U.S. DEPARTMENT OF THE INTERIOR
INTERIOR BUSINESS CENTER

Competency Dictionary

SEPTEMBER 2022

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General Competencies

Accountability – Comp ID: 746

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	Takes ownership of major projects and accepts responsibility for outcomes produced by self, team, and subordinates
		Demonstrates expertise in complex programmatic situations
		Provides guidance to peers, subordinates and others on personal and organizational obligations associated with serving customers and utilizing resources
4	Advanced	Willing to claim ownership for results of actions, whether or not those actions were executed personally or collectively with team
		Exceeds personal and organizational obligations associated with serving customers and utilizing resources
		Demonstrates ability to handle complex accountability issues
3	Intermediate	Willing to claim ownership for results of actions that were executed personally
		Meets personal and organizational obligations associated with serving customers and utilizing resources
		Is able to handle accountability issues without requiring additional guidance
2	Basic	Accepts individual responsibility for personal work performed
		Has basic awareness of performance expectations
		Meets personal obligations associated with serving customers and utilizing resources
1	Awareness	Accepts some responsibility for personal work performed
		Demonstrates limited awareness of performance expectations
		Understands personal obligations associated with serving customers and utilizing resources

Source Documents (w/minor modifications): None

Plateau Competency Definitions and Behavioral Indicators Category: General

Analytical Thinking – Comp ID: 747

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	Establishes strategic goals and priorities; uses advanced business and organizational analysis to identify and assess problem definitions and potential solutions
		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
		Anticipates the possible outcome of potential solutions; systemically identifies and resolves complex issues; educates senior leaders as to the solution
4	Advanced	Determines criteria for assessing issues and opportunities; establishes clear goals and priorities
		Identifies relationships and linkages between different information sources; anticipates issues that are not readily apparent on the surface
		Anticipates potential problems and develops solutions needed to resolve them; anticipates the possible outcome of potential solutions; identifies trends and isolated events
3	Intermediate	Coordinates the information gathering and reporting process; reviews trends and compares to expectations
		Identifies relationships and linkages within several information sources; anticipates issues that are not readily apparent on the surface; identifies root causes and effects
		Reports and identifies areas that need guidance in order to resolve complex issues; anticipates the possible outcome of potential solutions
2	Basic	Collates and reports information; identifies trends and exceptions; investigates to define problems accurately; sorts information in order of importance
		Identifies relationships and linkages between components; identifies variable potential causes and effects
		Solicits guidance to define criteria and assign values of importance and urgency; escalates issues of an exceptional nature
1	Awareness	Gathers and links data; reviews for non-conformity and gathers further information in response to routine problems
		Identifies direct cause and effect relationships; breaks down tasks and problems into manageable components
		Solicits guidance to assess importance and urgency; escalates issues of a non-routine nature

Source Documents (w/minor modifications): Gartner

Plateau Competency Definitions and Behavioral Indicators Category: General

Attention to Detail – Comp ID: 748

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

Proficiency Level	Proficiency Level Definitions	Behavioral Indicators
5	Expert	Sets the standards for the quality of the work completed for the organization
		Leads others in attending to detail in the most difficult and/or high-pressure circumstances
		Reviews and edits work completed by others to ensure that the quality of work meets acceptable work standards
4	Advanced	Attends to specific details of work in even the most difficult or stressful situations
		Independently completes thorough and accurate work
		Demonstrates exceptional work standards
3	Intermediate	Demonstrates attention to detail in circumstances where there is minimal pressure to complete work quickly
		Completes work independently, rarely requires editing or review by others
		Demonstrates acceptable work standards
2	Basic	Demonstrates basic attention to detail in average circumstances
		Completes work that sometimes requires editing by others, or requires review prior to completion
		Understands acceptable work standards and strives to comply
1	Awareness	Demonstrates limited attention to detail
		Completes work that usually requires editing by others, or requires review prior to completion
		Seeks guidance in achieving acceptable work standards

Source Documents (w/minor modifications): None

Plateau Competency Definitions and Behavioral Indicators, Category: General

Business Planning and Resource Management – Comp ID: 749

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	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 Develops short and long range plans and/or projects, and proactively monitors and evaluates progress 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
4	Advanced	Demonstrates thorough knowledge of the organization's strategic goals in order to develop objectives, new processes and guidance in support of those objectives 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 Monitors the use of resources to ensure that they are in line with the project and/or operations objectives
3	Intermediate	Demonstrates working knowledge of the organization's strategic goals in order to analyze and plan business objectives Identifies projects and/or operation management parameters needed to achieve business objectives and anticipates the impacts and risks of decisions and actions Establishes identifiable points in the plan and/or project to monitor the progress and effectiveness of the plans and resources
2	Basic	Demonstrates basic knowledge of the organization's strategic goals in order to begin preliminary planning of business objectives Identifies tasks, projects and/or operation management parameters needed to achieve business objectives Identifies and implements a plan to gain the required resources necessary to achieve projects and/or operations objectives
1	Awareness	Demonstrates limited knowledge of the organization's strategic goals in order to explain business objectives to subordinates Identifies a sequence of tasks needed to achieve business objectives Identifies resource requirements necessary to support projects and/or operations objectives

Source Documents (w/minor modifications): None

Plateau Competency Definitions and Behavioral Indicators Category: General

Conflict Management – Comp ID: 750

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	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 Provides feedback or guidance to others in issues of conflict management Develops strategies that educate and prevent disruptive situations
4	Advanced	Identifies and takes action to minimize confrontations, disagreements, complaints and grievances and independently seeks to resolve the issues if possible Assists others in conflict resolution Takes proactive actions to prevent potential disruptive situations and identifies strategies to prevent future disruptive situations
3	Intermediate	Identifies and takes action to minimize confrontations, disagreements, complaints and grievances Identifies and evaluates most elements of conflict and leads conflict resolutions Takes proactive actions to prevent potential disruptive situations
2	Basic	Identifies and takes action on minor confrontations with little or no assistance Assists in fostering a calm and objective environment during conflict resolution process Seeks assistance when potential disruptive situations have been identified
1	Awareness	Recognizes conflict and seeks assistance for matters requiring resolution Remains calm and objective during the conflict resolution process Observes surroundings and identifies potential disruptive situations

Source Documents (w/minor modifications): HR Manager

Plateau Competency Definitions and Behavioral Indicators Category: Leadership

Creative Thinking – Comp ID: 751

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	Gathers insight into situations and opportunities to apply innovative solutions that may not be obvious to others Generates new innovative ideas that have considerable impact Conveys the importance of creativity and innovation throughout the work environment
4	Advanced	Seeks and develops insight into unique or unusual sources of information to solve problems Generates innovative ideas that have moderate impact Takes calculated risks in pursuing new and cutting-edge ideas that will enhance a project
3	Intermediate	Seeks insight into unique or unusual sources of information to solve problems Generates new ideas that are limited in scope Takes moderate risks in pursing new ideas that will enhance a project
2	Basic	Consistently offers new insights into situations Generates ideas that extend or build upon ideas of others Entertains new ideas to multiple tasks or an entire project
1	Awareness	Occasionally offers new insights into routine situations Generates routine ideas that impact routine processes Entertains new ideas that will enhance specific project tasks

Source Documents (w/minor modifications): HR Manager

Plateau Competency Definitions and Behavioral Indicators Category: General

Customer Service – Comp ID: 752

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	Provides highest level of customer service and understands the nuances of how it applies within the organization Responds proactively and anticipates customer issues and needs Ensures that all problems, questions, or complaints are resolved, including technical or complex issues
4	Advanced	Provides high level of customer service and understands the nuances of how it applies within the organization Independently responds quickly and accurately to routine and complex customer questions and concerns Resolves complex problems, questions or complaints; directs unique problems to appropriate person
3	Intermediate	Understands customer service and how it applies within the organization Independently responds quickly and accurately to routine customer questions or concerns Resolves fairly complex or non-routine problems, questions, or complaints; directs the most complex problems, questions, or complaints to the appropriate person
2	Basic	Has a basic understanding of customer service Provides standard products or routine services to customers Resolves simple problems, questions, or complaints; directs complex or non-routine problems, questions, or complaints to the appropriate person
1	Awareness	Has a limited understanding of customer service Provides limited products or services Knows when to elevate customer issues

Source Documents (w/minor modifications): HR Manager

Plateau Competency Definitions and Behavioral Indicators Category: General

Decision Making – Comp ID: 753

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	Makes sound decisions when the data is extremely limited, conflicting or nonexistent and the solutions are unidentified
		Takes appropriate risks in decision making while keeping the best interest of the organization in mind
		Weighs factors and perceives impact and implication of decisions in adversity or demanding situations
4	Advanced	Exercises good judgment in situations when the data is very limited or nonexistent and the solutions are unclear
		Makes appropriate decisions quickly
		Weighs factors and perceives impacts and implications of decisions in difficult situations
3	Intermediate	Exercises good judgment in situations when data is limited and the solution may be unclear
		Makes appropriate decisions in a timely manner
		Demonstrates the ability to weigh factors and perceive impacts and implications of decisions in situations
2	Basic	Exercises good judgment in situations where there are clear and straightforward answers
		Understands when it is appropriate to make decisions independently vs. when it is appropriate to seek advice from higher level
		Occasionally seeks guidance from others when faced with adversity
1	Awareness	Demonstrates some ability to exercise good judgment in situations where there are clear and straightforward answers
		Requires guidance in understanding when it is appropriate to make decisions independently vs. when it is appropriate to seek advice from higher level
		Routinely seeks guidance from others when faced with adversity

Source Documents (w/minor modifications): HR Manager

Plateau Competency Definitions and Behavioral Indicators Category: Leadership

Decisiveness – Comp ID: 754

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	Makes sound decisions when the data is extremely limited, conflicting or nonexistent and the solutions are unidentified
		Takes appropriate risks in decision making while keeping the best interest of the organization in mind
		Weighs factors and perceives impact and implication of decisions in adversity or demanding situations
4	Advanced	Exercises good judgment in situations when the data is very limited or nonexistent and the solutions are unclear
		Makes appropriate decisions quickly
		Weighs factors and perceives impacts and implications of decisions in difficult situations
3	Intermediate	Exercises good judgment in situations when data is limited and the solution may be unclear
		Makes appropriate decisions in a timely manner
		Demonstrates the ability to weigh factors and perceive impacts and implications of decisions in situations
2	Basic	Exercises good judgment in situations where there are clear and straightforward answers
		Understands when it is appropriate to make decisions independently vs. when it is appropriate to seek advice from higher level
		Occasionally seeks guidance from others when faced with adversity
1	Awareness	Demonstrates some ability to exercise good judgment in situations where there are clear and straightforward answers
		Requires guidance in understanding when it is appropriate to make decisions independently vs. when it is appropriate to seek advice from higher level
		Routinely seeks guidance from others when faced with adversity

Source Documents (w/minor modifications): HR Manager

Plateau Competency Definitions and Behavioral Indicators Category: Leadership

External Awareness – Comp ID: 755

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	Understands the organization and agency's strategic direction, short and long-term goals, mission, functions, and culture
		Contributes to the development of organization and agency policies, procedures, rules regulations and/or guidelines
		Influences and develops organization and agency programs and policies
4	Advanced	Understands the mission, functions, and culture of the organization and agency
		Demonstrates in-depth knowledge of organization and agency policies, procedures, rules, regulations and guidelines
		Educates others on organizational programs and policies and their impact on agency policies and priorities
3	Intermediate	Understands the mission and functions of the organization and agency
		Demonstrates and applies organization and agency policies, procedures, rules, regulations and guidelines
		Contributes to programs and policies of the organization and the agency
2	Basic	Demonstrates general knowledge of the mission and functions of the organization and agency
		Demonstrates basic knowledge of the organization and agency's policies, procedures, rules, regulations and guidelines
		Stays current with organization and agency programs and policies
1	Awareness	Demonstrates limited knowledge of the mission and functions of the organization and agency
		Demonstrates limited knowledge of the organization and agency's policies, procedures, rules, regulations and guidelines
		Understands general impact of organizational programs and policies on agency functions

Source Documents (w/minor modifications): HR Manager

Plateau Competency Definitions and Behavioral Indicators Category: General

Influencing/Negotiating – Comp ID: 756

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	Persuades and influences all parties to cooperate and accept recommendations
		Explains and clarifies all perspectives of an issue and its impact on all parties
		Negotiates effectively with all parties, including those that are resistant, to achieve consensus through changed opinion, attitude or behavior
4	Advanced	Demonstrates logic, communicates and persuades other to see benefits of recommendations within and across groups
		Understands all sides of an issue and its impact on all parties involved
		Negotiates with individuals or groups, including those that are resistant, to consider cooperating in order to achieve an acceptable solution
3	Intermediate	Demonstrates logic and communicates benefits of recommendations within and across groups
		Understands when and how an issue may impact other parties involved
		Works with others to achieve the best solution possible for all parties
2	Basic	Applies logic to persuade others in straightforward situations
		Recognizes when it is appropriate to influence and/or persuade others
		Understands basic negotiation techniques
1	Awareness	Initiates an exchange of information
		Seeks guidance on how and when to influence and/or persuade others
		Demonstrates a limited understanding of negotiation techniques

Source Documents (w/minor modifications): HR Manager

Plateau Competency Definitions and Behavioral Indicators Category: Leadership

Information Management – Comp ID: 757

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	Designs, configures and/or implements database/information management systems Anticipates the impact of information on different staff members and establishes dissemination procedures accordingly Develops and implements information management policies and guidelines
4	Advanced	Ensures information maintained in a database or information management system is accurate and comprehensive Develops and supports processes, tools, and standards needed for information management and sharing in an information management system Develops information management policies and guidelines
3	Intermediate	Maintains comprehensive information in a database or information management system Provides input regarding processes, tools, and standards needed for information management Contributes to the development of information management processes and policies
2	Basic	Effectively adds, retrieves, and removes records from a database or information management system Arranges new/old information in a database according to established guidelines Applies information management processes and policies to gather and organize information
1	Awareness	Effectively uses standard retrieval and dissemination tools within a database or information management system Arranges new information in a database according to previously established guidelines Complies with records, document, and information management policies

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

Plateau Competency Definitions and Behavioral Indicators Category: General

Interpersonal Skills – Comp ID: 758

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	Fosters working relationships throughout all organizational levels
		Exhibits patience and understanding in difficult and complex situations
		Proactively recognizes and resolves potential problems
4	Advanced	Establishes and maintains positive working relationships
		Listens attentively and understands the interests and concerns of others
		Consistently tactful in challenging situations
3	Intermediate	Establishes cooperative working relationships with others
		Responds with respect and concern to routine questions and concerns
		Effectively handles situations with moderate degree of tension, conflict and/or distress
2	Basic	Exchanges information with others outside the immediate work group
		Cooperates and works well with others
		Handles situations involving little or no distress
1	Awareness	Participates with co-workers to accomplish work-related duties Remains courteous when working with others
		Asks for guidance in difficult situations

Source Documents (w/minor modifications): HR Manager

Plateau Competency Definitions and Behavioral Indicators, Category: General

Leadership – Comp ID: 759

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	Inspires, motivates, challenges, and mentors others; reinforces confidence and support of others
		Fosters commitment of employees and customers to shared organizational values and goals
		Adapts leadership style to all situations and personalities
4	Advanced	Encourages, motivates, and challenges others; reinforces confidence and support of others
		Influences and achieves organizational commitment to shared values and goals
		Adapts leadership style to complex situations and/or a variety of personalities
3	Intermediate	Encourages, guides, and motivates others; obtains and maintains the confidence and active support of others to accomplish goals
		Influences voluntary commitment to shared organizational values and goals
		Adapts leadership style to fairly complex situations
2	Basic	Guides and motivates others; obtains understanding, confidence, and support of others in accomplishing work activities
		Achieves voluntary commitment to shared organizational values and goals
		Adapts leadership style to non-routine situations
1	Awareness	Guides and motivates others; gains confidence and support of others in accomplishing work activities
		Ensures others are committed to shared organizational values and goals to achieve work accomplishment
		Adjusts leadership style to routine situations

Source Documents (w/minor modifications): HR Manager

Plateau Competency Definitions and Behavioral Indicators Category: General

Legal, Government, and Jurisprudence – Comp ID: 760

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	Uses guidelines that are often ambiguous and express conflicting or incompatible goals and objectives that require extensive interpretation Uses judgment and ingenuity and exercises broad latitude to determine the intent of applicable guidelines Provides guidance and assistance to others in researching, interpreting and applying rules, regulations and policies Translates rules, regulations, and policies into operational requirements
4	Advanced	Uses guidelines and precedents that are very general regarding policy and objectives and require considerable interpretation and/or adaptation for application to work Assesses changed rules, regulations, and policies to determine the impact on business processes or procedures Researches, interprets, and applies rules, regulations, and policies in all work situations
3	Intermediate	Possesses a solid foundational knowledge of rules, regulations, policies and procedures pertaining to the work Interprets and applies rules, regulations, and policies to work being performed Researches a variety of rules and regulations to resolve a wide range of problems
2	Basic	Possesses basic awareness of rules, regulations, policies and procedures pertaining to the work Applies rules, regulations, and policies to work being performed Researches regulations to resolve simple problems
1	Awareness	Possesses limited awareness of rules, regulations and policies pertaining to the work With assistance, applies rules, regulations and policies to work being performed

Source Documents (w/minor modifications): None

Plateau Competency Definitions and Behavioral Indicators Category: General

Manages Human Resources – Comp ID: 761

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	Determines program requirements, staff ability and availability; actively manages workload and assignment completion to ensure accomplishment of program requirements Evaluates performance; provides feedback and advice to enhance performance; and serves as mentor in performing complex tasks Establishes detailed individual development plans for employees; actively coaches and encourages employees to seek development opportunities in all facets of professional interest
4	Advanced	Determines staff requirements and availability; distributes, monitors, and coordinates work assignments for employees where sequencing of tasks or accomplishment of heavy workload is required Evaluates performance and provides feedback and advice on how to enhance performance Establishes detailed plans for employee development to enhance employee performance and self-esteem
3	Intermediate	Determines staff availability; distributes, monitors, and coordinates work assignments for several employees Evaluates and provides feedback on performance to employees for ongoing work assignments Establishes general plans for employee development
2	Basic	Determines staff availability; distributes and monitors work assignments for multiple projects or work assignments Evaluates employee performance for a specific project or assignment Provides opportunities for on-the-job training
1	Awareness	Determines staff availability; distributes and monitors work assignments for a specific project Provides performance feedback to employees Provides employees with developmental assignments to improve their skills

Source Documents (w/minor modifications): HR Manager

Plateau Competency Definitions and Behavioral Indicators Category: General

Negotiation – Comp ID: 762

Competency Definition: Works with others toward an agreement that may involve exchanging specific resources or resolving differences.

