning • Oral Communication (2) • Organizational Awareness (2) • Partnering • Planning and Evaluation • Problem Solving • Reading Comprehension • Reasoning • Resilience • Self-Management • Stress Tolerance • Teaching Others • Teamwork • Technical Competence (2) • Writing

Table 2: Required Proficiency Levels by Grade Level

Proficiency Level Scale Definitions

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

Table 2: Required Proficiency Levels of General Competencies²

	GS-7	GS-9	GS-11	GS-12	GS-13	GS-14	GS-15
Accountability	2	2	3	4	4	5	5
Attention to Detail	2	2	3	4	4	5	5
Conflict Management			4	4	5	5	5
Customer Service		2	3	4	4	5	5
Decision Making		2	3	4	4	5	5
Developing Others			3	4	4	4	4
Flexibility (+)	2	3	4	4	4	4	5
Influencing/Negotiating			3	3	4	4	5
Information Management			3	4	4	4	3
Integrity/Honesty	4	4	5	5	5	5	5
Interpersonal Skills	3	3	4	4	5	5	5
Learning	2	3	3	3	3	3	3
Oral Communication (2)	2	3	3	4	4	5	5
Organizational Awareness (2)			3	3	4	4	5
Partnering			4	4	4	4	5
Planning and Evaluating			3	4	4	5	5
Problem Solving	2	2	3	4	4	5	5
Reading Comprehension	3	3	4	4	4	4	4
Reasoning	2	2	3	4	4	5	5
Resilience	2	2	3	4	4	5	5
Self-Management	2	2	3	4	4	5	5
Stress Tolerance	1	2	4	4	4	4	4
Teaching Others			3	4	4	4	4
Teamwork (2)	2	2	3	4	4	4	4
Technical Competence (2)			3	4	4	4	4
Writing	2	2	3	4	4	4	4

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

Table 3: Behavioral Examples for General Competencies

The following competency specific behavioral examples can be used when designing rubrics/rating forms. Please see the DOI Assessment Guide for additional clarification, information, and examples regrading rating rubrics and rating forms.

Competency Name	Definitions
Accountability	Holds self and others accountable for measurable high-quality, timely, and cost-effective results. Determines objectives, sets priorities, and delegates work. Accepts responsibility for mistakes. Complies with established control systems and rules. <i>Takes responsibility for results and work products</i> <i>Ensures work is completed on time and at the level of quality required</i> <i>Understands the rules and regulations of the work performed and ensures compliance with them</i> <i>Demonstrates responsibility with important materials, critical processes, or confidential information</i>
Attention to Detail	Is thorough when performing work and conscientious about attention to detail. Recalls information that has been presented previously. <i>Sets the standards for the quality of the work completed for the organization</i> <i>Leads others in attending to detail in difficult and/or high-pressure circumstances</i> <i>Reviews and edits work completed by others to ensure that the quality of work meets acceptable work standards</i> <i>Independently completes thorough and accurate work</i>
Conflict Management	Manages and resolves conflicts, grievances, confrontations, or disagreements in a constructive manner to minimize negative personal impact. <i>Ensures disagreements between two or more parties remain civil</i> <i>Effectively uses conflict resolution techniques to allow for productive discussion of potential solutions between disagreeing parties</i> <i>Addresses grievances or disagreements and brokers accord and respect</i>
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. <i>Commits to serving the public and understands their advisory role</i> <i>Utilizes outreach, needs assessment, evaluation, and other marketing skills to identify and anticipate customer needs and provide exemplary customer service</i> <i>Understands diverse customer groups, their perspectives, issues and needs</i> <i>Works to ensure customers' needs are met, even when those needs are outside of the typical role of the position</i> <i>Identifies and develops metrics to assess customer service satisfaction</i> <i>Continuously improves products and services</i> <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>

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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. • <i>Decides on the best course of action, even in situations with competing stakeholders or when results of decisions are not immediately clear</i> • <i>Weighs the pros and cons of potential decisions before choosing which actions to take</i> • <i>Commits to determining the best alternatives and evaluating their impact on work products</i> • <i>Uses sound methodology in reaching conclusions</i>
Developing Others	Develops the ability of others to perform and contribute to the organization by providing ongoing feedback and by providing opportunities to learn through formal and informal methods. • <i>Is aware of organizational and programmatic goals and seeks avenues to enhance goal achievement.</i> • <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. • Streamlines operations for maximum efficiency, automation, and effectiveness where appropriate.</i> • <i>Incorporates an awareness of current and future management directives, required functional and technical expertise, resource requirements, and targeted stakeholders into work plans.</i>
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 uncertainty. • <i>Effectively adjusts strategies or course of action in response to changing conditions</i> • <i>Makes quality decisions when faced with ambiguous situations</i> • <i>Is willing to incorporate new information into decision making process</i> • <i>Adapts behavior to overcome challenges</i>
Influencing/Negotiating	Persuades others to accept recommendations, cooperate, or change their behavior; works with others towards an agreement; negotiates to find mutually acceptable solutions. • <i>Persuades and influences parties to cooperate and accept recommendations</i> • <i>Explains and clarifies perspectives of an issue and its impact on all parties</i> • <i>Negotiates to achieve consensus through changed opinion, attitude or behavior</i> • <i>Demonstrates logic, communicates and persuades others to see benefits of recommendations within and across groups</i> • <i>Understands all sides of an issue and its impact on all parties involved</i> • <i>Negotiates with individuals or groups, including those that are resistant, to consider cooperating in order to achieve an acceptable solution</i>

