UNITED STATES
OFFICE OF PERSONNEL MANAGEMENT
WASHINGTON, DC 20415-1000

OFFICE OF THE DIRECTOR

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MEMORANDUM FOR CHIEF HUMAN CAPITAL OFFICERS

FROM: LINDA M. SPRINGER
Director

Subject: Human Resources Management Expert Survey Results

In January 2006, the Office of Personnel Management (OPM) initiated a survey of Federal Human Resources (HR) experts to collect data necessary to confirm the competencies of the CHCO Council Human Resources Management (HRM) Competency Model for recruitment and selection (attached). During the Proud-To-Be III cycle, agencies are using the competencies to establish targets and develop strategies for closing competency gaps in the HR Specialist workforce.

We have completed our analysis of the expert survey and are pleased to inform you that the CHCO Council competencies have been confirmed for use in selection at grades GS-13 or equivalent and above, with a subset confirmed for each grade below GS-13 or equivalent. Competencies confirmed for use in selection must be used in conjunction with OPM's Group Coverage Qualification Standard for Administrative and Management Positions that covers the HR Specialist, 0201, occupation.

Previously, the competencies in the model could be used for developmental purposes only. This greatly expands your options for closing competency gaps, allowing for the recruitment and selection of highly qualified HR professionals. In addition, the expanded model provides competency proficiency level information to assist with your workforce planning efforts.

Thank you for your continued support of this important project. If you have any questions regarding the results of the HR expert survey, please contact Andrea Bright, Manager of the Standards, Competencies, and Assessment Development Group at (202) 606-3600, or e-mail **competency@opm.gov**.

Attachment

cc: Human Resources Directors

Human Resources Management Competency Model
Competencies Confirmed for Selection

The following table presents the human resources management (HRM) competencies that have been confirmed as appropriate for selection on a Governmentwide basis for 0201 Human Resources (HR) Specialist positions. Agencies may use these competencies to select applicants with no additional job analysis required. Agencies with 0201 HR Specialist positions that require competencies not on this list must have job analysis information to support the use of the additional competencies for selection purposes. Please refer to **OPM's Delegated Examining Operations Handbook** for more information on conducting a job analysis.

Grade 5	Grade 7	Grade 9	Grade 11
Competencies for all 0201 positions			
▪ Customer Service* ▪ Integrity/Honesty ▪ Interpersonal Skills* ▪ Reading	▪ Attention to Detail ▪ Customer Service* ▪ Integrity/Honesty ▪ Interpersonal Skills* ▪ Reading	▪ Attention to Detail ▪ Customer Service* ▪ Flexibility ▪ Integrity/Honesty ▪ Interpersonal Skills* ▪ Reading ▪ Self-Management ▪ Teamwork* ▪ Writing	▪ Attention to Detail ▪ Customer Service* ▪ Decision Making ▪ Flexibility ▪ Information Management ▪ Integrity/Honesty ▪ Interpersonal Skills* ▪ Oral Communication ▪ Problem Solving* ▪ Reading ▪ Reasoning ▪ Self-Management ▪ Stress Tolerance ▪ Teamwork* ▪ Technical Competence* ▪ Writing
Competencies for 0201 specialized positions only			
None	None	None	▪ Classification* ▪ HR Information Systems* ▪ Recruitment/Placement*

* Competencies marked with an asterisk are those adopted by the Chief Human Capital Officers (CHCO) Council for Proud-to-Be III.

Grade 12	Grade 13	Grade 14	Grade 15
Competencies for all 0201 positions			
▪ Attention to Detail ▪ Creative Thinking ▪ Customer Service* ▪ Decision Making ▪ Flexibility ▪ Influencing/Negotiating ▪ Information Management ▪ Integrity/Honesty ▪ Interpersonal Skills* ▪ Legal, Government, and Jurisprudence* ▪ Oral Communication ▪ Planning and Evaluating ▪ Problem Solving* ▪ Reading ▪ Reasoning ▪ Self-Management ▪ Stress Tolerance ▪ Teamwork* ▪ Technical Competence* ▪ Writing	▪ All competencies	▪ All competencies	▪ All competencies
Competencies for 0201 specialized positions only			
▪ Classification* ▪ Compensation* ▪ Employee Benefits* ▪ Employee Relations* ▪ HR Information Systems* ▪ Performance Management* ▪ Recruitment/Placement*	▪ All competencies	▪ All competencies	▪ All competencies

Human Resources Management Competency Model
Competency Importance Rankings

The table below presents the rank order of the competencies on current importance and future importance.

