DoDEA Personnel Center HR Competency Definitions

Business Management Competencies

- **Business Process Reengineering**

Applies business process reengineering principles and techniques to reengineer and improve HR processes; ensures HR programs support the organization's business process reengineering initiatives (business process reengineering is defined as the redesign of business processes to achieve dramatic improvements in critical performance measures such as cost, quality, service, and speed).

- **Change Management**

Develops strategic goals for change; assesses the readiness for change and identifies appropriate change strategies; leads change initiatives, and acts as a change agent; communicates change goals and strategies to involved parties.

- **Cost-Benefit Analysis**

Identifies critical success indicators that link HR programs to strategic goals; assesses the costs and benefits of HR programs using quantitative analysis techniques; develops a business case for establishing or continuing HR programs.

- **Customer Relations**

Recognizes and values the critical importance of customer relations to the success of the human resources function; properly identifies HR customers and the relative priority of various internal and external customer groups; establishes communication and feedback mechanisms with customers that provide accurate and valid data on customer needs and the linkage of those needs to the business of the organization; interacts with customers in a way that demonstrates customer concerns and problems are heard, builds confidence and trust, and is polite and courteous.

- **Financial Management**

Understands overall financial systems and requirements (e.g., Planning, Programming and Budgeting process) and ensures HR programs support those requirements; analyzes HR goals and objectives and identifies financial requirements using established planning and budgeting processes; tracks and reports financial obligations and expenditures.

- **Marketing**

Explains and promotes HR programs and services and the value of investing in human resources; devises strategies for marketing HR programs, overcoming potential barriers, and securing customer buy-in; develops effective marketing products using print and other media.

- **Negotiating**

Appropriately uses negotiation, persuasion, and authority in dealing with others to achieve organizational goals; uses win-win techniques to reach solutions that accomplish mutual goals, while serving the mission of the organization; negotiates to acquire funds, approvals, or other actions needed to achieve strategic objectives.

- **Organizational Awareness**

Understands the vision, mission, functions, resources, and business strategies of the organization; understands the contributions of human resources to the goals and performance objectives of the organization; understands roles and responsibilities of line and staff components of the organization and properly utilizes organizational resources to accomplish work objectives; identifies and overcomes organizational or systemic barriers to meeting customer requirements; partners with others across organizational lines to leverage resources.

- **Organizational Needs Assessment**

Understands the Agency's business environment including competitors, partners, areas of risk or vulnerability, and future business requirements; applies assessment methods to identify organizational needs and to develop human resource strategies for meeting those needs; integrates HR strategies into broad organizational solutions.

- **Outcome Measures and Evaluation**

Identifies performance outcomes for the HR function and establishes metrics for assessing HR performance; ensures HR requirements are integrated into larger organizational performance metrics; applies requirements of the Government Performance and Results Act to HR-related programs.

- **Project Management**

Plans, tracks, manages, and reports the execution of HR programs and projects, including associated resources and manpower, using established project management tools, techniques, and software.

- **Strategic Human Resources Practices**

Uses human resource management programs to support the business and management goals of the Agency; maintains awareness of state-of-the art human resource practices in business and government; thinks strategically to design and develop HR solutions to business and management needs.

- **Strategic Planning**

Participates in or supports development of Agency strategic plans, including vision and mission statements; develops HR strategic plans that support overall organizational goals and objectives; advises management on incorporation of HR goals and considerations into strategic plans.

Professional Competencies

- **Coaching and Mentoring**

Identifies situations where coaching and mentoring contribute to the goals of the organization; develops or assists in the development of others through such activities as training, coaching, mentoring, and sharing ideas and feedback; tailors these activities to the needs of a diverse range of people.

- **Communication**

Expresses ideas, facts, and information in a clear and organized manner, both orally and in writing, to individuals or groups in a style, tone and level of detail appropriate to the audience and the occasion; through persuasive communication, influences others to act as needed to support HR requirements; actively listens to others, restating and validating what has been communicated; counsels others on problems and responses.

- **Conflict Management**

Resolves conflict, confrontations, and disagreements in a positive and constructive manner; uses Alternative Dispute Resolution techniques to resolve conflicts.

- **Decision-making**

Understands and/or specifies goals and constraints; generates alternatives; considers values, risks, and the impact and implications of decisions; evaluates and chooses best alternatives; makes decisions after seeking input from key stakeholders.

- **Ethics**

Understands and applies established government ethical principles and requirements, as well as procedures for responding when ethical issues are confronted; recognizes commonly held personal, organizational, or societal values and their impact on work functions and decision making.

- **Facilitation**

Plans and facilitates meetings and work group sessions in a manner that achieves the group's objectives; efficiently utilizes the group's talents and experiences and constructively manages group dynamics; consults with managers and others in the organization to facilitate accomplishment of organizational goals.

- **Interpersonal Relations**

Listens, interprets, and responds to verbal messages and other cues such as body language in ways that are appropriate; behaves in a courteous manner and treats others with respect regardless of their status or position; understands and respects diversity in people's personalities, needs, values, abilities, and ethnic or racial heritage and adjusts accordingly.

- **Problem-Solving**

Analyzes and solves work problems in an effective and timely manner; identifies and collects pertinent information and input from others; applies structured problem-solving methods to define the problem, determine specific causes, and generate appropriate solutions, using statistical or other quantitative techniques as needed.

- **Self-Management**

Prioritizes and schedules personal work activities to efficiently manage time and accomplish multiple tasks simultaneously; is self-motivated and assumes responsibility for work and work products; sets career goals and actively develops competencies needed to achieve goals.