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Information Management	Identifies a need for and knows where or how to gather information; organizes and maintains information or information management systems. • <i>Demonstrates an understanding of where and how data or other information are maintained</i> • <i>Shows familiarity with the information management systems of the organization</i> • <i>Effectively searches for and finds appropriate information to address the needs of a project</i> • <i>Uses discretion when handling sensitive content</i>
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. • <i>Takes pride in exhibiting personal and organizational integrity and honesty</i> • <i>Acts in a just, fair, and ethical manner and encourages ethical behavior among others, even when risky to do so</i> • <i>Inspires trust and confidence among stakeholders through reliability, authenticity, and accountability</i>
Interpersonal Skills	Treats others with courtesy, sensitivity, and respect. Considers and responds appropriately to the needs and feelings of different people in different situations. • <i>Shows respect for the values and ideas of others, even when not agreeing with them</i> • <i>Empathizes with the concerns of others</i> • <i>Demonstrates tact and courtesy when interacting with associates</i> • <i>Is proactive in defusing arguments among peers</i> • <i>Seeks feedback from others to avoid blind-spots that can cause misunderstandings</i> • <i>Explores issues with the team; shares information; solicits ideas' uses participative decision-making processes</i>
Learning	Uses efficient learning techniques to acquire and apply new knowledge and skills; uses training, feedback, or other opportunities for self-learning and development. • <i>Is proactive in seeking out new knowledge</i> • <i>Devotes time to building new skillsets or further developing existing skillsets</i> • <i>Understands instructions or assignments without much need for additional explanation or clarification</i> • <i>Is open to constructive feedback on performance</i> • <i>Rarely makes the same mistake more than once</i> • <i>Effectively applies new knowledge or skills in applied environments</i>

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Oral Communication (2)	Makes clear and convincing oral presentations. Listens effectively; clarifies information as needed. Effectively communicates technical information to non-technical audiences and stakeholders. • <i>Speaks honestly, effectively and with integrity</i> • <i>Makes convincing, articulate, and accurate oral presentations using non-verbal and vocal qualities that support the verbal spoken message</i> • <i>Effectively uses various communication channels, including meetings, presentations and briefings</i> • <i>Actively considers, plans for, and reacts appropriately to the audience and the contextual environment in order to minimize barriers to understanding</i> • <i>Explains complex information clearly and accurately, and seeks feedback to determine that understanding has occurred</i> • <i>Acts as an effective facilitator in group or team settings</i>
Organizational Awareness (2)	Analyze organizational structures and dynamics to identify key stakeholders, understand internal processes, and effectively navigate the workplace environment to align strategies with the organization's goals and culture. • <i>Demonstrates awareness of the mission, functions, and various levels of the organization</i> • <i>Understands how decisions or actions of one organizational component may affect other components</i> • <i>Leverages knowledge of organizational components, programs, and directions to improve products, actions, or decisions</i> • <i>Shows familiarity with the rules and regulations of the organization</i>
Partnering	Develops networks and builds alliances; collaborates across boundaries to build strategic relationships and achieve common goals. • <i>Demonstrates an understanding of interrelationships, roles, and responsibilities within the organization</i> • <i>Develops and maintains professional relationships</i> • <i>Is aware of organizational and programmatic goals and seeks avenues to mutually enhance goal achievement</i> • <i>Identifies opportunities for collaboration across organization units</i>
Planning and Evaluating	Organizes work, sets priorities, and determines resource requirements; determines short- or long-term goals and strategies to achieve them; coordinates with other organizations or parts of the organization to accomplish goals; monitors progress and evaluates outcomes. • <i>Sets difficult but obtainable goals, benchmarks, or milestones</i> • <i>Determines resources required for successful completion of work and works with others to procure these resources</i> • <i>Collaborates effectively with other components of the organization</i> • <i>Establishes meaningful, observable metrics to track progress or evaluate performance</i> • <i>Ensures a clear and appropriate division of labor among team members</i>
Problem Solving	Identifies problems; determines accuracy and relevance of information; uses sound judgment to generate and evaluate alternatives, and to make recommendations. • <i>Examines problems and solutions with a long-term perspective</i> • <i>Effectively leads others in the effort of developing, identifying, and formulating problem solving strategies consistent with organizational goals</i> • <i>Uses logic to develop and implement innovative tools and techniques to resolve complex problems and issues</i> • <i>Uses logic to resolve complex, unique, or unusual problems</i> • <i>Consistently anticipates challenges that are not obvious to others</i>

