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# Department of the Interior

National Business Center

Competency Dictionary



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# **General Competencies**

**Competency:** Accountability

**Competency Definition:** 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.

Proficiency Level	Proficiency Level Definitions	Behavioral Indicators
5	Expert	<ul style="list-style-type: none"> <li>• Takes ownership of major projects and accepts responsibility for outcomes produced by self, team, and subordinates</li> <li>• Demonstrates expertise in complex programmatic situations</li> <li>• Provides guidance to peers, subordinates and others on personal and organizational obligations associated with serving customers and utilizing resources</li> </ul>
4	Advanced	<ul style="list-style-type: none"> <li>• Willing to claim ownership for results of actions, whether or not those actions were executed personally or collectively with team</li> <li>• Exceeds personal and organizational obligations associated with serving customers and utilizing resources</li> <li>• Demonstrates ability to handle complex accountability issues</li> </ul>
3	Intermediate	<ul style="list-style-type: none"> <li>• Willing to claim ownership for results of actions that were executed personally</li> <li>• Meets personal and organizational obligations associated with serving customers and utilizing resources</li> <li>• Is able to handle accountability issues without requiring additional guidance</li> </ul>
2	Basic	<ul style="list-style-type: none"> <li>• Accepts individual responsibility for personal work performed</li> <li>• Has basic awareness of performance expectations</li> <li>• Meets personal obligations associated with serving customers and utilizing resources</li> </ul>
1	Awareness	<ul style="list-style-type: none"> <li>• Accepts some responsibility for personal work performed</li> <li>• Demonstrates limited awareness of performance expectations</li> <li>• Understands personal obligations associated with serving customers and utilizing resources</li> </ul>

Source Documents (w/minor modifications):

Plateau Competency Definitions & Behavioral Indicators Category: General

**Competency:** Analytical Thinking

**Competency Definition:** Able to breakdown raw information and undefined problems into specific, workable components that, in turn clearly identify the issues at hand. Makes logical conclusions, anticipates obstacles, and considers different approaches that are relevant to the decision making process.

Proficiency Level	Proficiency Level Definitions	Behavioral Indicators
5	Expert	<ul style="list-style-type: none"> <li>• Establishes strategic goals and priorities; uses advanced business and organizational analysis to identify and assess problem definitions and potential solutions</li> <li>• Creates framework for reviewing large volumes of unorganized data; probes for and points to subtle and unclear relationships in highly complex matters and evaluates the merit of problem definitions and potential solutions</li> <li>• Anticipates the possible outcome of potential solutions; systemically identifies and resolves complex issues; educates senior leaders as to the solution</li> </ul>
4	Advanced	<ul style="list-style-type: none"> <li>• Determines criteria for assessing issues and opportunities; establishes clear goals and priorities</li> <li>• Identifies relationships and linkages between different information sources; anticipates issues that are not readily apparent on the surface</li> <li>• Anticipates potential problems and develops solutions needed to resolve them; anticipates the possible outcome of potential solutions; identifies trends and isolated events</li> </ul>
3	Intermediate	<ul style="list-style-type: none"> <li>• Coordinates the information gathering and reporting process; reviews trends and compares to expectations</li> <li>• Identifies relationships and linkages within several information sources; anticipates issues that are not readily apparent on the surface; identifies root causes and effects</li> <li>• Reports and identifies areas that need guidance in order to resolve complex issues; anticipates the possible outcome of potential solutions</li> </ul>
2	Basic	<ul style="list-style-type: none"> <li>• Collates and reports information; identifies trends and exceptions; investigates to define problems accurately; sorts information in order of importance</li> <li>• Identifies relationships and linkages between components; identifies variable potential causes and effects</li> <li>• Solicits guidance to define criteria and assign values of importance and urgency; escalates issues of an exceptional nature</li> </ul>

**Competency:** Analytical Thinking (continued)

**Competency Definition:** Able to breakdown raw information and undefined problems into specific, workable components that, in turn clearly identify the issues at hand. Makes logical conclusions, anticipates obstacles, and considers different approaches that are relevant to the decision making process.

1	Awareness	<ul style="list-style-type: none"><li>• Gathers and links data; reviews for non-conformity and gathers further information in response to routine problems</li><li>• Identifies direct cause and effect relationships; breaks down tasks and problems into manageable components</li><li>• Solicits guidance to assess importance and urgency; escalates issues of a non-routine nature</li></ul>
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Source Documents (w/minor modifications): Gartner

**Competency:** Attention to Detail

**Competency Definition:** Is thorough when performing work and conscientious about attending to detail.

Proficiency Level	Proficiency Level Definitions	Behavioral Indicators
5	Expert	<ul style="list-style-type: none"><li>• Sets the standards for the quality of the work completed for the organization</li><li>• Leads others in attending to detail in the most difficult and/or high-pressure circumstances</li><li>• Reviews and edits work completed by others to ensure that the quality of work meets acceptable work standards</li></ul>
4	Advanced	<ul style="list-style-type: none"><li>• Attends to specific details of work in even the most difficult or stressful situations</li><li>• Independently completes thorough and accurate work</li><li>• Demonstrates exceptional work standards</li></ul>
3	Intermediate	<ul style="list-style-type: none"><li>• Demonstrates attention to detail in circumstances where there is minimal pressure to complete work quickly</li><li>• Completes work independently, rarely requires editing or review by others</li><li>• Demonstrates acceptable work standards</li></ul>
2	Basic	<ul style="list-style-type: none"><li>• Demonstrates basic attention to detail in average circumstances</li><li>• Completes work that sometimes requires editing by others, or requires review prior to completion</li><li>• Understands acceptable work standards and strives to comply</li></ul>
1	Awareness	<ul style="list-style-type: none"><li>• Demonstrates limited attention to detail</li><li>• Completes work that usually requires editing by others, or requires review prior to completion</li><li>• Seeks guidance in achieving acceptable work standards</li></ul>

Source Documents (w/minor modifications):

Plateau Competency Definitions & Behavioral Indicators, Category: General

**Competency:** Business Planning & Resources Management

**Competency Definition:** Translates strategic goals into business objectives (i.e., growth, revenue, productivity targets, workload objectives, unit costs, etc.) Identifies the tactical projects and operations management parameters required to achieve the business objectives. Identifies resources required to execute the project and operations objectives.

Proficiency Level	Proficiency Level Definitions	Behavioral Indicators
5	Expert	<ul style="list-style-type: none"> <li>• Demonstrates in-depth knowledge of the organization’s strategic goals in order to develop business objectives and implement new processes and guidance in support of those objectives</li> <li>• Develops short and long range plans and/or projects, and proactively monitors and evaluates progress</li> <li>• Monitors the use of resources to ensure that they are in line with the project and/or operations objectives and adjusts plans as required in response to changing circumstances</li> </ul>
4	Advanced	<ul style="list-style-type: none"> <li>• Demonstrates thorough knowledge of the organization’s strategic goals in order to develop objectives, new processes and guidance in support of those objectives</li> <li>• Monitors and evaluates projects to ensure compliance with operation management parameters; foresees potential challenges and opportunities and adjusts plans and/or projects as needed to achieve business objectives</li> <li>• Monitors the use of resources to ensure that they are in line with the project and/or operations objectives</li> </ul>
3	Intermediate	<ul style="list-style-type: none"> <li>• Demonstrates working knowledge of the organization’s strategic goals in order to analyze and plan business objectives</li> <li>• Identifies projects and/or operation management parameters needed to achieve business objectives and anticipates the impacts and risks of decisions and actions</li> <li>• Establishes identifiable points in the plan and/or project to monitor the progress and effectiveness of the plans and resources</li> </ul>
2	Basic	<ul style="list-style-type: none"> <li>• Demonstrates basic knowledge of the organization’s strategic goals in order to begin preliminary planning of business objectives</li> <li>• Identifies tasks, projects and/or operation management parameters needed to achieve business objectives</li> <li>• Identifies and implements a plan to gain the required resources necessary to achieve projects and/or operations objectives</li> </ul>

**Competency:** Business Planning & Resources Management (continued)

**Competency Definition:** Translates strategic goals into business objectives (i.e., growth, revenue, productivity targets, workload objectives, unit costs, etc.) Identifies the tactical projects and operations management parameters required to achieve the business objectives. Identifies resources required to execute the project and operations objectives.

1	Awareness	<ul style="list-style-type: none"><li>• Demonstrates limited knowledge of the organization’s strategic goals in order to explain business objectives to subordinates</li><li>• Identifies a sequence of tasks needed to achieve business objectives</li><li>• Identifies resource requirements necessary to support projects and/or operations objectives</li></ul>
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Source Documents (w/minor modifications): None

**Competency:** Conflict Management

**Competency Definition:** Encourages creative tension and differences of opinions. Anticipates and takes steps to prevent counter-productive confrontations. Manages and resolves conflicts and disagreements in a constructive manner.

Proficiency Level	Proficiency Level Definitions	Behavioral Indicators
5	Expert	<ul style="list-style-type: none"> <li>• Identifies, evaluates and takes action to minimize more difficult or complex confrontations, disagreements, complaints and grievances and independently seeks to resolve the issues if possible</li> <li>• Provides feedback or guidance to others in issues of conflict management</li> <li>• Develops strategies that educate and prevent disruptive situations</li> </ul>
4	Advanced	<ul style="list-style-type: none"> <li>• Identifies and takes action to minimize confrontations, disagreements, complaints and grievances and independently seeks to resolve the issues if possible</li> <li>• Assists others in conflict resolution</li> <li>• Takes proactive actions to prevent potential disruptive situations and identifies strategies to prevent future disruptive situations</li> </ul>
3	Intermediate	<ul style="list-style-type: none"> <li>• Identifies and takes action to minimize confrontations, disagreements, complaints and grievances</li> <li>• Identifies and evaluates most elements of conflict and leads conflict resolutions</li> <li>• Takes proactive actions to prevent potential disruptive situations</li> </ul>
2	Basic	<ul style="list-style-type: none"> <li>• Identifies and takes action on minor confrontations with little or no assistance</li> <li>• Assists in fostering a calm and objective environment during conflict resolution process</li> <li>• Seeks assistance when potential disruptive situations have been identified</li> </ul>
1	Awareness	<ul style="list-style-type: none"> <li>• Recognizes conflict and seeks assistance for matters requiring resolution</li> <li>• Remains calm and objective during the conflict resolution process</li> <li>• Observes surroundings and identifies potential disruptive situations</li> </ul>

Source Documents (w/minor modifications):

HR Manager

Plateau Competency Definitions & Behavioral Indicators Category: Leadership

**Competency:** Creative Thinking

**Competency Definition:** Develops new insights into situations and applies innovative solutions to make organizational improvements, designs and implements new or cutting-edge programs/processes.

Proficiency Level	Proficiency Level Definitions	Behavioral Indicators
5	Expert	<ul style="list-style-type: none"> <li>• Gathers insight into situations and opportunities to apply innovative solutions that may not be obvious to others</li> <li>• Generates new innovative ideas that have considerable impact</li> <li>• Conveys the importance of creativity and innovation throughout the work environment</li> </ul>
4	Advanced	<ul style="list-style-type: none"> <li>• Seeks and develops insight into unique or unusual sources of information to solve problems</li> <li>• Generates innovative ideas that have moderate impact</li> <li>• Takes calculated risks in pursuing new and cutting-edge ideas that will enhance a project</li> </ul>
3	Intermediate	<ul style="list-style-type: none"> <li>• Seeks insight into unique or unusual sources of information to solve problems</li> <li>• Generates new ideas that are limited in scope</li> <li>• Takes moderate risks in pursuing new ideas that will enhance a project</li> </ul>
2	Basic	<ul style="list-style-type: none"> <li>• Consistently offers new insights into situations</li> <li>• Generates ideas that extend or build upon ideas of others</li> <li>• Entertains new ideas to multiple tasks or an entire project</li> </ul>
1	Awareness	<ul style="list-style-type: none"> <li>• Occasionally offers new insights into routine situations</li> <li>• Generates routine ideas that impact routine processes</li> <li>• Entertains new ideas that will enhance specific project tasks</li> </ul>

Source Documents (w/minor modifications):

HR Manager

Plateau Competency Definitions & Behavioral Indicators Category: General

**Competency:** Customer Service

**Competency Definition:** Works with customers to assess needs, provide assistance, resolve problems, satisfy expectations; knows products and services; is committed to providing quality products and services.

Proficiency Level	Proficiency Level Definitions	Behavioral Indicators
5	Expert	<ul style="list-style-type: none"> <li>• Provides highest level of customer service and understands the nuances of how it applies within the organization</li> <li>• Responds proactively and anticipates customer issues and needs</li> <li>• Ensures that all problems, questions, or complaints are resolved, including technical or complex issues</li> </ul>
4	Advanced	<ul style="list-style-type: none"> <li>• Provides high level of customer service and understands the nuances of how it applies within the organization</li> <li>• Independently responds quickly and accurately to routine and complex customer questions and concerns</li> <li>• Resolves complex problems, questions or complaints; directs unique problems to appropriate person</li> </ul>
3	Intermediate	<ul style="list-style-type: none"> <li>• Understands customer service and how it applies within the organization</li> <li>• Independently responds quickly and accurately to routine customer questions or concerns</li> <li>• Resolves fairly complex or non-routine problems, questions, or complaints; directs the most complex problems, questions, or complaints to the appropriate person</li> </ul>
2	Basic	<ul style="list-style-type: none"> <li>• Has a basic understanding of customer service</li> <li>• Provides standard products or routine services to customers</li> <li>• Resolves simple problems, questions, or complaints; directs complex or non-routine problems, questions, or complaints to the appropriate person</li> </ul>
1	Awareness	<ul style="list-style-type: none"> <li>• Has a limited understanding of customer service</li> <li>• Provides limited products or services</li> <li>• Knows when to elevate customer issues</li> </ul>

Source Documents (w/minor modifications):

HR Manager

Plateau Competency Definitions & Behavioral Indicators Category: General

**Competency:** Decision Making

**Competency Definition:** 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.

Proficiency Level	Proficiency Level Definitions	Behavioral Indicators
5	Expert	<ul style="list-style-type: none"> <li>• Makes sound decisions when the data is extremely limited, conflicting or nonexistent and the solutions are unidentified</li> <li>• Takes appropriate risks in decision making while keeping the best interest of the organization in mind</li> <li>• Weighs factors and perceives impact and implication of decisions in adversity or demanding situations</li> </ul>
4	Advanced	<ul style="list-style-type: none"> <li>• Exercises good judgment in situations when the data is very limited or nonexistent and the solutions are unclear</li> <li>• Makes appropriate decisions quickly</li> <li>• Weighs factors and perceives impacts and implications of decisions in difficult situations</li> </ul>
3	Intermediate	<ul style="list-style-type: none"> <li>• Exercises good judgment in situations when data is limited and the solution may be unclear</li> <li>• Makes appropriate decisions in a timely manner</li> <li>• Demonstrates the ability to weigh factors and perceive impacts and implications of decisions in situations</li> </ul>
2	Basic	<ul style="list-style-type: none"> <li>• Exercises good judgment in situations where there are clear and straightforward answers</li> <li>• Understands when it is appropriate to make decisions independently vs. when it is appropriate to seek advice from higher level</li> <li>• Occasionally seeks guidance from others when faced with adversity</li> </ul>
1	Awareness	<ul style="list-style-type: none"> <li>• Demonstrates some ability to exercise good judgment in situations where there are clear and straightforward answers</li> <li>• Requires guidance in understanding when it is appropriate to make decisions independently vs. when it is appropriate to seek advice from higher level</li> <li>• Routinely seeks guidance from others when faced with adversity</li> </ul>

Source Documents (w/minor modifications):

HR Manager

Plateau Competency Definitions & Behavioral Indicators Category: Leadership

**Competency:** Decisiveness

**Competency Definition:** Makes well-informed, effective and timely decisions, even when data are limited or solutions produce unpleasant consequences; perceives the impact and implications of decisions.

Proficiency Level	Proficiency Level Definitions	Behavioral Indicators
5	Expert	<ul style="list-style-type: none"> <li>• Makes sound decisions when the data is extremely limited, conflicting or nonexistent and the solutions are unidentified</li> <li>• Takes appropriate risks in decision making while keeping the best interest of the organization in mind</li> <li>• Weighs factors and perceives impact and implication of decisions in adversity or demanding situations</li> </ul>
4	Advanced	<ul style="list-style-type: none"> <li>• Exercises good judgment in situations when the data is very limited or nonexistent and the solutions are unclear</li> <li>• Makes appropriate decisions quickly</li> <li>• Weighs factors and perceives impacts and implications of decisions in difficult situations</li> </ul>
3	Intermediate	<ul style="list-style-type: none"> <li>• Exercises good judgment in situations when data is limited and the solution may be unclear</li> <li>• Makes appropriate decisions in a timely manner</li> <li>• Demonstrates the ability to weigh factors and perceive impacts and implications of decisions in situations</li> </ul>
2	Basic	<ul style="list-style-type: none"> <li>• Exercises good judgment in situations where there are clear and straightforward answers</li> <li>• Understands when it is appropriate to make decisions independently vs. when it is appropriate to seek advice from higher level</li> <li>• Occasionally seeks guidance from others when faced with adversity</li> </ul>
1	Awareness	<ul style="list-style-type: none"> <li>• Demonstrates some ability to exercise good judgment in situations where there are clear and straightforward answers</li> <li>• Requires guidance in understanding when it is appropriate to make decisions independently vs. when it is appropriate to seek advice from higher level</li> <li>• Routinely seeks guidance from others when faced with adversity</li> </ul>

Source Documents (w/minor modifications):

HR Manager

Plateau Competency Definitions & Behavioral Indicators Category: Leadership

**Competency:** External Awareness

**Competency Definition:** Identifies and keeps up-to-date on key agency policies/priorities and economic, political, and social trends which affect the organization; understands where the organization is headed and how to make a contribution.