Proficiency Level	Proficiency Level Definitions	Behavioral Indicators
5	Expert	Explains and clarifies all perspectives of an issue and its impact on all parties

Negotiates effectively with all parties, including those that are resistant, to achieve consensus through changed opinion, attitude or behavior

Helps others determine how to settle disagreements when win-win outcomes cannot be achieved |
| 4 | Advanced | Understands all sides of an issue and its impact on all parties involved

Negotiates with individuals or groups, including those that are resistant, to consider cooperating in order to achieve an acceptable solution

Recognizes when a win-win outcome is not possible and appropriately applies settlement strategies to help achieve goals |
| 3 | Intermediate | Understands when and how an issue may impact all parties involved

Works with others to achieve the best solution possible for all parties

Identifies alternate solutions that meet the needs of stakeholders

Keeps others informed of issues that affect them |
| 2 | Basic | Considers the needs and perspective of others and avoids applying pressure

Understands basic negotiation techniques

Generates support among team members |
| 1 | Awareness | Initiates an exchange of information

Seeks guidance on how and when to enter into negotiation

Demonstrates a limited understanding of negotiation techniques

Displays a sensitivity to time and confidentiality of information |

Source Documents (w/minor modifications): HR Manager

Plateau Competency Definitions and Behavioral Indicators Category: General

Oral Communication – Comp ID: 763

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	Conveys logical thinking in describing complex facts or ideas; delivers clear and convincing presentations to diverse groups within and outside the organization Listens actively and encourages dialogue to foster communication Utilizes strong oral communication skills to facilitate dialogue and meetings
4	Advanced	Presents complex facts or ideas with confidence and enthusiasm Encourages open expression of ideas and opinions within the organization Drives decision making and change by asking insightful questions; anticipates audience reactions and proactively responds to questions and/or concerns
3	Intermediate	Presents or explains fairly complex ideas or information clearly to meet the needs and interests of multiple audiences Facilitates an exchange of ideas and fosters an atmosphere of open communication Asks relevant and insightful questions; interprets and responds to comments and questions
2	Basic	Presents ideas articulately and in an organized manner Actively participates in, and contributes to, discussions Asks relevant questions to demonstrate an understanding of the work
1	Awareness	Presents general ideas or information clearly, concisely, and logically Listens to co-workers and responds appropriately Asks appropriate questions to ensure understanding of the work

Source Documents (w/minor modifications): HR Manager

Plateau Competency Definitions and Behavioral Indicators, Category: General

Organizational Awareness – Comp ID: 764

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	Understands the organization's strategic direction, short and long-term goals, mission, functions, and culture
		Contributes to the development of organization policies, procedures, rules regulations and/or guidelines
		Influences and develops organizational programs and policies
4	Advanced	Understands the mission, functions, and culture of the organization
		Demonstrates in-depth knowledge of organization policies, procedures, rules, regulations and guidelines
		Educates others on organizational programs and policies
3	Intermediate	Understands the mission and functions of the organization
		Demonstrates and applies organizational policies, procedures, rules, regulations and guidelines
		Contributes to programs and polices of organization
2	Basic	Demonstrates general knowledge of the mission and functions of the organization
		Demonstrates basic knowledge of the organization's policies, procedures, rules, regulations and guidelines
		Stays current with organizational programs and polices
1	Awareness	Demonstrates limited knowledge of the mission and functions of the organization
		Demonstrates limited knowledge of the organization's policies, procedures, rules, regulations and guidelines
		Understands impact of organizational programs and policies on own function

Source Documents (w/minor modifications): HR Manager

Plateau Competency Definitions and Behavioral Indicators Category: General

Planning and Evaluating – Comp ID: 765

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	Guide others in the use of planning and evaluations tools, techniques and methodologies and formulating plans and strategies for an organization Evaluates multiple goals and objectives, develops and implements strategies to improve and ensure success of the organization's operational plans Anticipates potential challenges and/or opportunities for the organization in not so obvious situations and develops and implements plans for resolution or capitalization
4	Advanced	Develops, implements and recommends to others planning and evaluation tools, techniques and methodologies and information on formulating plans for an organization Evaluates goals and objectives, assesses and develops strategies for improving the organization's operational plans Consistently anticipates potential challenges and/or opportunities for the organization and develops and implements plans for resolution or capitalization
3	Intermediate	Routinely utilizes planning and evaluation tools, techniques and methodologies to formulate plans for a segment of the organization Evaluates goals and objectives and assesses the effectiveness of the organization's operational plans Anticipates obvious challenges and/or opportunities for the organization and develops plans for resolution or capitalization
2	Basic	Utilizes planning and evaluation tools, techniques and methodologies Evaluates goal outcomes and impacts to the organization's operational plan in straightforward situations Understands potential challenges and/or opportunities for the organization
1	Awareness	Possesses limited knowledge of planning and evaluation tools, techniques and methodologies Seeks guidance in evaluating outcome of goals and impact to organization's operational plan Looks to others in anticipating potential challenges and/or opportunities for the organization

Source Documents (w/minor modifications): HR Manager

Plateau Competency Definitions and Behavioral Indicators, Category: Leadership

Problem Solving – Comp ID: 766

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	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
		Uses logic to develop and implement innovative tools and techniques to resolve complex problems and issues
		Uses logic to resolve complex, unique, or unusual problems
		Consistently anticipates challenges that are not obvious to others
4	Advanced	Identifies and examines problems and solutions with long-term perspective; formulates problem solving strategies consistent with organizational goals
		Uses logic and applies innovative tools and techniques to resolve complex problems and issues
		Anticipates obvious and/or obscure potential challenges for the organization
3	Intermediate	Identifies problems and problem solving strategies consistent with organizational goals
		Uses logic and applies a variety of tools, techniques, and strategies to resolve non-routine problems and issues
		Effectively anticipates potential challenges for the organization
2	Basic	Demonstrates a basic ability to recognize and define problems
		Uses logic to solve routine problems; identifies strategies for solving routine problems and issues
		Anticipates obvious potential challenges for the organization
1	Awareness	Demonstrates a limited ability to recognize and define problems
		Uses logic to solve basic problems; seeks guidance in identifying effective strategies for resolving routine problems and issues
		Looks to others in anticipating potential challenges

Source Documents (w/minor modifications): HR Manager

Plateau Competency Definitions and Behavioral Indicators, Category: General

Quality Management – Comp ID: 767

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	Provides guidance to management and others on quality management programs and processes
		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
		Develops, implements and monitors plans used to address potential challenges and/or opportunities in a project, system and/or product
4	Advanced	Demonstrates thorough knowledge of quality management programs and processes
		Evaluates overall project, system, and/or product performance to ensure compliance with requirements and standards and takes corrective action as needed
		Develops and implements plans to address potential challenges and/or opportunities in a project, system and/or product
3	Intermediate	Demonstrates a broad understanding of quality management programs and processes
		Evaluates overall project, system and/or product performance to ensure compliance with requirements and standards
		Analyzes potential challenges and/or opportunities in a project, system and/or product and develops plans for resolution and capitalization
2	Basic	Demonstrate basic understanding of quality management programs and processes
		Evaluates project, system and/or product performance to ensure requirements are met
		Identifies and assesses potential challenges and/or opportunities in a project, system and/or product
1	Awareness	Demonstrates limited awareness of quality management programs and processes
		Performs limited evaluations of project, system and/or product performance
		Identifies potential challenges and/or opportunities in a project, system and/or product

Source Documents (w/minor modifications): HR Manager

Plateau Competency Definitions and Behavioral Indicators, Category: Leadership

Reasoning – Comp ID: 768

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	Effectively analyzes information to discern trends and patterns and makes accurate inferences or draws accurate conclusions Interprets and analyzes data to draw conclusions by applying extremely limited, conflicting or nonexistent rules Delivers clear and convincing presentations of facts, data or other information to a variety of audiences
4	Advanced	Analyzes data or information to discern trends and patterns based on guidelines and precedents Interprets or analyzes complex information to make inferences or draw conclusions by applying rules involving many steps Develops presentations to explain facts, data or other information to a target audience
3	Intermediate	Applies knowledge and judgment to carry out more complex or difficult instructions Interprets or analyzes information to make inferences or draw conclusions by applying moderate rules involving a number of steps Explains facts, data or other information to a target audience
2	Basic	Applies knowledge and judgment to carry out general instructions Interprets or analyzes general information to arrive at answers to problems by applying rules involving a few steps Presents simple facts, data or other information to a small group
1	Awareness	Applies knowledge and judgment to carry out specific instructions Interprets or analyzes simple information to arrive at answers to problems by applying rules involving one or two steps Shares facts, data, or other information with colleagues

Source Documents (w/minor modifications): HR Manager

Plateau Competency Definitions and Behavioral Indicators Category: Leadership

Requirements Analysis – Comp ID: 769

Competency Definition: Knowledge of the principles and methods to identify, analyze, specify, design, and manage functional and infrastructure requirements; includes translating functional requirements into technical requirements used for logical design or presenting alternative technologies or approaches.

Proficiency Level	Proficiency Level Definitions	Behavioral Indicators
5	Expert	Serves as subject matter expert for evaluating products and methodologies that will satisfy technical requirements Leads analyst-customer meeting to reach consensus on how system/functionality will be modified/implemented to meet identified needs
4	Advanced	Possesses extensive experience identifying, analyzing, and translating basic functional requirements for translation into technical requirements or specifications Facilitate analyst-customer meetings to compare/contrast system needs versus functionality and identify additional options available
3	Intermediate	Possesses demonstrated experience identifying, analyzing, and translating basic user requirements into system functionality Coordinates analyst-customer meetings to discuss and document identified system needs
2	Basic	Possesses limited experience gathering and analyzing user requirements Participates in analyst-customer meetings to discuss and capture preliminary system needs
1	Awareness	Possesses a basic understanding of requirements analysis Attends analyst-customer meetings and captures discussion of preliminary system needs

Source Documents (w/minor modifications): HR Manager

Plateau Competency Definitions and Behavioral Indicators Category: General

Self-Management – Comp ID: 770

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	Sets own goals and priorities and coordinates activities and deadlines with others to ensure project goals are met.
		Continually applies significant effort and persistence toward achievement of goals in all situations
		Takes initiative and seeks out new or additional responsibilities and tasks
		Takes initiative and seeks out difficult and challenging responsibilities and tasks
4	Advanced	Sets and achieves own work goals and deadlines
		Independently makes specific changes in work methods to achieve goals and deadlines
		Takes on difficult and challenging activities and projects that need to be accomplished in order to ensure organizational goals are met
3	Intermediate	Sets goals and priorities for own work and accommodates unforeseen workload
		Applies effort and persistence toward the achievement of goals
		Willingly accepts new or additional responsibilities
2	Basic	Sets goals and deadlines together with supervisor
		Prioritizes routine work to meet goals and deadlines
		Takes on new or additional responsibility for familiar work assignments
1	Awareness	Adheres to goals and deadlines set by supervisor
		Allocates time to meet goals and complete assigned work by given deadlines
		Takes on new or additional responsibilities when asked

Source Documents (w/minor modifications): HR Manager

Plateau Competency Definitions and Behavioral Indicators, Category: General

Strategic Thinking – Comp ID: 771

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	Leads others in effectively developing, identifying, and formulating strategies consistent with organizational goals
		Consistently anticipates challenges and opportunities that may not be obvious to others
		Develops and implements innovative tools and techniques to perform strategic planning
		Viewed by others as a strategic thinker and frequently sought out for long term planning and guidance
4	Advanced	Identifies and formulates strategies consistent with organizational goals
		Frequently anticipates potential challenges or opportunities for the organization
		Applies innovative tools and techniques in strategic planning
3	Intermediate	Identifies effective strategies consistent with organizational goals
		Anticipates potential challenges or opportunities for the organization
		Actively participates in the strategic planning process
2	Basic	Understands the importance of looking at issues through a long-term perspective
		Demonstrates basic ability to identify strategies consistent with organizational goals
		Anticipates obvious potential challenges or opportunities for the organization
1	Awareness	Demonstrates a limited ability to look at issues through a long-term perspective
		Seeks guidance in identifying effective strategies consistent with organizational goals
		Looks to others in anticipating potential challenges or opportunities

Source Documents (w/minor modifications): None

Plateau Competency Definitions and Behavioral Indicators, Category: Leadership

Teaching Others – Comp ID: 773

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	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
		Provides feedback to team members, peers and more senior co-workers to improve organizational and team performance
		Collects information and maintains a library of materials for others to use
4	Advanced	Holds informal learning sessions with co-workers and team members when new information impacts the organization
		Provides feedback to peers and new team members to improve overall team performance
		Consistently reviews and enhances materials to ensure they are up-to-date and user-friendly
3	Intermediate	Connects with others to better engage them in the learning process and takes available opportunities to transfer his/her knowledge to co-workers
		Provides feedback to lower-level and new team members to improve individual performance
		Recognizes valuable information and proactively shares materials that may be helpful to others
2	Basic	Takes responsibility for providing direction to lower-level or new employees
		Provides feedback to lower-level team members to improve individual performance
		Maintains and relays valuable information that would benefit co-workers
1	Awareness	Understands the importance of teaching others
		Understands the importance of providing feedback to peers and team members
		Recognizes the value in sharing relevant information that would benefit co-workers

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

Plateau Competency Definitions and Behavioral Indicators Category: General

Teamwork – Comp ID: 774

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	Fosters team identity and pride; motivates team members to achieve goals Coordinates team work efforts and monitors progress toward attaining team goals; contributes to teams activities and efforts to accomplish work assignments Facilitates or leads group discussions and consistently ensures information is provided to others
4	Advanced	Contributes to team goal setting, work planning, and progress Helps team make significant progress toward accomplishing work assignments; builds on ideas of others to foster cooperation Facilitates group discussions and summarizes members' comments
3	Intermediate	Cooperates with others to establish priorities and develop work plans Cooperates with team members to complete tasks assigned to the team Consistently contributes to group discussions and shares information
2	Basic	Works with project team members to summarize progress in preparation for briefings Volunteers to assist others with excess work Contributes to group discussions
1	Awareness	Performs routine tasks to assist others; follows specific instructions to complete assignments Cooperates with others to complete routine tasks Attends team meetings and shares information when asked

Source Documents (w/minor modifications): HR Manager

Plateau Competency Definitions and Behavioral Indicators Category: General

Vision – Comp ID: 775

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	Articulates an inspiring and appealing vision to all levels of the organization Evaluates and develops non-traditional approaches to difficult or complex problems Foresees obstacles and develops strategies to overcome them in light of the organization's goals and objectives
4	Advanced	Demonstrates accurate overall organizational perspective in all facets Assists in the evaluation and development of non-traditional approaches to difficult or complex problems Anticipates issues that would significantly impact the organization and plans ahead accordingly
3	Intermediate	Maintains the proper organizational perspective between the overall picture and the details Understands the importance of taking a non-traditional approach to difficult or complex problems Exhibits awareness of issues that would significantly impact the organization and plans ahead accordingly
2	Basic	Demonstrates a basic ability to communicate the organizations vision and strategy to other employees Demonstrates a basic understanding of taking a non-traditional approach to difficult or complex problems Demonstrates a basic awareness of issues that would significantly impact the organization and plans ahead accordingly
1	Awareness	Demonstrates a limited ability to communicate the organizations vision and strategy to other employees Demonstrates a limited understanding of taking a non-traditional approach to difficult or complex problems Demonstrates a limited awareness of issues that would significantly impact the organization and plans ahead accordingly

Source Documents (w/minor modifications): None

Plateau Competency Definitions and Behavioral Indicators, Category: Leadership

Written Communication – Comp ID: 2961

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

Proficiency Level	Proficiency Level Definitions	Behavioral Indicators
5	Expert	Composes clear, concise, and logical documents or correspondence involving complex technical information
		Consistently and effectively tailors written products to a wide range of audiences and for diverse purposes in order to achieve a desired outcome
		Proofreads and edits the most complex technical writing of others
4	Advanced	Composes clear, concise, and logical documents or correspondence involving difficult or technical information without guidance
		Adapts writing to the audience's level of knowledge
		Proofreads and edits difficult technical writing
3	Intermediate	Composes documents or correspondence involving somewhat technical information
		Proofreads and edits technical writing of others
2	Basic	Composes documents or correspondence involving basic facts and ideas; documents are articulate and organized
		Proofreads and revises own work
1	Awareness	Composes documents or correspondence involving simple or routine information; writes clearly, concisely, and logically
		Proofreads own work