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	• <i>Determines the relevance of information in reaching effective conclusions</i> • <i>Formulates recommendations for the best course of action to address problems</i>
Reading Comprehension	Understands and interprets written material, including technical material, rules, regulations, instructions, reports, charts, graphs, or tables; applies what is learned from written material to specific situations. • <i>Demonstrations proper interpretation of written material</i> • <i>Applies what is learned from written material to specific situations</i> • <i>Can interpret various forms of written text or graphics to include charts, graphs, and tables</i>
Reasoning	Identifies rules, principles, or relationships that explain facts, data, or other information; analyzes information and makes correct inferences or draws accurate conclusions. • <i>Determines the relevance of information in reaching effective conclusions</i> • <i>Uses logic to determine relationships among information in order to reach conclusions</i> • <i>Makes appropriate inferences from data, rules, or other information</i>
Resilience	Deals effectively with pressure; remains optimistic and persistent, even under adversity. Recovers quickly from setbacks. • <i>Achieves desired results in face of adversity</i> • <i>Overcomes barriers to accomplish goals</i> • <i>Stays positive in spite of setbacks</i> • <i>Works successfully in high pressure environments</i>
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. • <i>Sets own goals and priorities and coordinates activities and deadlines with others to ensure project goals are met</i> • <i>Continually applies significant effort and persistence toward achievement of goals in all situations</i> • <i>Takes initiative and seeks out new or additional responsibilities and tasks</i> • <i>Completes work and meets objectives with minimal supervisory intervention</i>
Stress Tolerance	Deals calmly and effectively with high stress situations (for example, tight deadlines, hostile individuals, emergency situations, dangerous situations). • <i>Remains calm and focused when facing tight deadlines, high workload, or unexpected operational challenges.</i> • <i>Maintains professional conduct and clear judgment when dealing with difficult stakeholders or emotionally charged situations.</i> • <i>Continues performing essential duties effectively during emergencies, disruptions, or rapidly changing conditions.</i> • <i>Uses coping and prioritization strategies to manage stress and prevent negative impact on work quality.</i>

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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. • <i>Provides instruction and feedback to others</i> • <i>Acts as a mentor to others</i> • <i>Determines areas for improvement and training for others</i> • <i>Tutors others in the performance of tasks</i>
Teamwork (2)	Motivates team members to accomplish group goals. Performs well in team settings and assists others when needed. Develops and maintains effective working relationships with others. • <i>Volunteers to assist associates with projects</i> • <i>Commits to working toward team or group goals</i> • <i>Displays team pride and empowers team pride among other group members</i> • <i>Works effectively in group settings in order to achieve team objectives</i>
Technical Competence (2)	Applies technical expertise—acquired through formal training or extensive experience—to perform job responsibilities, interpret and evaluate relevant technical information, and provide guidance or recommendations to others on technical matters. • <i>Demonstrates proficiency of technical subject matter area</i> • <i>Performs job tasks using the required physical and cognitive skills and abilities</i> • <i>Models technical task performance for others</i> • <i>Maintains currency on technical knowledge and technique</i>
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. • <i>Composes clear, concise, and logical documents or correspondence involving complex technical information</i> • <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> • <i>Proofreads and edits the writing of others</i> • <i>Effectively explains complex technical material to a non-technical audience</i> • <i>Uses correct grammar, punctuation, and spelling</i> <i>Writes in an organized fashion that is easy to understand</i>

Table 4: General Competencies by Assessment Tool

When considering which assessment tool to utilize to assess various competencies, the following tables lists a variety of assessment tools and indicates how well-suited each tool generally is for measuring each competency. For each competency, each assessment tool is listed as high, medium, or low, potential for effectiveness in assessing the competency.