- **Teamwork**

Works cooperatively with other team members and contributes to group solutions through constructive feedback, ideas, and suggestions; facilitates the open exchange of ideas and information among team members; fosters shared leadership, builds trust among team members, and creates commitment to team goals.

- **Technology Application**

Uses emerging new technologies to accomplish HR goals and objectives and to carry out work functions; applies office automation technology, DoD Functional Process Improvements (FPIs), new DoD HR systems, and other emerging technologies to accomplish HR work functions.

Technical Competencies

- **Appeals, Grievances, and Litigation**

Advises on the procedures and requirements for all available avenues for employees to appeal, grieve, or litigate personnel actions; supports the organization's position in such cases through research and testimony.

- **Attendance and Leave**

Interprets polices and requirements for attendance and leave; advises on attendance and leave policies, systems, and procedures.

- **Benefits**

Administers employee health insurance programs, life insurance programs, retirement programs, and thrift savings plan; advises on program benefits, procedures, and requirements.

- **Career Development**

Designs, develops, implements, and evaluates pro grams and systems for individual career planning that align with organizational career management needs and processes; effectively integrates individual, occupational, and organizational career development requirements; ensures HR systems and programs provide the organization with the competencies needed to accomplish its mission.

- **Compensation**

Surveys public and private organizations to collect data on wage and salary rates. Compiles and analyzes data to determine appropriate compensation levels.

- **Discipline and Adverse Actions**

Advises on the proper response to disciplinary or performance problems; researches and interprets case law; assists with the development of documentation needed to support adverse actions; processes adverse actions; represents the organization in explaining and defending adverse actions.

- **Employee Assistance**

Administers programs to provide counseling and other assistance to employees; administers wellness and quality of worklife programs; advises on program services, procedures and requirements.

- **Equal Employment Opportunity (EEO)**

Understands and applies requirements of Affirmative Employment Programs; develops and maintains required EEO data; identifies areas of under-representation and barriers to equal employment opportunity.

- **Human Resources Management Fundamentals**

Understands and applies the basic principles and requirements of all aspects of human resources management; identifies HR laws, regulations, policies, and procedures, including prohibited personnel practices; properly completes forms and documents needed to process basic personnel actions.

- **Instructional Technology**

Understands and uses the full range of technology-based media to design and deliver instruction, including computer-based training, video teleconferencing, interactive video, and electronic performance support systems; analyzes performance requirements and makes business case for investing in technology-based instructional programs.

- **Job Analysis**

Analyzes jobs to identify, organize and assess duties and tasks performed, knowledge and skills required, standards for performance, and other job dimensions.

- **Labor Management Relations**

Advises on labor management laws, regulations, and policies, including provisions of existing negotiated agreements; ensures the organization interacts with labor organizations in a spirit of partnership consistent with policy requirements; negotiates with labor organizations regarding formal agreements and impact and implementation issues.

- **Organizational Development**

Assesses the health of organizational relationships and cultures; plans and implements interventions to address organizational problems; evaluates interventions for their impact on organizational objectives; utilizes consultant skills to define problems and goals, gather data, and propose approaches to organizational problems.

- **Organization and Position Design**

Analyzes organizational and process requirements to determine the number, type and level of positions required, the effective configuration of duties and tasks, and reporting relationships among positions and organizational units; ensures organization/position structures accomplish management goals while recognizing human factors influencing employee motivation and job satisfaction.

- **Pay Administration**

Determines appropriate pay rate based on current pay schedules, special pay rates (E.g., hazard pay, environmental pay, locality pay, pay for shortage occupations), and through application of established pay-setting policies.

- **Performance Management**

Interprets performance management polices and requirements; assists with the development of employee performance plans; advises on valid and accepted practices for establishing and communicating performance goals, providing constructive performance feedback, and evaluating performance in a way that motivates employees to achieve.

- **Personnel Assessment**

Designs and develops systems and procedures for assessing employee training and development needs, performance, or qualifications for promotion or placement; ensures systems and procedures are valid, fair, and legally defensible; uses a variety of methods as appropriate (e.g., cognitive tests, simulation, role play, structured interviews, crediting plans, 360 degree assessments).

- **Personnel System Management**

Provides technical and administrative support for DCPDS and other automated HR systems; maintains software to support Functional Process Improvement modules; identifies and resolves system problems; manages HR data to ensure its accuracy, integrity, and security; analyzes reporting requirements and develops reports; provides systems advice and written guidance to HR managers; develops training plans for systems users.

- **Position Classification**

Applies established government standards and position classification policies to determine the appropriate position pay plan, title, series, and grade; determines other position classification and data requirements such as FLSA exemption, inclusion in a bargaining unit, supervisory category, etc.

- **Reduction-in-Force**

Applies established reduction-in-force polices and procedures to achieve customer goals for organizational change; identifies employee assignment rights and processes RIF actions; advises customers on RIF procedures and impacts; advises customers on downsizing strategies and approaches for maintaining core organizational competencies and capabilities; identifies RIF alternatives for meeting organizational goals.

- **Rewards and Recognition**

Designs, develops and administers incentive awards programs in accordance with established policies and procedures; advises on establishing constructive and creative incentive systems that encourage high level performance; integrates rewards and recognition with other HR systems to support agency performance goals.

- **Staffing and Recruiting**

Applies established personnel authorities, standards, policies, and procedures to promote, place, or appoint personnel; uses special placement programs and special hiring or appointing programs as appropriate to meet customer requirements; advises customers on staffing requirements and options; assesses customer recruiting goals against market conditions and develops recruiting strategies and plans; advertises vacancies internally and externally using appropriate media.

- **Succession Planning**

Designs, develops, and implements systems for identifying and developing employees with potential to move into key positions as they become vacant.