Source Documents (w/minor modifications): HR Manager

Plateau Competency Definitions and Behavioral Indicators, Category: General

Technical Competencies

Accounting – Comp ID: 635

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	Develops, documents, and implements accounting policies and procedures to meet accounting/reporting requirements
		Conducts studies, testing, or reporting on a variety of accounting subjects relating to OMB Circular A123 and internal controls
		Provides written and oral analysis of accounting systems, data and reports to management, team members, customers, or others involved
		Coordinates with auditors, audit personnel and answers responses to audit inquiries
4	Advanced	Researches and interprets new and existing accounting regulations, policies, and procedures to determine the impact on internal and external clients
		Evaluates the legality and propriety of obligations and payments applicable to disbursement of Federal funds
		Provides guidance to peers, managers and clients in researching and interpreting accounting and auditing references
3	Intermediate	Researches and interprets Federal accounting regulations, policies and procedures to resolve problems
		Possesses knowledge of proprietary/accrual and budgetary accounting
		Analyzes general and subsidiary ledgers, accounting transactions and reports, and reconciliations for accuracy and integrity of data
2	Basic	Understands and applies Federal accounting regulations, policies and procedures
		Possesses knowledge of the Appropriation process
		Prepares and interprets accounting reports, reconciliations, and financial statements
1	Awareness	Demonstrates basic knowledge of Federal accounting regulations, policies and procedures
		Understands issues involved in Federal Government accounting
		Prepares standardaccounting reports, reconciliations, and financial statements

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

IBC – Approved Job Analysis Documents

Accounting Operations – Comp ID: 631

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	Possesses extensive knowledge of rules and regulations, policies and procedures related to accounts payable, accounts receivable and reimbursement 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 Provides guidance and training to others on coding and entry of transactions into an automated accounting system
4	Advanced	Possesses in-depth knowledge of rules and regulations, policies and procedures related to accounts payable, accounts receivable and reimbursement Gathers, reconciles and interprets financial data, extracts pertinent details and assists in preparing reports, deals with deposits, cash collections, salary and/or vendor payments Analyzes and interprets reports generated from an automated accounting system
3	Intermediate	Possesses significant knowledge of rules and regulations, policies and procedures related to accounts payable, accounts receivable and reimbursement Gathers, reconciles and interprets financial data, extracts pertinent details and assists in preparing reports Researches and processes input, output and correction of errors in an automated accounting system
2	Basic	Possesses basic knowledge rules and regulations, policies and procedures related to accounts payable, accounts receivable and reimbursement Gathers, reconciles and interprets financial data Verifies data from an automated accounting system
1	Awareness	Possesses limited knowledge of rules and regulations, policies and procedures related to accounts payable, accounts receivable and reimbursement Gathers financial data used by others to prepare reports Enters and retrieves data from an automated accounting system

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

Accounting System Design/Maintenance – Comp ID: 660

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	Serves as senior advisor and expert authority on the design, development, configuration and maintenance of accounting and accounting support systems
		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
		Serves as a senior system tester, troubleshoots, identifies and resolves complex system problems
4	Advanced	Provides technical advice, guidance and recommendations on the design, development, configuration and maintenance of accounting and accounting support systems
		Uses extensive knowledge of accounting systems to analyze root causes of system problems and resolve complex system issues
		Develops exhaustive system test plans, executes tests, identifies and resolves system problems
3	Intermediate	Makes recommendations on the design, development, configuration and maintenance of accounting and accounting support systems
		Possesses in-depth knowledge of accounting systems, diagnoses and resolves system problems
		Develops general system test plans, executes tests, identifies system problems and works with others to plan resolution
2	Basic	Uses basic knowledge of accounting system design, development, and configuration to assist others with system development and maintenance
		Uses knowledge of accounting systems to assist in the diagnosis and resolution of basic system problems
		Executes system test plans and identifies system issues
1	Awareness	Possesses limited awareness of accounting system design, development, and configuration
		Uses limited knowledge of accounting systems to perform basic troubleshooting of system problems
		Executes basic system test plans with supervisory oversight

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

Administration and Management – Comp ID: 620

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

Proficiency Level	Proficiency Level Definitions	Behavioral Indicators
5	Expert	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 Advises senior management and is considered an expert on all administrative-related topics and functions Possesses strong organizational awareness and ensures organizational issues identified and resolutions implemented fully support overall mission, values and goals
4	Advanced	Possesses in-depth knowledge of organizational processes and continuously assesses processes for potential improvement 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 Proactively analyzes organizational issues and plans for and implements solutions
3	Intermediate	Possesses broad knowledge of organizational processes and routinely identifies and plans for process changes needed 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 Independently performs analysis of a wide range of organizational issues and makes recommendations for resolution
2	Basic	Possesses basic knowledge of organizational processes and makes basic process change recommendations 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 Assists in performing analysis of various organizational issues provides recommendations for resolution
1	Awareness	Possesses limited awareness of organizational processes Provides assistance to organizational staff on a limited range of administrative areas such as administrative procedures, travel and time and attendance regulations, etc. Performs limited analysis of minor organizational issues and provides recommendations for resolution

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

Administrative Operations – Comp ID: 696

Competency Definition: Plans, coordinates, and executes business functions in support of administrative and management activities to facilitate organizational operations such as scheduling, office communication, document generation, resource management, procurement and/or financial management within an organization.

Proficiency Level	Proficiency Level Definitions	Behavioral Indicators
5	Expert	Researches, interprets and applies new and/or complex rules, regulations, policies and procedures related to administrative operations and other related areas
		Develops short and long term plans, goals, and objectives in support of business functions and administrative activities
		Advises senior management and is considered the go to person in all administrative operations and related areas
4	Advanced	Researches, interprets and applies rules, regulations, policies and procedures related to administrative operations and other related areas
		Develops detailed plans and executes business functions in support of administrative activities
		Provides advice, guidance and support to organizational staff in a wide range of administrative areas such as scheduling, office communication, document generation, resource management, travel, time and attendance regulations, procurement, financial management and other related administrative operations
3	Intermediate	Researches, interprets and applies rules, regulations, policies and procedures related to administrative operations
		Independently plans, coordinates, and executes business functions in support of administrative activities
		Provides advice, guidance and support to organizational staff in a wide range of administrative areas such as scheduling, office communication, document generation, resource management, travel, time and attendance regulations, procurement and/or financial management
2	Basic	Possesses a basic understanding and can apply rules, regulations, policies and procedures related to administrative operations
		With some assistance plans and coordinates business functions in support of administrative activities
		Provides organizational support to staff in a limited range of administrative areas such as scheduling, office communication, document generation, resource management, travel and time and attendance regulations
1	Awareness	Possesses a basic understanding of rules, regulations, policies and procedures related to administrative operations
		Possesses basic knowledge of an organization's business functions
		Provides organizational support to staff in administrative areas such as scheduling, office communication, document generation

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

Administrative Systems Design and Maintenance – Comp ID: 4022

Competency Definition: Knowledge of the design, development, configuration, and/or testing of administrative systems (e.g., personnel/payroll systems, accounting systems, etc.). 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	Serves as senior advisor and expert authority on the design, development, configuration and maintenance of administrative and support systems
		Uses extensive knowledge of various administrative 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
		Serves as a senior system tester, troubleshoots, identifies and resolves complex system problems
4	Advanced	Provides technical advice, guidance and recommendations on the design, development, configuration and maintenance of administrative and support systems
		Uses extensive knowledge of administrative systems to analyze root causes of system problems and resolve complex system issues
		Develops exhaustive system test plans, executes tests, identifies and resolves system problems
3	Intermediate	Makes recommendations on the design, development, configuration and maintenance of administrative and support systems
		Possesses in-depth knowledge of administrative systems, diagnoses and resolves system problems
		Develops general system test plans, executes tests, identifies system problems and works with others to plan resolution
2	Basic	Uses basic knowledge of administrative systems design, development, and configuration to assist others with system development and maintenance
		Uses knowledge of administrative systems to assist in the diagnosis and resolution of basic system problems
		Executes system test plans and identifies system issues
1	Awareness	Possesses limited awareness of administrative systems design, development, and configuration
		Uses limited knowledge of administrative systems to perform basic troubleshooting of system problems
		Executes basic system test plans with supervisory oversight

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

Auditing – Comp ID: 665

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	Develops, documents, and implements accounting policies and procedures to meet auditing/reporting requirements Performs cost analysis and evaluates indirect cost proposals to determine allow-ability and compliance with laws and regulations Proactively addresses questions raised during the quality assurance/quality control review Uses financial analysis to evaluate strategic options and opportunities and recommends effective and practical alternatives
4	Advanced	Researches and interprets new and existing auditing regulations, policies, and procedures to determine the impact on internal and external clients Analyzes audited financial data to assess customer's financial position Conducts negotiations with customers to obtain final cost rates that comply with existing regulatory guidance Provides guidance to peers, managers and clients in researching and interpreting accounting and auditing references
3	Intermediate	Applies judgment in performing financial reviews and evaluations Interprets and applies auditing regulatory guidance to work being performed Conducts analysis of customer accounting and control systems to ensure compliance with cost accounting standards
2	Basic	Understands and applies Federal auditing regulations, policies and procedures Researches regulatory auditing guidance for framework to perform financial work Evaluates cost proposals to determine viability Draws accurate conclusions from financial information
1	Awareness	Demonstrates basic knowledge of Federal auditing regulations, policies and procedures Understands issues involved in Federal Government auditing

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

Automated Accounting and Business-Related Systems – Comp ID: 632

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	Possesses extensive knowledge of automated accounting and/or business related systems and is considered an expert in the effective use of those systems
		Reviews data and understands underlying issues that cause data errors to advise on changes
		Researches, troubleshoots, and resolves complex data problems and makes system enhancement recommendations to system owners
4	Advanced	Possesses in-depth knowledge of automated accounting and/or business related systems to process a wide range of accounting transactions
		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
		Researches, troubleshoots, and resolves complex data problems
3	Intermediate	Possesses broad knowledge of an automated accounting and/or business related system used to process a variety of accounting transactions
		Independently identifies, populates, and tracks data in an automated accounting and/or business related system
		Researches, troubleshoots, and resolves moderately complex data problems
2	Basic	Possesses basic knowledge of an automated accounting and/or business related system to perform basic operations
		Independently performs routine data entry into an automated accounting and/or business related system
		Easily and independently resolves minor data problems using basic troubleshooting techniques
1	Awareness	Possesses limited knowledge of an automated accounting system
		Enters basic data into automated accounting system
		Resolves simple data problems

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

Automated Administrative Systems – Comp ID: 614

Competency Definition: Effective use of automated administrative systems such as the Integrated Personnel/Payroll Systems/Subsystems, Accounting and Business-Related Systems, Travel Systems, Time and Attendance Systems, Procurement Systems, etc., to perform essential business functions.

Proficiency Level	Proficiency Level Definitions	Behavioral Indicators
5	Expert	Possesses extensive knowledge of administrative systems and is considered an expert in the effective use in order to perform a variety of business functions such as timekeeping, travel management, scheduling, ordering supplies, etc.
		Reviews data in administrative systems and understands underlying issues that may cause errors and provides advice on needed changes
		Researches, troubleshoots, and resolves complex data problems and makes system enhancement recommendations to system owners
4	Advanced	Possesses in-depth knowledge of administrative systems used to perform a wide range of business functions
		Assists and/or provides guidance to others on the use of administrative systems and possesses a strong understanding of data flows
		Researches, troubleshoots, and resolves complex data problems
3	Intermediate	Possesses broad knowledge of administrative systems used to perform a variety of business functions
		Independently identifies, populates, and tracks data in an administrative system
		Researches, troubleshoots, and resolves moderately complex data problems
2	Basic	Possesses basic knowledge of an administrative system to perform basic business functions
		Independently performs routine tasks in an administrative system
		Independently resolves minor data problems using basic troubleshooting techniques
1	Awareness	Possesses limited awareness of administrative systems
		Enters basic data into administrative systems
		Resolves simple data problems

Source Documents (w/minor modifications): None

Automated Integrated Personnel and Payroll System/Subsystems – Comp ID: 650

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

Proficiency Level	Proficiency Level Definitions	Behavioral Indicators
5	Expert	Possesses extensive knowledge of an integrated personnel and payroll system and considered an expert in the effective use of the system
		Reviews data and understands underlying issues that may cause data errors to advise on changes
		Researches, troubleshoots, and resolves complex data problems and makes system enhancement recommendations to system owners
4	Advanced	Possesses in-depth knowledge of an integrated personnel and payroll system used to process a wide range of payroll actions in the system
		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
		Researches, troubleshoots, and resolves complex data problems
3	Intermediate	Possesses broad knowledge of an integrated personnel and payroll system used to process a variety of payroll actions in the system
		Independently identifies, populates, and tracks data entry into the integrated system
		Researches, troubleshoots, and resolves moderately complex data problems
2	Basic	Possesses basic knowledge of an integrated personnel and payroll system and performs basic operations in the system
		Independently performs routine data entry into an integrated personnel and payroll system
		Easily and independently resolves minor data problems using basic troubleshooting techniques
1	Awareness	Possesses limited awareness of an integrated personnel and payroll system
		Enters basic data into a personnel or payroll system
		Resolves simple data problems

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

Benefits Payroll Processing – Comp ID: 648

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	Interprets current and new laws and regulations governing federal benefits and initiate applicable system and/or procedural changes
		Provides technical benefits guidance, advice, and recommendations to management, specialists, and clients
		Provides 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
4	Advanced	Analyzes and interprets new laws and regulations to determine the impact on payroll, client processing of government benefits, and system requirements
		Provides technical direction to management covering the payroll processing of a variety of government benefits, including continuation of coverage benefits for nongovernmental employees
		Analyzes and interprets automated payroll system/subsystem data to resolve difficult or unique benefit issues
3	Intermediate	Analyzes and interprets new laws and regulations to determine the impact on payroll benefit processing
		Processes retirement submissions, thrift savings plan, and data and payment records in an automated payroll system/subsystem
		Troubleshoots customer benefits payroll problems
2	Basic	Analyzes and applies laws, policies, regulations and procedures that relate to the payroll processing of government benefits
		Initiates and processes government benefits in an automated payroll system/subsystem
		Gathers and compiles data for preparation of various benefit payroll reports
1	Awareness	Applies laws, policies, regulations and procedures that relate to the payroll processing of government benefits
		Utilizes the federal payroll system and other subsidiary systems to accomplish benefit payroll processing

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

Billing and Collections Processing – Comp ID: 651

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	Researches, interprets and applies new and/or complex rules, regulations, policies and procedures related to debt collections
		Develops spreadsheets to assist workflow and resolve issues related to complicated debt collections
		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
		Provides expert advice, guidance and service to clients and co-workers on debt collections
4	Advanced	Researches, interprets and applies rules, regulations, policies and procedures related to debt collections
		Performs mathematical computations and utilizes agency reports to identify and resolve more complicated issues related to debt collections
		Demonstrates in-depth knowledge of an automated debt collection system to establish a range of payroll deductions and retrieve data for analysis and correction
		Provides advice, guidance and service to clients and co-workers on debt collections
3	Intermediate	Researches interprets and applies rules, regulations, policies and procedures to debt collections
		Performs mathematical calculations to establish repayment schedules, issue bills of collection, and review agency reports
		Demonstrates significant knowledge of an automated debt collections system to establish voluntary and involuntary payroll deductions to recover money owed
		Provides guidance and service to clients on debt collections
2	Basic	Has basic understanding and can apply rules, regulations, policies and procedures to debt collections
		Performs basic computations to establish debtor repayment schedules and issue bills of collection
		Has basic understanding of an automated debt collections system to establish payroll deductions to recover money owed using well-established, clear-cut procedures
		Independently answers basic questions related to debt collections
1	Awareness	Basic understanding of rules, regulations, policies and procedures related to debt collections
		Understands simple arithmetic and basic formulas sufficient to perform or verify calculations
		Possesses limited knowledge of an automated system related to debt collections
		Can research basic questions related to debt collections

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

Budget – Comp ID: 674

Competency Definition: Performs work in any of the phases of budget administration by applying budget- related laws, regulations, policies, precedents, methods, and techniques.