Competency	Structured Resume Review	Structured Interview	Biodata	Cognitive Ability Test
Accountability	Low	High	High	Low
Attention to Detail	Medium	Medium	Low	High
Conflict Management	Low	High	Medium	Low
Customer Service	Low	High	Low	Low
Decision Making	Low	High	Medium	Medium
Developing Others	Medium	High	Low	Medium
Flexibility (+)	Low	High	Medium	Low
Influencing/ Negotiating	Medium	High	Low	Low
Information Management	Medium	Medium	Medium	Medium
Integrity/Honesty	Low	High	Medium	Low
Interpersonal Skills	Low	High	Low	Low
Learning	Medium	Medium	Medium	High
Oral Communication (2)	Medium	High	Medium	Low
Organizational Awareness (2)	Low	High	Low	Low
Partnering	Medium	High	Medium	Low
Planning and Evaluating	Medium	High	Medium	Low
Problem Solving	Low	High	Medium	High
Reading Comprehension	Low	Low	Low	High
Reasoning	Low	Low	Low	High
Resilience	Low	High	Medium	Low
Self-Management	Low	High	Medium	Low
Stress Tolerance	Low	High	Medium	Low

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Teaching Others	Medium	High	Medium	Low
Teamwork (2)	Medium	Medium	Medium	Low
Technical Competence (2)	Medium	High	Low	Low
Writing	Medium	Low	Medium	Low

Competency	Accomplishment Record	Personality Inventory	Situational Judgment Test	Work Sample
Accountability	Low	High	High	Low
Attention to Detail	Medium	Medium	Low	High
Conflict Management	Medium	High	Medium	Low
Customer Service	Medium	High	Low	Low
Decision Making	Medium	Medium	Medium	Medium
Developing Others	Medium	High	Low	Medium
Flexibility (+)	Low	High	Medium	Low
Influencing/ Negotiating	Medium	High	Low	Low
Information Management	Medium	Low	Medium	High
Integrity/Honesty	Low	High	Medium	Low
Interpersonal Skills	Low	High	Low	Low
Learning	Low	Low	Low	Medium
Oral Communication (2)	Low	Medium	Medium	Medium
Organizational Awareness (2)	Low	High	Low	Low
Partnering	Medium	High	Medium	Low
Planning and Evaluating	High	Medium	Medium	High
Problem Solving	Low	Low	Medium	High
Reading Comprehension	Low	Low	High	Medium
Reasoning	Low	Low	High	Medium
Resilience	Medium	Medium	Low	Low
Self-Management	Medium	Medium	Low	Low
Stress Tolerance	Low	Medium	Medium	High

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Teaching Others	Medium	Medium	Medium	High
Teamwork (2)	Low	Medium	Medium	Medium
Technical Competence (2)	High	Low	Medium	High
Writing	High	Low	Low	High

Table 5: Technical Competencies for Assessment & Selection

The following technical competencies are valid for assessment and selection, performance management, and other related human capital functions for the occupational series listed below.

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

Table 5: Technical Competencies for Assessment & Selection by Grade
GS-1801 – General Inspection

- Accident Investigation (2)
- Compliance (2)
- Compliance Inspection (2)
- Elevated Operations Readiness
- Field Data Collection
- Hazardous Materials (3)
- Legal, Government and Jurisprudence (2)
- Mechanical (2)

- Mobility
- Natural Resource Production and Processing
- Offshore Safety Readiness
- Risk Management (3)
- Safety
- Standards (2)
- Technology Application
- Water Safety Readiness

Table 6: Behavioral Examples for Technical Competencies

The following competency specific behavioral examples can be used when designing rubrics/rating forms. Please see the DOI Assessment Guide for additional clarification, information, and examples regrading rating rubrics and rating forms.

Competency Name	Definitions
Accident Investigation (2)	Applies established accident-investigation guidelines, regulations, and procedures to effectively preserve the incident scene, conduct root-cause analyses, and identify, collect, and handle evidence in a manner that supports accurate, compliant, and timely investigative outcomes. • <i>Preserves the integrity of an incident scene and collects information using structured investigative methods.</i> • <i>Gathers and analyzes witness accounts, documentation, and physical evidence to identify contributing factors.</i> • <i>Develops clear, factual reports that explain findings and recommend steps to prevent recurrence.</i> • <i>Applies relevant policies, procedures, and standards consistently when determining causes and corrective actions.</i>
Compliance (2)	Ensure adherence to regulatory requirements, laws, regulations, industry standards, and agency policies. Ability to identify, manage and mitigate compliance risks while fostering a culture of ethical behavior and accountability within the organization. • <i>Interprets applicable laws, regulations, and policies to determine whether activities meet required standards.</i> • <i>Identifies instances of noncompliance and communicates necessary corrective actions clearly and objectively.</i> • <i>Follows established enforcement or escalation procedures when compliance issues arise.</i>
Compliance Inspection (2)	Applies guidelines, regulations, and procedures associated with compliance inquiries, including application of compliance rules and criteria and ability to make appropriate decisions and issue citations, fines, or orders. • <i>Uses structured checklists, criteria, or protocols to assess adherence to regulatory or organizational requirements.</i> • <i>Reviews records, tests systems, and observes operational practices to confirm compliance.</i> • <i>Documents inspection results clearly and recommends corrective measures when deficiencies are found.</i>
Elevated Operations Readiness	Understand, Demonstrates the ability to think clearly and accurately interpret visual information while working at elevated positions. Maintains focus, visual acuity, and cognitive processing in height-exposed environments to identify hazards, evaluate conditions, and ensure safe, precise, and reliable task performance. • <i>Maintains situational awareness and safety practices when performing work in elevated environments.</i> • <i>Follows appropriate safety procedures and uses required protective equipment when working at heights.</i> • <i>Demonstrates consistent ability to stay focused and accurate while working under physically demanding conditions.</i>