COMPETENCY	Current Importance Rank	Future Importance Rank
Integrity/Honesty	1	1
Customer Service*	2	2
Attention to Detail	3	4
Interpersonal Skills*	4	3
Reading	5	5
Teamwork*	6	7
Self-Management	7	8
Flexibility	8	6
Writing	9	9
Technical Competence*	10	13
Oral Communication	11	11
Stress Tolerance	12	12
Reasoning	13	14
Problem Solving*	14	15
Information Management	15	10
Decision Making	16	16
Legal, Government and Jurisprudence*	17	19
Organizational Awareness*	18	18
Creative Thinking	19	17
Planning and Evaluating	20	20
Influencing/Negotiating	21	21
Client Engagement/ Change Management*	22	22
Workforce Planning*	23	23
Project Management*	24	24

Note: List does not include the competencies for 0201 specialized positions only (for example, Compensation, Recruitment/Placement).

* Competencies marked with an asterisk are those adopted by the CHCO Council for Proud-to-Be III.

Human Resources Management Competency Model
Proficiency Level Guidance

The following table presents the proficiency levels associated with each HRM competency by grade level. Please note these proficiency levels are based on Governmentwide data and are provided as guidance for training and development. Required proficiency levels may vary based on an agency's specific occupational needs and position requirements.

Positions	Competency	Proficiency Level Scale	Grade Level							
			5	7	9	11	12	13	14	15
			Proficiency Level							
Competencies for all 0201 positions										
All 0201s	Attention to Detail	General	2	3	3	4	4	4	4	4
	Client Engagement/Change Management*	General	1	2	2	2	3	3	4	4
	Creative Thinking	General	2	2	2	3	3	4	4	5
	Customer Service*	General	3	3	3	4	4	4	4	5
	Decision Making	General	2	2	3	3	3	4	4	5
	Flexibility	General	2	2	3	3	4	4	4	4
	Influencing/Negotiating	General	2	2	2	3	3	4	4	4
	Information Management	General	2	2	3	3	3	4	4	4
	Integrity/Honesty	General	3	4	4	4	4	4	4	5
	Interpersonal Skills*	General	3	3	3	4	4	4	4	5
	Legal, Government and Jurisprudence*	Technical	1	2	2	3	3	4	4	5
	Oral Communication	General	2	2	3	3	3	4	4	5
	Organizational Awareness*	General	1	2	2	3	3	4	4	4
	Planning and Evaluating	General	2	2	2	3	3	4	4	4
	Problem Solving*	General	2	2	2	3	3	4	4	4
	Project Management*	General	1	2	2	2	3	3	4	4
	Reading	General	2	3	3	3	4	4	4	5
	Reasoning	General	2	2	3	3	3	4	4	5
	Self-Management	General	2	2	3	3	3	4	4	4
	Stress Tolerance	General	2	2	3	3	4	4	4	4

* Competencies marked with an asterisk are those adopted by the CHCO Council for Proud-to-Be III.

Positions	Competency	Proficiency Level Scale	Grade Level							
			5	7	9	11	12	13	14	15
			Proficiency Level							
Competencies for all 0201 positions (continued)										
All 0201s	Teamwork*	General	2	2	3	3	3	4	4	4
	Technical Competence*	Technical	2	2	3	3	3	4	4	5
	Workforce Planning*	Technical	2	2	2	2	3	3	4	4
	Writing	General	2	2	3	3	3	4	4	4
Competencies for 0201 specialized positions only										
Classification	Classification*	Technical	1	1	2	3	4	4	4	4
Compensation	Compensation*	Technical	1	2	2	3	3	4	4	4
Employee Benefits	Employee Benefits*	Technical	1	1	2	3	3	4	4	4
Employee Relations	Employee Relations*	Technical	1	1	2	2	3	4	4	4
HR Development	Employee Development*	Technical	2	2	2	3	3	4	4	4
Information Systems	HR Information Systems*	Technical	2	2	2	3	3	4	4	4
Labor Relations	Labor Relations*	Technical	1	1	2	3	3	4	4	4
Performance Management	Performance Management*	Technical	1	2	2	3	3	4	4	4
Recruitment & Placement	Recruitment/Placement*	Technical	2	2	3	3	4	4	4	4

Proficiency Level Scale

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

Human Resources Management Competency Model
List of Competencies

Competencies for all 0201 positions

1. **Attention to Detail** - Is thorough when performing work and conscientious about attending to detail.

* 2. **Client Engagement/Change Management** – Knowledge of the impact of change on people, processes, procedures, leadership, and organizational culture; knowledge of change management principles, strategies, and techniques required for effectively planning, implementing, and evaluating change in the organization.

3. **Creative Thinking** - Uses imagination to develop new insights into situations and applies innovative solutions to problems; designs new methods where established methods and procedures are inapplicable or are unavailable.