Proficiency Level	Proficiency Level Definitions	Behavioral Indicators
5	Expert	Studies all relevant budget material and anticipates future needs by gathering data on forthcoming plans; ensures that budget proposals incorporate all elements; translates organizational objectives, priorities, and analysis of current resources into accurate budget proposals
		Prepares highly accurate and precise estimates of costs; obtains the most recent cost estimates from various sources
		Recognizes and corrects misstatements or errors in budget proposals; effectively consolidates budget requests and proposals of multiple divisions/branches
		Prepares budget justifications and proposals that reflect the needs of the office; submits proposals that are thorough and accurate, and that receive management acceptance with little or no questioning
4	Advanced	Analyzes all relevant budget material and data on forthcoming plans; reviews budget proposal for all elements; translates organizational objectives and priorities into budget proposals
		Prepares estimates of costs; obtains the most recent cost estimates from multiple sources
		Recognizes and recommends changes based on misstatements or errors in budget proposals; consolidates budget requests and proposals for a division/branch
		Prepares budget justifications and proposals; submits recommended proposals to management
3	Intermediate	Reviews relevant budget material and data on forthcoming plans; verifies budget proposal contains all elements; recommend budget proposals based on organizational objectives and priorities
		Drafts estimates of costs; assists in obtaining the most recent cost estimates from established sources
		Recommends changes based on basic misstatements or errors in budget proposals; assists in consolidating budget requests and proposals for an organization
		Assists in preparing budget justifications and proposals; assists in submitting recommendations for proposals to management
2	Basic	Assists in the review of budget material and data on forthcoming plans; Assists in verifying budget proposals contain all elements; draft recommended budget proposals based on organizational objectives and priorities for review by higher graded analysts
		Assists in drafting and obtaining cost estimates
		Provides input on recommended changes based on misstatements or errors in budget proposals; assists in consolidating budget requests
1	Awareness	Possesses basic knowledge of the required budget material and data required for forthcoming plans; understands all elements used in the budget process
		Gathers data required for drafting cost estimates
		Understands misstatements and errors and how they affect budget proposals

Source Documents (w/minor modifications): None

Business and Industry – Comp ID: 678

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	Implements and manages detailed plans, goals, and objectives for the organization's business programs
		Possesses strong business program policy awareness and ensures related issues identified and resolutions implemented fully support overall mission, values and goals
		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
4	Advanced	Develops detailed plans, goals, and objectives to implement and manage organizational business program(s)
		Proactively analyzes business program policies and/or issues and plans for and implements solutions
		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
3	Intermediate	Independently develops, coordinates and implements plans, goals, and objectives related to the organization's business program(s)
		Independently performs analysis of a wide range of business program policies and/or issues and implements solutions
		Identifies projects and/or parameters needed to achieve business program goals and anticipates the impacts and risks of decisions and actions
2	Basic	With some assistance, develops and coordinates plans, goals and objectives related to the organization's business program(s)
		Performs analysis of various business program policies and/or issues; provides possible solutions
		Identifies tasks, projects and/or operation management parameters needed to achieve goals related to a business program(s)
1	Awareness	Possesses basic knowledge of an organization's business program(s)
		Performs limited analysis of minor business program policies and/or issues and provides input to possible solutions
		Identifies a sequence of tasks needed to achieve a goal related to a business program

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

Classification – Comp ID: 551

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	Evaluates the impact of new concepts, principles policies, standards and practices relating to position management and classification to determine impacts on clients
		Provides authoritative advice, guidance and service to clients on position management and classification
		Assesses classification audit findings and develops corrective strategies
4	Advanced	Researches, interprets and applies Federal classification concepts, principles policies, standards and practices
		Provides advice, guidance and service to clients on position management and classification
		Independently classifies complex positions; occasionally classifies unusual or extremely complex positions that contain mixed duties and/or interdisciplinary professions
3	Intermediate	Applies Federal classification concepts, principles policies, standards and practices
		Provides advice, guidance and service to clients on classification
		Classifies complex positions that contain mixed grades and/or mixed duties
2	Basic	Has basic understanding of and applies Federal classification concepts, principles policies, standards and practices
		Independently answer basic questions related to classification
		Classifies basic, non complex positions
1	Awareness	Possesses limited knowledge of classification concepts, principles policies, standards and practices
		Can research basic questions related to classification
		Carries out assigned tasks associated with gathering information needed to classify a position

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

IBC – Approved Job Analysis Documents

Configuration Management – Comp ID: 4268

Competency Definition: Knowledge of the principles and methods for planning or managing the implementation, update, or integration of information systems components.

Proficiency Level	Proficiency Level Definitions	Behavioral Indicators
5	Expert	Provides guidance and assistance to others in researching, interpreting, and applying the principles and methods for planning and managing system implementations, updates and system integration
		Advises management on configuration hardware and network computer protection components (e.g., firewalls, servers, routers, VPNs, network intrusion detection systems)
		Identifies issues, determines the impact on information systems components and implements resolutions
4	Advanced	Researches, interprets, and applies the principles and methods for planning and managing system implementations, updates and system integration
		Provides guidance to others on configuration and utilization hardware and network computer protection components (e.g., firewalls, servers, routers, VPNs, network intrusion detection systems)
		Identifies issues, determines the impact on information systems components and provides recommendations on resolving the issues
3	Intermediate	Researches and applies the principles and methods for managing system implementations, updates and system integration
		Demonstrates the ability to configure and utilize hardware and network computer protection components (e.g., firewalls, servers, routers, VPNs, network intrusion detection systems)
		Identifies issues and determines the impact of these issues on information systems components
2	Basic	Researches the principles and methods for managing system implementations, updates and system integration
		Demonstrates a basic ability to utilize hardware and network computer protection components (e.g., firewalls, servers, routers, VPNs, network intrusion detection systems)
		Independently identifies potential issues and potential impacts on information systems components
1	Awareness	Possesses limited awareness of the principles and methods for managing system implementations, updates and system integration
		Demonstrates a limited ability to utilize hardware and network computer protection components (e.g., firewalls, servers, routers, VPNs, network intrusion detection systems)
		Identifies potential issues and potential impacts on information systems components with assistance

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

Contracting/Procurement – Comp ID: 680

Competency Definition: Knowledge of various types of contracts, techniques for contracting or procurement, and contract negotiation and administration.

Proficiency Level	Proficiency Level Definitions	Behavioral Indicators
5	Expert	Provides guidance to others in performing contract negotiation and contract administration
		Possesses extensive knowledge of Federal Acquisition regulations, policies and procedures
		Provides guidance to others in researching, interpreting, and applying acquisition policies and procedures in performing contracting or procurement work
4	Advanced	Assists and/or provides guidance to others in performing contract negotiations or contract administration
		Possesses in-depth knowledge of Federal Acquisition regulations, policies and procedures
		Researches, interprets and applies rules, regulations, policies and procedures to perform contracting or procurement work
3	Intermediate	Independently performs contract negotiation and contract administration
		Interprets and applies acquisition regulatory guidance to work being performed
		Researches and uses judgment in applying regulatory acquisition guidance to perform contracting/procurement work
2	Basic	Uses knowledge to assist with contract negotiation and contract administration
		Understands and applies Federal Acquisition regulations, policies and procedures
		Applies acquisition regulations to perform basic contracting/procurement work
1	Awareness	Possesses basic knowledge of various types of contracts, contract administration, and contracting and/or procurement processes
		Demonstrates basic knowledge of Federal Acquisition regulations, policies and procedures
		Researches acquisition regulations to answer basic contracting/procurement questions

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

Data Management – Comp ID: 710

Competency Definition: Knowledge of the principles, procedures, and tools of data management, such as modeling techniques, data backup, data recovery, data dictionaries, data warehousing, data mining, data disposal, and data standardization processes.

Proficiency Level	Proficiency Level Definitions	Behavioral Indicators
5	Expert	Provides guidance and assistance to others in researching, interpreting and applying concepts of data management principles, procedures and tools
		Translates rules, regulations and policies into business processes
		Researches interprets and applies a wide-variety of backup and recovery procedures to resolve complex problems and/or issues
4	Advanced	Researches, interprets and applies a variety of principles, procedures and tools of data management to resolve a wide range of problems
		Assesses changed rules and regulations of data management and records management to determine the impacts to business processes and procedures
		Researches interprets and applies a wide-variety of backup and recovery procedures to resolve problems and/or issues
3	Intermediate	Researches and applies principles and procedures in all work situations to resolve routine problems
		Demonstrates the ability to recognize and define the difference between data management and records management and how they support each other
		Researches and applies backup and recovery procedures in all work situations
2	Basic	Researches rules, principles and procedures of data management to resolve simple problems
		Demonstrates a basic ability to recognize and define the differences between data management and records management
		Applies basic knowledge of backup and recovery procedures in all work situations
1	Awareness	Possesses limited awareness of principles and procedures of data management
		Demonstrates a limited ability to recognize differences between data management and records management
		Possesses limited knowledge of backup and recovery procedures

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

Database Administration – Comp ID: 709

Competency Definition: Knowledge of the principles, methods, and tools for automating, developing, implementing, or administering database systems.

Proficiency Level	Proficiency Level Definitions	Behavioral Indicators
5	Expert	Provides guidance and assistance to others in researching, interpreting, and applying the principles and methods for automating, developing, implementing, and administering a database system Possesses extensive knowledge of databases and repositories Identifies issues, determines the impact on database systems and implements resolutions for identified issues
4	Advanced	Researches, interprets, and applies the principles and methods for automating, developing, implementing, and administering a database system Demonstrates in-depth knowledge of databases and repositories Identifies issues, determines the impact on database systems and provides recommendations on resolving the issues
3	Intermediate	Researches and applies the principles and methods for automating, developing and administrating a database system Demonstrates significant knowledge of databases and repositories Identifies issues and determines the impact on database systems
2	Basic	Researches the principles and methods for developing and administering a database system Demonstrates basic understanding of databases and repositories Independently identifies potential issues and potential impacts on database systems
1	Awareness	Possesses limited awareness of the principles and methods for administering a database system Demonstrates a limited understanding of databases and repositories Identifies potential issues and potential impacts on database systems with assistance

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

Database Management Systems – Comp ID: 2972

Competency Definition: Knowledge of the uses of database management systems and software to control the organization, storage, retrieval, security, and integrity of data.

Proficiency Level	Proficiency Level Definitions	Behavioral Indicators
5	Expert	Provides technical leadership in the design, development, implementation and maintenance of a large administrative system Assesses the criticality of problems and solutions Conducts/leads studies for the resolution of the most complex problems
4	Advanced	Analyzes existing systems capabilities, compatibility, and interoperability to ensure security, integrity and privacy of data Designs and monitors testing Identifies and recommend changes to policy and/or procedures
3	Intermediate	Performs software and database management system analysis, software requirements specifications, and ensures compliance with internal control requirements Evaluates and recommends new software design technologies, tools and methods for improving productivity and quality Perform testing and review and analyze test data
2	Basic	Participates in testing Asks clarifying questions as needed to understand database management systems and software Follow established Database Management Systems policies and procedures
1	Awareness	Works closely with team in the uses of database management systems and software Acts on own to improve and increase technical or procedural knowledge Is aware of Database Management Systems policies and procedures

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

Plateau Competency Definitions and Behavioral Indicators Category: Technical

Drug and Alcohol Testing – Comp ID: 586

Competency Definition: Knowledge of drug and alcohol testing policies, processes, procedures and methodologies to conduct testing and/or manage a program that ensures a productive and safe work environment, while meeting all Drug Free Workplace program requirements.

Proficiency Level	Proficiency Level Definitions	Behavioral Indicators
5	Expert	Manages and is accountable for detailed plans, goals, and objectives for short and long term implementation and administration of a drug and alcohol testing program
		Provides expert advice and guidance on complex issues related to specimen collection for drug and alcohol testing
		Interprets, analyzes and provides expert recommendations to management on more complex and legal issues resulting from drug and alcohol testing results
4	Advanced	Independently formulates detailed plans, goals, and objectives for short and long term implementation and administration of a drug and alcohol testing program
		Performs and provides guidance on complex issues related to specimen collection for drug and alcohol testing
		Interprets and analyzes more complex drug and alcohol testing results and provides recommendations to management
3	Intermediate	Independently formulates plans, goals, and objectives for short and long term implementation and administration of a drug and alcohol testing program
		Performs and provides guidance on specimen collection for drug and alcohol testing
		Researches and answers questions regarding the drug testing program, specimen collection process and the results of the drug and alcohol testing and provides recommendations to management
2	Basic	With assistance, formulates plans, goals, and objectives for short and long term implementation and administration of a drug and alcohol testing program
		Performs specimen collection for drug and alcohol testing
		Researches and answers questions regarding the drug testing program and specimen collection process
1	Awareness	Possesses basic knowledge of the plans, goals and objectives of a drug and alcohol testing program
		Possesses basic understanding of specimen collection for drug and alcohol testing
		Researches basic questions regarding the drug testing program

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

Employee Benefits – Comp ID: 550

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	Provides in-depth retirement counseling and prepares most difficult retirement estimates, including handling unique retirement systems
		Independently manages a benefits program and/or serves as a Senior Advisor for an organization on a benefits program
		Proactively advises management on effective utilization of various employee benefits programs
		Proactively apprises employees of available benefits programs (e.g., brings in speakers, makes presentations, etc.)
4	Advanced	Provides retirement counseling to employees and prepares difficult retirement estimates and calculations
		Recommends ways to keep employee population apprised of the various employee benefits programs
		Organizes and sponsors benefits fairs; establishes effective relationships with vendors to ensure successful events
3	Intermediate	Prepares routine to moderately difficult retirement estimates, including situations when all data is not readily available
		Determines employee eligibility for all employee benefits, such as health and life insurance, Thrift Savings Plan, etc.
		Actively participates in benefits fairs; responds to attendee questions
2	Basic	Runs basic retirement estimates for employees with straightforward calculations
		Determines basic employee eligibility for various employee benefits, such as health and life insurance, Thrift Savings Plan, etc.
		Provides support in planning benefits fairs
1	Awareness	Gathers information for retirement estimates and/or retirement packages that is subsequently used by others to prepare documents
		Possesses limited familiarity with employee benefits programs but demonstrates potential to research regulations to obtain answers to basic questions
		Carries out assigned tasks associated with planning and conducting benefits fairs

Source Documents (w/minor modifications): None

Employee Relations – Comp ID: 553

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	Demonstrates extensive knowledge of a wide range of employee relations concepts, laws, rules, regulations, case law, principles and practices 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 Applies knowledge of consensus building, facilitation, coalition building, mediation, and other non-adversarial problem solving approaches to resolve problems and advise management
4	Advanced	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 Reviews complaints and/or grievances, performs fact-finding and advises management on the preparation of disciplinary and adverse actions, grievances, and appeal letters Identifies, evaluates, and recommends management interventions to resolve complex employee conduct and performance issues
3	Intermediate	Applies and interprets Federal employee relations laws, rules, regulations, case law, principles and practices to resolve standard issues Performs detailed analyses and draws conclusions on complex issues, problems and/or situations Provides management advice and guidance on regulations and policies relating to employee conduct, performance and/or dispute resolution
2	Basic	Understands and researches Federal laws, rules, regulations, case law, principles and practices related to employee conduct, performance and dispute resolution Analyzes specific phases of well-precedented or recurring cases and draws conclusions to recommend routine solutions Develops and prepares clear explanation of case facts
1	Awareness	Demonstrates basic knowledge of Federal laws, rules, regulations, case law, principles and practices related to employee conduct, performance and dispute resolution Gathers information and analyzes basic facts to draw conclusions Communicates factual and procedural information clearly

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

Facilities Assistance – Comp ID: 697

Competency Definition: Performs work in support of mail operations, space management and building maintenance including scheduling and tracking work orders for repairs of system furniture and equipment.

Proficiency Level	Proficiency Level Definitions	Behavioral Indicators
5	Expert	Researches, interprets and applies rules, regulations, policies and procedures related to facilities management and other related issues Provides advice and guidance on mail operations and/or space management Provides guidance on repairs and/or alterations of system furniture and equipment
4	Advanced	Researches, interprets and applies rules, regulations, policies and procedures related to facilities management Researches and answers more complex questions or issues related to mail operations and/or space management Schedules and tracks major repairs and/or alterations of system furniture and equipment
3	Intermediate	Possesses basic understanding and applies rules, regulations, policies and procedures related to facilities management Researches and answers questions related to mail operations and/or space management Schedules and tracks repairs and/or alterations of system furniture and equipment
2	Basic	Possesses basic understanding of rules, regulations, policies and procedures related to facilities management Independently researches basic questions related to mail operations and/or space management Schedules repairs and/or alterations of system furniture and equipment
1	Awareness	Possesses a limited understanding of rules, regulations, policies and procedures related to facilities management Assists with research of basic questions related to mail operations and/or space management Assists in scheduling repairs and/or alterations of system furniture and equipment

Source Documents (w/minor modifications): None

Plateau Competency Definitions and Behavioral Indicators Category: Technical

Facilities Management – Comp ID: 691

Competency Definition: Manages projects and performs work pertaining to building accessibility and building maintenance, repairs and alterations of system furniture and equipment, mail operations, and space management.

Proficiency Level	Proficiency Level Definitions	Behavioral Indicators
5	Expert	Researches, interprets and applies new and/or complex rules, regulations, policies and procedures related to facilities management
		Provides expert advice and guidance on mail operations and space management
		Coordinates and provides expert advice on repairs and/or alterations of system furniture and equipment
4	Advanced	Researches, interprets and applies rules, regulations, policies and procedures related to facilities management and other related issues
		Provides advice and guidance on mail operations and space management
		Coordinates major repairs and/or alterations of system furniture and equipment
3	Intermediate	Researches, interprets and applies rules, regulations, policies and procedures related to facilities management
		Provides guidance on mail operations and space management
		Schedules and tracks repairs and/or alterations of system furniture and equipment
2	Basic	Possesses basic understanding and can apply rules, regulations, policies and procedures related to facilities management
		Independently answers basic questions related to mail operations and space management
		Schedules repairs and/or alterations of system furniture and equipment
1	Awareness	Possesses a basic understanding of rules, regulations, policies and procedures related to facilities management
		Researches basic questions related to mail operations and space management
		Assists in scheduling repairs and/or alterations of system furniture and equipment

Source Documents (w/minor modifications): None

Plateau Competency Definitions and Behavioral Indicators Category: Technical

Financial Management – Comp ID: 633

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	Provides expert guidance to management and others on the budget, cost, programs, concepts, principles, polices, procedures and requirements Guides others and evaluates organizational impact of full cost processes on budget execution Develops and implements new procedures to prevent potential issues in the future related to budget, cost, schedule and expenditures
4	Advanced	Demonstrates in-depth knowledge and assists other with budget, cost, programs, concepts, principles, polices, procedures and requirements Explains and recommends budget options to management and decision making officials Draws conclusions and provides recommendations to management to resolve current and potential issues related to budget, cost, schedule and expenditures
3	Intermediate	Demonstrates thorough knowledge of budget, cost, programs, concepts, principles, polices, procedures and requirements Develops, coordinates and integrates the budget, cost and schedule plans for an assigned area Analyzes and interprets financial data related to expenditures and identifies current and potential issues
2	Basic	Demonstrates basic knowledge of budget, cost, program terminology, concepts, principles, polices, procedures and requirements Prepares budget submissions in accordance with prescribed submission formats and specifications Gathers, reconciles and interprets financial data related to expenditures
1	Awareness	Possesses limited knowledge of budget, cost, program terminology, concepts, principles, polices, procedures and requirements Identifies requirements for various stages in the budget formulation cycle for a specific area Gathers financial data used by others to monitor expenditures

Source Documents (w/minor modifications): National Institute of Health (NIH) – Office of Human Resources

IBC – Approved Job Analysis Documents

FOIA/Privacy Act – Comp ID: 4270

Competency Definition: Effectively deals with government records subject to full or partial disclosure of previously unreleased documents and their exceptions in order to protect personal rights; ensures appropriate collection, use and dissemination of personal information.