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Field Data Collection	Collect, record, and ensure accuracy of field data. • <i>Collects accurate field information through observation, measurement, or use of approved tools and methods.</i> • <i>Ensures data accuracy through proper documentation, verification, and secure handling.</i>
Hazardous Materials (3)	Identify hazardous conditions and materials, as well as waste and understand their uses, interactions, dangers, safe production, handling, storage, and disposal. • <i>Identifies potential hazards and determines appropriate protective measures.</i> • <i>Follows or enforces established procedures for handling, storing, and disposing of hazardous materials safely.</i> • <i>Uses required protective equipment and adheres to safety protocols in environments involving hazardous substances.</i> • <i>Responds appropriately when hazardous conditions are detected, including initiating protective or emergency measures.</i>
Legal, Government and Jurisprudence (2)	Understand, interpret, and appropriately apply legal principles, government regulations, legal practices, executive orders, agency rules, public policy frameworks, and judicial processes relevant to one's role. • <i>Applies relevant legal frameworks, regulations, and policies when reviewing situations or making determinations.</i> • <i>Ensures required reports, notifications, or documentation are completed accurately and submitted on time.</i> • <i>Provides clear, fact-based information when participating in administrative or legal processes.</i>
Mechanical (2)	Evaluate machines and tools, including their designs, installation, uses, repair, and maintenance. • <i>Evaluates the condition and functionality of equipment, tools, or systems using established procedures.</i> • <i>Identifies mechanical defects that may impact safety or performance and documents findings appropriately.</i> • <i>Reviews maintenance records or testing documentation to verify compliance with requirements.</i> • <i>Confirms corrective actions have been completed before equipment is returned to service.</i>
Mobility	Demonstrates mobility needed to navigate diverse environments—including uneven ground, obstacles, or confined spaces—often in poor weather or low-light conditions. Able to maneuver quickly through complex terrain during emergency responses. • <i>Safely navigates varied work environments, including confined spaces, uneven terrain, or low-visibility locations.</i> • <i>Adjusts movement or work approach to avoid hazards and maintain personal and team safety.</i> • <i>Maintains readiness to move quickly and appropriately during emergency or time-sensitive activities.</i>

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Natural Resource Production and Processing	Analyze production and operational processes (including inputs, outputs, raw materials, waste, quality control, and environmental impact) used for extraction, production, and distribution of natural resources such as oil, gas, and critical minerals. • <i>Reviews operational processes to ensure inputs, outputs, and procedures meet quality, safety, and regulatory requirements.</i> • <i>Identifies inefficiencies or anomalies and communicates potential impacts on environmental, safety, or operational outcomes.</i> • <i>Evaluates documentation and reporting related to production or processing activities for accuracy and compliance.</i>
Offshore Safety Readiness	Demonstrates the physical capability, procedural proficiency, and situational judgment necessary to perform safely and effectively in high-risk maritime and aviation environments. Applies safety protocols, maintains composure under pressure, and uses sound decision-making to navigate overwater and offshore scenarios that require rapid assessment, adherence to established procedures, and coordination with team members to mitigate risk and ensure mission success. • <i>Follows established protocols for transportation, access, or movement within specialized water-based work areas.</i> • <i>Ensures emergency preparedness by participating in drills, maintaining awareness of procedures, and supporting safe operations.</i> • <i>Recognizes unsafe conditions and initiates stop-work or corrective measures appropriately.</i> • <i>Demonstrates proficiency of water-related safety procedures and applies them appropriately during emergencies, including maintaining situational awareness, following safe-egress protocols, and using approved techniques to assist themselves or others in navigating hazardous water conditions (such as strong currents or submerged environments).</i>
Risk Management (3)	Assess potential risks by systematically identifying, analyzing, and evaluating factors that could have negative impact to life and property. • <i>Identifies potential risks by analyzing data, patterns, or operational conditions.</i> • <i>Evaluates the likelihood and impact of risks to prioritize actions.</i> • <i>Recommends and monitors mitigation strategies to reduce risk exposure.</i>
Safety	Exemplifies the behaviors which reduce the risk of injury and illness from hazards on and off duty. • <i>Follows established safety procedures and encourages safe practices among colleagues.</i> • <i>Identifies potential hazards and takes appropriate action to prevent incidents.</i> • <i>Ensures safety equipment and emergency systems are available, functioning, and properly used.</i>