* 4. **Customer Service** - Works with clients and customers (that is, any individuals who use or receive the services or products that your work unit produces, including the general public, individuals who work in the agency, other agencies, or organizations outside the Government) to assess their needs, provide information or assistance, resolve their problems, or satisfy their expectations; knows about available products and services; is committed to providing quality products and services.

5. **Decision Making** - Makes sound, well-informed, and objective decisions; perceives the impact and implications of decisions; commits to action, even in uncertain situations, to accomplish organizational goals; causes change.

6. **Flexibility** - Is open to change and new information; adapts behavior or work methods in response to new information, changing conditions, or unexpected obstacles; effectively deals with ambiguity.

7. **Influencing/Negotiating** - Persuades others to accept recommendations, cooperate, or change their behavior; works with others towards an agreement; negotiates to find mutually acceptable solutions.

8. **Information Management** - Identifies a need for and knows where or how to gather information; organizes and maintains information or information management systems.

9. **Integrity/Honesty** - Contributes to maintaining the integrity of the organization; displays high standards of ethical conduct and understands the impact of violating these standards on an organization, self, and others; is trustworthy.

* 10. **Interpersonal Skills** - 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

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* Competencies marked with an asterisk are those adopted by the CHCO Council for Proud-to-Be III.

varied backgrounds and different situations; is sensitive to cultural diversity, race, gender, disabilities, and other individual differences.

* 11. **Legal, Government and Jurisprudence** - 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.

12. **Oral Communication** - Expresses information (for example, ideas or facts) to individuals or groups effectively, taking into account the audience and nature of the information (for example, technical, sensitive, controversial); makes clear and convincing oral presentations; listens to others, attends to nonverbal cues, and responds appropriately.

* 13. **Organizational Awareness** - 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.

14. **Planning and Evaluating** - Organizes work, sets priorities, and determines resource requirements; determines short- or long-term goals and strategies to achieve them; coordinates with other organizations or parts of the organization to accomplish goals; monitors progress and evaluates outcomes.

* 15. **Problem Solving** - Identifies problems; determines accuracy and relevance of information; uses sound judgment to generate and evaluate alternatives, and to make recommendations.

* 16. **Project Management** - Knowledge of the principles, methods, or tools for developing, scheduling, coordinating, and managing projects and resources, including monitoring and inspecting costs, work, and contractor performance.

17. **Reading** - Understands and interprets written material, including technical material, rules, regulations, instructions, reports, charts, graphs, or tables; applies what is learned from written material to specific situations.

18. **Reasoning** - Identifies rules, principles, or relationships that explain facts, data, or other information; analyzes information and makes correct inferences or draws accurate conclusions.

19. **Self-Management** - Sets well-defined and realistic personal goals; displays a high level of initiative, effort, and commitment towards completing assignments in a timely manner; works with minimal supervision; is motivated to achieve; demonstrates responsible behavior.

20. **Stress Tolerance** - Deals calmly and effectively with high stress situations (for example, tight deadlines, hostile individuals, emergency situations, dangerous situations).

* 21. **Teamwork** - Encourages and facilitates cooperation, pride, trust, and group identity; fosters commitment and team spirit; works with others to achieve goals.

* 22. **Technical Competence** - Uses knowledge that is acquired through formal training or extensive on-the-job experience to perform one's job; works with, understands, and evaluates technical information related to the job; advises others on technical issues.

* 23. **Workforce Planning** - Knowledge of HR concepts, principles, and practices related to determining workload projections and current and future competency gaps to align human capital with organizational goals.

24. **Writing** - Recognizes or uses correct English grammar, punctuation, and spelling; communicates information (for example, facts, ideas, or messages) in a succinct and organized manner; produces written information, which may include technical material that is appropriate for the intended audience.

Competencies for 0201 specialized positions only

* 1. **Classification** - 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.

* 2. **Compensation** - Knowledge of compensation concepts, principles, and practices, including pay and leave administration and compensation flexibilities.

* 3. **Employee Benefits** - Knowledge of HR concepts, principles, and practices related to retirement, insurance, injury compensation, and other employee benefits programs.

* 4. **Employee Development** - Knowledge of employee development concepts, principles, and practices related to planning, evaluating, and administering training, organizational development, and career development initiatives.

* 5. **Employee Relations** - Knowledge of laws, rules, regulations, case law, principles, and practices related to employee conduct, performance, and dispute resolution.

* 6. **HR Information Systems** - 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.

* 7. **Labor Relations** - Knowledge of laws, rules, regulations, case law, principles, and practices related to negotiating and administering labor agreements.

* 8. **Performance Management** - Knowledge of performance management concepts, principles, and practices related to planning, monitoring, rating, and rewarding employee performance.

* 9. **Recruitment/Placement** - Knowledge of HR concepts, principles, and practices related to identifying, attracting, and selecting individuals and placing them into positions to address changing organizational needs.