Proficiency Level	Proficiency Level Definitions	Behavioral Indicators
5	Expert	Researches, interprets and applies new and/or complex rules, regulations, policies and procedures related to FOIA and the Privacy Act Demonstrates in-depth knowledge in dealing with government records subject to full or partial disclosure of previously unreleased documents and their exceptions; and resolves complex legal problems and/or issues related to FOIA and the Privacy Act Provides expert advice and guidance on the collection, use, and dissemination of personal information
4	Advanced	Researches, interprets and applies rules, regulations, policies and procedures to FOIA and the Privacy Act and other related areas Demonstrates in-depth knowledge in dealing with government records subject to full or partial disclosure of previously unreleased documents and their exceptions; and resolves complex problems and/or issues related to FOIA and the Privacy Act Provides advice and guidance on collection, use and dissemination of personal information
3	Intermediate	Researches, interprets and applies rules, regulations, policies and procedures related to FOIA and the Privacy Act Demonstrates knowledge in dealing with government records subject to full or partial disclosure of previously unreleased documents and their exceptions; and resolves problems and/or issues related to FOIA and the Privacy Act Provides guidance on collection, use and dissemination of personal information
2	Basic	Possesses a basic understanding and can apply rules, regulations, policies and procedures related to FOIA and the Privacy Act Demonstrates a basis understanding in dealing with government records subject to full or partial disclosure of previously unreleased documents Independently answers basic questions related to the collection, use and dissemination of personal information
1	Awareness	Possesses a basic understanding of rules, regulations, policies and procedures related to FOIA and the Privacy Act Demonstrates a basic understanding in dealing with government records subject to full or partial disclosure Researches basic questions related to the collection and use of personal information

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

Human Capital Management – Comp ID: 555

Competency Definition: Management of Human Capital Programs specific to organizational needs including, workforce planning, competency management, work life program management, and employee training.

Proficiency Level	Proficiency Level Definitions	Behavioral Indicators
5	Expert	Manages and is accountable for detailed plans, goals, and objectives for short and long term implementation and administration of Human Capital Programs
		Develops short and long term plans and/or projects, proactively monitors and evaluates progress of plans and/or projects; integrates established plans to achieve Human Capital Program goals
		Advises senior leadership and is considered the expert on all Human Capital Programs and related areas
4	Advanced	Independently formulates detailed plans, goals, and objectives for short and long term implementation and administration of Human Capital Programs
		Monitors and evaluates the projects to ensure compliance with identified parameters and identifies potential challenges and opportunities; makes adjustments as needed to achieve the Human Capital Program goal
		Provides advice, guidance and recommendations to senior leadership on a full range of Human Capital Programs such as workforce planning, competency management, work life program management, and employee training and other related Human Capital areas
3	Intermediate	Formulates plans, goals, and objectives for short and long term implementation and administration of Human Capital Programs
		Identifies projects/tasks within identified parameters needed to achieve business program goals; anticipates the impact and risks of associated decisions
		Provides advice, guidance and recommendations to senior leadership on a variety of Human Capital Programs such as workforce planning, competency management, work life program management, and employee training
2	Basic	With some assistance, formulates plans, goals, and objectives for short and long term implementation and administration of Human Capital Programs
		Implements established projects/tasks within identified parameters to achieve goals related to a Human Capital Program
		Provides general guidance to senior leadership on Human Capital Programs such as workforce planning, competency management, work life program management, and employee training
1	Awareness	Possesses basic knowledge of plans, goals, and objectives for short and long term implementation and administration of Human Capital Programs
		Identifies a sequence of tasks needed to achieve a goal related to a Human Capital Program
		Provides limited guidance to senior leadership on a limited range of Human Capital Programs such as workforce planning, and employee training

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

Human Resources Information Systems – Comp ID: 582

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	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
		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
		Serves as a System Administrator and considered expert resource for HR automated system(s)
		Leads, educates, and/or oversees others on HR automated systems configuration, testing, implementation, and maintenance
4	Advanced	Uses HR automated systems knowledge to identify functional requirements and translate them and/or develop technical system requirements
		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
		Works with others to configure, test, implement, and subsequently maintain HR automated systems
3	Intermediate	Uses HR automated systems knowledge to identify functional requirements and translate them into technical system requirements
		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
		Works with others to implement and subsequently maintain HR automated systems
2	Basic	Uses HR automated systems knowledge to identify basic functional system requirements needed to support HR operations
		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
		Maintains a portion of an HR system or an entire non-complex system for an organization
1	Awareness	Possesses limited knowledge of HR automated systems and their functional or technical requirements
		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
		Has utilized newly implemented HR systems in an Operational environment and provided feedback on new system and processes

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

Information System Security – Comp ID: 713

Competency Definition: Ensures the confidentiality, integrity, availability, reliability, and non-repudiation of the organization's information contained in and transmitted from systems and networks by implementing security laws, regulations, policies, standards, and control techniques.

Proficiency Level	Proficiency Level Definitions	Behavioral Indicators
5	Expert	Provides guidance and assistance to others in researching, interpreting and applying procedures relating to detecting, reporting and responding to security incidents to ensure consistency with standards and guidelines Possesses expert knowledge in the analysis, evaluation, development, coordination and dissemination of security tools and procedures to eliminate system vulnerabilities Identifies potential risks and vulnerabilities with system information; determines the impact and implements resolutions
4	Advanced	Researches, interprets and applies procedures for detecting, reporting and responding to security incidents to ensure consistency with standards and guidelines Possesses extensive knowledge in the analysis, evaluation, development, coordination and dissemination of security tools and procedures to eliminate system vulnerabilities Identifies potential risks and vulnerabilities with system information and determines the impact; provides recommendations on resolving identified risks and vulnerabilities
3	Intermediate	Researches and applies procedures of detecting, reporting and responding to security incidents Possesses in-depth knowledge in the analysis, evaluation, coordination and dissemination of security tools Identifies potential risks and vulnerabilities with system information and determines the impact
2	Basic	Possesses and applies procedures for detecting and reporting security incidents Possesses basic knowledge in the analysis, evaluation, and dissemination of security tools Independently identifies potential risks and vulnerabilities with system information
1	Awareness	Possesses limited awareness of procedures for detecting and reporting security incidents Possesses limited knowledge in the dissemination of security tools Identifies potential system risks and vulnerabilities with assistance

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

Information Systems Security Certification – Comp ID: 714

Competency Definition: Knowledge of the principles, methods, and tools for evaluating information systems security features against a set of specified security requirements. Includes developing security certification and accreditation plans and procedures, documenting deficiencies, reporting corrective actions, and recommending changes to improve the security of information systems.

Proficiency Level	Proficiency Level Definitions	Behavioral Indicators
5	Expert	Develops and implements procedures and policies for certification and accreditation plans for information systems throughout the organization Ensures consistency across the organization for information systems security certification Analyzes results from certifications by testing a wide variety of solutions (operating systems, databases) and provides recommendations and changes to improve the security of the solution
4	Advanced	Analyzes and applies procedures and policies for certification and accreditation plans for information systems throughout the organization Evaluates information systems to identify residual risks to make recommendations to meet the appropriate organizational security requirements Performs oversight of testing team activities
3	Intermediate	Applies procedures and policies as it relates to information systems security certification Applies appropriate security documents in the development of the certification documentation (e.g., risk assessment, systems security plan, disaster recovery plan) Performs certification testing against a wide variety of solutions (operating systems, databases)
2	Basic	Understands concepts behind information systems security certification Understands phases and tasks involved in evaluating information systems security certification Plans certification testing of a variety of solutions (e.g., operating systems, databases etc.)
1	Awareness	Describes basic concepts behind information systems security certification Awareness of the phases and tasks involved in evaluating information systems security certification Assists in planning for certification testing of specific solutions (e.g., operating systems, databases etc.)

Source Documents (w/minor modifications): OPM

Plateau Competency Definitions and Behavioral Indicators Category: Technical

Information Systems/Network Security – Comp ID: 715

Competency Definition: Knowledge of methods, tools, and procedures, including development of information security plans, to prevent information systems vulnerabilities, and provide or restore security of information systems and network services.

Proficiency Level	Proficiency Level Definitions	Behavioral Indicators
5	Expert	Coordinates and builds consensus across an organization for security planning and implementation Leads in the analysis, evaluation, development, coordination and dissemination of security tools and procedures to eliminate system vulnerabilities Independently applies network security on a large scale (enterprise, department level)
4	Advanced	Develops procedures and policies for evaluating, coordinating and disseminating security tools Defines and implements strategies for security planning and testing to eliminate information system vulnerabilities Applies network security on networks
3	Intermediate	Participates in the analysis, evaluation, development, coordination and dissemination of security tools and procedures to eliminate system vulnerabilities Interprets and applies information systems/network security guidelines to ensure, protect and restore services and capabilities
2	Basic	Adheres to standards and procedures of information systems and network security Understands use of IPs, firewalls, VPNs, network access control and availability management
1	Awareness	Describes basic security concepts behind information systems/ networks Understands standards and procedures of information systems and network security

Source Documents (w/minor modifications): OPM and Department of Homeland Security

Plateau Competency Definitions and Behavioral Indicators Category: Technical

Information Technology Architecture – Comp ID: 711

Competency Definition: Knowledge of architectural methodologies used in the design and development of information systems, including the physical structure of a system's internal operations and interactions with other systems.

Proficiency Level	Proficiency Level Definitions	Behavioral Indicators
5	Expert	Defines the organization IT architecture
		Develops policies, standards and procedures governing an organizations IT architecture
		Identifies architecture issues, determines the impact of these issues on internal operations and the interactions with other systems and implements resolutions for the architecture issues
4	Advanced	Provides guidance to others on the IT architecture
		Provides guidance to others on policies, standards and procedures governing an organization IT architecture
		Identifies architecture issues; determines the impact on internal operations and the interactions with other systems and provides recommendations on resolving the architecture issues
3	Intermediate	Applies and uses IT architecture guidance
		Researches, interprets and applies policies, standards and procedures governing an organization IT architecture
		Identifies architecture issues and determines the impact of these issues on internal operations and the interactions with other systems
2	Basic	Possesses basic knowledge of the major components of an IT architecture
		Researches and applies policies, standards and procedures governing an organizations IT architecture
		Independently identifies potential architecture issues and potential impacts on internal operations
1	Awareness	Possesses limited awareness of the major components of an IT architecture
		Has a basic understanding of policies, standards and procedures governing an organizations IT architecture
		Identifies potential architecture issues and potential impacts on internal operations with assistance

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

Infrastructure Design – Comp ID: 716

Competency Definition: Knowledge of the architecture and typology of software, hardware, and networks, including LANS, WANS, and telecommunications systems, their components and associated protocols and standards, and how they operate and integrate with one another and with associated controlling software.

Proficiency Level	Proficiency Level Definitions	Behavioral Indicators
5	Expert	Advises management in the organization on IT architecture, typology of software, hardware, and networks, including LANS, WANS, and telecommunications systems Develops policies, protocols, standards and procedures Identifies infrastructure issues, determines the impact of these issues on internal operations and the interactions with other systems and implements resolutions for the infrastructure issues
4	Advanced	Provides guidance to others on the IT architecture, typology of software, hardware, and networks, including LANS, WANS, and telecommunications systems Provides guidance to others on policies, protocols, standards and procedures Identifies infrastructure issues, determines the impact of these issues on internal operations and the interactions with other systems and provides recommendations on resolving the infrastructure issues
3	Intermediate	Applies and uses IT architecture guidance, typology of software, hardware, and networks, including LANS, WANS, and telecommunications systems Researches, interprets and applies policies, protocols, standards and procedures Identifies infrastructure issues and determines the impact of these issues on internal operations and the interactions other systems
2	Basic	Possesses basic knowledge of the major components of an IT architecture, typology of software, hardware, and networks, including LANS, WANS, and telecommunications systems Researches and applies policies, protocols, standards and procedures Independently identifies potential infrastructure issues and potential impacts on internal operations
1	Awareness	Possesses limited awareness of the major components of an IT architecture, typology of software, hardware, and networks, including LANS, WANS, and telecommunications systems Has a basic understanding of policies, protocols, standards and procedures Identifies potential infrastructure issues and potential impacts on internal operations, with assistance

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

Instructional System Design – Comp ID: 590

Competency Definition: Plan, design, develop and implement multi-media training and performance improvement systems through complex authoring systems and programming languages.

Proficiency Level	Proficiency Level Definitions	Behavioral Indicators
5	Expert	Plan, design, develop and implement multi-media training and performance improvement systems that combine computer and video technology with various audio, text and graphics file formats Identify and analyze customer training needs to develop performance support application modifications and enhancements Develop short and long range training, proactively monitors and evaluates progress of training, and integrates current training with other training to achieve customer training goals
4	Advanced	Design, develop and implement multi-media training and performance improvement systems that combine computer and video systems Proactively analyze customer training needs and implements solutions Monitor and evaluate training to ensure compliance with parameters; sees potential challenges and opportunities and makes adjustments as needed to achieve customer training goals
3	Intermediate	Develop and implement multi-media training and performance improvement systems that combine computer and video systems Independently perform analysis of customer training needs and assists in implementing solutions Identify training needed to achieve customer goals and anticipates the impacts and risks of decisions and actions
2	Basic	Assist in developing and implementing multi-media training and performance improvement systems that combine computer and video systems Perform analysis of customer training needs and provides possible solutions Identify training parameters to achieve training goals
1	Awareness	Limited understanding of developing and implementing multi-media training and performance improvement systems that combine computer and video systems Perform limited analysis of customer training needs and provides input to possible solutions Assist in identifying training parameters to achieve training goals

Source Documents (w/minor modifications): None

Labor Relations – Comp ID: 554

Competency Definition: Work that involves establishing and maintaining effective relationships – including the use of non-traditional collaborative approaches – with labor organizations that represent Federal employees, negotiating and administering labor agreements, and providing guidance and consultation to management on a variety of labor relations matters.

Proficiency Level	Proficiency Level Definitions	Behavioral Indicators
5	Expert	Represents the organization in legal hearings
		Addresses and resolves unusual, highly complex, sensitive or urgent issues
		Provides authoritative advice, guidance and service on the full spectrum of labor relations and policy interpretations
4	Advanced	Influence and persuade managers in decisions, facilitation, and negotiations with labor relations problems and issues
		Responds to difficult issues involving complex problems that require expert advice and/or authoritative policy interpretations
		Advanced knowledge of a wide range of labor relations principles, concepts, and practices
3	Intermediate	Identifies and proposes solutions to labor relations problems and issues
		Prepares draft bargaining unit agreements
		Fully participates in contract negotiations
		Applies the full range of labor relations theories, principles, methods and techniques
		Researches and advises on moderately complex, non-controversial, well- precedent and/or recurring issues
2	Basic	Participates in contract negotiations
		Prepare and administer labor agreements on relatively uncomplicated labor-management proposals
		Provide guidance and consultation to management on a variety of labor relations matters
		Researches and conducts fact finding on basic issues
1	Awareness	Awareness of current laws, policies, and regulations concerning labor relations
		Researches basic questions related to labor relations
		Familiar with standardconcepts, practices, and procedures
		Carries out assigned tasks associated with gathering information on recurring issues

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

Lease/Space Management – Comp ID: 688

Competency Definition: Utilizes knowledge of real estate laws, principles, practices, and markets to acquire, manage, administer, and/or dispose of real property.

Proficiency Level	Proficiency Level Definitions	Behavioral Indicators
5	Expert	Provides guidance to others in negotiating complex requirements, unfamiliar and/or unacceptable lease and space management contract conditions with lessor
		Oversees the planning, development, execution and administration of highly complex lease and space management contracts
		Possesses extensive knowledge of legal and regulatory requirements needed for executing lease and space management contracts
4	Advanced	Performs negotiation of complex requirements, unfamiliar and/or unacceptable lease and space management contract conditions with lessor
		Plans, develops, executes and administers highly complex lease and space management contracts
		Possesses in-depth knowledge of legal and regulatory requirements needed for executing lease and space management contracts
3	Intermediate	Performs negotiation of unfamiliar and/or unacceptable lease and space management contract conditions with lessor
		Independently plans, develops, executes and administers lease and space management contracts
		Interprets and applies legal and regulatory requirements needed for executing lease and space management contracts
2	Basic	Uses knowledge to assist with unfamiliar and/or unacceptable lease and space management contract conditions with lessor
		Plans, develops, and with some assistance, executes and administers lease and space management contracts
		Understands and applies legal and regulatory requirements needed for executing lease and space management contracts
1	Awareness	Possesses basic knowledge of negotiating unfamiliar and/or unacceptable lease and space management conditions
		Plans and develops lease and space management contracts
		Demonstrates basic knowledge of legal and regulatory requirements needed for executing lease and space management contracts

Source Documents (w/minor modifications): None

Plateau Competency Definitions and Behavioral Indicators Category: General

Management/Program Analysis – Comp ID: 624

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	Provides guidance to management and others on the organization's mission, programs, functions, policies, objectives and management principles and processes
		Analyzes and interprets management data and procedures; identifies internal control weaknesses and analyzes recommended corrective solutions for impacts on the organization
		Develops and implements new procedures to prevent potential issues in the future related to the organization's programs and functions
4	Advanced	Demonstrates thorough knowledge of the organization's mission, programs, functions, policies, objectives and management principles and processes
		Researches and analyzes management data and procedures; identifies internal control weaknesses and recommends corrective solutions
		Draws conclusions and provides recommendations to management to resolve current and potential issues related to the organization's programs and functions
3	Intermediate	Demonstrates broad knowledge of the organization's mission, programs, functions, policies, objectives and management principles and processes
		Researches and analyzes management data and procedures; identifies internal control weaknesses
		Analyzes and interprets information to clarify an issue and/or make a decision related to the organization's programs and functions
2	Basic	Demonstrates basic knowledge of the organization's mission, programs, functions, policies, objectives and management principles and processes
		Researches management data and procedures; identifies internal controls
		Gathers and identifies information needed to clarify an issue related to the organization's programs and functions
1	Awareness	Possesses limited knowledge of the organization's mission, programs, functions, policies, objectives and management principles and processes
		Researches management data and procedures
		Gathers information needed to clarify an issue related to the organization's programs and functions

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

Operating Systems – Comp ID: 717

Competency Definition: Knowledge of computer network, desktop, and mainframe operating systems and their applications.