Proficiency Level	Proficiency Level Definitions	Behavioral Indicators
5	Expert	<ul style="list-style-type: none"> <li>• Understands the organization and agency’s strategic direction, short and long-term goals, mission, functions, and culture</li> <li>• Contributes to the development of organization and agency policies, procedures, rules regulations and/or guidelines</li> <li>• Influences and develops organization and agency programs and policies</li> </ul>
4	Advanced	<ul style="list-style-type: none"> <li>• Understands the mission, functions, and culture of the organization and agency</li> <li>• Demonstrates in-depth knowledge of organization and agency policies, procedures, rules, regulations and guidelines</li> <li>• Educates others on organizational programs and policies and their impact on agency policies and priorities</li> </ul>
3	Intermediate	<ul style="list-style-type: none"> <li>• Understands the mission and functions of the organization and agency</li> <li>• Demonstrates and applies organization and agency policies, procedures, rules, regulations and guidelines</li> <li>• Contributes to programs and policies of the organization and the agency</li> </ul>
2	Basic	<ul style="list-style-type: none"> <li>• Demonstrates general knowledge of the mission and functions of the organization and agency</li> <li>• Demonstrates basic knowledge of the organization and agency’s policies, procedures, rules, regulations and guidelines</li> <li>• Stays current with organization and agency programs and policies</li> </ul>

**Competency:** External Awareness (continued)

**Competency Definition:** Identifies and keeps up-to-date on key agency policies/priorities and economic, political, and social trends which affect the organization; understands where the organization is headed and how to make a contribution.

1	Awareness	<ul style="list-style-type: none"><li>• Demonstrates limited knowledge of the mission and functions of the organization and agency</li><li>• Demonstrates limited knowledge of the organization and agency's policies, procedures, rules, regulations and guidelines</li><li>• Understands general impact of organizational programs and policies on agency functions</li></ul>
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Source Documents (w/minor modifications):

HR Manager

Plateau Competency Definitions & Behavioral Indicators Category: General

**Competency:** Influencing/Negotiating

**Competency Definition:** Persuades others; builds consensus through give and take; gains cooperation from others to obtain information and accomplish goals.

Proficiency Level	Proficiency Level Definitions	Behavioral Indicators
5	Expert	<ul style="list-style-type: none"> <li>• Persuades and influences all parties to cooperate and accept recommendations</li> <li>• Explains and clarifies all perspectives of an issue and its impact on all parties</li> <li>• Negotiates effectively with all parties, including those that are resistant, to achieve consensus through changed opinion, attitude or behavior</li> </ul>
4	Advanced	<ul style="list-style-type: none"> <li>• Demonstrates logic, communicates and persuades other to see benefits of recommendations within and across groups</li> <li>• Understands all sides of an issue and its impact on all parties involved</li> <li>• Negotiates with individuals or groups, including those that are resistant, to consider cooperating in order to achieve an acceptable solution</li> </ul>
3	Intermediate	<ul style="list-style-type: none"> <li>• Demonstrates logic and communicates benefits of recommendations within and across groups</li> <li>• Understands when and how an issue may impact other parties involved</li> <li>• Works with others to achieve the best solution possible for all parties</li> </ul>
2	Basic	<ul style="list-style-type: none"> <li>• Applies logic to persuade others in straightforward situations</li> <li>• Recognizes when it is appropriate to influence and/or persuade others</li> <li>• Understands basic negotiation techniques</li> </ul>
1	Awareness	<ul style="list-style-type: none"> <li>• Initiates an exchange of information</li> <li>• Seeks guidance on how and when to influence and/or persuade others</li> <li>• Demonstrates a limited understanding of negotiation techniques</li> </ul>

Source Documents (w/minor modifications):

HR Manager

Plateau Competency Definitions & Behavioral Indicators Category: Leadership

**Competency:** Information Management

**Competency Definition:** Identifies a need for and knows where or how to gather information; organizes and maintains information or information management systems.

Proficiency Level	Proficiency Level Definitions	Behavioral Indicators
5	Expert	<ul style="list-style-type: none"> <li>• Designs, configures and/or implements database/information management systems</li> <li>• Anticipates the impact of information on different staff members and establishes dissemination procedures accordingly</li> <li>• Develops and implements information management policies and guidelines</li> </ul>
4	Advanced	<ul style="list-style-type: none"> <li>• Ensures information maintained in a database or information management system is accurate and comprehensive</li> <li>• Develops and supports processes, tools, and standards needed for information management and sharing in an information management system</li> <li>• Develops information management policies and guidelines</li> </ul>
3	Intermediate	<ul style="list-style-type: none"> <li>• Maintains comprehensive information in a database or information management system</li> <li>• Provides input regarding processes, tools, and standards needed for information management</li> <li>• Contributes to the development of information management processes and policies</li> </ul>
2	Basic	<ul style="list-style-type: none"> <li>• Effectively adds, retrieves, and removes records from a database or information management system</li> <li>• Arranges new/old information in a database according to established guidelines</li> <li>• Applies information management processes and policies to gather and organize information</li> </ul>
1	Awareness	<ul style="list-style-type: none"> <li>• Effectively uses standard retrieval and dissemination tools within a database or information management system</li> <li>• Arranges new information in a database according to previously established guidelines</li> <li>• Complies with records, document, and information management policies</li> </ul>

Source Documents (w/minor modifications): HR Manager w/ modifications

**Competency:** Interpersonal Skill

**Competency Definition:** Shows understanding, friendliness, courtesy, tact, empathy, concern, and politeness to others; develops and maintains effective relationships with others; may include effectively dealing with individuals who are 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.

Proficiency Level	Proficiency Level Definitions	Behavioral Indicators
5	Expert	<ul style="list-style-type: none"><li>• Fosters working relationships throughout all organizational levels</li><li>• Exhibits patience and understanding in difficult and complex situations</li><li>• Proactively recognizes and resolves potential problems</li></ul>
4	Advanced	<ul style="list-style-type: none"><li>• Establishes and maintains positive working relationships</li><li>• Listens attentively and understands the interests and concerns of others</li><li>• Consistently tactful in challenging situations</li></ul>
3	Intermediate	<ul style="list-style-type: none"><li>• Establishes cooperative working relationships with others</li><li>• Responds with respect and concern to routine questions and concerns</li><li>• Effectively handles situations with moderate degree of tension, conflict and/or distress</li></ul>
2	Basic	<ul style="list-style-type: none"><li>• Exchanges information with others outside the immediate work group</li><li>• Cooperates and works well with others</li><li>• Handles situations involving little or no distress</li></ul>
1	Awareness	<ul style="list-style-type: none"><li>• Participates with co-workers to accomplish work-related duties</li><li>• Remains courteous when working with others</li><li>• Asks for guidance in difficult situations</li></ul>

Source Documents (w/minor modifications):

HR Manager

Plateau Competency Definitions & Behavioral Indicators, Category: General

**Competency:** Leadership

**Competency Definition:** Inspires, motivates, guides others toward goals; coaches, mentors, challenges staff; adapts leadership styles to various situations; models high standards of honesty, integrity, trust, openness, and respect for individuals by applying these values daily.

Proficiency Level	Proficiency Level Definitions	Behavioral Indicators
5	Expert	<ul style="list-style-type: none"> <li>• Inspires, motivates, challenges, and mentors others; reinforces confidence and support of others</li> <li>• Fosters commitment of employees and customers to shared organizational values and goals</li> <li>• Adapts leadership style to all situations and personalities</li> </ul>
4	Advanced	<ul style="list-style-type: none"> <li>• Encourages, motivates, and challenges others; reinforces confidence and support of others</li> <li>• Influences and achieves organizational commitment to shared values and goals</li> <li>• Adapts leadership style to complex situations and/or a variety of personalities</li> </ul>
3	Intermediate	<ul style="list-style-type: none"> <li>• Encourages, guides, and motivates others; obtains and maintains the confidence and active support of others to accomplish goals</li> <li>• Influences voluntary commitment to shared organizational values and goals</li> <li>• Adapts leadership style to fairly complex situations</li> </ul>
2	Basic	<ul style="list-style-type: none"> <li>• Guides and motivates others; obtains understanding, confidence, and support of others in accomplishing work activities</li> <li>• Achieves voluntary commitment to shared organizational values and goals</li> <li>• Adapts leadership style to non-routine situations</li> </ul>
1	Awareness	<ul style="list-style-type: none"> <li>• Guides and motivates others; gains confidence and support of others in accomplishing work activities</li> <li>• Ensures others are committed to shared organizational values and goals to achieve work accomplishment</li> <li>• Adjusts leadership style to routine situations</li> </ul>

Source Documents (w/minor modifications):  
HR Manager

**Competency:** Legal, Government, and Jurisprudence

**Competency Definition:** Knowledge of laws, legal codes, court procedures, precedents, legal practices and documents, government regulations, executive orders, agency rules, government organization and functions, and the democratic political process.

Proficiency Level	Proficiency Level Definitions	Behavioral Indicators
5	Expert	<ul style="list-style-type: none"> <li>• Uses guidelines that are often ambiguous and express conflicting or incompatible goals and objectives that require extensive interpretation</li> <li>• Uses judgment and ingenuity and exercises broad latitude to determine the intent of applicable guidelines</li> <li>• Provides guidance and assistance to others in researching, interpreting and applying rules, regulations and policies</li> <li>• Translates rules, regulations, and policies into operational requirements</li> </ul>
4	Advanced	<ul style="list-style-type: none"> <li>• Uses guidelines and precedents that are very general regarding policy and objectives and require considerable interpretation and/or adaptation for application to work</li> <li>• Assesses changed rules, regulations, and policies to determine the impact on business processes or procedures</li> <li>• Researches, interprets, and applies rules, regulations, and policies in all work situations</li> </ul>
3	Intermediate	<ul style="list-style-type: none"> <li>• Possesses a solid foundational knowledge of rules, regulations, policies and procedures pertaining to the work</li> <li>• Interprets and applies rules, regulations, and policies to work being performed</li> <li>• Researches a variety of rules and regulations to resolve a wide range of problems</li> </ul>
2	Basic	<ul style="list-style-type: none"> <li>• Possesses basic awareness of rules, regulations, policies and procedures pertaining to the work</li> <li>• Applies rules, regulations, and policies to work being performed</li> <li>• Researches regulations to resolve simple problems</li> </ul>
1	Awareness	<ul style="list-style-type: none"> <li>• Possesses limited awareness of rules, regulations and policies pertaining to the work</li> <li>• With assistance, applies rules, regulations and policies to work being performed</li> </ul>

Source Documents (w/minor modifications): None

**Competency:** Manages Human Resources

**Competency Definition:** Plans, distributes, coordinates, and monitors work assignments; evaluates work performance, provides feedback on performance; ensures staff are appropriately selected, utilized, and are treated in a fair and equitable manner. Empower staff in order to encourage individual development and achieve organizational goals.

Proficiency Level	Proficiency Level Definitions	Behavioral Indicators
5	Expert	<ul style="list-style-type: none"> <li>• Determines program requirements, staff ability and availability; actively manages workload and assignment completion to ensure accomplishment of program requirements</li> <li>• Evaluates performance; provides feedback and advice to enhance performance; and serves as mentor in performing complex tasks</li> <li>• Establishes detailed individual development plans for employees; actively coaches and encourages employees to seek development opportunities in all facets of professional interest</li> </ul>
4	Advanced	<ul style="list-style-type: none"> <li>• Determines staff requirements and availability; distributes, monitors, and coordinates work assignments for employees where sequencing of tasks or accomplishment of heavy workload is required</li> <li>• Evaluates performance and provides feedback and advice on how to enhance performance</li> <li>• Establishes detailed plans for employee development to enhance employee performance and self-esteem</li> </ul>
3	Intermediate	<ul style="list-style-type: none"> <li>• Determines staff availability; distributes, monitors, and coordinates work assignments for several employees</li> <li>• Evaluates and provides feedback on performance to employees for ongoing work assignments</li> <li>• Establishes general plans for employee development</li> </ul>
2	Basic	<ul style="list-style-type: none"> <li>• Determines staff availability; distributes and monitors work assignments for multiple projects or work assignments</li> <li>• Evaluates employee performance for a specific project or assignment</li> <li>• Provides opportunities for on-the-job training</li> </ul>
1	Awareness	<ul style="list-style-type: none"> <li>• Determines staff availability; distributes and monitors work assignments for a specific project</li> <li>• Provides performance feedback to employees</li> <li>• Provides employees with developmental assignments to improve their skills</li> </ul>

Source Documents (w/minor modifications): HR Manager

**Competency:** Oral Communication

**Competency Definition:** Expresses information (e.g., ideas or facts) to individuals or groups effectively, taking into account the audience and nature of the information (e.g., technical, sensitive, controversial); makes clear and convincing oral presentations; listens to others; attends to nonverbal cues, and responds appropriately.

Proficiency Level	Proficiency Level Definitions	Behavioral Indicators
5	Expert	<ul style="list-style-type: none"> <li>• Conveys logical thinking in describing complex facts or ideas; delivers clear and convincing presentations to diverse groups within and outside the organization</li> <li>• Listens actively and encourages dialogue to foster communication</li> <li>• Utilizes strong oral communication skills to facilitate dialogue and meetings</li> </ul>
4	Advanced	<ul style="list-style-type: none"> <li>• Presents complex facts or ideas with confidence and enthusiasm</li> <li>• Encourages open expression of ideas and opinions within the organization</li> <li>• Drives decision making and change by asking insightful questions; anticipates audience reactions and proactively responds to questions and/or concerns</li> </ul>
3	Intermediate	<ul style="list-style-type: none"> <li>• Presents or explains fairly complex ideas or information clearly to meet the needs and interests of multiple audiences</li> <li>• Facilitates an exchange of ideas and fosters an atmosphere of open communication</li> <li>• Asks relevant and insightful questions; interprets and responds to comments and questions</li> </ul>
2	Basic	<ul style="list-style-type: none"> <li>• Presents ideas articulately and in an organized manner</li> <li>• Actively participates in, and contributes to, discussions</li> <li>• Asks relevant questions to demonstrate an understanding of the work</li> </ul>
1	Awareness	<ul style="list-style-type: none"> <li>• Presents general ideas or information clearly, concisely, and logically</li> <li>• Listens to co-workers and responds appropriately</li> <li>• Asks appropriate questions to ensure understanding of the work</li> </ul>

Source Documents (w/minor modifications):

HR Manager

Plateau Competency Definitions & Behavioral Indicators, Category: General

**Competency:** Organizational Awareness

**Competency Definition:** Knows the organization’s mission and functions, and how its social, political, and technological systems work and operates effectively within them; this includes the programs, policies, procedures, rules, and regulations of the organization.

Proficiency Level	Proficiency Level Definitions	Behavioral Indicators
5	Expert	<ul style="list-style-type: none"> <li>• Understands the organization’s strategic direction, short and long-term goals, mission, functions, and culture</li> <li>• Contributes to the development of organization policies, procedures, rules regulations and/or guidelines</li> <li>• Influences and develops organizational programs and policies</li> </ul>
4	Advanced	<ul style="list-style-type: none"> <li>• Understands the mission, functions, and culture of the organization</li> <li>• Demonstrates in-depth knowledge of organization policies, procedures, rules, regulations and guidelines</li> <li>• Educates others on organizational programs and policies</li> </ul>
3	Intermediate	<ul style="list-style-type: none"> <li>• Understands the mission and functions of the organization</li> <li>• Demonstrates and applies organizational policies, procedures, rules, regulations and guidelines</li> <li>• Contributes to programs and polices of organization</li> </ul>
2	Basic	<ul style="list-style-type: none"> <li>• Demonstrates general knowledge of the mission and functions of the organization</li> <li>• Demonstrates basic knowledge of the organization’s policies, procedures, rules, regulations and guidelines</li> <li>• Stays current with organizational programs and polices</li> </ul>
1	Awareness	<ul style="list-style-type: none"> <li>• Demonstrates limited knowledge of the mission and functions of the organization</li> <li>• Demonstrates limited knowledge of the organization’s policies, procedures, rules, regulations and guidelines</li> <li>• Understands impact of organizational programs and policies on own function</li> </ul>

Source Documents (w/minor modifications):

HR Manager

Plateau Competency Definitions & Behavioral Indicators Category: General

**Competency:** Planning and Evaluating

**Competency Definition:** Determines objectives and strategies; coordinates with other parts of the organization to accomplish goals; monitors and evaluates the progress and outcomes of operational plans; anticipates potential threats or opportunities.

Proficiency Level	Proficiency Level Definitions	Behavioral Indicators
5	Expert	<ul style="list-style-type: none"> <li>• Guide others in the use of planning and evaluations tools, techniques and methodologies and formulating plans and strategies for an organization</li> <li>• Evaluates multiple goals and objectives, develops and implements strategies to improve and ensure success of the organization’s operational plans</li> <li>• Anticipates potential challenges and/or opportunities for the organization in not so obvious situations and develops and implements plans for resolution or capitalization</li> </ul>
4	Advanced	<ul style="list-style-type: none"> <li>• Develops, implements and recommends to others planning and evaluation tools, techniques and methodologies and information on formulating plans for an organization</li> <li>• Evaluates goals and objectives, assesses and develops strategies for improving the organization’s operational plans</li> <li>• Consistently anticipates potential challenges and/or opportunities for the organization and develops and implements plans for resolution or capitalization</li> </ul>
3	Intermediate	<ul style="list-style-type: none"> <li>• Routinely utilizes planning and evaluation tools, techniques and methodologies to formulate plans for a segment of the organization</li> <li>• Evaluates goals and objectives and assesses the effectiveness of the organization’s operational plans</li> <li>• Anticipates obvious challenges and/or opportunities for the organization and develops plans for resolution or capitalization</li> </ul>
2	Basic	<ul style="list-style-type: none"> <li>• Utilizes planning and evaluation tools, techniques and methodologies</li> <li>• Evaluates goal outcomes and impacts to the organization’s operational plan in straightforward situations</li> <li>• Understands potential challenges and/or opportunities for the organization</li> </ul>

**Competency:** Planning and Evaluating (continued)

**Competency Definition:** Determines objectives and strategies; coordinates with other parts of the organization to accomplish goals; monitors and evaluates the progress and outcomes of operational plans; anticipates potential threats or opportunities.