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Standards (2)	Applying and maintaining industry standards and best practices to ensure compliance, quality assurance, and continuous improvement across organizational processes. • <i>Applies relevant industry, organizational, or regulatory standards consistently during work activities.</i> • <i>Identifies deviations from required standards and recommends corrective actions.</i> • <i>Stays informed about updates to standards and incorporates changes into work practices.</i>
Technology Application	Uses machines, tools, instruments, or equipment effectively; uses computers and computer applications to analyze and communicate information in the appropriate format. • <i>Effectively applies technology in the work setting.</i> • <i>Uses machines, tools, instruments, or equipment to accomplish work.</i> • <i>Uses technology appropriately and efficiently to complete tasks, contributing to team and organizational goals.</i>

Appendix A: General Inspection General Competencies

The following lists highlight the key competencies that were identified through the Job Task Analysis (JTA) with the community. Competencies are an observable, measurable pattern of skills, knowledges, abilities, behaviors, and other characteristics that an individual needs to perform work roles or occupational functions successfully. Competencies can be used in the hiring process, to shape training programs, guide professional development, and support performance evaluations- ensuring consistency and alignment across the Department. Both the General and Technical Competencies for the job are listed.

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.
Conflict Management	Manages and resolves conflicts, grievances, confrontations, or disagreements in a constructive manner to minimize negative personal impact.
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.
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 uncertainty.
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	<u>Identifies a need for and knows where or how to gather information; organizes and maintains information or information management systems.</u>
Integrity/Honesty	Contributes to maintaining the integrity of the organization; displays high standards of ethical conduct and understands the

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	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.
Learning	Uses efficient learning techniques to acquire and apply new knowledge and skills; uses training, feedback, or other opportunities for self-learning and development.
Oral Communication (2)	Expresses information (for example, ideas or facts) to individuals or groups effectively, taking into account the audience and nature of the information (for example, technical, sensitive, controversial); makes clear and convincing oral presentations; listens to others, attends to nonverbal cues, and responds appropriately.
Organizational Awareness (2)	Analyze organizational structures and dynamics to identify key stakeholders, understand internal processes, and effectively navigate the workplace environment to align strategies with the organization's goals and culture.
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; 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.
Reading Comprehension	Understands and interprets written material, including technical material, rules, regulations, instructions, reports, charts, graphs, or tables; applies what is learned from written material to specific situations.
Reasoning	Identifies rules, principles, or relationships that explain facts, data, or other information; analyzes information and makes correct inferences or draws accurate conclusions.
Resilience	Deals effectively with pressure; remains optimistic and persistent, even under adversity. Recovers quickly from setbacks.
Self-Management	Sets well-defined and realistic personal goals; displays a high level of initiative, effort, and commitment towards completing assignments in a timely manner; works with minimal

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	supervision; is motivated to achieve; demonstrates responsible behavior.
Stress Tolerance	Deals calmly and effectively with high stress situations (for example, tight deadlines, hostile individuals, emergency situations, dangerous situations).
Teaching Others	Helps others learn through formal or informal methods; identifies training needs; provides constructive feedback; coaches others on how to perform tasks; acts as a mentor.
Teamwork (2)	Motivates team members to accomplish group goals. Performs well in team settings and assists others when needed. Develops and maintains effective working relationships with others.
Writing	Recognizes or uses correct English grammar, punctuation, and spelling; communicates information (for example, facts, ideas, or messages) in a succinct and organized manner; produces written information, which may include technical material that is appropriate for the intended audience.

Appendix B: General Inspection Technical Competencies³

Accident Investigation (2)	Applies established accident-investigation guidelines, regulations, and procedures to effectively preserve the incident scene, conduct root-cause analyses, and identify, collect, and handle evidence in a manner that supports accurate, compliant, and timely investigative outcomes.
Compliance (2)	Ensure adherence to regulatory requirements, laws, regulations, industry standards, and agency policies. Ability to identify, manage and mitigate compliance risks while fostering a culture of ethical behavior and accountability within the organization.
Compliance Inspection (2)	Applies guidelines, regulations, and procedures associated with compliance inquiries, including application of compliance rules and criteria and ability to make appropriate decisions and issue citations, fines, or orders.
Elevated Operations Readiness	Demonstrates the ability to think clearly and accurately interpret visual information while working at elevated positions. Maintains focus, visual acuity, and cognitive processing in height exposed environments to identify hazards, evaluate conditions, and ensure safe, precise, and reliable task performance.
Field Data Collection	Collect, record, and ensure accuracy of field data.
Hazardous Materials (3)	Identify hazardous conditions and materials, as well as waste and understand their uses, interactions, dangers, safe production, handling, storage, and disposal.
Legal, Government and Jurisprudence (2)	Understand, interpret, and appropriately apply legal principles, government regulations, legal practices, executive orders, agency rules, public policy frameworks, and judicial processes relevant to one's role.
Mechanical (2)	Evaluate machines and tools, including their designs, installation, uses, repair, and maintenance.
Mobility	Demonstrates mobility needed to navigate diverse environments—including uneven ground, obstacles, or confined spaces—often in poor weather or low-