Proficiency Level	Proficiency Level Definitions	Behavioral Indicators
5	Expert	Possesses expert knowledge of computer networks, mainframe operating systems and their applications; provides guidance to subordinates and co-workers regarding the resolution of complex computer network and mainframe operating systems problems Utilizes a desktop and its automated applications to maintain system and data integrity; configures and troubleshoots applications to ensure reliability; provides guidance subordinates and co-workers Provides advice and guidance to subordinates and co-workers on processing failures on multi-test and production environments
4	Advanced	Demonstrates in-depth knowledge of computer networks, mainframe operating systems and their applications; troubleshoots and resolves more complex computer network and mainframe operating systems problems Utilizes a desktop and its automated applications to maintain system and data integrity; configures and troubleshoots applications to ensure reliability Interprets software outputs, error codes, and messages from multi-test and production environments; provides resolutions for the processing failures
3	Intermediate	Demonstrates knowledge of computer network, mainframe operating systems and their applications; troubleshoots and resolves computer network and mainframe operating systems problems Utilizes a desktop and its automated applications; troubleshoots applications and provides recommendations to ensure reliability Researches and analyzes processing failures on IBM, Unix and Window platforms and recommends solutions
2	Basic	Demonstrates basic knowledge of a computer network and mainframe operating system and their applications Utilizes a desktop and its automated applications Researches processing failures on IBM, Unix and Window platforms
1	Awareness	Possesses limited awareness of a computer network and mainframe operating system Limited understanding of a desktop and its automated applications Recognizes processing failures on IBM, Unix and Window platforms

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

Pay Administration – Comp ID: 630

Competency Definition: Demonstrates comprehension of the payroll processes and transactions that affect time and attendance, employee benefits, retroactive payments and leave, debt management, processing of commercial garnishments, child support and/or court orders, to ensure timely and accurate employee pay.

Proficiency Level	Proficiency Level Definitions	Behavioral Indicators
5	Expert	Develops, documents, and implements policies and procedures to meet pay administration/reporting requirements Possess extensive knowledge of all pay administration functional areas and serves as an expert in identifying and recommending process changes, process improvements, and new process development to support accurate and timely pay of employees Provides expert advice, guidance, and service to clients and co-workers on pay administration
4	Advanced	Researches and interprets new and existing rules, regulation, policies, and procedures related to pay administration to determine the impact on internal and external clients Possesses extensive knowledge of pay administration processes associated with the major pay administration functional areas sufficient to routinely identify impacts on existing processes and to develop new processes to support accurate and timely pay of employees Provides advice, guidance and service to clients and co-workers on pay administration
3	Intermediate	Researches, interprets and applies rules, regulation, policies and procedures related to pay administration Possesses in-depth knowledge of pay administration processes associated with all major pay administration functional areas and can easily identify impacts on existing processes used to support accurate and timely pay of employees Provides guidance and service to clients on pay administration
2	Basic	Possesses basic understanding and can apply rules, regulations, policies and procedures related to pay administration Possesses broad knowledge of pay administration processes surrounding time and attendance, employee benefits, retroactive payments and leave, debt management, commercial garnishments, child support and/or court orders; identifies process changes needed to support accurate and timely pay of employees Independently answers basic questions related to pay administration
1	Awareness	Possesses basic understanding of rules, regulations, policies and procedures related to pay administration Possesses awareness of pay administration processes related to the major functional areas of time and attendance, employee benefits, retroactive payments and leave, debt management, commercial garnishments, child support and/or court orders Can research basic questions related to pay administration

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

Payroll Processing – Comp ID: 652

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	Possesses extensive knowledge of rules and regulations, policies and procedures related to leave, pay, benefits, payroll deductions, T&A reporting and coding
		Develops and/or utilizes spreadsheets to resolve complicated pay and/or leave problems such as home leave, military leave, shore leave, etc.
		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
4	Advanced	Possesses in-depth knowledge of rules and regulations, policies and procedures related to leave, pay, benefits, payroll deductions, T&A reporting and coding
		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.
		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
3	Intermediate	Possesses significant knowledge of rules and regulations, policies and procedures related to leave, pay, benefits, payroll deductions, T&A reporting and coding
		Performs difficult mathematical computations and utilizes spreadsheets to process retroactive pay and/or leave adjustments
		Possesses significant knowledge of automated payroll systems to input a range of information, perform adjustments, understand recurring errors
2	Basic	Possesses basic knowledge of rules and regulations, policies and procedures related to leave, pay, benefits, payroll deductions, T&A reporting and coding
		Performs mathematical computations to process retroactive pay and/or leave adjustments
		Possesses basic knowledge of automated payroll systems to locate, add, retrieve or correct routine information using well-established, clear-cut procedures
1	Awareness	Possesses limited knowledge of rules and regulations, policies and procedures related to leave, pay, benefits, payroll deductions, T&A reporting and coding
		Understands simple arithmetic used in payroll operations to perform or to verify calculations using basic formulas
		Possesses limited knowledge of automated or manual payroll systems

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

Personnel and Human Resources – Comp ID: 573

Competency Definition: Knowledge of hiring, classification, benefits, labor relations, negotiation, and federal, state, and local employment regulations.

Proficiency Level	Proficiency Level Definitions	Behavioral Indicators
5	Expert	Provides authoritative advice, guidance and service to clients on Personnel and Human Resources (e.g., hiring, classification, benefits, labor relations)
		Assesses audit findings and develops and implements corrective strategies and responds to audit team regarding the audit findings
		Demonstrates extensive knowledge of a wide range of Personnel and Human Resources (e.g., hiring, classification, benefits, labor relations) concepts, laws, rules, regulations, case law, principles and practices
		Explains and clarifies all perspectives of an issue and its impacts and negotiates effectively with all parties, including those that are resistant, to achieve consensus through changed opinion, attitude or behavior
4	Advanced	Researches, interprets and applies Federal Personnel and Human Resources (e.g., hiring, classification, benefits, labor relations) concepts, principles policies, standards and practices
		Provides advice, guidance and service to clients on Personnel and Human Resources (e.g., hiring, classification, benefits, labor relations)
		Demonstrates in-depth knowledge of a wide range of Personnel and Human Resources (e.g., hiring, classification, benefits, labor relations) concepts, laws, rules, regulations, case law, principles and practices to resolve complex problems and issues
		Understands all sides of an issue and negotiates with individuals or groups, including those that are resistant, to consider cooperating in order to achieve an acceptable solution
3	Intermediate	Provides advice, guidance and service to clients on Federal Personnel and Human Resources (e.g., hiring, classification, benefits, labor relations)
		Applies and interprets Federal Personnel and Human Resources (e.g., hiring, classification, benefits, labor relations) laws, rules, regulations, case law, principles and practices to resolve standard issues
		Understands when and how an issue may impact all parties involved and identifies alternate solutions
2	Basic	Independently answer basic questions related to Personnel and Human Resources (e.g., hiring, classification, benefits, labor relations)
		Has basic understanding of and researches Federal laws, rules, regulations, principles and practices related to Personnel and Human Resources (e.g., hiring, classification, benefits, labor relations)
		Understands basic negotiation techniques and considers the needs and perspectives of others and avoids applying pressure
1	Awareness	Possesses limited knowledge of Personnel and Human Resources (e.g., hiring, classification, benefits, labor relations) concepts, principles policies, standards and practices
		Can research basic questions related to Personnel and Human Resources (e.g., hiring, classification, benefits, labor relations)
		Carries out assigned tasks associated with gathering information
		Seeks guidance on how and when to enter into negotiation and demonstrates a limited understanding of negotiation techniques

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

Personnel Action Processing – Comp ID: 569

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	Analyzes policies, procedures, and guidance to determine operational impacts to personnel action processing Provides guidance and advice for processing personnel actions, and identifying and resolving a full range of processing issues and problems Researches, troubleshoots, and resolves complex data problems related to processing personnel actions
4	Advanced	Researches, interprets, and applies policies, procedures, and guidance to routine and complex personnel action processing Codes and processes complex or unique personnel actions in an automated personnel system; analyzes and resolves complex or unique coding issues and/or problems Researches and changes data elements to ensure data accuracy and limit negative effects on employee pay and leave
3	Intermediate	Researches, interprets, and applies policies, procedures, and guidance to routine personnel action processing Initiates and processes more complex personnel actions; identifies and resolves routine issues and problems in an automated personnel system Reviews system data elements to ensure data integrity
2	Basic	Possesses basic knowledge of policies, procedures, and regulations that they apply to personnel action processing Initiates and processes routine personnel actions in an automated personnel system Understands how personnel actions affect employee pay and leave
1	Awareness	Possesses limited awareness of policies, procedures, and regulations related to personnel action processing Processes system generated personnel actions; initiates simple personnel actions in an automated personnel system Seeks guidance in understanding how personnel actions affect employee pay and leave

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

Personnel Security Assistance – Comp ID: 548

Competency Definition: Utilize governing guidance to timely and accurately initiate and process background investigations and/or HSPD12 credentials.

Proficiency Level	Proficiency Level Definitions	Behavioral Indicators
5	Expert	Processes all levels of background investigations and provides input for pre-employment suitability determinations Identifies and implements improvements to policies, procedures and services Inputs and maintains thorough, accurate and timely data within all PSB systems Provides training and guidance to peers and others
4	Advanced	Prepares complete and thorough pre-employment security packets with minimal assistance Inputs and maintains thorough, accurate and timely data within all PSB systems with minimal guidance Researches and troubleshoots complex issues that arise
3	Intermediate	Prepares pre-employment security packets seeking guidance when appropriate Inputs and maintains fairly accurate and timely data within all PSB systems Troubleshoots issues that arise
2	Basic	Prepares pre-employment security packets requiring assistance Inputs and maintains data within all PSB systems with some guidance from others Answers basic technical credential questions that arise
1	Awareness	Prepares pre-employment security packets with close guidance Inputs and maintains data within all PSB systems with assistance Answers routine questions from customers

Source Documents (w/minor modifications): IBC Competency

Plateau Competency Definitions and Behavioral Indicators Category: Technical

Personnel Security Management – Comp ID: 546

Competency Definition: Utilize governing guidance to timely and accurately process and adjudicate background investigations, national security clearances and/or HSPD-12 credentials.

Proficiency Level	Proficiency Level Definitions	Behavioral Indicators
5	Expert	Develops and implements Personnel Security Management policies and procedures Independently adjudicates or provides authoritative guidance regarding HSPD-12 credentials, suitability and national security determinations. Provides guidance to peers, subordinates and others.
4	Advanced	Identifies and recommends needed changes to policies and procedures Determines the suitability and national security eligibility of individuals and/or HSPD-12 credentials with minimal review by others Prepares a comprehensive, thorough and accurate written statement of decision
3	Intermediate	Determines the suitability and security eligibility of individuals and/or HSPD-12 credentials requiring some editing or review Identifies issues of concern with findings Prepares a comprehensive, written statement of decision, rarely requiring editing or review
2	Basic	Understands personnel security processing and procedures for adjudication of background investigations and processing of HSPD-12 credentials. Processes and adjudicates routine cases seeking guidance when appropriate. Drafts written statement of decision, requiring editing or review by others
1	Awareness	Gathers data and performs research of personnel security case files Follows processing of background investigation procedures with close guidance Answers routine questions regarding processing of personnel security packages and/or HSPD-12 credentials

Source Documents (w/minor modifications): IBC Competency

Plateau Competency Definitions and Behavioral Indicators Category: Technical

Process Control

Competency Definition: Knowledge of the principles, methods, and procedures used for the automated control of a process, including the design, development, and maintenance of associated software, hardware, and systems.

Proficiency Level	Proficiency Level Definitions	Behavioral Indicators
5	Expert	Establishes technical processes to effectively manage Windows Operating Systems, operate a computer terminal, and provide system analysis of programs and procedures Design, configure, test and troubleshoot computer applications, terminal emulation software (i.e., QWS3270, Bluezone, etc.) and web based applications to meet customer needs
4	Advanced	Trains others on technical processes and procedures to effectively manage Windows Operating Systems, operate a computer terminal, and provide system analysis of programs and procedures Configure, test and troubleshoot computer applications, terminal emulation software (i.e., QWS3270, Bluezone, etc.) and web based applications to meet customer needs
3	Intermediate	Knows the technical processes and procedures to effectively manage Windows Operating Systems, operate a computer terminal, and provide system analysis of programs and procedures Configure, test and troubleshoot computer applications, terminal emulation software (i.e., QWS3270, Bluezone, etc.) and web based applications to ensure software reliability and client connectivity
2	Basic	Possesses a basic understanding of the technical processes and procedures to effectively manage Windows Operating Systems, operate a computer terminal, and provide system analysis of programs and procedures Configure and troubleshoot basic computer applications, terminal emulation software (i.e., QWS3270, Bluezone, etc.) and web based applications to ensure software reliability and client connectivity
1	Awareness	Understands the basic need for technical processes and procedures to effectively support Windows Operating Systems, operating computer terminals, and providing system analysis Troubleshoot basic computer applications, terminal emulation software (i.e., QWS3270, Bluezone, etc.) and web based applications to ensure software reliability and client connectivity

Source Documents (w/minor modifications): None

Procurement – Comp ID: 685

Competency Definition: Performs work in support of Acquisitions staff such as preparing, controlling, verifying and reviewing procurement documents and reports; contacting vendors to get status of orders and to expedite delivery; maintaining procurement files; and resolving a variety of shipment, payment, and related discrepancies.

Proficiency Level	Proficiency Level Definitions	Behavioral Indicators
5	Expert	Possesses extensive knowledge, understanding, and application of the rules and regulations, policies and procedures related to procurement Provides guidance and training to others regarding preparing, controlling, verifying, and reviewing procurement documents, extracting pertinent details and in preparing reports Researches, troubleshoots, and resolves a variety of complex shipment, payment, and related discrepancies
4	Advanced	Possesses in-depth knowledge of the rules and regulations, policies and procedures related to procurement Prepares, controls, verifies, and reviews procurement documents, extracts pertinent details and prepares reports Researches, troubleshoots, and resolves complex shipment, payment, and related discrepancies
3	Intermediate	Possesses significant knowledge of the rules and regulations, policies and procedures related to procurement Prepares, controls, verifies, and reviews procurement documents, extracts pertinent details and assists in preparing reports Troubleshoots and resolves common shipment, payment, and related discrepancies
2	Basic	Possesses basic knowledge of the rules and regulations, policies and procedures related to procurement Verifies and reviews procurement documents and reports Troubleshoots and resolves basic shipment and payment discrepancies
1	Awareness	Possesses limited knowledge of the rules and regulations, policies and procedures related to procurement Reviews procurement documents and reports Resolves limited shipment and payment discrepancies

Source Documents (w/minor modifications): None

Program Management – Comp ID: 557

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	Manages and is accountable for detailed plans, goals, and objectives for short and long term implementation and administration of multiple programs Oversees changes in the organization, workflow, procedures, functions and/or scheduling to permit improved performance Possesses strong organizational and policy awareness and ensures related issues identified and resolutions implemented fully support overall mission, values and goals
4	Advanced	Independently formulates detailed plans, goals, and objectives for short and long term implementation and administration of various and/or multiple program(s) Decides on and implements changes in the organization, workflow, procedures, functions and/or scheduling to improve performance Proactively analyzes organizational and policy issues and plans for and implements solutions
3	Intermediate	Independently formulates plans, goals, and objectives for short and long term implementation and administration of program(s) Advises management regarding changes in the organization, workflow, procedures, functions and/or scheduling to improve performance Independently performs analysis of a wide range of organizational and policy issues and implements solutions
2	Basic	With some assistance, formulates plans, goals, and objectives for short and long term implementation and administration of program(s) Recommends changes in the organization, workflow, procedures, functions and/or scheduling to improve performance Performs analysis of various organizational and policy issues; provides possible solutions
1	Awareness	Possesses basic knowledge of plans, goals, and objectives for short and long term implementation and administration of program(s) Assesses potential changes in the organization, workflow, procedures, functions and /or scheduling to improve performance Performs limited analysis of minor organizational and policy issues and provides input to possible solutions

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

Project Management – Comp ID: 592

Competency Definition: Applies knowledge, skills, tools, and techniques to project activities to meet project requirements accomplished through the application and integration of the project management processes of initiating, planning, executing, monitoring, controlling and closing.