1	Awareness	<ul style="list-style-type: none"><li>• Possesses limited knowledge of planning and evaluation tools, techniques and methodologies</li><li>• Seeks guidance in evaluating outcome of goals and impact to organization's operational plan</li><li>• Looks to others in anticipating potential challenges and/or opportunities for the organization</li></ul>
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Source Documents (w/minor modifications):

HR Manager

Plateau Competency Definitions & Behavioral Indicators, Category: Leadership

**Competency:** Problem Solving

**Competency Definition:** Identifies and analyzes problems; weighs relevance and accuracy of information; generates and evaluates alternative solutions; makes recommendations.

Proficiency Level	Proficiency Level Definitions	Behavioral Indicators
5	Expert	<ul style="list-style-type: none"> <li>• Examines problems and solutions with a long-term perspective; effectively leads others in the effort of developing, identifying, and formulating problem solving strategies consistent with organizational goals</li> <li>• Uses logic to develop and implement innovative tools and techniques to resolve complex problems and issues</li> <li>• Uses logic to resolve complex, unique, or unusual problems</li> <li>• Consistently anticipates challenges that are not obvious to others</li> </ul>
4	Advanced	<ul style="list-style-type: none"> <li>• Identifies and examines problems and solutions with long-term perspective; formulates problem solving strategies consistent with organizational goals</li> <li>• Uses logic and applies innovative tools and techniques to resolve complex problems and issues</li> <li>• Anticipates obvious and/or obscure potential challenges for the organization</li> </ul>
3	Intermediate	<ul style="list-style-type: none"> <li>• Identifies problems and problem solving strategies consistent with organizational goals</li> <li>• Uses logic and applies a variety of tools, techniques, and strategies to resolve non-routine problems and issues</li> <li>• Effectively anticipates potential challenges for the organization</li> </ul>
2	Basic	<ul style="list-style-type: none"> <li>• Demonstrates a basic ability to recognize and define problems</li> <li>• Uses logic to solve routine problems; identifies strategies for solving routine problems and issues</li> <li>• Anticipates obvious potential challenges for the organization</li> </ul>
1	Awareness	<ul style="list-style-type: none"> <li>• Demonstrates a limited ability to recognize and define problems</li> <li>• Uses logic to solve basic problems; seeks guidance in identifying effective strategies for resolving routine problems and issues</li> <li>• Looks to others in anticipating potential challenges</li> </ul>

Source Documents (w/minor modifications):

HR Manager

Plateau Competency Definitions & Behavioral Indicators, Category: General

**Competency:** Quality Management

**Competency Definition:** Knowledge of the principles, methods and tools of quality assurance, quality control and reliability used to ensure that a project, system or product fulfills requirements and standards.

Proficiency Level	Proficiency Level Definitions	Behavioral Indicators
5	Expert	<ul style="list-style-type: none"> <li>• Provides guidance to management and others on quality management programs and processes</li> <li>• Provides guidance to management and others on evaluating a project, system, and/or product performance to ensure compliance with requirements and standards and formulating and implementing corrective actions</li> <li>• Develops, implements and monitors plans used to address potential challenges and/or opportunities in a project, system and/or product</li> </ul>
4	Advanced	<ul style="list-style-type: none"> <li>• Demonstrates thorough knowledge of quality management programs and processes</li> <li>• Evaluates overall project, system, and/or product performance to ensure compliance with requirements and standards and takes corrective action as needed</li> <li>• Develops and implements plans to address potential challenges and/or opportunities in a project, system and/or product</li> </ul>
3	Intermediate	<ul style="list-style-type: none"> <li>• Demonstrates a broad understanding of quality management programs and processes</li> <li>• Evaluates overall project, system and/or product performance to ensure compliance with requirements and standards</li> <li>• Analyzes potential challenges and/or opportunities in a project, system and/or product and develops plans for resolution and capitalization</li> </ul>
2	Basic	<ul style="list-style-type: none"> <li>• Demonstrate basic understanding of quality management programs and processes</li> <li>• Evaluates project, system and/or product performance to ensure requirements are met</li> <li>• Identifies and assesses potential challenges and/or opportunities in a project, system and/or product</li> </ul>

**Competency:** Quality Management (continued)

**Competency Definition:** Knowledge of the principles, methods and tools of quality assurance, quality control and reliability used to ensure that a project, system or product fulfills requirements and standards.

1	Awareness	<ul style="list-style-type: none"><li>• Demonstrates limited awareness of quality management programs and processes</li><li>• Performs limited evaluations of project, system and/or product performance</li><li>• Identifies potential challenges and/or opportunities in a project, system and/or product</li></ul>
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Source Documents (w/minor modifications):

HR Manager

Plateau Competency Definitions & Behavioral Indicators, Category: Leadership

**Competency:** Reasoning

**Competency Definition:** Identifies rules, principles, or relationships that explain facts, data, or other information; analyzes information and makes correct inferences or draws accurate conclusions.

Proficiency Level	Proficiency Level Definitions	Behavioral Indicators
5	Expert	<ul style="list-style-type: none"> <li>• Effectively analyzes information to discern trends and patterns and makes accurate inferences or draws accurate conclusions</li> <li>• Interprets and analyzes data to draw conclusions by applying extremely limited, conflicting or nonexistent rules</li> <li>• Delivers clear and convincing presentations of facts, data or other information to a variety of audiences</li> </ul>
4	Advanced	<ul style="list-style-type: none"> <li>• Analyzes data or information to discern trends and patterns based on guidelines and precedents</li> <li>• Interprets or analyzes complex information to make inferences or draw conclusions by applying rules involving many steps</li> <li>• Develops presentations to explain facts, data or other information to a target audience</li> </ul>
3	Intermediate	<ul style="list-style-type: none"> <li>• Applies knowledge and judgment to carry out more complex or difficult instructions</li> <li>• Interprets or analyzes information to make inferences or draw conclusions by applying moderate rules involving a number of steps</li> <li>• Explains facts, data or other information to a target audience</li> </ul>
2	Basic	<ul style="list-style-type: none"> <li>• Applies knowledge and judgment to carry out general instructions</li> <li>• Interprets or analyzes general information to arrive at answers to problems by applying rules involving a few steps</li> <li>• Presents simple facts, data or other information to a small group</li> </ul>
1	Awareness	<ul style="list-style-type: none"> <li>• Applies knowledge and judgment to carry out specific instructions</li> <li>• Interprets or analyzes simple information to arrive at answers to problems by applying rules involving one or two steps</li> <li>• Shares facts, data, or other information with colleagues</li> </ul>

Source Documents (w/minor modifications):

HR Manager

Plateau Competency Definitions & Behavioral Indicators Category: Leadership

**Competency:** Self Management

**Competency Definition:** 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.

Proficiency Level	Proficiency Level Definitions	Behavioral Indicators
5	Expert	<ul style="list-style-type: none"> <li>• Sets own goals and priorities and coordinates activities and deadlines with others to ensure project goals are met.</li> <li>• Continually applies significant effort and persistence toward achievement of goals in all situations</li> <li>• Takes initiative and seeks out new or additional responsibilities and tasks</li> <li>• Takes initiative and seeks out difficult and challenging responsibilities and tasks</li> </ul>
4	Advanced	<ul style="list-style-type: none"> <li>• Sets and achieves own work goals and deadlines</li> <li>• Independently makes specific changes in work methods to achieve goals and deadlines</li> <li>• Takes on difficult and challenging activities and projects that need to be accomplished in order to ensure organizational goals are met</li> </ul>
3	Intermediate	<ul style="list-style-type: none"> <li>• Sets goals and priorities for own work and accommodates unforeseen workload</li> <li>• Applies effort and persistence toward the achievement of goals</li> <li>• Willingly accepts new or additional responsibilities</li> </ul>
2	Basic	<ul style="list-style-type: none"> <li>• Sets goals and deadlines together with supervisor</li> <li>• Prioritizes routine work to meet goals and deadlines</li> <li>• Takes on new or additional responsibility for familiar work assignments</li> </ul>
1	Awareness	<ul style="list-style-type: none"> <li>• Adheres to goals and deadlines set by supervisor</li> <li>• Allocates time to meet goals and complete assigned work by given deadlines</li> <li>• Takes on new or additional responsibilities when asked</li> </ul>

Source Documents (w/minor modifications):

HR Manager

Plateau Competency Definitions & Behavioral Indicators, Category: General

**Competency:** Strategic Thinking

**Competency Definition:** Formulates objectives and priorities, and implements plans consistent with the long-term interests of the organization in a global environment. Capitalizes on opportunities and manages risk.

Proficiency Level	Proficiency Level Definitions	Behavioral Indicators
5	Expert	<ul style="list-style-type: none"> <li>• Leads others in effectively developing, identifying, and formulating strategies consistent with organizational goals</li> <li>• Consistently anticipates challenges and opportunities that may not be obvious to others</li> <li>• Develops and implements innovative tools and techniques to perform strategic planning</li> <li>• Viewed by others as a strategic thinker and frequently sought out for long term planning and guidance</li> </ul>
4	Advanced	<ul style="list-style-type: none"> <li>• Identifies and formulates strategies consistent with organizational goals</li> <li>• Frequently anticipates potential challenges or opportunities for the organization</li> <li>• Applies innovative tools and techniques in strategic planning</li> </ul>
3	Intermediate	<ul style="list-style-type: none"> <li>• Identifies effective strategies consistent with organizational goals</li> <li>• Anticipates potential challenges or opportunities for the organization</li> <li>• Actively participates in the strategic planning process</li> </ul>
2	Basic	<ul style="list-style-type: none"> <li>• Understands the importance of looking at issues through a long-term perspective</li> <li>• Demonstrates basic ability to identify strategies consistent with organizational goals</li> <li>• Anticipates obvious potential challenges or opportunities for the organization</li> </ul>
1	Awareness	<ul style="list-style-type: none"> <li>• Demonstrates a limited ability to look at issues through a long-term perspective</li> <li>• Seeks guidance in identifying effective strategies consistent with organizational goals</li> <li>• Looks to others in anticipating potential challenges or opportunities</li> </ul>

Source Documents (w/minor modifications):

Plateau Competency Definitions and Behavioral Indicators, Category: Leadership

**Competency:** Teaches Others

**Competency Definition:** Helps others learn through formal and informal methods; identifies training needs; provides constructive feedback; coaches others on how to perform tasks; acts as a mentor.

Proficiency Level	Proficiency Level Definitions	Behavioral Indicators
5	Expert	<ul style="list-style-type: none"> <li>• Holds formal and informal learning sessions with co-workers, team members, and peers, at all levels of the organization when new information impacts the organization</li> <li>• Provides feedback to team members, peers and more senior co-workers to improve organizational and team performance</li> <li>• Collects information and maintains a library of materials for others to use</li> </ul>
4	Advanced	<ul style="list-style-type: none"> <li>• Holds informal learning sessions with co-workers and team members when new information impacts the organization</li> <li>• Provides feedback to peers and new team members to improve overall team performance</li> <li>• Consistently reviews and enhances materials to ensure they are up-to-date and user-friendly</li> </ul>
3	Intermediate	<ul style="list-style-type: none"> <li>• Connects with others to better engage them in the learning process and takes available opportunities to transfer his/her knowledge to co-workers</li> <li>• Provides feedback to lower-level and new team members to improve individual performance</li> <li>• Recognizes valuable information and proactively shares materials that may be helpful to others</li> </ul>
2	Basic	<ul style="list-style-type: none"> <li>• Takes responsibility for providing direction to lower-level or new employees</li> <li>• Provides feedback to lower-level team members to improve individual performance</li> <li>• Maintains and relays valuable information that would benefit co-workers</li> </ul>
1	Awareness	<ul style="list-style-type: none"> <li>• Understands the importance of teaching others</li> <li>• Understands the importance of providing feedback to peers and team members</li> <li>• Recognizes the value in sharing relevant information that would benefit co-workers</li> </ul>

Source Documents (w/minor modifications): Georgia State Competency Dictionary w/ modifications

**Competency:** Teamwork

**Competency Definition:** Manages group processes; encourages and facilitates cooperation, pride, trust, and group identity; fosters commitment and team spirit; works with others to achieve goals.

Proficiency Level	Proficiency Level Definitions	Behavioral Indicators
5	Expert	<ul style="list-style-type: none"> <li>• Fosters team identity and pride; motivates team members to achieve goals</li> <li>• Coordinates team work efforts and monitors progress toward attaining team goals; contributes to teams activities and efforts to accomplish work assignments</li> <li>• Facilitates or leads group discussions and consistently ensures information is provided to others</li> </ul>
4	Advanced	<ul style="list-style-type: none"> <li>• Contributes to team goal setting, work planning, and progress</li> <li>• Helps team make significant progress toward accomplishing work assignments; builds on ideas of others to foster cooperation</li> <li>• Facilitates group discussions and summarizes members' comments</li> </ul>
3	Intermediate	<ul style="list-style-type: none"> <li>• Cooperates with others to establish priorities and develop work plans</li> <li>• Cooperates with team members to complete tasks assigned to the team</li> <li>• Consistently contributes to group discussions and shares information</li> </ul>
2	Basic	<ul style="list-style-type: none"> <li>• Works with project team members to summarize progress in preparation for briefings</li> <li>• Volunteers to assist others with excess work</li> <li>• Contributes to group discussions</li> </ul>
1	Awareness	<ul style="list-style-type: none"> <li>• Performs routine tasks to assist others; follows specific instructions to complete assignments</li> <li>• Cooperates with others to complete routine tasks</li> <li>• Attends team meetings and shares information when asked</li> </ul>

Source Documents (w/minor modifications):  
HR Manager

**Competency:** Vision

**Competency Definition:** Envisions a long-term view and initiates organizational change for the future; builds the vision with others; spots opportunities to move the organization toward the vision.

Proficiency Level	Proficiency Level Definitions	Behavioral Indicators
5	Expert	<ul style="list-style-type: none"> <li>• Articulates an inspiring and appealing vision to all levels of the organization</li> <li>• Evaluates and develops non-traditional approaches to difficult or complex problems</li> <li>• Foresees obstacles and develops strategies to overcome them in light of the organization’s goals and objectives</li> </ul>
4	Advanced	<ul style="list-style-type: none"> <li>• Demonstrates accurate overall organizational perspective in all facets</li> <li>• Assists in the evaluation and development of non-traditional approaches to difficult or complex problems</li> <li>• Anticipates issues that would significantly impact the organization and plans ahead accordingly</li> </ul>
3	Intermediate	<ul style="list-style-type: none"> <li>• Maintains the proper organizational perspective between the overall picture and the details</li> <li>• Understands the importance of taking a non-traditional approach to difficult or complex problems</li> <li>• Exhibits awareness of issues that would significantly impact the organization and plans ahead accordingly</li> </ul>
2	Basic	<ul style="list-style-type: none"> <li>• Demonstrates a basic ability to communicate the organizations vision and strategy to other employees</li> <li>• Demonstrates a basic understanding of taking a non-traditional approach to difficult or complex problems</li> <li>• Demonstrates a basic awareness of issues that would significantly impact the organization and plans ahead accordingly</li> </ul>
1	Awareness	<ul style="list-style-type: none"> <li>• Demonstrates a limited ability to communicate the organizations vision and strategy to other employees</li> <li>• Demonstrates a limited understanding of taking a non-traditional approach to difficult or complex problems</li> <li>• Demonstrates a limited awareness of issues that would significantly impact the organization and plans ahead accordingly</li> </ul>

Source Documents (w/minor modifications): Plateau Competency Definitions and Behavioral Indicators, Category: Leadership

**Competency:** Written Communication

**Competency Definition:** Expresses facts and ideas in writing in a succinct and organized manner.

Proficiency Level	Proficiency Level Definitions	Behavioral Indicators
5	Expert	<ul style="list-style-type: none"><li>• Composes clear, concise, and logical documents or correspondence involving complex technical information</li><li>• Consistently and effectively tailors written products to a wide range of audiences and for diverse purposes in order to achieve a desired outcome</li><li>• Proofreads and edits the most complex technical writing of others</li></ul>
4	Advanced	<ul style="list-style-type: none"><li>• Composes clear, concise, and logical documents or correspondence involving difficult or technical information without guidance</li><li>• Adapts writing to the audience's level of knowledge</li><li>• Proofreads and edits difficult technical writing</li></ul>
3	Intermediate	<ul style="list-style-type: none"><li>• Composes documents or correspondence involving somewhat technical information</li><li>• Proofreads and edits technical writing of others</li></ul>
2	Basic	<ul style="list-style-type: none"><li>• Composes documents or correspondence involving basic facts and ideas; documents are articulate and organized</li><li>• Proofreads and revises own work</li></ul>
1	Awareness	<ul style="list-style-type: none"><li>• Composes documents or correspondence involving simple or routine information; writes clearly, concisely, and logically</li><li>• Proofreads own work</li></ul>

Source Documents (w/minor modifications):

HR Manager

Plateau Competency Definitions & Behavioral Indicators, Category: General

# Technical Competencies

Competency: Accounting

**Competency Definition:** Knowledge of accounting principles and practices, tax law and practices, the financial markets, banking, and the analysis and reporting of financial data.

