

**EMPLOYEE/LABOR RELATIONS GROUP
COMPETENCY MODEL**

Function	Competency Area/Competency Definition	Actions Demonstrating Competency	Sources of Training and Development
<p>Employee Relations</p>	<p>Consulting/advisory skills: <i>Ability to provide authoritative advisory service and develop authoritative policy interpretations.</i></p> <p>Conflict management skills: <i>Manages and resolves conflicts, grievances, confrontations, or disagreements in a constructive manner to minimize negative personal impact.</i></p> <p>Research and analysis skills: <i>Ability to research and analyze legal and regulatory requirements and current literature.</i></p> <p>Problem Solving Skills: <i>Ability to brainstorm, form ideas, and communicate effectively to form reasonable solutions and conclusions.</i></p>	<p>Advises managers on addressing workplace issues that involve such issues as employee performance, conduct, and interpersonal actions.</p> <p>Resolves conflicts between parties (e.g., employees and managers or between different employees) to prevent escalation and formal actions.</p> <p>Conducts extensive research of regulations, policies, case law, and other precedents to obtain technical clarity; conducts administrative investigations into such issues as suitability, harassment, allegations of prohibited personnel practices, etc., in order to resolve issues and recommend appropriate action.</p> <p>Promotes proactive approach to resolving workplace issues and barriers to productions</p>	<p>USDA Graduate School Consulting Skills for Human Resource Professionals Approx. Cost = \$745</p> <p>Constructive Conflict Resolution Approx. Cost = \$675</p> <p>Creative Problem Solving Approx. Cost = \$675</p> <p>Association and Contractor Training in Employee Relations Technical Competencies Cost = \$2,000</p>

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<p>Labor Relations</p>	<p>Technical knowledge: <i>Expert level knowledge of legal and regulatory principles, concepts, practices, and techniques applicable to LR and ability to apply such knowledge in different environments.</i></p> <p>Consulting/advisory skill: <i>Ability to provide authoritative advisory service and develop authoritative policy interpretations.</i></p> <p>Negotiation skills: <i>Expert negotiation skills and ability to understand and utilize the formal bargaining process to satisfy customer needs.</i></p> <p>Conflict management skills: <i>Expert conflict management skills to mediate between opposing parties.</i></p> <p>Research and analysis skills: <i>Ability to research and analyze legal and regulatory requirements and current literature.</i></p>	<p>Serves as the authoritative local interpreter of labor relations laws, regulations, Executive orders, and decisions of labor relation formal bodies</p> <p>Serves as the principal point of contact on labor-management matters of overall concern to established bargaining units.</p> <p>Provides technically accurate interpretations of negotiated agreement provisions and reconciles conflicting technical viewpoints.</p> <p>Provides labor relations consultative services on reorganizations, relocations, reduction-in-force, transfer of function, etc., to educate managers on the potential impact of these decisions on bargaining unit employees.</p> <p>Serves as expert technical representative in arbitration cases, researching and preparing documentation to support the agency position</p> <p>Conducts bargaining and serves as the principal spokesperson of management negotiating teams involved in contract, mid-term, or other negotiations; leads teams to reach agreements on policies practices.</p> <p>Conducts extensive research into cases to preclude or counter arguments during bargaining and negotiations.</p>	<p>-USDA Graduate School</p> <p>Basic Labor Relations Approximate Cost = \$935</p> <p>Mediating Employee Disputes Approximate Cost = \$935</p> <p>Negotiating Labor Agreements Approx. Cost = \$995</p> <p>Association and Contractor Training in Labor Relations Technical Competencies Cost = \$1,000</p>

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<p>Employee and Labor Relations</p>	<p>Writing: <i>Using 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></p> <p>Oral Communication: <i>Conveying information clearly, completely, and accurate.</i></p>	<p>Organizes information to be presented – Clarifies purpose and importance of information; follows a logical sequence in presenting information.</p> <p>Adjusts to the audience –Frames message based on audience experience, background, and expectations; uses terms, examples, and analogies that are meaningful to the audience. Prepares quality written documents that are fully researched, clearly written, and technically accurate.</p> <p>Organizes information to be presented–Clarifies purpose and importance of information; follows a logical sequence in presenting information.</p> <p>Maintains audience attention –Keeps audience engaged through use of illustrations, voice inflections, and analogies.</p> <p>Adjusts to the audience –Frames message based on audience experience, background, and expectations; uses terms, examples, and analogies that are meaningful to the audience.</p> <p>Ensures understanding –Presents message in a way that ensures understanding.</p> <p>Adheres to accepted language conventions – Uses syntax, pace, volume, diction, and mechanics appropriate to the medium being used to communicate.</p>	<p>USDA Graduate School</p> <p>Technical Writing Approx. Cost = \$675</p> <p>Report Writing Approx. Cost = \$675</p> <p>Speaking With Confidence Approx. Cost - \$675</p> <p>Public Speaking Approx. Cost = \$345</p> <p>Interpersonal Communications Approx. Cost = \$455</p>

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<p>Employee and Labor Relations</p>	<p>Teamwork: <i>Working effectively with others within and outside of ORHM in a way that contributes to the effective and efficient accomplishment of goals and objectives</i></p>	<p>Understands team behavior –Uses knowledge of team dynamics to promote the identification and accomplishment of goals to support OHRM programs.</p> <p>Works in teams –Participates and contributes to the efforts of groups charged with developing and implementing draft instructions and policies on HR topics.</p> <p>Builds consensus among team members –Uses interpersonal skills, consensus building and persuasion skills to build consensus and reach goals and conclusions on work products.</p> <p>Cooperates in resolving conflicts –Uses conflict resolution skills to assess and balance competing viewpoints and assists in reaching group decisions; influences others to act to resolve conflicts.</p> <p>Understands diversity – Values and promotes diversity in opinions and team decisions.</p>	<p>Courses on interpersonal relationships, team building courses, conflict resolution courses, and diversity courses.</p>

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<p>Employee and Labor Relations</p>	<p>Interpersonal Skills: <i>Shows understanding, friendliness, courtesy, tact, empathy, concern, and politeness to others; develops and maintains effective relationships with others; deals effectively with those who may be difficult, hostile, or distressed; relates well to people from varied backgrounds and different situations; is sensitive to cultural diversity, race, gender, disabilities, and other individual differences.</i></p> <p>Integrity/Ethics: <i>Contributes to the maintaining integrity in 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></p>	<p>Maintains objectivity in situations that may be charged with emotion.</p> <p>Creates and builds trust among all parties to elicit information, obtain facts, and ensure fair and acceptable resolution of issues.</p> <p>Effectively mediates between parties to reach resolution of difficult and sensitive issues.</p> <p>Deals tactfully and discretely with sensitive and serious issues (i.e., alcoholism, handicapping conditions, and suitability issues).</p> <p>Protects the confidentiality of data when appropriate.</p> <p>Communicates openly and honestly with employees, managers, and third parties in articulating facts and providing advice when appropriate.</p>	<p>USDA Graduate School</p> <p>Interpersonal Communications Approx. Cost = \$455</p> <p>Mediating Employee Disputes Approximate Cost = \$935</p> <p>Freedom of Information and Privacy Act Workshop Approx. Cost = \$745</p> <p>ITA Communications and Conflict Management Class, “The Fish Isn’t Sick the Water is Dirty” Approx. Cost = \$600</p>