Proficiency Level	Proficiency Level Definitions	Behavioral Indicators
5	Expert	Provides project information to team members on requirements for complex projects Identifies, analyzes and develops action plan to address resource requirements (i.e., time, budget, and personnel) for the most complex projects Identifies and establishes key milestones; monitors progress toward milestones; develops and implements strategies to ensure timelines are met Gathers and analyzes relevant information; determines impact to projects; develops and implements strategies to minimize impacts
4	Advanced	Identifies resource requirements (i.e., time, budget, and personnel) for the most complex projects Identifies and establishes key milestones; monitors progress toward milestones, and determine risks and impacts to timeline; develops strategies to ensure timelines are met Gathers and analyzes relevant information; determines impacts to a project; develops strategies to minimize the impacts
3	Intermediate	Identifies resource requirements (i.e., time, budget, and personnel) on projects of moderately complex scope Identifies and establishes key milestones; monitors progress toward milestones and determine risks and impacts to timelines Gathers and analyzes relevant information related to a project
2	Basic	Identifies resource requirements (i.e., time, budget, and personnel) for projects of minimal complexity scope Identifies key milestones and monitors project to ensure timelines are met Gathers and evaluates information related to a project
1	Awareness	Anticipates resource requirements for projects of minimal complexity Identifies milestones throughout the project Seeks guidance in gathering information related to a project

Source Documents (w/minor modifications): IBC

Property Management – Comp ID: 701

Competency Definition: Manages, regulates, coordinates and exercises control over equipment and other material.

Proficiency Level	Proficiency Level Definitions	Behavioral Indicators
5	Expert	Possesses extensive knowledge of Federal Property Management Regulations (FPMR), laws, agency directives and procedural manuals Oversees all property discrepancies with carrier, vendor and acquisition personnel Provides guidance to others completing and reconciling the annual physical property inventories
4	Advanced	Possesses in-depth knowledge Federal Property Management Regulations (FPMR), laws, agency directives, and procedural manuals Resolves all property discrepancies with carrier, vendor and acquisition personnel Manages, performs and reconciles annual physical property inventories
3	Intermediate	Interprets and applies property management regulatory guidance to work being performed Resolves complex property discrepancies with carrier, vendor and acquisition personnel Manages and performs annual physical property inventories
2	Basic	Understands and applies Federal Property Management Regulations (FPMR), laws, agency directives, and procedural manuals Resolves basic property discrepancies with carrier, vendor and acquisition personnel Independently performs annual physical property inventories
1	Awareness	Demonstrates basic knowledge of Federal Property Management Regulations (FPMR), laws, agency directives, and procedural manuals Recommends possible solutions to basic property discrepancies with carrier, vendor and acquisition personnel With some assistance, performs annual physical property inventories

Source Documents (w/minor modifications): None

Plateau Competency Definitions and Behavioral Indicators Category: General

Public Safety and Security – Comp ID: 692

Competency Definition: Knowledge of intelligence operations; public safety and security operations; occupational health and safety; investigation and inspection techniques; or rules, regulations, precautions, and prevention techniques for the protection of people, data, and property.

Proficiency Level	Proficiency Level Definitions	Behavioral Indicators
5	Expert	Researches, interprets and applies new and/or complex rules, regulations, policies and procedures related to public safety and security Provides expert advice and guidance on the protection of people, data, and property Possesses a strong awareness of policies and procedures and ensures related issues identified and resolutions are implemented fully
4	Advanced	Researches, interprets and applies rules, regulations, policies and procedures related to public safety and security and other related issues Provides advice and guidance on the protection of people, data, and property Proactively analyzes issues related to public safety and security and plans for implements solutions
3	Intermediate	Researches, interprets and applies rules, regulations, policies and procedures related to public safety and security Provides guidance on the protection of people, data, and property Independently performs analysis of a wide range of issues related to public safety and security and implements solutions
2	Basic	Possesses basic understanding and can apply rules, regulations, policies and procedures related to public safety and security Independently answers basic questions related to the protection of people, data, and property Performs analysis of various issues related to public safety and security
1	Awareness	Possesses a basic understanding of rules, regulations, policies and procedures related to public safety and security Researches basic questions related to the protection of people, data, and property Performs limited analysis of minor issues related to public safety and security

Source Documents (w/minor modifications): None

Plateau Competency Definitions and Behavioral Indicators Category: Technical

Purchasing – Comp ID: 684

Competency Definition: Performs work to acquire supplies, services and equipment by purchase, rental or lease through delivery orders and/or purchase procedures to accomplish the goals of the organization.

Proficiency Level	Proficiency Level Definitions	Behavioral Indicators
5	Expert	Possesses extensive knowledge of rules and regulations, policies and procedures related to acquiring supplies, services and equipment Provides expert advice and guidance to co-workers and customers on the purchasing process Develops and implements new procedure to prevent potential issues in the future related to obtaining goods and/or services
4	Advanced	Possesses in-depth knowledge of rules and regulations, policies and procedures related to acquiring supplies, services and equipment Provides advice and guidance to co-workers and customers on the purchasing process Draws conclusion and provides recommendation to management to resolve current and potential issues related to obtaining goods and/or services
3	Intermediate	Possesses significant knowledge of rules and regulations, policies and procedures related to acquiring supplies, services and equipment Provides guidance to co-workers and customers on the purchasing process Analyzes and interprets information needed to clarify an issue related to obtaining goods and/or services
2	Basic	Possesses basic knowledge of rules and regulations, policies and procedures related to acquiring supplies, services and equipment Independently answers basic questions related to the purchasing process Gathers and identifies information needed to clarify an issue related to obtaining goods and/or services
1	Awareness	Possesses limited knowledge of rules and regulations, policies and procedures related to acquiring supplies, services and equipment Can research basic questions related to the purchasing process Gathers information needed to clarify an issue related to obtaining goods and/or services

Source Documents (w/minor modifications): None

Plateau Competency Definitions and Behavioral Indicators Category: Technical

Recordkeeping – Comp ID: 570

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

Proficiency Level	Proficiency Level Definitions	Behavioral Indicators
5	Expert	Develops office procedures and guidance relating to personnel records and recordkeeping based on the guide to recordkeeping
		Provides guidance and training to co-workers on merging personnel records and computing Service Computation Dates
		Develops office procedures and guidance on general filing procedures pertaining to personnel records Develops office procedures and guidance to protect personnel records against loss or unauthorized use
4	Advanced	Provides guidance to co-workers relating to personnel records and recordkeeping based on the guide to recordkeeping
		Identifies an employee has prior service, requests and merges personnel records and calculates the Service Computation Date
		Provides guidance to co-workers on general filing procedures pertaining to personnel records
		Provides guidance to co-workers on office procedures pertaining to protecting personnel records against loss or unauthorized use and documenting employee employment history
3	Intermediate	Possesses detailed knowledge of and skill in applying, practices, laws, regulations, and policies when establishing personnel records
		Identifies an employee has prior service, requests and merges personnel records and with assistance calculates the Service Computation Date
		Possesses detailed knowledge of and skill in applying the general filing procedures pertaining to personnel records Understands the need to protect personnel records against loss or unauthorized use, and documents employee employment history in a timely manner
2	Basic	Possesses a basic understanding in applying principles and practices when establishing personnel records
		Recognizes if an employee has prior service, requests personnel records and with assistance merges all documents
		Possesses a basic understanding of general filing procedures pertaining to personnel records
		Understands the need to protect personnel records against loss or unauthorized use, and understands the importance of documenting an employee's employment history
1	Awareness	Possesses limited understanding of the basic principles and practices of establishing personnel records
		Recognizes if an employee has prior service and with assistance requests personnel records from appropriate office
		Possesses limited understanding of general filing procedures pertaining to personnel records
		Understands the need to protect personnel records from loss or unauthorized use

Source Documents (w/modifications): Office of Human Resources

Plateau Competency Definitions and Behavioral Indicators Category: Technical

Records Management – Comp ID: 587

Competency Definition: Knowledge of policies, procedures and processes for the creation, maintenance, use, retirement, retrieval and disposition of records.

Proficiency Level	Proficiency Level Definitions	Behavioral Indicators
5	Expert	Researches, interprets and applies new and/or complex rules, regulations, policies and procedures related to records management
		Demonstrates in-depth knowledge of the creation, maintenance, use, retirement, retrieval and/or disposal of records and resolves complex legal problems and/or issues related to records management
		Provides expert advice and guidance on records management
4	Advanced	Researches, interprets and applies rules, regulations, policies and procedures to records management and other related areas
		Demonstrates in-depth knowledge of the creation, maintenance, use, retirement, retrieval and/or disposal of records and resolves complex problems and/or issues related to records management
		Provides advice and guidance on records management
3	Intermediate	Researches, interprets and applies rules, regulations, policies and procedures related to records management
		Demonstrates knowledge of the creation, maintenance, use, retirement, retrieval and/or disposal of records and resolves problems and/or issues related to records management
		Provides guidance on records management
2	Basic	Possesses a basic understanding and can apply rules, regulations, policies and procedures related to records management
		Demonstrates a basic understanding of the creation, maintenance and use of records
		Independently answers basic questions related to records management
1	Awareness	Possesses a basic understanding of rules, regulations, policies and procedures related to records management
		Demonstrates a basic understanding in the creation and maintenance of records
		Researches basic questions related to records management

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

Risk Management – Comp ID: 736

Competency Definition: Knowledge of the principles, methods, and tools used for risk assessment and mitigation, including assessment of failures and their consequences.

Proficiency Level	Proficiency Level Definitions	Behavioral Indicators
5	Expert	Determines the probability of risk and sets the degree of tolerance for major investments and strategic decisions
		Sponsors, reviews and approves long-term, enterprise-wide strategies
		Allocates resources and responsibilities for the purpose of risk prevention, containment and reduction
4	Advanced	Assesses the probability associated with varying degrees of risk
		Identifies potential for risk in complex situations that have wide-ranging impact
		Sets objectives and standards for the long-term reduction of risk and recommends course of action to minimize risk
3	Intermediate	Identifies potential risks and develops preventive plans for procedural activities
		Alerts others to potential risks in their area of responsibility
		Develops processes and procedures for monitoring of pre-identified risks
2	Basic	Identifies risks as incidents occur within own area of work
		Takes action to prevent problems from recurring
		Follows established risk management policies and procedures
1	Awareness	Reduces risk by solving day-to-day problems as they arise
		When risk is apparent, seeks guidance on how to respond
		Understands risk management policies and procedures

Source Documents (w/minor modifications): OPM

Plateau Competency Definitions and Behavioral Indicators Category: Technical

Software Development – Comp ID: 707

Competency Definition: Knowledge of the principles, methods, and tools for designing, developing, and testing software in a given environment.

Proficiency Level	Proficiency Level Definitions	Behavioral Indicators
5	Expert	Serves as senior advisor and expert authority on the design and development of software Uses extensive knowledge of designing, developing and testing of software to routinely identify and analyze root causes of software problems and resolve complex software issues, fully anticipating and planning for impacts of implemented solution Serves as a senior software tester, troubleshoots, identifies and resolves complex software problems
4	Advanced	Provides technical advice, guidance and recommendations on the design and development of software Uses extensive knowledge of designing, developing and testing of software to analyze root causes of software problems and resolve complex issues Develops software test plans, executes tests, identifies and resolves software problems
3	Intermediate	Makes recommendations on the design and development of software Possesses in-depth knowledge of designing, developing and testing of software, diagnoses and resolves more complex problems Develops general software test plans, executes tests, identifies software problems and works with others to plan resolution
2	Basic	Uses basic knowledge of principles, methods, and tools for designing and developing software to assist others with software development Uses knowledge of designing, developing and testing of software to assist in the diagnosis and resolution of basic problems Executes software test plans and identifies system issues
1	Awareness	Possesses limited awareness of principles, methods, and tools for designing and developing software Uses limited knowledge of designing, developing and testing of software to perform basic troubleshooting Executes basic software test plans with supervisory oversight

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

Staff Acquisition – Comp ID: 571

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	Proactively seeks to inform and educate supervisors and managers on hiring process, flexibilities, requirements, etc.
		Considered a Senior Advisor to management and others on staff acquisition issues
		Possesses extensive knowledge of staff acquisition regulations, options, flexibilities, etc., and can easily cite regulatory framework governing the process
		Independently handles the most complex staffing actions
		Proactively plans for and/or implements new recruitment initiatives
4	Advanced	Actively informs supervisors and managers of hiring process, flexibilities, requirements, etc.
		Considered a Senior Specialist in staff acquisition
		Possesses in-depth knowledge of staff acquisition regulations, options, flexibilities, etc., and can easily research governing regulations
		Actively participates in implementing new recruitment initiatives
3	Intermediate	Provides hiring process information to hiring officials
		Possesses significant knowledge of staff acquisition regulations and flexibilities and able to research more complex staff acquisition questions
		Independently carries out assigned tasks associated with implementation of new recruitment initiatives
2	Basic	Responds to specific hiring process questions from hiring officials
		Possesses basic knowledge of staff acquisition regulations and is able to perform research sufficient to obtain basic information from governing regulations
		Performs limited tasks associated with implementation of new recruitment initiatives
1	Awareness	Answers very basic questions related to the staff acquisition process
		Possesses minimal knowledge of staff acquisition
		Carries out assigned tasks associated with a very limited segment of the staff acquisition process, e.g., preparing a vacancy announcement.

Source Documents (w/minor modifications): National Institute of Health (NIH) – Office of Human Resources

IBC – Approved Job Analysis Documents

Support Services – Comp ID: 610

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	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
		Oversees all requisitions for equipment, supplies, goods and services for an organization; oversees issuance of equipment and supplies
		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
4	Advanced	Coordinates major alterations to space or configuration of offices; ensures maintenance of all space
		Performs major acquisitions for equipment, supplies, goods and services; issues equipment and supplies
		Directs the operation of file and record systems, and mail and messenger services; ensures compliance with record management laws, regulations and policies
3	Intermediate	Performs space negotiations; provides for acquisition, assignment and utilization of space
		Performs general acquisitions for equipment, supplies, goods and services and conducts more complex cost benefit analysis
		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
2	Basic	Prepares documentation to justify space requests; prepares regular and ad hoc reports on space management activities and developments
		Recommends procurement options and conducts basic cost benefit analysis of equipment, supplies, and goods and services
		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
1	Awareness	Assists in the preparation of documents to justify space requests; prepares recurring reports on space management activities
		Possesses limited awareness of various procurement options available
		Possesses limited understanding of file and record systems to maintain, transfer, and dispose of records according to record management laws, regulations and policies

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

System Administration – Comp ID: 718

Competency Definition: Plans and coordinates the installation, testing, operation, troubleshooting, and maintenance of hardware and software systems.

Proficiency Level	Proficiency Level Definitions	Behavioral Indicators
5	Expert	Serves as senior advisor and expert authority on system operations and maintenance of hardware and software systems Uses extensive knowledge of various hardware and software 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 Serves as senior system tester, troubleshoots, identifies and resolves complex system problems
4	Advanced	Provides technical advice, guidance and recommendations on system operations and maintenance of hardware and software systems Uses extensive knowledge of hardware and software systems to analyze root causes of system problems and resolve complex system issues Develops exhaustive system test plans, executes tests, identifies and resolves system problems
3	Intermediate	Makes recommendations on system operations and maintenance of hardware and software systems Possesses in-depth knowledge of hardware and software systems to diagnose and resolve system problems Develops general system test plans, executes tests, identifies system problems and works with others to plan resolution
2	Basic	Uses basic knowledge of system operations and maintenance to assist others with system operations and maintenance of hardware and software systems Uses knowledge of hardware and software systems to assist in the diagnosis and resolution of basic system problems Executes system test plans and identifies system issues
1	Awareness	Possesses limited awareness of system operations and maintenance of hardware and software systems Uses limited knowledge of hardware and software systems to perform basic troubleshooting of system problems Executes basis system test plans with supervisory oversight

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

System Integration – Comp ID: 708

Competency Definition: Knowledge of principles, methods, and procedures for installing, integrating, and optimizing information systems components.

Proficiency Level	Proficiency Level Definitions	Behavioral Indicators
5	Expert	Provides advice and guidance to management on principles, methods and procedures for installing, integrating and optimizing information system components Identifies issues and determines impacts to the integration of systems and implements resolutions Researches, analyzes and implements changes to information system components
4	Advanced	Provides guidance to other on the principles, methods and procedures for installing, integrating and optimizing information system components Identifies issues and determines impacts to the integration of systems and provides recommendations on resolving the issues Researches and analyzes emerging and evolving system information to determine the impacts to current system integration and provide recommendations
3	Intermediate	Understands and applies knowledge of principles, methods and procedures for installing, integrating and optimizing information system components Identifies issues and determines impacts to the integration of systems Researches and analyzes emerging and evolving system information to determine the impacts to current system integration
2	Basic	Possesses a basic understanding of principles, methods and procedures of system integration Independently identifies potential issues and potential impacts to the integration of systems Gathers and analyzes emerging and evolving system information
1	Awareness	Possesses a limited understanding of principles and methods of system integration Identifies potential issues and potential impacts to the integrations of systems with assistance Gathers emerging and evolving system information from various resources

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

Systems Life Cycle – Comp ID: 628

Competency Definition: Knowledge of systems life cycle management concepts used to plan, develop, implement, operate, and maintain information systems.