Proficiency Level	Proficiency Level Definitions	Behavioral Indicators
5	Expert	<ul style="list-style-type: none"> <li>• Develops, documents, and implements accounting policies and procedures to meet accounting/reporting requirements</li> <li>• Conducts studies, testing, or reporting on a variety of accounting subjects relating to OMB Circular A123 and internal controls</li> <li>• Provides written and oral analysis of accounting systems, data and reports to management, team members, customers, or others involved</li> <li>• Coordinates with auditors, audit personnel and answers responses to audit inquiries</li> </ul>
4	Advanced	<ul style="list-style-type: none"> <li>• Researches and interprets new and existing accounting regulations, policies, and procedures to determine the impact on internal and external clients</li> <li>• Evaluates the legality and propriety of obligations and payments applicable to disbursement of Federal funds</li> <li>• Provides guidance to peers, managers and clients in researching and interpreting accounting and auditing references</li> </ul>
3	Intermediate	<ul style="list-style-type: none"> <li>• Researches and interprets Federal accounting regulations, policies and procedures to resolve problems</li> <li>• Possesses knowledge of proprietary/accrual and budgetary accounting</li> <li>• Analyzes general and subsidiary ledgers, accounting transactions and reports, and reconciliations for accuracy and integrity of data</li> </ul>
2	Basic	<ul style="list-style-type: none"> <li>• Understands and applies Federal accounting regulations, policies and procedures</li> <li>• Possesses knowledge of the Appropriation process</li> <li>• Prepares and interprets accounting reports, reconciliations, and financial statements</li> </ul>
1	Awareness	<ul style="list-style-type: none"> <li>• Demonstrates basic knowledge of Federal accounting regulations, policies and procedures</li> <li>• Understands issues involved in Federal Government accounting</li> <li>• Prepares standard accounting reports, reconciliations, and financial statements</li> </ul>

Source Documents (w/minor modifications): National Institute of Health – Office of Human Resources  
NBC – Approved Job Analysis Documents

**Competency:** Accounting Operations

**Competency Definition:** Performs work in support of accounts payable, accounts receivable, reimbursement, general and/or payroll accounting.

Proficiency Level	Proficiency Level Definitions	Behavioral Indicators
5	Expert	<ul style="list-style-type: none"> <li>• Possesses extensive knowledge of rules and regulations, policies and procedures related to accounts payable, accounts receivable and reimbursement</li> <li>• Provides guidance to others regarding gathering, reconciling and interpreting financial data, extracting pertinent details and in preparing reports; deals with deposits, cash collections, salary and/or vendor payments</li> <li>• Provides guidance and training to others on coding and entry of transactions into an automated accounting system</li> </ul>
4	Advanced	<ul style="list-style-type: none"> <li>• Possesses in-depth knowledge of rules and regulations, policies and procedures related to accounts payable, accounts receivable and reimbursement</li> <li>• Gathers, reconciles and interprets financial data, extracts pertinent details and assists in preparing reports, deals with deposits, cash collections, salary and/or vendor payments</li> <li>• Analyzes and interprets reports generated from an automated accounting system</li> </ul>
3	Intermediate	<ul style="list-style-type: none"> <li>• Possesses significant knowledge of rules and regulations, policies and procedures related to accounts payable, accounts receivable and reimbursement</li> <li>• Gathers, reconciles and interprets financial data, extracts pertinent details and assists in preparing reports</li> <li>• Researches and processes input, output and correction of errors in an automated accounting system</li> </ul>
2	Basic	<ul style="list-style-type: none"> <li>• Possesses basic knowledge rules and regulations, policies and procedures related to accounts payable, accounts receivable and reimbursement</li> <li>• Gathers, reconciles and interprets financial data</li> <li>• Verifies data from an automated accounting system</li> </ul>
1	Awareness	<ul style="list-style-type: none"> <li>• Possesses limited knowledge of rules and regulations, policies and procedures related to accounts payable, accounts receivable and reimbursement</li> <li>• Gathers financial data used by others to prepare reports</li> <li>• Enters and retrieves data from an automated accounting system</li> </ul>

Source Documents (w/modifications): NBC – Approved Job Analysis Documents

**Competency:** Accounting System Design / Maintenance

**Competency Definition:** Knowledge of the design, development, configuration, and/or testing of accounting and accounting support systems. Trouble-shoots, diagnoses, analyzes, and identifies system issues to determine the root cause and facilitate the issue’s resolution.

Proficiency Level	Proficiency Level Definitions	Behavioral Indicators
5	Expert	<ul style="list-style-type: none"> <li>• Serves as senior advisor and expert authority on the design, development, configuration and maintenance of accounting and accounting support systems</li> <li>• Uses extensive knowledge of various accounting systems and accounting support systems to routinely identify and analyze root causes of system problems and resolve complex system issues, fully anticipating and planning for impacts of implemented solution</li> <li>• Serves as a senior system tester, troubleshoots, identifies and resolves complex system problems</li> </ul>
4	Advanced	<ul style="list-style-type: none"> <li>• Provides technical advice, guidance and recommendations on the design, development, configuration and maintenance of accounting and accounting support systems</li> <li>• Uses extensive knowledge of accounting systems to analyze root causes of system problems and resolve complex system issues</li> <li>• Develops exhaustive system test plans, executes tests, identifies and resolves system problems</li> </ul>
3	Intermediate	<ul style="list-style-type: none"> <li>• Makes recommendations on the design, development, configuration and maintenance of accounting and accounting support systems</li> <li>• Possesses in-depth knowledge of accounting systems, diagnoses and resolves system problems</li> <li>• Develops general system test plans, executes tests, identifies system problems and works with others to plan resolution</li> </ul>
2	Basic	<ul style="list-style-type: none"> <li>• Uses basic knowledge of accounting system design, development, and configuration to assist others with system development and maintenance</li> <li>• Uses knowledge of accounting systems to assist in the diagnosis and resolution of basic system problems</li> <li>• Executes system test plans and identifies system issues</li> </ul>

**Competency:** Accounting System Design / Maintenance (continued)

**Competency Definition:** Knowledge of the design, development, configuration, and/or testing of accounting and accounting support systems. Trouble-shoots, diagnoses, analyzes, and identifies system issues to determine the root cause and facilitate the issue's resolution.

1	Awareness	<ul style="list-style-type: none"><li>• Possesses limited awareness of accounting system design, development, and configuration</li><li>• Uses limited knowledge of accounting systems to perform basic troubleshooting of system problems</li><li>• Executes basic system test plans with supervisory oversight</li></ul>
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Source Documents (w/minor modifications): NBC – Approved Job Analysis Documents

**Competency:** Administration and Management

**Competency Definition:** Knowledge of planning, coordination, and execution of business functions, resource allocation, and production.

Proficiency Level	Proficiency Level Definitions	Behavioral Indicators
5	Expert	<ul style="list-style-type: none"> <li>• Possesses extensive knowledge of organizational processes and their impacts on operations and uses this knowledge to routinely and continuously assess existing processes for refinement, change, elimination, and/or improvement</li> <li>• Advises senior management and is considered an expert on all administrative-related topics and functions</li> <li>• Possesses strong organizational awareness and ensures organizational issues identified and resolutions implemented fully support overall mission, values and goals</li> </ul>
4	Advanced	<ul style="list-style-type: none"> <li>• Possesses in-depth knowledge of organizational processes and continuously assesses processes for potential improvement</li> <li>• Provides advice, guidance and assistance to organizational staff on the full range of administrative areas including human resources, procurement and agreements management, administrative procedures, reporting, travel and time and attendance regulations, property management, continuity of operations planning, and other related administrative areas</li> <li>• Proactively analyzes organizational issues and plans for and implements solutions</li> </ul>
3	Intermediate	<ul style="list-style-type: none"> <li>• Possesses broad knowledge of organizational processes and routinely identifies and plans for process changes needed</li> <li>• Provides advice, guidance and assistance to organizational staff on a wide range of administrative areas including human resources, administrative procedures, travel and time and attendance regulations, property management, and continuity of operations planning</li> <li>• Independently performs analysis of a wide range of organizational issues and makes recommendations for resolution</li> </ul>
2	Basic	<ul style="list-style-type: none"> <li>• Possesses basic knowledge of organizational processes and makes basic process change recommendations</li> <li>• Provides assistance to organizational staff in a variety of administrative areas such as administrative procedures, travel and time and attendance regulations, property management, and continuity of operations planning</li> <li>• Assists in performing analysis of various organizational issues provides recommendations for resolution</li> </ul>

**Competency:** Administration and Management (continued)

**Competency Definition:** Knowledge of planning, coordination, and execution of business functions, resource allocation, and production.

1	Awareness	<ul style="list-style-type: none"><li>• Possesses limited awareness of organizational processes</li><li>• Provides assistance to organizational staff on a limited range of administrative areas such as administrative procedures, travel and time and attendance regulations, etc.</li><li>• Performs limited analysis of minor organizational issues and provides recommendations for resolution</li></ul>
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Source Documents (w/minor modifications): NBC – Approved Job Analysis Documents

**Competency: Auditing**

**Competency Definition:** Knowledge of generally accepted auditing standards and procedures for conducting financial and compliance, economy and efficiency, and program results audits

Proficiency Level	Proficiency Level Definitions	Behavioral Indicators
5	Expert	<ul style="list-style-type: none"> <li>• Develops, documents, and implements accounting policies and procedures to meet auditing/reporting requirements</li> <li>• Performs cost analysis and evaluates indirect cost proposals to determine allow-ability and compliance with laws and regulations</li> <li>• Proactively addresses questions raised during the quality assurance/quality control review</li> <li>• Uses financial analysis to evaluate strategic options and opportunities and recommends effective and practical alternatives</li> </ul>
4	Advanced	<ul style="list-style-type: none"> <li>• Researches and interprets new and existing auditing regulations, policies, and procedures to determine the impact on internal and external clients</li> <li>• Analyzes audited financial data to assess customer’s financial position</li> <li>• Conducts negotiations with customers to obtain final cost rates that comply with existing regulatory guidance</li> <li>• Provides guidance to peers, managers and clients in researching and interpreting accounting and auditing references</li> </ul>
3	Intermediate	<ul style="list-style-type: none"> <li>• Applies judgment in performing financial reviews and evaluations</li> <li>• Interprets and applies auditing regulatory guidance to work being performed</li> <li>• Conducts analysis of customer accounting and control systems to ensure compliance with cost accounting standards</li> </ul>
2	Basic	<ul style="list-style-type: none"> <li>• Understands and applies Federal auditing regulations, policies and procedures</li> <li>• Researches regulatory auditing guidance for framework to perform financial work</li> <li>• Evaluates cost proposals to determine viability</li> <li>• Draws accurate conclusions from financial information</li> </ul>
1	Awareness	<ul style="list-style-type: none"> <li>• Demonstrates basic knowledge of Federal auditing regulations, policies and procedures</li> <li>• Understands issues involved in Federal Government auditing</li> </ul>

Source Documents (w/minor modifications): NBC – Approved Job Analysis Documents

**Competency:** Automated Accounting & Business Related Systems

**Competency Definition:** Effectively uses systems for posting data, making adjustments, analyzing, reconciling and processing transactions to accurately and timely provide accounting services to client agencies.

Proficiency Level	Proficiency Level Definitions	Behavioral Indicators
5	Expert	<ul style="list-style-type: none"> <li>• Possesses extensive knowledge of automated accounting and/or business related systems and is considered an expert in the effective use of those systems</li> <li>• Reviews data and understands underlying issues that cause data errors to advise on changes</li> <li>• Researches, troubleshoots, and resolves complex data problems and makes system enhancement recommendations to system owners</li> </ul>
4	Advanced	<ul style="list-style-type: none"> <li>• Possesses in-depth knowledge of automated accounting and/or business related systems to process a wide range of accounting transactions</li> <li>• Assists and/or provides guidance to others on processing accounting transactions in an automated accounting and/or business related system; possesses a strong understanding of data flows and system integration points</li> <li>• Researches, troubleshoots, and resolves complex data problems</li> </ul>
3	Intermediate	<ul style="list-style-type: none"> <li>• Possesses broad knowledge of an automated accounting and/or business related system used to process a variety of accounting transactions</li> <li>• Independently identifies, populates, and tracks data in an automated accounting and/or business related system</li> <li>• Researches, troubleshoots, and resolves moderately complex data problems</li> </ul>
2	Basic	<ul style="list-style-type: none"> <li>• Possesses basic knowledge of an automated accounting and/or business related system to perform basic operations</li> <li>• Independently performs routine data entry into an automated accounting and/or business related system</li> <li>• Easily and independently resolves minor data problems using basic troubleshooting techniques</li> </ul>

**Competency:** Automated Accounting & Business Related Systems (continued)

**Competency Definition:** Effectively uses systems for posting data, making adjustments, analyzing, reconciling and processing transactions to accurately and timely provide accounting services to client agencies.

1	Awareness	<ul style="list-style-type: none"><li>• Possesses limited knowledge of an automated accounting system</li><li>• Enters basic data into automated accounting system</li><li>• Resolves simple data problems</li></ul>
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Source Documents (w/modifications): NBC – Approved Job Analysis Documents

**Competency:** Automated Integrated Personnel & Payroll System / Subsystems

**Competency Definition:** Effective use of integrated system for data management, analysis and problem identification, and performance of payroll processing to accurately and timely provide payroll services to client agencies.

Proficiency Level	Proficiency Level Definitions	Behavioral Indicators
5	Expert	<ul style="list-style-type: none"> <li>• Possesses extensive knowledge of an integrated personnel and payroll system and considered an expert in the effective use of the system</li> <li>• Reviews data and understands underlying issues that may cause data errors to advise on changes</li> <li>• Researches, troubleshoots, and resolves complex data problems and makes system enhancement recommendations to system owners</li> </ul>
4	Advanced	<ul style="list-style-type: none"> <li>• Possesses in-depth knowledge of an integrated personnel and payroll system used to process a wide range of payroll actions in the system</li> <li>• Assists and/or provides guidance to others on data entry into the integrated system and possesses strong understanding of data flows and system integration points</li> <li>• Researches, troubleshoots, and resolves complex data problems</li> </ul>
3	Intermediate	<ul style="list-style-type: none"> <li>• Possesses broad knowledge of an integrated personnel and payroll system used to process a variety of payroll actions in the system</li> <li>• Independently identifies, populates, and tracks data entry into the integrated system</li> <li>• Researches, troubleshoots, and resolves moderately complex data problems</li> </ul>
2	Basic	<ul style="list-style-type: none"> <li>• Possesses basic knowledge of an integrated personnel and payroll system and performs basic operations in the system</li> <li>• Independently performs routine data entry into an integrated personnel and payroll system</li> <li>• Easily and independently resolves minor data problems using basic troubleshooting techniques</li> </ul>
1	Awareness	<ul style="list-style-type: none"> <li>• Possesses limited awareness of an integrated personnel and payroll system</li> <li>• Enters basic data into a personnel or payroll system</li> <li>• Resolves simple data problems</li> </ul>

Source Documents (w/minor modifications): NBC – Approved Job Analysis Documents

**Competency:** Benefits Payroll Processing

**Competency Definition:** Processing, editing, and correcting transactions of Federal government benefits for clients related to CSRS/FERS retirement, health benefits, and Thrift Savings Plan to ensure accurate and timely payroll processing; retroactive adjustments to government benefits; and adherence to reporting requirements prescribed by OPM.

Proficiency Level	Proficiency Level Definitions	Behavioral Indicators
5	Expert	<ul style="list-style-type: none"> <li>• Interpret current and new laws and regulations governing federal benefits and initiate applicable system and/or procedural changes</li> <li>• Provide technical benefits guidance, advice, and recommendations to management, specialists, and clients</li> <li>• Provide leadership, guidance and technical direction to staff and clients covering the payroll processing of a variety of government benefits issues, including continuation of coverage benefits for nongovernmental employees</li> </ul>
4	Advanced	<ul style="list-style-type: none"> <li>• Analyze and interpret new laws and regulations to determine the impact on payroll, client processing of government benefits, and system requirements</li> <li>• Provide technical direction to management covering the payroll processing of a variety of government benefits, including continuation of coverage benefits for nongovernmental employees</li> <li>• Analyze and interpret automated payroll system/subsystem data to resolve difficult or unique benefit issues</li> </ul>
3	Intermediate	<ul style="list-style-type: none"> <li>• Analyze and interpret new laws and regulations to determine the impact on payroll benefit processing</li> <li>• Process retirement submissions, thrift savings plan, and data and payment records in an automated payroll system/subsystem</li> <li>• Troubleshoot customer benefits payroll problems</li> </ul>
2	Basic	<ul style="list-style-type: none"> <li>• Analyze and apply laws, policies, regulations and procedures that relate to the payroll processing of government benefits</li> <li>• Initiate and process government benefits in an automated payroll system/subsystem</li> <li>• Gather and compile data for preparation of various benefit payroll reports</li> </ul>
1	Awareness	<ul style="list-style-type: none"> <li>• Apply laws, policies, regulations and procedures that relate to the payroll processing of government benefits</li> <li>• Utilize the federal payroll system and other subsidiary systems to accomplish benefit payroll processing</li> </ul>

Source Documents (w/minor modifications): NBC – Approved Job Analysis Documents

**Competency:** Billing and Collection Processing

**Competency Definition:** Processes and issues bills of collection using the debt management system, processes deductions from employee’s pay, records payments, negotiates repayment agreements, processes adjustments in an automated system, provide debtor employees with appropriate due process, and reconcile agency reports.

Proficiency Level	Proficiency Level Definitions	Behavioral Indicators
5	Expert	<ul style="list-style-type: none"> <li>• Researches, interprets and applies new and/or complex rules, regulations, policies and procedures related to debt collections</li> <li>• Develops spreadsheets to assist workflow and resolve issues related to complicated debt collections</li> <li>• Possesses extensive knowledge of an automated debt collections system to establish a range of payroll deductions, retrieve data for analysis and corrections, understand recurring errors and take action to prevent errors from recurring</li> <li>• Provides expert advice, guidance and service to clients and co-workers on debt collections</li> </ul>
4	Advanced	<ul style="list-style-type: none"> <li>• Researches, interprets and applies rules, regulations, policies and procedures related to debt collections</li> <li>• Performs mathematical computations and utilizes agency reports to identify and resolve more complicated issues related to debt collections</li> <li>• Demonstrates in-depth knowledge of an automated debt collection system to establish a range of payroll deductions and retrieve data for analysis and correction</li> <li>• Provides advice, guidance and service to clients and co-workers on debt collections</li> </ul>
3	Intermediate	<ul style="list-style-type: none"> <li>• Researches interprets and applies rules, regulations, policies and procedures to debt collections</li> <li>• Performs mathematical calculations to establish repayment schedules, issue bills of collection, and review agency reports</li> <li>• Demonstrates significant knowledge of an automated debt collections system to establish voluntary and involuntary payroll deductions to recover money owed</li> <li>• Provides guidance and service to clients on debt collections</li> </ul>

**Competency:** Billings and Collections (continued)

**Competency Definition:** Processes and issues bills of collection using the debt management system, processes deductions from employee’s pay, records payments, negotiates repayment agreements, processes adjustments in an automated system, provide debtor employees with appropriate due process, and reconcile agency reports.