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

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	light conditions. Able to maneuver quickly through complex terrain during emergency responses.
Natural Resource Production and Processing	Analyze production and operational processes—including inputs, outputs, raw materials, waste, quality control, and environmental impact—used for extraction, production, and distribution of natural resources such as oil, gas, and critical minerals.
Offshore Safety Readiness	Demonstrates the physical capability, procedural proficiency, and situational judgment necessary to perform safely and effectively in high-risk maritime and aviation environments. Applies safety protocols, maintains composure under pressure, and uses sound decision-making to navigate overwater and offshore scenarios that require rapid assessment, adherence to established procedures, and coordination with team members to mitigate risk and ensure mission success.
Risk Management (3)	Assess potential risks by systematically identifying, analyzing, and evaluating factors that could have negative impact to life and property.
Safety	Exemplifies the behaviors which reduce the risk of injury and illness from hazards on and off duty.
Standards (2)	Applying and maintaining industry standards and best practices to ensure compliance, quality assurance, and continuous improvement across organizational processes.
Technical Competence (2)	Applies technical expertise—acquired through formal training or extensive experience—to perform job responsibilities, interpret and evaluate relevant technical information, and provide guidance or recommendations to others on technical matters.
Technology Application	Uses machines, tools, instruments, or equipment effectively; uses computers and computer applications to analyze and communicate information in the appropriate format.
Water Safety Readiness	Maintain situational awareness, physical preparedness, and sound judgment when working in, on, or around water environments to ensure personal and operational safety. Applies knowledge of water-related hazards, emergency procedures, and

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	safety protocols to prevent accidents, and respond effectively to unexpected conditions.
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Appendix C: General Inspection Study Tasks

The following list identifies the essential tasks for the Security Guard Dispatchers. It was compiled through the Job Task Analysis with the community. This task list can be used to develop job descriptions, guide training and competency programs, support performance evaluations, and inform recruitment criteria-ensuring consistency and alignment across the organization.

1	Communicates orally and in writing presenting technical information to internal and external contacts.
2	Clearly and effectively communicates findings with Lead Inspector, Supervisory Inspector, Accident Investigator, Section Chief, District Manager, and various sections within the Bureau, as appropriate.
3	Explains, discusses, or justifies or notifies decisions, conclusions, findings, problems, recommendations or further actions needed.
4	Ensures that there is a logical arrangement of parts or information in correspondence, reports, articles, or other materials.
5	Proofreads and edits letters or other documents for format or grammatical, spelling, or typographical errors.
6	Prepares reports on inspections or investigations.
7	Participates in interagency cooperation and communication needed for inspections and organizational requirements.
8	Resolves conflicts as they arise and is able to continue conducting the inspection without a decline in focus or attention to detail.
9	Resolves issues, except those requiring review by a Supervisor Inspector or Engineer, or those that must be escalated to the District, Regional, or BSEE Headquarters management for resolution.
10	Represents the Agency in required meetings with offshore lease holders, operators, contractors, and third-party interests to clarify inspection and compliance issues or explain BSEE policies.
11	Assists/Leads operators in incorporating effective safety and environmental programs according to BSEE guidelines.
12	Assists other inspectors as needed.
13	Makes recommendations regarding inspector training to the Supervisory Inspector.
14	Assists in training junior level inspectors.
15	Conducts natural resource measurements/verification as directed.
16	Uses judgement in interpreting, adapting, applying, and deviating from general guidelines and regulations that lack specificity.
17	Analyzes and evaluates issues, conditions, and problems related to the assignment, selects the appropriate legal and regulatory guidelines, and decides on a course of action based on analysis of the subject and issues involved.

