

**OFFICE OF HUMAN RESOURCES MANAGEMENT
STRATEGIC WORKFORCE MANAGEMENT GROUP
COMPETENCY MODEL**

Function	Competency Area/Competency Definition	Actions Demonstrating Competency	Sources of Training and Development
<p>Program Development/Program Management</p>	<p>Strategic Planning: <i>Develops and strategically links OHRM's programs to those of serviced organizations by defining a clear mission, setting supporting objectives, and designing programs that support the goals and objectives of customer organizations.</i></p> <p>Organizing: <i>Establishes courses of action for self and others to ensure that work is completed efficiently.</i></p>	<p>Aligns HR strategic and operational planning with customer mission to ensure that HR systems and services support organizational performance goals and objectives.</p> <p>Prioritizes activities –Determines criticality of activities and assignments; adjusts priorities when appropriate.</p> <p>Determines tasks –Determines project/assignment requirements by breaking them down into tasks.</p> <p>Determines resource requirements-- Identifies equipment, materials, and people needed; and coordinates with internal and external partners</p> <p>Schedules –Develops action plans, timelines and milestones, allocating appropriate time for completing work; avoids scheduling conflicts.</p> <p>Leverages resources –Takes advantage of available resources to complete work efficiently</p>	<p>Academic or short courses presented by institutions, such as the U.S. Department of Agriculture or Office of Personnel Management that develop skills in project management, planning, coordinating with others, managing multiple priorities, stress and time management, teamwork, leadership, and facilitation.</p> <p>See attached listing of suggested courses.</p>

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<p>Program Development/ Program Management</p>	<p>Organizing (cont.): <i>Establishes courses of action for self and others to ensure that work is completed efficiently.</i></p> <p>Consulting/Advisory Skills: <i>Ability to assess and advise organizations on organizational analysis and design, organizational development, and other aspects of strategic human capital management.</i></p>	<p>Leads workgroups –Leads HR-related projects from initiation to completion.</p> <p>Effectively manages time –Uses time effectively and prevents irrelevant issues or distractions from interfering with timely completing of work; effectively manages multiple projects, working assignments, and consulting activities concurrently.</p> <p>Provides management consultative services involving assigned functional areas and renders expert advisory service and/or authoritative policy interpretations.</p> <p>Develops appropriate interventions for management on significant HR issues and concerns.</p> <p>Collaborates with and leads management in employing change management process concepts and techniques such as strategic planning and workforce development.</p> <p>Develops plans for implementing change, e.g., conducts organizational analysis and needs assessments, etc.</p> <p>Leads a team on special projects or studies of considerable scope and depth critical to the resolution of operating issues.</p> <p>Interprets complex legislative, regulatory, and policy guidance to prepare guidance for management on HR topics.</p>	<p>USDA courses on project management and program evaluation.</p> <p>Courses in functional areas related to HR management, such as management analysis, to develop skills in conducting studies and HR evaluations also courses on analytical writing</p> <p>Computer-related training such as MS Excel, Powerpoint, and on-line research techniques</p> <p>Technical training to enhance skills in the functional areas of HR, to include staffing, classification, benefits, compensation, employee relations, and reduction-in-force.</p>

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<p>Program Development/Program Management</p>	<p>Problem Solving/Decision Making: <i>Identifies and understands issues, problems, and opportunities; compares data from different sources to draw conclusions; uses effective approaches for choosing a course of action or developing appropriate solutions; takes action that is consistent with available facts, constraints and probable consequences.</i></p>	<p>Identifies issues, problems, and opportunities– Recognizes issues, problems, or opportunities and determines whether action is needed. Gathers information –Identifies the need for and collects information to better understand issues, problems, and opportunities. Interprets information –Identifies trends, associations, and cause-effect relationships in information gathered. Develops alternatives –Creates options for addressing problems and achieving desired outcomes. Chooses appropriate action –Formulates clear decision criteria; evaluates options by considering implications and consequences, risks and rewards; and chooses an effective option. Commits to action –Makes timely decisions on actions. Involves others –Includes others in the decision-making process to obtain good information, make appropriate decisions, and ensure understanding of the resulting decisions.</p>	<p>Academic courses or other short courses on topics such as analysis and problem solving, creative thinking, project management and decision making</p>

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<p>Program Development/Program Management</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. Creates and builds trust among all parties to elicit information, obtain facts, and ensure fair and acceptable resolution of issues. Effectively mediates between parties to reach resolution of difficult and sensitive issues.</p> <p>Deals tactfully and discreetly with sensitive and serious issues. Protects the confidentiality of data when appropriate. Communicates openly and honestly with employees, managers, and third parties in articulating facts and providing advice when appropriate.</p>	<p>Courses on interpersonal relationships, team building courses, conflict resolution courses, and diversity courses</p>