2	Basic	<ul style="list-style-type: none"><li>• Has basic understanding and can apply rules, regulations, policies and procedures to debt collections</li><li>• Performs basic computations to establish debtor repayment schedules and issue bills of collection</li><li>• Has basic understanding of an automated debt collections system to establish payroll deductions to recover money owed using well-established, clear-cut procedures</li><li>• Independently answers basic questions related to debt collections</li></ul>
1	Awareness	<ul style="list-style-type: none"><li>• Basic understanding of rules, regulations, policies and procedures related to debt collections</li><li>• Understands simple arithmetic and basic formulas sufficient to perform or verify calculations</li><li>• Possesses limited knowledge of an automated system related to debt collections</li><li>• Can research basic questions related to debt collections</li></ul>

Source Documents (w/modifications): NBC – Approved Job Analysis Documents

**Competency:** Business and Industry

**Competency Definition:** Performs work in support of programs and/or an organization’s business operations across a broad spectrum of activities such as acquisition policy, grants and assistance agreements, procurement systems, property management, space management, communications and/or business development; develops, coordinates, implements, and/or monitors activities related to the organization’s business programs.

Proficiency Level	Proficiency Level Definitions	Behavioral Indicators
5	Expert	<ul style="list-style-type: none"> <li>• Implements and manages detailed plans, goals, and objectives for the organization’s business programs</li> <li>• Possesses strong business program policy awareness and ensures related issues identified and resolutions implemented fully support overall mission, values and goals</li> <li>• Develops short and long range plans and/or projects, proactively monitors and evaluates progress of plans and/or projects, and integrates current plans with other plans to achieve business program goals</li> </ul>
4	Advanced	<ul style="list-style-type: none"> <li>• Develops detailed plans, goals, and objectives to implement and manage organizational business program(s)</li> <li>• Proactively analyzes business program policies and/or issues and plans for and implements solutions</li> <li>• Monitors and evaluates the projects to ensure compliance with parameters and sees potential challenges and opportunities and makes adjustments as need to achieve the business program goals</li> </ul>
3	Intermediate	<ul style="list-style-type: none"> <li>• Independently develops, coordinates and implements plans, goals, and objectives related to the organization’s business program(s)</li> <li>• Independently performs analysis of a wide range of business program policies and/or issues and implements solutions</li> <li>• Identifies projects and/or parameters needed to achieve business program goals and anticipates the impacts and risks of decisions and actions</li> </ul>
2	Basic	<ul style="list-style-type: none"> <li>• With some assistance, develops and coordinates plans, goals and objectives related to the organization’s business program(s)</li> <li>• Performs analysis of various business program policies and/or issues; provides possible solutions</li> <li>• Identifies tasks, projects and/or operation management parameters needed to achieve goals related to a business program(s)</li> </ul>

**Competency:** Business and Industry (continued)

**Competency Definition:** Performs work in support of programs and/or an organization's business operations across a broad spectrum of activities such as acquisition policy, grants and assistance agreements, procurement systems, property management, space management, communications and/or business development; develops, coordinates, implements, and/or monitors activities related to the organization's business programs.

1	Awareness	<ul style="list-style-type: none"><li>• Possesses basic knowledge of an organization's business program(s)</li><li>• Performs limited analysis of minor business program policies and/or issues and provides input to possible solutions</li><li>• Identifies a sequence of tasks needed to achieve a goal related to a business program</li></ul>
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Source Documents (w/minor modifications): NBC – Approved Job Analysis Documents

**Competency:** Classification

**Competency Definition:** Knowledge of classification concepts, principles and practices related to structuring organizations and positions and determining the appropriate pay system, occupational grouping, title and pay level of positions.

Proficiency Level	Proficiency Level Definitions	Behavioral Indicators
5	Expert	<ul style="list-style-type: none"> <li>• Evaluates the impact of new concepts, principles policies, standards and practices relating to position management and classification to determine impacts on clients</li> <li>• Provides authoritative advice, guidance and service to clients on position management and classification</li> <li>• Assesses classification audit findings and develops corrective strategies</li> </ul>
4	Advanced	<ul style="list-style-type: none"> <li>• Researches, interprets and applies Federal classification concepts, principles policies, standards and practices</li> <li>• Provides advice, guidance and service to clients on position management and classification</li> <li>• Independently classifies complex positions; occasionally classifies unusual or extremely complex positions that contain mixed duties and/or interdisciplinary professions</li> </ul>
3	Intermediate	<ul style="list-style-type: none"> <li>• Applies Federal classification concepts, principles policies, standards and practices</li> <li>• Provides advice, guidance and service to clients on classification</li> <li>• Classifies complex positions that contain mixed grades and/or mixed duties</li> </ul>
2	Basic	<ul style="list-style-type: none"> <li>• Has basic understanding of and applies Federal classification concepts, principles policies, standards and practices</li> <li>• Independently answer basic questions related to classification</li> <li>• Classifies basic, non complex positions</li> </ul>
1	Awareness	<ul style="list-style-type: none"> <li>• Possesses limited knowledge of classification concepts, principles policies, standards and practices</li> <li>• Can research basic questions related to classification</li> <li>• Carries out assigned tasks associated with gathering information needed to classify a position</li> </ul>

Source Documents (w/modifications): National Institute of Health (NIH) – Office of Human Resources  
NBC – Approved Job Analysis Documents

**Competency:** Employee Benefits

**Competency Definition:** Knowledge of HR concepts, principles, and practices related to retirement, insurance, injury compensation, and other employee benefits programs.

Proficiency Level	Proficiency Level Definitions	Behavioral Indicators
5	Expert	<ul style="list-style-type: none"> <li>• Provides in-depth retirement counseling and prepares most difficult retirement estimates, including handling unique retirement systems</li> <li>• Independently manages a benefits program and/or serves as a Senior Advisor for an organization on a benefits program</li> <li>• Proactively advises management on effective utilization of various employee benefits programs</li> <li>• Proactively appries employees of available benefits programs (e.g., brings in speakers, makes presentations, etc.)</li> </ul>
4	Advanced	<ul style="list-style-type: none"> <li>• Provides retirement counseling to employees and prepares difficult retirement estimates and calculations</li> <li>• Recommends ways to keep employee population apprised of the various employee benefits programs</li> <li>• Organizes and sponsors benefits fairs; establishes effective relationships with vendors to ensure successful events</li> </ul>
3	Intermediate	<ul style="list-style-type: none"> <li>• Prepares routine to moderately difficult retirement estimates, including situations when all data is not readily available</li> <li>• Determines employee eligibility for all employee benefits, such as health and life insurance, Thrift Savings Plan, etc.</li> <li>• Actively participates in benefits fairs; responds to attendee questions</li> </ul>
2	Basic	<ul style="list-style-type: none"> <li>• Runs basic retirement estimates for employees with straightforward calculations</li> <li>• Determines basic employee eligibility for various employee benefits, such as health and life insurance, Thrift Savings Plan, etc.</li> <li>• Provides support in planning benefits fairs</li> </ul>
1	Awareness	<ul style="list-style-type: none"> <li>• Gathers information for retirement estimates and/or retirement packages that is subsequently used by others to prepare documents</li> <li>• Possesses limited familiarity with employee benefits programs but demonstrates potential to research regulations to obtain answers to basic questions</li> <li>• Carries out assigned tasks associated with planning and conducting benefits fairs</li> </ul>

Source Documents (w/minor modifications): National Institute of Health (NIH) Office of Human Resource  
NBC – Approved Job Analysis Documents

**Competency:** Employee Relations

**Competency Definition:** Knowledge of laws, rules, regulations, case law, principles and practices related to employee conduct, performance and dispute resolution.

Proficiency Level	Proficiency Level Definitions	Behavioral Indicators
5	Expert	<ul style="list-style-type: none"> <li>• Demonstrates extensive knowledge of a wide range of employee relations concepts, laws, rules, regulations, case law, principles and practices</li> <li>• Plans, organizes, and conducts research of complex legal problems, issues, or situations that involve major areas of uncertainty in approach, methodology, or interpretation to identify appropriate course of action</li> <li>• Applies knowledge of consensus building, facilitation, coalition building, mediation, and other non-adversarial problem solving approaches to resolve problems and advise management</li> </ul>
4	Advanced	<ul style="list-style-type: none"> <li>• Demonstrates in-depth knowledge of a wide range of employee relations concepts, laws, rules, regulations, case law, principles and practices to resolve complex problems and issues</li> <li>• Reviews complaints and/or grievances, performs fact-finding and advises management on the preparation of disciplinary and adverse actions, grievances, and appeal letters</li> <li>• Identifies, evaluates, and recommends management interventions to resolve complex employee conduct and performance issues</li> </ul>
3	Intermediate	<ul style="list-style-type: none"> <li>• Applies and interprets Federal employee relations laws, rules, regulations, case law, principles and practices to resolve standard issues</li> <li>• Performs detailed analyses and draws conclusions on complex issues, problems and/or situations</li> <li>• Provides management advice and guidance on regulations and policies relating to employee conduct, performance and/or dispute resolution</li> </ul>
2	Basic	<ul style="list-style-type: none"> <li>• Understands and researches Federal laws, rules, regulations, case law, principles and practices related to employee conduct, performance and dispute resolution</li> <li>• Analyzes specific phases of well-precedented or recurring cases and draws conclusions to recommend routine solutions</li> <li>• Develops and prepares clear explanation of case facts</li> </ul>

**Competency:** Employee Relations (continued)

**Competency Definition:** Knowledge of laws, rules, regulations, case law, principles and practices related to employee conduct, performance and dispute resolution.

1	Awareness	<ul style="list-style-type: none"><li>• Demonstrates basic knowledge of Federal laws, rules, regulations, case law, principles and practices related to employee conduct, performance and dispute resolution</li><li>• Gathers information and analyzes basic facts to draw conclusions</li><li>• Communicates factual and procedural information clearly</li></ul>
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Source Documents (w/minor modifications): National Institute of Health – Office of Human Resources  
NBC – Approved Job Analysis Documents

**Competency:** Financial Management

**Competency Definition:** Prepares, justifies and/or administers the budget for program areas; plans, administers, and monitors expenditures to ensure cost–effect support of programs and policies; assess financial condition of an organization.

Proficiency Level	Proficiency Level Definitions	Behavioral Indicators
5	Expert	<ul style="list-style-type: none"> <li>• Provides expert guidance to management and others on the budget, cost, programs, concepts, principles, polices, procedures and requirements</li> <li>• Guides others and evaluates organizational impact of full cost processes on budget execution</li> <li>• Develops and implements new procedures to prevent potential issues in the future related to budget, cost, schedule and expenditures</li> </ul>
4	Advanced	<ul style="list-style-type: none"> <li>• Demonstrates in-depth knowledge and assists other with budget, cost, programs, concepts, principles, polices, procedures and requirements</li> <li>• Explains and recommends budget options to management and decision making officials</li> <li>• Draws conclusions and provides recommendations to management to resolve current and potential issues related to budget, cost, schedule and expenditures</li> </ul>
3	Intermediate	<ul style="list-style-type: none"> <li>• Demonstrates thorough knowledge of budget, cost, programs, concepts, principles, polices, procedures and requirements</li> <li>• Develops, coordinates and integrates the budget, cost and schedule plans for an assigned area</li> <li>• Analyzes and interprets financial data related to expenditures and identifies current and potential issues</li> </ul>
2	Basic	<ul style="list-style-type: none"> <li>• Demonstrates basic knowledge of budget, cost, program terminology, concepts, principles, polices, procedures and requirements</li> <li>• Prepares budget submissions in accordance with prescribed submission formats and specifications</li> <li>• Gathers, reconciles and interprets financial data related to expenditures</li> </ul>

**Competency:** Financial Management (continued)

**Competency Definition:** Prepares, justifies and/or administers the budget for program areas; plans, administers, and monitors expenditures to ensure cost –effect support of programs and policies; assess financial condition of an organization.

1	Awareness	<ul style="list-style-type: none"><li>• Possesses limited knowledge of budget, cost, program terminology, concepts, principles, polices, procedures and requirements</li><li>• Identifies requirements for various stages in the budget formulation cycle for a specific area</li><li>• Gathers financial data used by others to monitor expenditures</li></ul>
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Source Documents (w/minor modifications): National Institute of Health (NIH) – Office of Human Resources  
NBC – Approved Job Analysis Documents

**Competency:** HR Information Systems

**Competency Definition:** Knowledge of HR management concepts, principles, and practices related to identifying and analyzing HR processes, translating functional requirements into technical requirements, and delivering and maintaining HR information systems.

Proficiency Level	Proficiency Level Definitions	Behavioral Indicators
5	Expert	<ul style="list-style-type: none"> <li>• Uses knowledge of varied HR automated systems and their integration to understand impacts on newly-developed systems and to identify and develop the system requirements needed to support the integrated systems</li> <li>• Possesses extensive knowledge of all HR functional area processes and serves as an expert in identifying, recommending, and completing system changes, process changes, process improvements, and new process development surrounding new system implementations and existing systems maintenance</li> <li>• Serves as a System Administrator and considered expert resource for HR automated system(s)</li> <li>• Leads, educates, and/or oversees others on HR automated systems configuration, testing, implementation, and maintenance</li> </ul>
4	Advanced	<ul style="list-style-type: none"> <li>• Uses HR automated systems knowledge to identify functional requirements and translate them and/or develop technical system requirements</li> <li>• Possesses extensive knowledge of the HR processes associated with all major HR functional areas used to routinely identify impacts of system implementation on existing processes, to identify and develop new processes, and to identify impacts on required processes</li> <li>• Works with others to configure, test, implement, and subsequently maintain HR automated systems</li> </ul>
3	Intermediate	<ul style="list-style-type: none"> <li>• Uses HR automated systems knowledge to identify functional requirements and translate them into technical system requirements</li> <li>• Possesses in-depth knowledge of the HR processes associated with all major HR functional areas and can easily identify impacts of system implementation on the existing processes and impacts of required processes on system configuration</li> <li>• Works with others to implement and subsequently maintain HR automated systems</li> </ul>

**Competency:** HR Information Systems (continued)

**Competency Definition:** Knowledge of HR management concepts, principles, and practices related to identifying and analyzing HR processes, translating functional requirements into technical requirements, and delivering and maintaining HR information systems.

2	Basic	<ul style="list-style-type: none"><li>• Uses HR automated systems knowledge to identify basic functional system requirements needed to support HR operations</li><li>• Possesses broad knowledge of HR processes surrounding classification, staffing, employee relations, and benefits, and identifies system or process changes needed to support an Operations environment</li><li>• Maintains a portion of an HR system or an entire non-complex system for an organization</li></ul>
1	Awareness	<ul style="list-style-type: none"><li>• Possesses limited knowledge of HR automated systems and their functional or technical requirements</li><li>• Possesses awareness of HR processes related to the major functional areas of classification and staffing and how they need to be supported in an automated system</li><li>• Has utilized newly implemented HR systems in an Operational environment and provided feedback on new system and processes</li></ul>

Source Documents (w/minor modifications): NBC – Approved Job Analysis Documents

**Competency:** Management Analysis

**Competency Definition:** Researches, analyzes, evaluates and advises management on the effectiveness of an organization and its mission, programs, functions, policies, objectives, management principles and processes.

Proficiency Level	Proficiency Level Definitions	Behavioral Indicators
5	Expert	<ul style="list-style-type: none"> <li>• Provides guidance to management and others on the organization’s mission, programs, functions, policies, objectives and management principles and processes</li> <li>• Analyzes and interprets management data and procedures; identifies internal control weaknesses and analyzes recommended corrective solutions for impacts on the organization</li> <li>• Develops and implements new procedures to prevent potential issues in the future related to the organization’s programs and functions</li> </ul>
4	Advanced	<ul style="list-style-type: none"> <li>• Demonstrates thorough knowledge of the organization’s mission, programs, functions, policies, objectives and management principles and processes</li> <li>• Researches and analyzes management data and procedures; identifies internal control weaknesses and recommends corrective solutions</li> <li>• Draws conclusions and provides recommendations to management to resolve current and potential issues related to the organization’s programs and functions</li> </ul>
3	Intermediate	<ul style="list-style-type: none"> <li>• Demonstrates broad knowledge of the organization’s mission, programs, functions, policies, objectives and management principles and processes</li> <li>• Researches and analyzes management data and procedures; identifies internal control weaknesses</li> <li>• Analyzes and interprets information to clarify an issue and/or make a decision related to the organization’s programs and functions</li> </ul>
2	Basic	<ul style="list-style-type: none"> <li>• Demonstrates basic knowledge of the organization’s mission, programs, functions, policies, objectives and management principles and processes</li> <li>• Researches management data and procedures; identifies internal controls</li> <li>• Gathers and identifies information needed to clarify an issue related to the organization’s programs and functions</li> </ul>

**Competency:** Management Analysis (continued)

**Competency Definition:** Researches, analyzes, evaluates and advises management on the effectiveness of an organization and its mission, programs, functions, policies, objectives, management principles and processes.

1	Awareness	<ul style="list-style-type: none"><li>• Possesses limited knowledge of the organization’s mission, programs, functions, policies, objectives and management principles and processes</li><li>• Researches management data and procedures</li><li>• Gathers information needed to clarify an issue related to the organization’s programs and functions</li></ul>
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Source Documents (w/minor modifications): NBC – Approved Job Analysis Documents

**Competency:** Payroll Processing

**Competency Definition:** Processes, edits, and corrects payroll transactions for current and prior pay periods using an automated, integrated personnel/payroll system and/or subsystem; performs pay computations to ensure accurate and timely payments to clients; processes retroactive pay and leave audits as well as adjustments to ensure accurate payments and leave records.