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18	Exercises versatility, judgment, and perception to understand interrelationships among different strategies, activities, and laws.
19	Assigned to work with stakeholders who may not exhibit adequate safety and environmental programs and may be uncooperative and/or reluctant to implement safety and environmental measures required by the agency and represents the agency in matters of policy interpretation and enforcement.
20	Collects, reviews and analyzes reports, documents, records, data, or other materials to verify completeness, correctness, consistency, compliance, or authenticity to make determinations.
21	Assesses information and determines whether additional research or review is needed. Actions may involve preparing reports and submitting them to higher level staff.
22	Uses computer systems or applications to access, create, edit, print, send, retrieve, or manipulate data, files, or other information.
23	Processes or analyzes data using computer systems or applications.
24	Questions, interviews, or confers with others to obtain or verify information.
25	Takes notes, records, and summarizes information (for example, while conducting interviews, observations, etc.).
26	Identifies sources for facts, information, technologies, or other data.
27	Completes forms, documents, or routine reports.
28	Provides or disseminates information.
29	Receives and completes extensive on-the-job and formal training in natural resource operations and equipment; government laws, regulations and standards.
30	Completes specialized training such as helicopter underwater egress, swing rope training, and aviation safety management training on a recurring basis.
31	Promotes, applies, and enforces techniques involved in accident prevention, rescue and recovery, and proper maintenance and use of safety equipment.
32	Ability to apply and analyze broad safety and environmental principles and practices sufficient to resolve complex safety issues and problems that are of a substantive nature affecting unique combinations of technological and environmental conditions.
33	Prepares for and carries out the assignments without further instructions.
34	Utilizes internal procedures (i.e. BSEE's Potential Incident of Noncompliance Checklist), inspection and investigative principles, techniques, and procedures for conducting inspections of natural resource operations.
35	Stays current regarding safety and environmental Federal laws, regulations, new technology, and unusual problems in the field.
36	Makes determinations in relevance, importance, and veracity of the facts and statements provided by operators in order to recommend necessary corrective actions based on Federal regulations.
37	Decides what needs to be done based on recognizing differences among related practices and procedures, industry practices and codes, regulations, internal policy and practices and refers situations where existing guidelines cannot be applied or requiring significant deviations to the supervisor.

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38	Upon request, and with approval, testifies at judicial hearings concerning criminal penalties or sanctions
39	Interprets, evaluates, monitors, or ensures compliance with laws, regulations, policies, standards, or procedures.
40	Provides guidance on laws, regulations, policies, standards, or procedures to management, personnel, or clients.
41	Coordinates with the Lead Inspector on planning and scheduling inspections on natural resource facilities.
42	Provides input to the Supervisory Inspector regarding consistency of the District inspection/enforcement program.
43	Utilizes various computer programs and database management techniques.
44	Inspects all associated components (equipment, operations, safety systems, and safety devices) which have legacy and state-of-the art technology.
45	Prepares timely, accurate, and comprehensive inspection, investigation, or written reports.
46	Conducts and reports on inspections and investigations of natural resource facilities by preparing written inspection reports.
47	Operates government vehicle.
48	Maintains a valid state driver's license.
49	Travels offshore on extended over waters flights in helicopters and access/egress to and from facilities via marine vessels.
50	Demonstrates the ability of exiting a helicopter or water vessels in emergency situations.
51	Demonstrates the ability of proper swing rope transferring.
52	Applies knowledge of the processes, systems, and equipment involved in offshore natural resource activities.
53	Interprets, applies, and enforces laws, regulations, policies and industry standards to inspect the systems and equipment in order to conduct thorough inspections of legacy or state-of-the-art oil, gas, other mineral facilities and natural resource operations.
54	Applies techniques involved in proper maintenance, use of equipment, and the proper behavior of individuals in and around equipment to safely perform accident investigation or inspections and identify hazards and violations in environments with potentially unique safety problems.
55	Conduct investigations of regulatory violations involving initial onsite investigations, as directed, of accidents or incidents involving and/or reports of violations to regulations involving BSEE regulated facilities and their operations with numerous factors and conditions such as explosions, fires, threats to life, safety, or the environment.
56	Identifies hazardous materials.
57	Conducts U.S. Coast Guard inspections on fire and life save on fixed facilities as directed.
58	Conducts inspections in conditions with safety and environmental problems or hazards (such as sulfur, H ₂ S, and SO ₂).

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59	Inspects safety systems for subsea infrastructure.
60	Conducts environmental and safety inspections and advises facility operator(s) of violations.
61	Issues orders to shut-in of either major or minor facilities, operations, or parts of operations, which pose an immediate threat to personnel, property, or the environment.
62	Identifies Incidents of Noncompliance and compiles pertinent documentation that justifies the initiation of a compliance review.
63	Stays up to date on technology to inspect facilities which use newly developed technology requiring unique inspection methods and techniques.
64	Conducts inspections of production equipment and safety systems of oil, gas, or natural resource facilities including royalty meters and tanks site security activities.
65	Inspects facilities, components, and daily operations of related equipment requiring unique inspection methods and techniques.
66	Walks up and down stairs in outdoor difficult weather conditions.
67	Conduct work from significant heights (1000+ feet in the air).
68	Work from facilities over water (150+feet).
69	Fly in helicopters to arrive at work sites.