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<p>Program Development/ Program Management</p>	<p>Written Communication: <i>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></p> <p>Oral Communication: <i>Conveys information clearly, completely, and accurately.</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>Courses on topics such as technical writing, report writing and other writing courses Courses in such topics as technical writing, making effective presentations, conducting effective meetings, report writing; public speaking, and interpersonal dynamics</p> <p>See attached listing for suggested courses.</p>

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<p>Program Development/ Program Management</p>	<p>Customer Service: <i>Works with clients and customers to assess their needs, provide information or assistance, resolve their problems, or satisfy their expectations; is committed to providing quality products and services.</i></p> <p>Coaching/Mentoring: <i>Works with clients and customers to ensure they gain the knowledge, ability and courage to develop their employees in accordance with the organizational mission and the employees professional goals.</i></p>	<p>Seeks to understand customers –Actively seeks information to understand customers’ circumstances, strategic goals, expectations, problems and needs.</p> <p>Educates customers –Shares information with customers to build their understanding of issues and capabilities.</p> <p>Builds collaborative relationships –Builds rapport and cooperative relationships with customers.</p> <p>Takes action to meets customer needs and concerns –Considers how actions or plans will affect customers; responds quickly to meet customer needs and resolve problems; avoids over commitments.</p> <p>Sets up customer feedback systems – Implements effective ways to monitor and evaluate customer concerns, issues, and satisfaction and to anticipate customer needs.</p>	<p>Academic or short courses on topics such as customer service, collaborative problem solving, and building business partnerships</p>

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<p>Program Development/Program Management</p>	<p>Technical Competence: <i>Broad knowledge of human resources management laws, regulations, policies, principles, concepts, and practices.</i></p> <p><i>Specific, highly-developed knowledge of one or more functional areas of human resources management.</i></p> <p><i>Knowledge of merit systems principles, prohibited personnel practices, and their application to overall human resources management.</i></p>	<p>Develops a thorough knowledge of at least two of the functional areas of human resources management, e.g., classification, staffing, Senior Executive Service program regulations and policies; or related functions such as safety and security.</p> <p>Develops an expert level of knowledge in one of the functional disciplines of human resources management.</p> <p>Maintains current knowledge of Federal human resources management programs and policies by attending conferences, maintaining memberships in professional associations, subscribing to professional journals, etc.</p> <p>Stays abreast of cutting edge research and innovations in human resources management policies and practices by reading, benchmarking, internet research, or professional collaborations</p> <p>Identifies need for cooperation, consultation, and collaboration with other functional areas of human resources management.</p>	<p>Courses on general and specific HR topics from a variety of sources such as: USDA and professional associations Academic courses on HR topics HR certification courses</p> <p>Courses in academic research</p> <p>Courses on IT topics of relevance</p> <p>Courses that assist in making linkages between HR and other administrative areas, e.g., budget, financial management, resource allocation</p>

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<p>Information Technology Support</p>	<p>Business Process Reengineering: <i>Skill in applying advanced HR principles, concepts, methods and practices to aid in business process reengineering initiatives.</i></p> <p>Systems development: <i>Ability to conceptualize, define, and develop automated systems to aid in the delivery of HR services.</i></p>	<p>Develops strategic plans for the development, enhancement, maintenance, and future development of HR information systems.</p> <p>Interprets and implements legislation, policies, and strategies governing the planning and delivery of large-scale HR information system(s) services.</p> <p>Leads or functions as an expert for the HR information systems on a business process reengineering team or requirements analysis team.</p> <p>Identifies areas where automation can effectively eliminate labor-intensive HR manual systems or enhance current automation.</p> <p>Gathers requirements for processes and translates them into specific products that solve problems or improve complex HR issues. Develops project plans to resource, design, develop, test, integrate, implement, and maintain the proposed system improvements or enhancements.</p>	<p>USDA Courses on Human Resources Information Systems.</p> <p>Courses in functional areas related to HR Information Technology Support such as consulting skills for HR professionals, basic statistics, data collection and analysis, and management analysis.</p>

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<p>Information Technology Support</p>	<p>Technology Applications: <i>Knowledge of databases, higher-order programming tools and retrieval languages associated with the HR information system(s) and system capabilities, procedures, limitations, and retrieval options.</i></p> <p>Written Communication: <i>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></p> <p>Oral Communication: <i>Conveys information clearly, completely, and accurately.</i></p>	<p>Makes complex retrievals from multiple sources of data. Utilizes various data sources and is able to understand the quality of data. Know edits in the system(s) and where edits can be improved to improve data quality.</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>Maintains audience attention –Keeps audience engaged through use of illustrations, voice inflections, and analogies. Ensures understanding –Presents message in a way that ensures understanding. Adheres to accepted language conventions – Uses syntax, pace, volume, diction, and mechanics appropriate to the medium being used to communicate.</p>	<p>Courses on topics such as technical writing, report writing and other writing courses Courses in such topics as technical writing, making effective presentations, conducting effective meetings, report writing; public speaking, and interpersonal dynamics</p> <p>See attached listing for suggested courses.</p>