Proficiency Level	Proficiency Level Definitions	Behavioral Indicators
5	Expert	<ul style="list-style-type: none"> <li>• Possesses extensive knowledge of rules and regulations, policies and procedures related to leave, pay, benefits, payroll deductions, T&amp;A reporting and coding</li> <li>• Develops and/or utilizes spreadsheets to resolve complicated pay and/or leave problems such as home leave, military leave, shore leave, etc.</li> <li>• Possesses extensive knowledge of automated payroll systems to input a range of information, perform adjustments, understand recurring errors and take action to prevent errors from happening again</li> </ul>
4	Advanced	<ul style="list-style-type: none"> <li>• Possesses in-depth knowledge of rules and regulations, policies and procedures related to leave, pay, benefits, payroll deductions, T&amp;A reporting and coding</li> <li>• Performs difficult arithmetic calculations and utilizes spreadsheets to resolve the more complicated pay and/or leave problems such as home leave, military leave, shore leave, etc.</li> <li>• Possesses in-depth knowledge of automated payroll systems to input a range of information, perform adjustments, understand recurring errors and take action to correct errors</li> </ul>
3	Intermediate	<ul style="list-style-type: none"> <li>• Possesses significant knowledge of rules and regulations, policies and procedures related to leave, pay, benefits, payroll deductions, T&amp;A reporting and coding</li> <li>• Performs difficult mathematical computations and utilizes spreadsheets to process retroactive pay and/or leave adjustments</li> <li>• Possesses significant knowledge of automated payroll systems to input a range of information, perform adjustments, understand recurring errors</li> </ul>

**Competency:** Payroll Processing (continued)

**Competency Definition:** Processes, edits, and corrects payroll transactions for current and prior pay periods using an automated, integrated personnel/payroll system and/or subsystem; performs pay computations to ensure accurate and timely payments to clients; processes retroactive pay and leave audits as well as adjustments to ensure accurate payments and leave records.

2	Basic	<ul style="list-style-type: none"><li>• Possesses basic knowledge of rules and regulations, policies and procedures related to leave, pay, benefits, payroll deductions, T&amp;A reporting and coding</li><li>• Performs mathematical computations to process retroactive pay and/or leave adjustments</li><li>• Possesses basic knowledge of automated payroll systems to locate, add, retrieve or correct routine information using well-established, clear-cut procedures</li></ul>
1	Awareness	<ul style="list-style-type: none"><li>• Possesses limited knowledge of rules and regulations, policies and procedures related to leave, pay, benefits, payroll deductions, T&amp;A reporting and coding</li><li>• Understands simple arithmetic used in payroll operations to perform or to verify calculations using basic formulas</li><li>• Possesses limited knowledge of automated or manual payroll systems</li></ul>

Source Documents (w/modifications): NBC – Approved Job Analysis Documents

**Competency:** Personnel Action Processing

**Competency Definition:** Utilize governing guidance to timely and accurately input actions into the automated personnel and payroll system to document personnel actions

Proficiency Level	Proficiency Level Definitions	Behavioral Indicators
5	Expert	<ul style="list-style-type: none"> <li>• Analyzes policies, procedures, and guidance to determine operational impacts to personnel action processing</li> <li>• Provides guidance and advice for processing personnel actions, and identifying and resolving a full range of processing issues and problems</li> <li>• Researches, troubleshoots, and resolves complex data problems related to processing personnel actions</li> </ul>
4	Advanced	<ul style="list-style-type: none"> <li>• Researches, interprets, and applies policies, procedures, and guidance to routine and complex personnel action processing</li> <li>• Codes and processes complex or unique personnel actions in an automated personnel system; analyzes and resolves complex or unique coding issues and/or problems</li> <li>• Researches and changes data elements to ensure data accuracy and limit negative effects on employee pay and leave</li> </ul>
3	Intermediate	<ul style="list-style-type: none"> <li>• Researches, interprets, and applies policies, procedures, and guidance to routine personnel action processing</li> <li>• Initiates and processes more complex personnel actions; identifies and resolves routine issues and problems in an automated personnel system</li> <li>• Reviews system data elements to ensure data integrity</li> </ul>
2	Basic	<ul style="list-style-type: none"> <li>• Possesses basic knowledge of policies, procedures, and regulations that they apply to personnel action processing</li> <li>• Initiates and processes routine personnel actions in an automated personnel system</li> <li>• Understands how personnel actions affect employee pay and leave</li> </ul>
1	Awareness	<ul style="list-style-type: none"> <li>• Possesses limited awareness of policies, procedures, and regulations related to personnel action processing</li> <li>• Processes system generated personnel actions; initiates simple personnel actions in an automated personnel system</li> <li>• Seeks guidance in understanding how personnel actions affect employee pay and leave</li> </ul>

Source Documents (w/minor modifications): NBC – Approved Job Analysis Documents

**Competency:** Program Management

**Competency Definition:** Manages a program area for an organization that may consist of multiple projects and programs across a broad spectrum of functional specialties such as financial management, policy development, organizational development, quality management, and/or performance metrics; directs related resources, personnel and activities.

Proficiency Level	Proficiency Level Definitions	Behavioral Indicators
5	Expert	<ul style="list-style-type: none"> <li>• Manages and is accountable for detailed plans, goals, and objectives for short and long term implementation and administration of multiple programs</li> <li>• Oversees changes in the organization, workflow, procedures, functions and/or scheduling to permit improved performance</li> <li>• Possesses strong organizational and policy awareness and ensures related issues identified and resolutions implemented fully support overall mission, values and goals</li> </ul>
4	Advanced	<ul style="list-style-type: none"> <li>• Independently formulates detailed plans, goals, and objectives for short and long term implementation and administration of various and/or multiple program(s)</li> <li>• Decides on and implements changes in the organization, workflow, procedures, functions and/or scheduling to improve performance</li> <li>• Proactively analyzes organizational and policy issues and plans for and implements solutions</li> </ul>
3	Intermediate	<ul style="list-style-type: none"> <li>• Independently formulates plans, goals, and objectives for short and long term implementation and administration of program(s)</li> <li>• Advises management regarding changes in the organization, workflow, procedures, functions and/or scheduling to improve performance</li> <li>• Independently performs analysis of a wide range of organizational and policy issues and implements solutions</li> </ul>
2	Basic	<ul style="list-style-type: none"> <li>• With some assistance, formulates plans, goals, and objectives for short and long term implementation and administration of program(s)</li> <li>• Recommends changes in the organization, workflow, procedures, functions and/or scheduling to improve performance</li> <li>• Performs analysis of various organizational and policy issues; provides possible solutions</li> </ul>

**Competency:** Program Management (continued)

**Competency Definition:** Manages a program area for an organization that may consist of multiple projects and programs across a broad spectrum of functional specialties such as financial management, policy development, organizational development, quality management, and/or performance metrics; directs related resources, personnel and activities.

1	Awareness	<ul style="list-style-type: none"><li>• Possesses basic knowledge of plans, goals, and objectives for short and long term implementation and administration of program(s)</li><li>• Assesses potential changes in the organization, workflow, procedures, functions and /or scheduling to improve performance</li><li>• Performs limited analysis of minor organizational and policy issues and provides input to possible solutions</li></ul>
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Source Documents (w/minor modifications): NBC – Approved Job Analysis Documents

**Competency:** Recordkeeping

**Competency Definition:** Utilize governing personnel recordkeeping guidance to create, file, maintain and safeguard personnel records.

Proficiency Level	Proficiency Level Definitions	Behavioral Indicators
5	Expert	<ul style="list-style-type: none"> <li>• Develops office procedures and guidance relating to personnel records and recordkeeping based on the guide to recordkeeping</li> <li>• Provides guidance and training to co-workers on merging personnel records and computing Service Computation Dates</li> <li>• Develops office procedures and guidance on general filing procedures pertaining to personnel records</li> <li>• Develops office procedures and guidance to protect personnel records against loss or unauthorized use</li> </ul>
4	Advanced	<ul style="list-style-type: none"> <li>• Provides guidance to co-workers relating to personnel records and recordkeeping based on the guide to recordkeeping</li> <li>• Identifies an employee has prior service, requests and merges personnel records and calculates the Service Computation Date</li> <li>• Provides guidance to co-workers on general filing procedures pertaining to personnel records</li> <li>• Provides guidance to co-workers on office procedures pertaining to protecting personnel records against loss or unauthorized use and documenting employee employment history</li> </ul>
3	Intermediate	<ul style="list-style-type: none"> <li>• Possesses detailed knowledge of and skill in applying, practices, laws, regulations, and policies when establishing personnel records</li> <li>• Identifies an employee has prior service, requests and merges personnel records and with assistance calculates the Service Computation Date</li> <li>• Possesses detailed knowledge of and skill in applying the general filing procedures pertaining to personnel records</li> <li>• Understands the need to protect personnel records against loss or unauthorized use, and documents employee employment history in a timely manner</li> </ul>
2	Basic	<ul style="list-style-type: none"> <li>• Possesses a basic understanding in applying principles and practices when establishing personnel records</li> <li>• Recognizes if an employee has prior service, requests personnel records and with assistance merges all documents</li> <li>• Possesses a basic understanding of general filing procedures pertaining to personnel records</li> <li>• Understands the need to protect personnel records against loss or unauthorized use, and understands the importance of documenting an employee's employment history</li> </ul>

**Competency:** Recordkeeping (continued)

**Competency Definition:** Utilize governing personnel recordkeeping guidance to create, file, maintain and safeguard personnel records.

1	Awareness	<ul style="list-style-type: none"><li>• Possesses limited understanding of the basic principles and practices of establishing personnel records</li><li>• Recognizes if an employee has prior service and with assistance requests personnel records from appropriate office</li><li>• Possesses limited understanding of general filing procedures pertaining to personnel records</li><li>• Understands the need to protect personnel records from loss or unauthorized use</li></ul>
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Source Documents (w/modifications):

Office of Human Resources

Plateau Competency Definitions & Behavioral Indicators Category: Technical

**Competency:** Staff Acquisition

**Competency Definition:** Knowledge of HR concepts, principles, and practices related to identifying, attracting, and selecting individuals and placing them into positions to address changing organizational needs.

Proficiency Level	Proficiency Level Definitions	Behavioral Indicators
5	Expert	<ul style="list-style-type: none"> <li>• Proactively seeks to inform and educate supervisors and managers on hiring process, flexibilities, requirements, etc.</li> <li>• Considered a Senior Advisor to management and others on staff acquisition issues</li> <li>• Possesses extensive knowledge of staff acquisition regulations, options, flexibilities, etc., and can easily cite regulatory framework governing the process</li> <li>• Independently handles the most complex staffing actions</li> <li>• Proactively plans for and/or implements new recruitment initiatives</li> </ul>
4	Advanced	<ul style="list-style-type: none"> <li>• Actively informs supervisors and managers of hiring process, flexibilities, requirements, etc.</li> <li>• Considered a Senior Specialist in staff acquisition</li> <li>• Possesses in-depth knowledge of staff acquisition regulations, options, flexibilities, etc., and can easily research governing regulations</li> <li>• Actively participates in implementing new recruitment initiatives</li> </ul>
3	Intermediate	<ul style="list-style-type: none"> <li>• Provides hiring process information to hiring officials</li> <li>• Possesses significant knowledge of staff acquisition regulations and flexibilities and able to research more complex staff acquisition questions</li> <li>• Independently carries out assigned tasks associated with implementation of new recruitment initiatives</li> </ul>
2	Basic	<ul style="list-style-type: none"> <li>• Responds to specific hiring process questions from hiring officials</li> <li>• Possesses basic knowledge of staff acquisition regulations and is able to perform research sufficient to obtain basic information from governing regulations</li> <li>• Performs limited tasks associated with implementation of new recruitment initiatives</li> </ul>

**Competency:** Staff Acquisition (continued)

**Competency Definition:** Knowledge of HR concepts, principles, and practices related to identifying, attracting, and selecting individuals and placing them into positions to address changing organizational needs.

1	Awareness	<ul style="list-style-type: none"><li>• Answers very basic questions related to the staff acquisition process</li><li>• Possesses minimal knowledge of staff acquisition</li><li>• Carries out assigned tasks associated with a very limited segment of the staff acquisition process, e.g., preparing a vacancy announcement.</li></ul>
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Source Documents (w/minor modifications): National Institute of Health (NIH) – Office of Human Resources  
NBC – Approved Job Analysis Documents

**Competency:** Support Services

**Competency Definition:** Directs, plans, and/or coordinates a variety of support and service functions such as procurement of equipment and supplies, property management, space management, records management, mail services, facilities and equipment maintenance, and transportation.

Proficiency Level	Proficiency Level Definitions	Behavioral Indicators
5	Expert	<ul style="list-style-type: none"> <li>• Develops plans to improve working environments by incorporating the latest in office design furniture and equipment; takes into account special needs such as security, accessibility, structural, electrical, and similar issues</li> <li>• Oversees all requisitions for equipment, supplies, goods and services for an organization; oversees issuance of equipment and supplies</li> <li>• Leads studies and analysis of file and record systems to determine the most economical and efficient management while maintaining consistency with record management laws, regulations and policies</li> </ul>
4	Advanced	<ul style="list-style-type: none"> <li>• Coordinates major alterations to space or configuration of offices; ensures maintenance of all space</li> <li>• Performs major acquisitions for equipment, supplies, goods and services; issues equipment and supplies</li> <li>• Directs the operation of file and record systems, and mail and messenger services; ensures compliance with record management laws, regulations and policies</li> </ul>
3	Intermediate	<ul style="list-style-type: none"> <li>• Performs space negotiations; provides for acquisition, assignment and utilization of space</li> <li>• Performs general acquisitions for equipment, supplies, goods and services and conducts more complex cost benefit analysis</li> <li>• Oversees file and record systems to ensure efficient use of files for maintenance, transfer, and disposition of records; ensures compliance with record management laws, regulations and policies</li> </ul>

**Competency:** Support Services (continued)

**Competency Definition:** Directs, plans, and/or coordinates a variety of support and service functions such as procurement of equipment and supplies, property management, space management, records management, mail services, facilities and equipment maintenance, and transportation.

2	Basic	<ul style="list-style-type: none"><li>• Prepares documentation to justify space requests; prepares regular and ad hoc reports on space management activities and developments</li><li>• Recommends procurement options and conducts basic cost benefit analysis of equipment, supplies, and goods and services</li><li>• Uses file and record systems to ensure efficient use of files for maintenance, transfer, and disposition of records; complies with record management laws, regulations and policies</li></ul>
1	Awareness	<ul style="list-style-type: none"><li>• Assists in the preparation of documents to justify space requests; prepares recurring reports on space management activities</li><li>• Possesses limited awareness of various procurement options available</li><li>• Possesses limited understanding of file and record systems to maintain, transfer, and dispose of records according to record management laws, regulations and policies</li></ul>

Source Documents (w/minor modifications): NBC – Approved Job Analysis Documents

# Appendices

## **Appendix A**

### **Competency Clusters**

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A competency cluster is a group of individual competencies most needed to perform the work of a specific role or job and is most predictive of exemplary performance.

#### **CORE – All Employees**

1. Customer Service.....	13
2. Interpersonal Skill.....	20
3. Oral Communication.....	24
4. Problem Solving.....	28
5. Self Management.....	32
6. Teamwork.....	35
7. Written Communication.....	37

#### **Project Manager (PM)**

1. Accountability.....	5
2. Business Management.....	
3. Influencing/Negotiating.....	18
4. Leadership.....	21
5. Reasoning.....	31
6. Requirements Analysis & Scope Management.....	
7. Risk Management & Control.....	

#### **Supervisor/Manager**

1. Accountability.....	5
2. Business Planning & Resources Management.....	9
3. Conflict Management.....	11
4. Decisiveness.....	15
5. Influencing/Negotiating.....	18
6. Leadership.....	21
7. Manages Human Resources.....	23
8. Strategic Thinking.....	33

#### **0201 – Human Resources Specialist (Benefits)**

1. Attention to Detail.....	8
2. Decision Making.....	14
3. Influencing/Negotiating.....	18
4. Organizational Awareness.....	25
5. Technical Competency – Employee Benefits.....	55

### **0201 – Human Resources Specialist (Generalist)**

1. Attention to Detail.....	8
2. Decision Making.....	14
3. Influencing/Negotiating.....	18
4. Organizational Awareness.....	25
5. Technical Competency – Classification.....	54
6. Technical Competency – Employee Relations.....	56
7. Technical Competency – Staff Acquisition.....	71

### **0201 – Human Resources Specialist (Information Systems)**

1. Creative Thinking.....	12
2. Decision Making.....	14
3. Influencing/Negotiating.....	18
4. Strategic Thinking.....	33
5. Technical Competency – Classification.....	54
6. Technical Competency – HR Information Systems.....	60
7. Technical Competency – Staff Acquisition.....	71

### **0203 - Human Resources Assistant**

1. Attention to Detail.....	8
2. Decision Making.....	14
3. Technical Competency – Employee Benefits.....	55
4. Technical Competency – Personnel Action Processing.....	66
5. Technical Competency – Personnel Security.....	
6. Technical Competency – Recordkeeping.....	69
7. Technical Competency – Staff Acquisition.....	71

### **0203 - Human Resources Assistant (Information Systems)**

1. Attention to Detail.....	8
2. Decision Making.....	14
3. Technical Competency – HR Information Systems.....	60
4. Technical Competency – Staff Acquisition.....	71

### **0340 – Program Manager**

1. Creative Thinking.....	12
2. External Awareness.....	16
3. Quality Management.....	29
4. Vision.....	36
5. Technical Competency – Financial Management.....	58
6. Technical Competency – Program Management.....	67

### **0341 – Administrative Officer**

1. Analytical Thinking.....	6
2. Attention to Detail.....	8
3. Decision Making.....	14
4. Legal, Government, and Jurisprudence.....	22
5. Organizational Awareness.....	25
6. Planning and Evaluating.....	26
7. Technical Competency – Administration and Management.....	43
8. Technical Competency – Financial Management.....	58

### **0342 – Support Services**

1. Analytical Thinking.....	6
2. Attention to Detail.....	8
3. Decision Making.....	14
4. Legal, Government, and Jurisprudence.....	22
5. Organizational Awareness.....	25
6. Planning and Evaluating.....	26
7. Technical Competency – Administration and Management.....	43
8. Technical Competency – Support Services.....	73

### **0343 – Management/Program Analyst**

1. Analytical Thinking.....	6
2. Attention to Detail.....	8
3. Creative Thinking.....	12
4. Decision Making.....	14
5. Legal, Government, and Jurisprudence.....	22
6. Organizational Awareness.....	25
7. Planning and Evaluating.....	26
8. Technical Competency – Management Analysis.....	62

### **0503 – Benefits Assistant**

1. Analytical Thinking.....	6
2. Attention to Detail.....	8
3. Legal, Government, and Jurisprudence.....	22
4. Technical Competency – Automated Integrated Personnel & Payroll System / Subsystems.....	48
5. Technical Competency – Benefits Payroll Processing .....	49

### **0503 – Billing & Collection Technician**

1. Analytical Thinking.....	6
2. Attention to Detail.....	8
3. Legal, Government, and Jurisprudence.....	22
4. Technical Competency – Automated Integrated Personnel & Payroll System / Subsystems.....	48

**0503 – Billing & Collection Technician (continued)**

- 5. Technical Competency – Billing and Collections Processing..... 50

**0503 – Lead Billing & Collection Technician**

- 1. Analytical Thinking..... 6
- 2. Attention to Detail..... 8
- 3. Legal, Government, and Jurisprudence..... 22
- 4. Teaches Others..... 34
- 5. Technical Competency – Automated Integrated Personnel & Payroll System / Subsystems..... 48
- 6. Technical Competency – Billing and Collections Processing..... 50

**0503 – Payroll Program Technician**

- 1. Analytical Thinking..... 6
- 2. Attention to Detail..... 8
- 3. Legal, Government, and Jurisprudence..... 22
- 4. Technical Competency – Automated Integrated Personnel & Payroll System / Subsystems..... 48
- 5. Technical Competency – Payroll Processing..... 64

**0510 – Accountant**

- 1. Analytical Thinking..... 6
- 2. Attention to Detail..... 8
- 3. Legal, Government & Jurisprudence..... 22
- 4. Technical Competency – Accounting..... 39
- 5. Technical Competency – Automated Accounting & Business-Related Systems.. 46

**0510 – System Accountant**

- 1. Analytical Thinking..... 6
- 2. Attention to Detail..... 8
- 3. Legal, Government & Jurisprudence..... 22
- 4. Technical Competency – Accounting..... 39
- 5. Technical Competency – Accounting System Design/Maintenance..... 41

**0511 – Auditor**

- 1. Analytical Thinking..... 6
- 2. Attention to Detail..... 8
- 3. Legal, Government & Jurisprudence..... 22
- 4. Reasoning..... 31
- 5. Technical Competency – Accounting..... 39
- 6. Technical Competency – Auditing..... 45

**0525 – Accounting Technician**

1. Attention to Detail.....	8
2. Legal, Government & Jurisprudence.....	22
3. Technical Competency – Accounting Operations.....	40
4. Technical Competency – Automated Accounting and Business-Related Systems...	46

**0544 - Civilian Pay Clerk/Technician**

1. Analytical Thinking.....	6
2. Attention to Detail.....	8
3. Legal, Government & Jurisprudence.....	22
4. Technical Competency – Automated Integrated Personnel & Payroll System / Subsystems.....	48
5. Technical Competency – Payroll Processing.....	64

**0544 - Civilian Pay Clerk/Technician (Benefits)**

1. Analytical Thinking.....	6
2. Attention to Detail.....	8
3. Legal, Government & Jurisprudence.....	22
4. Technical Competency – Automated Integrated Personnel & Payroll System / Subsystems.....	48
5. Technical Competency – Benefits Payroll Processing .....	49
6. Technical Competency – Payroll Processing.....	64

**1101 – Business and Industry - Multiple position titles**

1. Analytical Thinking.....	6
2. Attention to Detail.....	8
3. Decision Making.....	14
4. External Awareness.....	16
5. Information Management.....	19
6. Legal, Government, & Jurisprudence.....	22
7. Planning and Evaluating.....	26
8. Technical Competency – Business and Industry.....	52

## **Appendix B**

### **Competency Models – Occupational Series Order**

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A competency model is the compilation of all individual competencies that are most needed to perform the work of a role or job and most predictive of exemplary performance.

#### **0201 – Human Resources Specialist (Benefits)**

Model comprised of CORE and 0201 – Human Resources Specialist (Benefits) competency clusters.

1. Attention to Detail.....	8
2. Customer Service.....	13
3. Decision Making.....	14
4. Influencing/Negotiating.....	18
5. Interpersonal Skill.....	20
6. Oral Communication.....	24
7. Organizational Awareness.....	25
8. Problem Solving.....	28
9. Self Management.....	32
10. Teamwork.....	35
11. Written Communication.....	37
12. Technical Competency – Employee Benefits.....	55

#### **0201 – Human Resources Specialist (Generalist)**

Model comprised of CORE and 0201 – Human Resources Specialist (Generalist) competency clusters.

1. Attention to Detail.....	8
2. Customer Service.....	13
3. Decision Making.....	14
4. Influencing/Negotiating.....	18
5. Interpersonal Skill.....	20
6. Oral Communication.....	24
7. Organizational Awareness.....	25
8. Problem Solving.....	28
9. Self Management.....	32
10. Teamwork.....	35
11. Written Communication.....	37
12. Technical Competency – Classification.....	54
13. Technical Competency – Employee Relations.....	56
14. Technical Competency – Staff Acquisition.....	71

**0201 – Human Resources Specialist (Information Systems)**

Model comprised of CORE, Project Management, and 0201 – Human Resources Specialist (Information Systems) competency clusters.

1. Accountability.....	5
2. Business Management.....	
3. Creative Thinking.....	12
4. Customer Service.....	13
5. Decision Making.....	14
6. Influencing/Negotiating.....	18
7. Interpersonal Skill.....	20
8. Leadership.....	21
9. Oral Communication.....	24
10. Problem Solving.....	28
11. Reasoning.....	31
12. Requirements Analysis & Scope Management.....	
13. Risk Management & Control.....	
14. Self Management.....	32
15. Strategic Thinking.....	33
16. Teamwork.....	35
17. Written Communication.....	37
18. Technical Competency – Classification.....	54
19. Technical Competency – HR Information Systems.....	60
20. Technical Competency – Staff Acquisition.....	71

**0201 – Supervisory Human Resources Specialist (Generalist)**

Model comprised of CORE, Supervisor/Manager, and 0201- Human Resources Specialist (Generalist) competency clusters.

1. Accountability.....	5
2. Attention to Detail.....	8
3. Business Planning & Resources Management.....	9
4. Conflict Management.....	11
5. Customer Service.....	13
6. Decision Making.....	14
7. Decisiveness.....	15
8. Influencing/Negotiating.....	18
9. Interpersonal Skill.....	20
10. Leadership.....	21
11. Manages Human Resources.....	23
12. Oral Communication.....	24
13. Organizational Awareness.....	25
14. Problem Solving.....	28
15. Self Management.....	32
16. Strategic Thinking.....	33

**0201 – Supervisory Human Resources Specialist (Generalist)(continued)**

17. Teamwork.....	35
18. Written Communication.....	37
19. Technical Competency – Classification.....	54
20. Technical Competency – Employee Relations.....	56
21. Technical Competency – Staff Acquisition.....	71

**0201 – Supervisory Human Resources Specialist (Information Systems)**

Model comprised of CORE, Project Manager, Supervisor/Manager, and 0201 – Human Resources Specialist (Information Systems) competency clusters.

1. Accountability.....	5
2. Business Management.....	
3. Business Planning & Resources Management.....	9
4. Conflict Management.....	11
5. Creative Thinking.....	12
6. Customer Service.....	13
7. Decision Making.....	14
8. Decisiveness.....	15
9. Influencing/Negotiating.....	18
10. Interpersonal Skill.....	20
11. Leadership.....	21
12. Manages Human Resources.....	23
13. Oral Communication.....	24
14. Problem Solving.....	28
15. Reasoning.....	31
16. Requirements Analysis & Scope Management.....	
17. Risk Management & Control.....	
18. Self Management.....	32
19. Strategic Thinking.....	33
20. Teamwork.....	35
21. Written Communication.....	37
22. Technical Competency – Classification.....	54
23. Technical Competency – HR Information Systems.....	60
24. Technical Competency – Staff Acquisition.....	71

**0203 – Human Resources Assistant**

Model comprised of CORE and 0203 – Human Resources Assistant competency clusters.

1. Attention to Detail.....	8
2. Customer Service.....	13
3. Decision Making.....	14
4. Interpersonal Skill.....	20
5. Oral Communication.....	24
6. Problem Solving.....	28

**0203 – Human Resources Assistant (continued)**

7. Self Management.....	32
8. Teamwork.....	35
9. Written Communication.....	37
10. Technical Competency – Employee Benefits.....	55
11. Technical Competency – Personnel Action Processing.....	66
12. Technical Competency – Personnel Security.....	
13. Technical Competency – Recordkeeping.....	69
14. Technical Competency – Staff Acquisition.....	71

**0203 – Human Resources Assistant (Information Systems)**

Model comprised of CORE and 0203 – Human Resources Assistant (Information Systems) competency clusters.

1. Attention to Detail.....	8
2. Customer Service.....	13
3. Decision Making.....	14
4. Interpersonal Skill.....	20
5. Oral Communication.....	24
6. Problem Solving.....	28
7. Self Management.....	32
8. Teamwork.....	35
9. Written Communication.....	37
10. Technical Competency – HR Information Systems.....	60
11. Technical Competency – Staff Acquisition.....	71

**0340 – Program Manager**

Model comprised of CORE, Project Manager, Supervisor/Manager, and 0340 – Program Manager competency clusters.

1. Accountability.....	5
2. Business Management.....	
3. Business Planning & Resources Management.....	9
4. Conflict Management.....	11
5. Creative Thinking.....	12
6. Customer Service.....	13
7. Decisiveness.....	15
8. External Awareness .....	16
9. Influencing/Negotiating.....	18
10. Interpersonal Skill.....	20
11. Leadership.....	21
12. Manages Human Resources.....	23
13. Oral Communication.....	24
14. Problem Solving.....	28

**0340 – Program Manager (continued)**

15. Quality Management.....	29
16. Reasoning.....	31
17. Requirements Analysis & Scope Management.....	
18. Risk Management & Control.....	
19. Self Management.....	32
20. Strategic Thinking.....	33
21. Teamwork.....	35
22. Vision.....	36
23. Written Communication.....	37
24. Technical Competency – Financial Management.....	58
25. Technical Competency – Program Management.....	67

**0341 – Administrative Officer**

Model comprised of CORE and 0341 – Administrative Officer competency clusters.

1. Analytical Thinking.....	6
2. Attention to Detail.....	8
3. Customer Service.....	13
4. Decision Making.....	14
5. Interpersonal Skill.....	20
6. Legal, Government, and Jurisprudence.....	22
7. Oral Communication.....	24
8. Organizational Awareness.....	25
9. Planning and Evaluating.....	26
10. Problem Solving.....	28
11. Self Management.....	32
12. Teamwork.....	35
13. Written Communication.....	37
14. Technical Competency – Administration and Management.....	43
15. Technical Competency – Financial Management.....	58

**0341 – Administrative Officer**

**(positions designated as Supervisory or Managerial)**

Model comprised of CORE, Supervisor/Manager and 0341 – Administrative Officer competency clusters.

1. Accountability.....	5
2. Analytical Thinking.....	6
3. Attention to Detail.....	8
4. Business Planning & Resource Management.....	9
5. Conflict Management.....	11
6. Customer Service.....	13
7. Decision Making.....	14

**0341 – Administrative Officer(continued)**  
**(positions designated as Supervisory or Managerial)**

8. Decisiveness.....	15
9. Influencing / Negotiating.....	18
10. Interpersonal Skill.....	20
11. Leadership.....	21
12. Legal, Government, and Jurisprudence.....	22
13. Manages Human Resources.....	23
14. Oral Communication.....	24
15. Organizational Awareness.....	25
16. Planning and Evaluating.....	26
17. Problem Solving.....	28
18. Self Management.....	32
19. Strategic Thinking.....	33
20. Teamwork.....	35
21. Written Communication.....	37
22. Technical Competency – Administration and Management.....	43
23. Technical Competency – Financial Management.....	58

**0342 – Support Services**

Model comprised of CORE and 0342 – Support Services competency clusters.

1. Analytical Thinking.....	6
2. Attention to Detail.....	8
3. Customer Service.....	13
4. Decision Making.....	14
5. Interpersonal Skill.....	20
6. Legal, Government, and Jurisprudence.....	22
7. Oral Communication.....	24
8. Organizational Awareness.....	25
9. Planning and Evaluating.....	26
10. Problem Solving.....	28
11. Self Management.....	32
12. Teamwork.....	35
13. Written Communication.....	37
14. Technical Competency – Administration and Management.....	43
15. Technical Competency – Support Services.....	73

**0342 – Support Services**  
**(positions designated as Supervisory or Managerial)**

Model comprised of CORE, Supervisory/Manager and 0342 – Support Services competency clusters.

1. Accountability.....	5
2. Analytical Thinking.....	6
3. Attention to Detail.....	8
4. Business Planning & Resource Management.....	9
5. Conflict Management.....	11
6. Customer Service.....	13
7. Decision Making.....	14
8. Decisiveness.....	15
9. Influencing / Negotiating.....	18
10. Interpersonal Skills.....	20
11. Leadership.....	21
12. Legal, Government, and Jurisprudence.....	22
13. Manages Human Resources.....	23
14. Oral Communication.....	24
15. Organizational Awareness.....	25
16. Planning and Evaluating.....	26
17. Problem Solving.....	28
18. Self Management.....	32
19. Strategic Thinking.....	33
20. Teamwork.....	35
21. Written Communication.....	37
22. Technical Competency – Administration and Management.....	43
23. Technical Competency – Support Services.....	73

**0343 – Management/Program Analyst**

Model comprised of CORE and 0343 – Management/Program Analyst competency clusters.

1. Analytical Thinking.....	6
2. Attention to Detail.....	8
3. Creative Thinking.....	12
4. Customer Service.....	13
5. Decision Making.....	14
6. Interpersonal Skills.....	20
7. Legal, Government, & Jurisprudence.....	22
8. Oral Communication.....	24
9. Organizational Awareness.....	25
10. Planning and Evaluating.....	26
11. Problem Solving.....	28
12. Self Management.....	32
13. Teamwork.....	35

### **0343 – Management/Program Analyst (continued)**

14. Written Communication.....	37
15. Technical Competency – Management Analysis.....	62

### **0343 – Management/Program Analyst (positions designated as Supervisory or Managerial)**

Model comprised of CORE, Supervisor/Manager and 0343 – Management/Program Analyst competency clusters.

1. Accountability.....	5
2. Analytical Thinking.....	6
3. Attention to Detail.....	8
4. Business Planning & Resource Management.....	9
5. Conflict Management.....	11
6. Creative Thinking.....	12
7. Customer Service.....	13
8. Decision Making.....	14
9. Decisiveness.....	15
10. Influencing / Negotiating.....	18
11. Interpersonal Skills.....	20
12. Leadership.....	21
13. Legal, Government, & Jurisprudence.....	22
14. Manages Human Resources.....	23
15. Oral Communication.....	24
16. Organizational Awareness.....	25
17. Planning and Evaluating.....	26
18. Problem Solving.....	28
19. Self Management.....	32
20. Strategic Thinking.....	33
21. Teamwork.....	35
22. Written Communication.....	37
23. Technical Competency – Management Analysis.....	62

### **0503 – Financial Clerks and Assistants (position titles vary)**

Model comprised of CORE and 0503 – Financial Clerks/Assistants competency clusters.

1. Analytical Thinking.....	6
2. Attention to Detail.....	8
3. Customer Service.....	13
4. Interpersonal Skill.....	20
5. Legal, Government, & Jurisprudence.....	22
6. Oral Communication.....	24
7. Problem Solving.....	28
8. Self Management.....	32

**0503 – Financial Clerks and Assistants (position titles vary) (continued)**

9. Teaches Others ( <b>Lead Billing &amp; Collection Technicians only</b> ).....	34
10. Teamwork.....	35
11. Written Communication.....	37
12. Technical Competency – Automated Integrated Personnel & Payroll System / Subsystems.....	48
13. Technical Competency – Benefits Payroll Processing ( <b>Benefits Assistants &amp; Lead Benefits Technicians only</b> ).....	49
14. Technical Competency – Billing and Collections Processing ( <b>Billing &amp; Collection Technicians and Lead Billing &amp; Collection Technicians only</b> ).....	50
15. Technical Competency – Payroll Processing ( <b>Payroll Program Technicians only</b> ).....	64

**0510 – Accountant**

Model comprised of CORE and 0510 – Accountant competency clusters.

1. Analytical Thinking.....	6
2. Attention to Detail.....	8
3. Customer Service.....	13
4. Interpersonal Skill.....	20
5. Legal, Government, & Jurisprudence.....	22
6. Oral Communication.....	24
7. Problem Solving.....	28
8. Self Management.....	32
9. Teamwork.....	35
10. Written Communication.....	37
11. Technical Competency – Accounting.....	39
12. Technical Competency – Automated Accounting & Business-Related Systems....	46

**0510 – Accountant**

**(positions designated as Supervisory or Managerial)**

Model comprised of CORE, Supervisor/Manager and 0510 – Accountant competency clusters.

1. Accountability.....	5
2. Analytical Thinking.....	6
3. Attention to Detail.....	8
4. Business Planning & Resource Management.....	9
5. Conflict Management.....	11
6. Customer Service.....	13
7. Decisiveness.....	15
8. Influencing / Negotiating.....	18
9. Interpersonal Skill.....	20
10. Leadership.....	21

**0510 – Accountant (continued)**  
**(positions designated as Supervisory or Managerial)**

11. Legal, Government, & Jurisprudence.....	22
12. Manages Human Resources.....	23
13. Oral Communication.....	24
14. Problem Solving.....	28
15. Self Management.....	32
16. Strategic Thinking.....	33
17. Teamwork.....	35
18. Written Communication.....	37
19. Technical Competency – Accounting.....	39
20. Technical Competency – Automated Accounting & Business-Related Systems..	46

**0510 – Systems Accountant**

Model comprised of CORE and 0510 – Accountant competency clusters.

1. Analytical Thinking.....	6
2. Attention to Detail.....	8
3. Customer Service.....	13
4. Interpersonal Skill.....	20
5. Legal, Government, & Jurisprudence.....	22
6. Oral Communication.....	24
7. Problem Solving.....	28
8. Self Management.....	32
9. Teamwork.....	35
10. Written Communication.....	37
11. Technical Competency – Accounting.....	39
12. Technical Competency – Accounting System Design / Maintenance.....	41

**0510 – Systems Accountant**  
**(positions designated as Supervisory or Managerial)**

Model comprised of CORE, Supervisor/Manager and 0510 – Accountant competency clusters.

1. Accountability.....	5
2. Analytical Thinking.....	6
3. Attention to Detail.....	8
4. Business Planning & Resource Management.....	9
5. Conflict Management.....	11
6. Customer Service.....	13
7. Decisiveness.....	15
8. Influencing/Negotiating.....	18
9. Interpersonal Skill.....	20
10. Leadership.....	21

**0510 – Systems Accountant (continued)**  
**(positions designated as Supervisory or Managerial)**

11. Legal, Government, & Jurisprudence.....	22
12. Manages Human Resources.....	23
13. Oral Communication.....	24
14. Problem Solving.....	28
15. Self Management.....	32
16. Strategic Thinking.....	33
17. Teamwork.....	35
18. Written Communication.....	37
19. Technical Competency – Accounting.....	39
20. Technical Competency – Accounting System Design / Maintenance.....	41

**0511 – Auditor**

Model comprised of CORE and 0511 – Auditor competency clusters.

1. Analytical Thinking.....	6
2. Attention to Detail.....	8
3. Customer Service.....	13
4. Interpersonal Skill.....	20
5. Legal, Government, & Jurisprudence.....	22
6. Oral Communication.....	24
7. Problem Solving.....	28
8. Reasoning.....	31
9. Self Management.....	32
10. Teamwork.....	35
11. Written Communication.....	37
12. Technical Competency – Accounting.....	39
13. Technical Competency - Auditing.....	45

**0511 – Auditor**

**(positions designated as Supervisory or Managerial)**

Model comprised of CORE, Supervisor/Manager and 0511 – Auditor competency clusters.

1. Accountability.....	5
2. Analytical Thinking.....	6
3. Attention to Detail.....	8
4. Business Planning & Resource Management.....	9
5. Conflict Management.....	11
6. Customer Service.....	13
7. Decisiveness.....	15
8. Influencing/Negotiating.....	18
9. Interpersonal Skill.....	20
10. Leadership.....	21

**0511 – Auditor (continued)**  
**(positions designated as Supervisory or Managerial)**

11. Legal, Government, & Jurisprudence.....	22
12. Manages Human Resources.....	23
13. Oral Communication.....	24
14. Problem Solving.....	28
15. Reasoning.....	31
16. Self Management.....	32
17. Strategic Thinking.....	33
18. Teamwork.....	35
19. Written Communication.....	37
20. Technical Competency – Accounting.....	39
21. Technical Competency - Auditing.....	45

**0525 – Accounting Technician**

Model comprised of CORE and 0525 – Accounting Technician competency clusters.

1. Attention to Detail.....	8
2. Customer Service.....	13
3. Interpersonal Skill.....	20
4. Legal, Government, & Jurisprudence.....	22
5. Oral Communication.....	24
6. Problem Solving.....	28
7. Self Management.....	32
8. Teamwork.....	35
9. Written Communication.....	37
10. Technical Competency – Accounting Operations.....	40
11. Technical Competency – Automated Accounting & Business-Related Systems....	46

**0544 – Civilian Pay Clerk / Technician**

Model comprised of CORE and 0544 – Civilian Pay Clerk / Technician competency clusters.

1. Analytical Thinking.....	6
2. Attention to Detail.....	8
3. Customer Service.....	13
4. Interpersonal Skill.....	20
5. Legal, Government & Jurisprudence.....	22
6. Oral Communication.....	24
7. Problem Solving.....	28
8. Self Management.....	32
9. Teamwork.....	35
10. Written Communication.....	37
11. Technical Competency – Automated Integrated Personnel & Payroll System / Subsystems.....	48

**0544 – Civilian Pay Clerk / Technician (continued)**

12. Technical Competency – Payroll Processing..... 64

**0544 – Civilian Pay Clerk / Technician (Benefits)**

Model comprised of CORE and 0544 – Civilian Pay Clerk / Technician (Benefits) competency clusters.

1. Analytical Thinking..... 6  
2. Attention to Detail..... 8  
3. Customer Service..... 13  
4. Interpersonal Skill..... 20  
5. Legal, Government & Jurisprudence..... 22  
6. Oral Communication..... 24  
7. Problem Solving..... 28  
8. Self Management..... 32  
9. Teamwork..... 35  
10. Written Communication..... 37  
11. Technical Competency – Automated Integrated Personnel & Payroll System / Subsystems..... 48  
12. Technical Competency – Benefits Payroll Processing ..... 49  
13. Technical Competency – Payroll Processing..... 64

**0544 – Lead Civilian Pay Clerk / Technician**

Model comprised of CORE and 0544 – Civilian Pay Clerk / Technician competency clusters.

1. Analytical Thinking..... 6  
2. Attention to Detail..... 8  
3. Customer Service..... 13  
4. Interpersonal Skill..... 20  
5. Legal, Government & Jurisprudence..... 22  
6. Oral Communication..... 24  
7. Problem Solving..... 28  
8. Self Management..... 32  
9. Teamwork..... 35  
10. Written Communication..... 37  
11. Technical Competency – Automated Integrated Personnel & Payroll System / Subsystems..... 48  
12. Technical Competency – Payroll Processing..... 64

**1101 – Business & Industry (position titles vary)**

Model comprised of CORE and 1101 – Business & Industry competency clusters.

1. Analytical Thinking..... 6  
2. Attention to Detail..... 8

**1101 – Business & Industry (position titles vary)(continued)**

3. Customer Service.....	13
4. Decision Making.....	14
5. External Awareness.....	16
6. Information Management.....	19
7. Interpersonal Skill.....	20
8. Legal, Government, & Jurisprudence.....	22
9. Oral Communication.....	24
10. Planning and Evaluating.....	26
11. Problem Solving.....	28
12. Self Management.....	32
13. Teamwork.....	35
14. Written Communication.....	37
15. Technical Competency – Business & Industry.....	52

**1101 – Business & Industry (position titles vary)**  
**(positions designated as Supervisory or Managerial)**

Model comprised of CORE, Supervisor/Manager and 1101 – Business & Industry competency clusters.

1. Accountability.....	5
2. Analytical Thinking.....	6
3. Attention to Detail.....	8
4. Business Planning & Resource Management.....	9
5. Conflict Management.....	11
6. Customer Service.....	13
7. Decision Making.....	14
8. Decisiveness.....	15
9. External Awareness.....	16
10. Influencing / Negotiating.....	18
11. Information Management.....	19
12. Interpersonal Skill.....	20
13. Leadership.....	21
14. Legal, Government, & Jurisprudence.....	22
15. Manages Human Resources.....	23
16. Oral Communication.....	24
17. Planning and Evaluating.....	26
18. Problem Solving.....	28
19. Self Management.....	32
20. Strategic Thinking.....	33
21. Teamwork.....	35
22. Written Communication.....	37
23. Technical Competency – Business & Industry.....	52

# Appendix C

## Competency Assignments

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### General Competencies

**Accountability..... 5**  
Project Manager Cluster  
Supervisor/Manager Cluster  
(Count = 2)

**Analytical Thinking..... 6**  
0341 – Administrative Officer Cluster  
0342 – Support Services Cluster  
0343 – Management/Program Analyst Cluster  
0503 – Financial Clerks and Assistants Cluster  
0510 – Accountant / System Accountant Cluster  
0511 – Auditor Cluster  
0544 – Civilian Pay Technician Cluster  
1101 – Business & Industry Cluster  
(Count = 8)

**Attention to Detail..... 8**  
0201 – Human Resources Specialist (Benefits) Cluster  
0201 – Human Resources Specialist (Generalist) Cluster  
0203 – Human Resources Assistant Cluster  
0203 – Human Resources Assistant (Information Systems) Cluster  
0341 – Administrative Officer Cluster  
0342 – Support Services Cluster  
0343 – Management/Program Analyst Cluster  
0503 – Financial Clerks and Assistants Cluster  
0510 – Accountant/ System Accountant Cluster  
0511 – Auditor Cluster  
0525 – Accounting Technician Cluster  
0544 – Civilian Pay Technician Cluster  
1101 – Business & Industry Cluster  
(Count = 13)

**Business Management.....**  
Project Manager Cluster  
(Count = 1)

<b><u>Business Planning &amp; Resource Management</u>.....</b>	<b>9</b>
Supervisor/Manager Cluster (Count = 1)	
<b><u>Conflict Management</u>.....</b>	<b>11</b>
Supervisor/Manager Cluster (Count = 1)	
<b><u>Creative Thinking</u>.....</b>	<b>12</b>
0201 – Human Resources Specialist (Information Systems) Cluster 0340 – Program Manager Cluster 0343 – Management/Program Analyst Cluster (Count = 3)	
<b><u>Customer Service</u>.....</b>	<b>13</b>
CORE Cluster (All Employees ) (Count = 1)	
<b><u>Decision Making</u>.....</b>	<b>14</b>
0201 – Human Resources Specialist (Benefits) Cluster 0201 – Human Resources Specialist (Generalist) Cluster 0201 – Human Resources Specialist (Information Systems) Cluster 0203 – Human Resources Assistant Cluster 0203 – Human Resources Assistant (Information Systems) Cluster 0341 – Administrative Officer Cluster 0342 – Support Services Cluster 0343 – Management/Program Analyst Cluster 1101 – Business & Industry Cluster (Count = 9)	
<b><u>Decisiveness</u>.....</b>	<b>15</b>
Supervisor/Manager Cluster (Count = 1)	
<b><u>External Awareness</u>.....</b>	<b>16</b>
0340 – Program Manager Cluster 1101 – Business & Industry Cluster (Count = 2)	

<b><u>Influencing/Negotiating</u></b> .....	<b>18</b>
Project Manager Cluster	
Supervisor/Manager Cluster	
0201 – Human Resources Specialist (Benefits) Cluster	
0201 – Human Resources Specialist (Generalist) Cluster	
0201 – Human Resources Specialist (Information Systems) Cluster	
<b>(Count = 5)</b>	
<b><u>Information Management</u></b> .....	<b>19</b>
1101 – Business & Industry Cluster	
<b>(Count = 1)</b>	
<b><u>Interpersonal Skill</u></b> .....	<b>20</b>
CORE Cluster (All Employees)	
<b>(Count = 1)</b>	
<b><u>Leadership</u></b> .....	<b>21</b>
Project Manager Cluster	
Supervisor/Manager Cluster	
<b>(Count = 2)</b>	
<b><u>Legal, Government, and Jurisprudence</u></b> .....	<b>22</b>
0341 – Administrative Officer Cluster	
0342 – Support Services Cluster	
0343 – Management/Program Analyst Cluster	
0503 – Financial Clerks and Assistants Cluster	
0510 – Accountant / System Accountant Cluster	
0511 – Auditor Cluster	
0525 – Accounting Technician Cluster	
0544 – Civilian Payroll Technician Cluster	
1101 – Business & Industry Cluster	
<b>(Count = 9)</b>	
<b><u>Manages Human Resources</u></b> .....	<b>23</b>
Supervisor/Manager Cluster	
<b>(Count = 1)</b>	
<b><u>Oral Communication</u></b> .....	<b>24</b>
CORE Cluster (All Employees)	
<b>(Count = 1)</b>	

<b><u>Organizational Awareness</u></b> .....	<b>25</b>
0201 – Human Resources Specialist (Benefits) Cluster	
0201 – Human Resources Specialist (Generalist) Cluster	
0341 – Administrative Officer Cluster	
0342 – Support Services Cluster	
0343 – Management/Program Analyst Cluster	
<b>(Count = 5)</b>	
<b><u>Planning and Evaluating</u></b> .....	<b>26</b>
0341 – Administrative Officer Cluster	
0342 – Support Services Cluster	
0343 – Management/Program Analyst Cluster	
1101 – Business & Industry Cluster	
<b>(Count = 4)</b>	
<b><u>Problem Solving</u></b> .....	<b>28</b>
CORE Cluster (All Employees)	
<b>(Count = 1)</b>	
<b><u>Quality Management</u></b> .....	<b>29</b>
0340 – Program Manager Cluster	
<b>(Count = 1)</b>	
<b><u>Reasoning</u></b> .....	<b>31</b>
Project Manager Cluster	
0511 – Auditor Cluster	
<b>(Count = 2)</b>	
<b><u>Requirements Analysis &amp; Scope Management</u></b> .....	
Project Manager Cluster	
<b>(Count = 1)</b>	
<b><u>Risk Management &amp; Control</u></b> .....	
Project Manager Cluster	
<b>(Count = 1)</b>	
<b><u>Self Management</u></b> .....	<b>32</b>
CORE Cluster (All Employees)	
<b>(Count = 1)</b>	
<b><u>Strategic Thinking</u></b> .....	<b>33</b>
Supervisor/Manager Cluster	
0201 – Human Resources Specialist (Information Systems) Cluster	
<b>(Count = 2)</b>	

<b><u>Teaches Others</u></b> .....	<b>34</b>
0503 – Financial Clerks and Assistants Cluster ( <b>Lead Billing &amp; Collection Technicians only</b> ) (Count = 1)	
<b><u>Teamwork</u></b> .....	<b>35</b>
CORE Cluster (All Employees) (Count = 1)	
<b><u>Vision</u></b> .....	<b>36</b>
0340 – Program Manger Cluster (Count = 1)	
<b><u>Written Communication</u></b> .....	<b>37</b>
CORE Cluster (All Employees) (Count = 1)	

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0510 – Accountant / System Accountant Cluster 0511 – Auditor Cluster (Count = 2)	
<b><u>Accounting Operations</u></b> .....	<b>40</b>
0525 – Accounting Technician Cluster (Count = 1)	
<b><u>Accounting System Design / Maintenance</u></b> .....	<b>41</b>
0510 – Accountant / System Accountant Cluster ( <b>System Accountants only</b> ) (Count = 1)	
<b><u>Administration and Management</u></b> .....	<b>43</b>
0341 – Administrative Officer Cluster 0342 – Support Services Cluster (Count = 2)	
<b><u>Auditing</u></b> .....	<b>45</b>
0511 – Auditor Cluster (Count = 1)	

<b><u>Automated Accounting &amp; Business-Related Systems</u></b> .....	<b>46</b>
0510 – Accountant / System Accountant Cluster ( <b>Accountants only</b> )	
0525 – Accounting Technician Cluster	
(Count = 2)	
<b><u>Automated Integrated Personnel &amp; Payroll System / Subsystems</u></b> .....	<b>48</b>
0503 – Financial Clerks and Assistants Cluster	
0544 – Civilian Pay Technician Cluster	
(Count = 2)	
<b><u>Benefits Payroll Processing</u></b> .....	<b>49</b>
0503 – Financial Clerks and Assistants Cluster ( <b>Benefits Assistants &amp; Lead Benefits Technicians only</b> )	
0544 – Civilian Pay Technician Cluster ( <b>Benefits positions only</b> )	
(Count = 2)	
<b><u>Billing and Collections Processing</u></b> .....	<b>50</b>
0503 – Financial Clerks and Assistants Cluster ( <b>Billing &amp; Collection Technicians and Lead Billing &amp; Collection Technicians only</b> )	
(Count = 1)	
<b><u>Business &amp; Industry</u></b> .....	<b>52</b>
1101 – Business & Industry Cluster	
(Count = 1)	
<b><u>Classification</u></b> .....	<b>54</b>
0201 – Human Resources Specialist (Generalist) Cluster	
0201 – Human Resources Specialist (Information Systems) Cluster	
(Count = 2)	
<b><u>Employee Benefits</u></b> .....	<b>55</b>
0201 – Human Resources Specialist (Benefits) Cluster	
0203 – Human Resources Assistant Cluster	
(Count = 2)	
<b><u>Employee Relations</u></b> .....	<b>56</b>
0201 – Human Resources Specialist (Generalist) Cluster	
(Count = 1)	
<b><u>Financial Management</u></b> .....	<b>58</b>
0340 – Program Manager Cluster	
0341 – Administrative Officer Cluster	
(Count = 2)	

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0201 – Human Resources Specialist (Information Systems) Cluster	
0203 – Human Resources Assistant (Information Systems) Cluster	
(Count = 2)	
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0343 – Management/Program Analyst Cluster	
(Count = 1)	
<b><u>Payroll Processing</u></b> .....	<b>64</b>
0503 – Financial Clerks and Assistants Cluster ( <b>Payroll Program Technicians only</b> )	
0544 – Civilian Pay Technician Cluster	
(Count = 2)	
<b><u>Personnel Action Processing</u></b> .....	<b>66</b>
0203 – Human Resources Assistant Cluster	
(Count = 1)	
<b><u>Personnel Security</u></b> .....	
0203 – Human Resources Assistant Cluster	
(Count = 1)	
<b><u>Program Management</u></b> .....	<b>67</b>
0340 – Program Manager Cluster	
(Count = 1)	
<b><u>Recordkeeping</u></b> .....	<b>69</b>
0203 – Human Resources Assistant Cluster	
(Count = 1)	
<b><u>Staff Acquisition</u></b> .....	<b>71</b>
0201 – Human Resources Specialist (Generalist) Cluster	
0201 – Human Resources Specialist (Information Systems) Cluster	
0203 – Human Resources Assistant Cluster	
0203 – Human Resources Assistant (Information Systems) Cluster	
(Count = 4)	
<b><u>Support Services</u></b> .....	<b>73</b>
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(Count = 1)	