Proficiency Level	Proficiency Level Definitions	Behavioral Indicators
5	Expert	Leads the selection and implementation of lifecycles methodology to meet the long-term needs of the enterprise and coordinates the development of shared tools and documentation standards Approves metrics to track the performance within and across all phases Promotes the benefits of complying with systems life cycle standards and mentors project leaders
4	Advanced	Manages the systems life cycle for existing projects and develops shared tools and documentation standards Tracks and monitors performance across multiple systems life cycle phases Participates in creating recommendations for design and implementation of methodology and mentors project team members
3	Intermediate	Coordinates required tasks for one or more phases of the systems life cycle and makes suggestions for shared tools, documentation standards and methodology Consolidates status updates and identifies any handoff issues and other problems with other team members who are responsible for sequential phases of work Meets project plan expectation and participates in resolving handoff issues
2	Basic	Performs required tasks for one or more phases of the systems life cycle and prepares status update on how work is progressing Provides complete and accurate handoffs to team members who are responsible for sequential phases of work Meets milestone expectations and participates in resolving handoff issues
1	Awareness	Demonstrates understanding of the processes and procedures of the phases of the systems life cycle in conducting these tasks and preparing documentation required to move from one phase to a subsequent phase Provides handoffs to team members who are responsible for subsequent phases of work Meets task expectations and participates in resolving handoff issues

Source Documents (w/minor modifications): OPM

Plateau Competency Definitions and Behavioral Indicators Category: Technical

Systems Testing and Evaluation – Comp ID: 2975

Competency Definition: Knowledge of the principles, methods, and tools for analyzing and developing systems test and evaluation procedures and technical characteristics of IT systems, including identifying critical operational issues.

Proficiency Level	Proficiency Level Definitions	Behavioral Indicators
5	Expert	Direct and plan the work required to develop and implement new or enhanced system software
		Utilize expert technical or procedural knowledge to perform system testing and evaluation
		Select methods for evaluating and testing systems that will result in quality design, high customer satisfaction, improvements, cost efficiency, and high performance.
4	Advanced	Consult with senior specialists and IT managers in the development, testing and evaluation of new or enhanced system software
		Utilize advanced technical or procedural knowledge to perform system testing and evaluation, review and analysis of test data, and to serve in the capacity of a Lead
		Identify and recommend changes, improvements and effective methods for specifying requirements and in the performance of the system
3	Intermediate	Has intermediate technical or procedural knowledge to perform system testing and evaluation
		Develop requirements and specifications for a major module or component of a new or enhanced software system
		Participate in developing test plans
		Review and analyze test data to provide summary results and follow-up
		Assist in troubleshooting problems encountered during testing and implementations
2	Basic	Work as an active and supporting team member in the testing and evaluation process
		Utilize basic technical or procedural knowledge to perform system testing and evaluation
		Develop basic requirements and specifications for a single unit or module in an existing software system
		Conduct preliminary analyses of business processes and procedures
		Perform application or system testing using established procedures
1	Awareness	Work closely with team throughout the testing and evaluation process
		Act on own to improve and increase technical or procedural knowledge
		Is aware of policies and procedures pertaining to systems testing and evaluation

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

Plateau Competency Definitions and Behavioral Indicators Category: General

Technical Documentation – Comp ID: 588

Competency Definition: Knowledge of procedures for developing technical and operational support documentation.

Proficiency Level	Proficiency Level Definitions	Behavioral Indicators
5	Expert	Serves as senior advisor and expert for developing and maintaining on-line and hard copy system documentation Develops approaches for presentation of information for sophisticated mainframe database systems Evaluates new technologies as they pertain to system documentation; identifies requirements, evaluates information and alternative approaches, and recommends the most effective solution for clients
4	Advanced	Provides technical advice, guidance and recommendations for developing and maintaining on-line and hard copy system documentation Assists in developing approaches for presentation of information for sophisticated mainframe database systems Uses advanced techniques and new technologies as they pertain to system documentation; keeps abreast of the latest software to publish system documentation
3	Intermediate	Provides recommendations for developing and maintaining on-line and hard copy system documentation Presents information for sophisticated mainframe database systems Uses specific tools and techniques to document technical information; researches latest software to publish system documentation
2	Basic	Possesses basic knowledge of developing and maintaining on-line and hard copy system documentation Presents basic information for sophisticated mainframe database systems Uses basic tools and techniques to access and maintain on-line and hard copy system documentation
1	Awareness	Possess limited awareness of developing and maintaining on-line and hard copy system documentation Assists in the presentation of information for sophisticated mainframe database systems Limited use of tools and techniques to access and maintain on-line and hardcopy system documentation

Source Documents (w/minor modifications): None

Technical Problem Solving – Comp ID: 705

Competency Definition: Troubleshoots, diagnoses, analyzes, and identifies system malfunctions to determine the source and cause of the problem.

Proficiency Level	Proficiency Level Definitions	Behavioral Indicators
5	Expert	Anticipates long-term problem areas and associates risk levels with objective and rationale Generates and solicits the approval of senior leadership prior to defining critical issues and solutions to unclear, multi-faceted problems of high risk which spans across and beyond the enterprise Uses formal methodologies to forecast trends and define innovative solutions
4	Advanced	Diagnoses problems using formal problem-solving tools and techniques from multiple angles and probes underlying issues to generate multiple potential solutions Proactively anticipates and prevents problems Analyzes and implements solutions for escalated issues
3	Intermediate	Applies simple problem-solving methodologies to diagnose and solve operational problems, determines the potential cause of the problem, and devises testing methodologies for validation Analyzes multiple alternatives, risks and benefits for a range of potential solutions Develops solutions for escalated issues and provides options for consideration
2	Basic	Investigates defined issues with uncertain but limited causes and solicits input in gathering data that helps identify and differentiate the symptoms and root causes of defined problems Suggests alternative approaches that meet the needs of the organization, the situation, and those involved Escalates issues with suggestion for further investigation and options for consideration
1	Awareness	Asks questions and looks for data that help to identify and differentiate the symptoms and root causes of every day, defined problems Suggests remedies that meet the needs of the situation and those directly affected Escalates issues appropriately

Source Documents (w/minor modifications): OPM

Plateau Competency Definitions and Behavioral Indicators Category: Technical

Technology Application – Comp ID: 616

Competency Definition: Uses machines, tools, instruments, or equipment effectively; uses computers and computer applications to analyze and communicate information in the appropriate format.

Proficiency Level	Proficiency Level Definitions	Behavioral Indicators
5	Expert	Demonstrates understanding of how to use a variety of office equipment, computer applications and modes of communication in all situations Identifies capabilities and limitations of various office equipment, computer applications and systems in order to solve a wide array of real world problems Educates others in using standard office equipment and computer applications Acts as a go-to person for assistance in navigating and resolving most issues and problems regarding office equipment, computer applications and systems
4	Advanced	Uses a variety of office equipment, computer applications and modes of communication in more complex situations Identifies capabilities and limitations of various office equipment, computer applications and systems Demonstrates ability to navigate and resolve complex issues and problems regarding office equipment, computer applications and systems
3	Intermediate	Uses standard office equipment, computer applications and various modes of communication in basic and some complex situations Identifies limitations of various office equipment, computer applications, and systems Demonstrates ability to navigate and resolve standard issues and problems regarding office equipment, computer applications and systems
2	Basic	Demonstrates familiarity and experience with standard office equipment, computer applications and modes of communication in routine situations Adapts to and uses new office equipment, computer applications and systems Demonstrates knowledge of whom to contact with issues and problems regarding office equipment, computer applications and systems
1	Awareness	Demonstrates limited familiarity with standard office equipment, computer applications, and modes of communication Uses new office equipment, computer applications, and systems Demonstrates knowledge of whom to contact with issues and problems regarding office equipment, computer applications, and systems

Source Documents (w/minor modifications): None

Technology Awareness – Comp ID: 3030

Competency Definition: Knowledge of developments and new applications of information technology (hardware, software, telecommunications), emerging technologies and their applications to business processes, and applications and implementation of information systems to meet organizational requirements.

Proficiency Level	Proficiency Level Definitions	Behavioral Indicators
5	Expert	Possesses expert knowledge of developments and new applications of information technology (e.g., hardware, software, telecommunications, etc.),analyzes and determines their relevance to business processes and implementation of information systems to meet organizational requirements Researches, analyzes and implements emerging and evolving technologies to current and future business needs at the enterprise, operational and tactical level
4	Advanced	Possesses extensive knowledge of developments and new applications of information technology (e.g., hardware, software, telecommunications, etc.) and determines their relevance to business processes and provides recommendations Researches and analyzes emerging and evolving technologies to current and future business needs at the enterprise, operational and tactical level and provide recommendations
3	Intermediate	Possesses in-depth knowledge of developments and new applications of information technology (e.g., hardware, software, telecommunications, etc.) and determines their relevance to business processes Researches and analyzes emerging and evolving technologies and determines the impacts to current business needs at the enterprise, operational and tactical level
2	Basic	Possesses basic knowledge of developments and new applications of information technology (e.g., hardware, software, telecommunications, etc.) Gathers and analyzes information on emerging and evolving technologies
1	Awareness	Possesses limited knowledge of developments and new applications of information technology (e.g., hardware, software, telecommunications, etc.) Gathers information on emerging and evolving technologies from various resources

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

Web Technology – Comp ID: 593

Competency Definition: Knowledge of the principles and methods of web technologies, tools, and delivery systems, including web security, privacy policy practices, and user interface issues.

Proficiency Level	Proficiency Level Definitions	Behavioral Indicators
5	Expert	Provides guidance and assistance to others in researching, interpreting and applying concepts of web technology principles, procedures and tools to resolve complex problems
		Researches, analyzes and implements emerging and evolving web technology to current and future business needs
		Researches, interprets and applies new and/or complex rules, regulations, policies and procedures related to web security and privacy policy practices
4	Advanced	Researches, interprets and applies a variety of principles, procedures and tools of web technology to resolve a wide range of problems
		Researches and analyzes emerging and evolving web technology to current and future business needs and provide recommendations
		Researches, interprets and applies rules, regulations, policies and procedures to web security and privacy policy practices and other related areas
3	Intermediate	Researches and applies principles and procedures in all work situations
		Researches and analyzes emerging and evolving web technology and determines the impacts to current business needs
		Researches, interprets and applies rules, regulations, policies and procedures related to web security and privacy policy practices
2	Basic	Researches rules, principles and procedures of web technology to resolve simple problems
		Gathers and analyzes information on evolving web technology
		Possesses a basic understanding and can apply rules, regulations, policies and procedures related to web security and privacy policy practices
1	Awareness	Possesses limited awareness of rules, principles and procedures of web technologies
		Gathers information on web technology from various resources
		Possesses a basic understanding of rules, regulations, policies and procedures related to web security and privacy policy practices

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

Writing/Editing – Comp ID: 676

Competency Definition: Ability to acquire information on a variety of subjects to write and edit materials, such as reports, regulations, articles, training materials, etc., to appropriately present information in a form and at a level suitable for the intended audience.

Proficiency Level	Proficiency Level Definitions	Behavioral Indicators
5	Expert	Authors and edits original text for complex technical documents, manuals and reports
		Consistently and effectively tailors written technical documents to a wide range of audiences and for diverse purposes in order to achieve desired outcomes
		Mentors others on composing grammatically correct, logical, and persuasive written technical documents
4	Advanced	Writes complex technical ideas articulately and persuasively
		Composes clear, concise, and logical text even in the most difficult written assignments consistently and without guidance
		Demonstrates abilities in tailoring written documents to multiple audiences (e.g., professionals, senior organization management, etc.)
3	Intermediate	Writes basic technical ideas articulately and persuasively
		Composes clear, concise, and logical text consistently and without guidance
		Requires some guidance in tailoring written technical documents to multiple audiences (e.g., professionals, senior organization management, etc.)
2	Basic	Composes text that is grammatically correct
		Composes clear, concise, and logical text with very little guidance from supervisors or peers
		Reviews written work thoroughly
1	Awareness	Composes text that requires editing by others in order to be grammatically correct
		Composes clear, concise and logical text with guidance from supervisors or peers
		Reviews written work with some errors

Source Documents (w/minor modifications): None

Plateau Competency Definitions and Behavioral Indicators Category: General

Appendices

Appendix A - Competency Clusters

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

- Accountability
- Attention to Detail
- Customer Service
- Interpersonal Skills
- Oral Communication
- Problem Solving
- Self-Management
- Teamwork
- Written Communication

Project Manager (PM)

- Creative Thinking
- Influencing/Negotiating
- Leadership
- Technical Competency – Administration and Management
- Technical Competency – Project Management

Supervisor/Manager

- Business Planning and Resource Management
- Conflict Management
- Creative Thinking
- Decisiveness
- Influencing/Negotiating
- Leadership
- Manages Human Resources
- Strategic Thinking

0080 – Personnel Security Specialist

- Analytical Thinking
- Decision Making
- Information Management
- Legal, Government, and Jurisprudence
- Technical Competency – Personnel Security Management

0086 – Personnel Security Assistant

- Analytical Thinking
- Decision Making
- Information Management
- Legal, Government, and Jurisprudence
- Technical Competency – Personnel Security Assistance

0201 – Human Resources Specialist (Benefits)

- Accountability
- Analytical Thinking
- Attention to Detail
- Decision Making
- Influencing/Negotiating
- Legal, Government, and Jurisprudence
- Technical Competency – Employee Benefits

0201 – Human Resources Specialist (Classification/Recruitment and Placement)

- Accountability
- Analytical Thinking
- Attention to Detail
- Decision Making
- Influencing/Negotiating
- Legal, Government, and Jurisprudence
- Organizational Awareness
- Technical Competency – Classification
- Technical Competency – Staff Acquisition

0201 – Human Resources Specialist (Employee Relations/Labor Relations)

- Accountability
- Analytical Thinking
- Attention to Detail
- Decision Making
- Influencing/Negotiating
- Legal, Government, and Jurisprudence
- Organizational Awareness
- Technical Competency – Employee Relations
- Technical Competency – Labor Relations

0201 – Human Resources Specialist (Human Capital Program Manager and Human Resources Officer)

- Accountability
- Analytical Thinking
- Attention to Detail
- Creative Thinking
- External Awareness
- Legal, Government, and Jurisprudence
- Organizational Awareness
- Vision
- Technical Competency – Human Capital Management (Human Capital Program Manager ONLY)
- Technical Competency – Personnel and Human Resources (Human Resources Officer ONLY)
- Technical Competency – Program Management

0201 – Human Resources Specialist (Information Systems)

- Accountability
- Analytical Thinking
- Attention to Detail
- Creative Thinking
- Decision Making
- Influencing/Negotiating
- Organizational Awareness
- Strategic Thinking
- Technical Competency – Human Resources Information Systems
- Technical Competency – Personnel and Human Resources

0203 - Human Resources Assistant (Benefits)

- Accountability
- Analytical Thinking
- Attention to Detail
- Decision Making
- Legal, Government, and Jurisprudence
- Technical Competency – Employee Benefits
- Technical Competency – Personnel Action Processing

0203 - Human Resources Assistant (Classifications/Recruitment and Placement)

- Accountability
- Analytical Thinking

- Attention to Detail
- Decision Making
- Legal, Government, and Jurisprudence
- Technical Competency – Personnel Action Processing
- Technical Competency – Recordkeeping
- Technical Competency – Staff Acquisition

0203 - Human Resources Assistant (Information Systems)

- Accountability
- Analytical Thinking
- Attention to Detail
- Decision Making
- Influencing/Negotiating
- Organizational Awareness
- Technical Competency – Human Resources Information Systems
- Technical Competency – Personnel and Human Resources

0301 – Administrative Specialist, Executive Staff Assistant, HR Support Specialist (Group 1)

- Analytical Thinking
- Information Management
- Legal, Government, and Jurisprudence
- Technical Competency – Administrative Operations
- Technical Competency – Automated Administrative Systems
- Technical Competency – Human Resources Information Systems (HR Support Specialist ONLY)

0301 – Client Conversion Specialist, Supervisory Client Program Management Specialist (Group 2)

- Analytical Thinking
- Information Management
- Legal, Government, and Jurisprudence
- Requirements Analysis
- Technical Competency – Administrative Systems Design/Maintenance
- Technical Competency – Automated Integrated Personnel and Payroll System/Subsystems
- Technical Competency – Systems Testing and Evaluation

0301 –TMS Support Specialist (Group 3)

- Analytical Thinking
- Information Management
- Legal, Government, and Jurisprudence

- Technical Competency – Automated Administrative Systems
- Technical Competency – Technical Problem Solving

0301 – Drug Program Specialist, Supervisory Drug Program Coordinator (Group 4)

- Analytical Thinking
- Decision Making
- Information Management
- Legal, Government, and Jurisprudence
- Technical Competency – Drug and Alcohol Testing

0301 –Documentation Specialist, Functional Systems Analyst, Functional Systems Analyst (HR), Supervisory Functional Systems Analyst (HR) (Group 5)

- Analytical Thinking
- Decision Making
- Information Management
- Legal, Government, and Jurisprudence
- Requirements Analysis
- Technical Competency – Administrative Systems Design/Maintenance
- Technical Competency - Configuration Management
- Technical Competency – Records Management (Documentation Specialist ONLY)
- Technical Competency – Systems Testing and Evaluation
- Technical Competency – Technical Documentation (Documentation Specialist ONLY)

0301 – Program Support Specialist and Project Specialist (Group 6)

- Analytical Thinking
- Business Planning and Resource Management
- Information Management
- Legal, Government, and Jurisprudence
- Strategic Thinking
- Technical Competency – Program Management

0301 – Performance Support Specialist, Supervisory Performance Support Specialist (Group 7)

- Analytical Thinking
- Information Management
- Legal, Government, and Jurisprudence
- Technical Competency – Automated Administrative Systems

- Technical Competency – Instructional System Design

0301 – Personnel Systems Analyst, Personnel Systems Analyst (Security), Supervisory Personnel Systems and Client Liaison Coordinator, Supervisory Personnel Systems Analyst (Group 8)

- Analytical Thinking
- External Awareness (Supervisory Personnel and Client Liaison Coordinator ONLY)
- Information Management
- Legal, Government, and Jurisprudence
- Requirements Analysis
- Technical Competency – Administrative Systems Design/Maintenance
- Technical Competency – Automated Integrated Personnel and Payroll System/Subsystems
- Technical Competency – Systems Testing and Evaluation

0301 – Chief of Staff, Chief Strategy and Performance Officer, Deputy Associate Director, and Supervisory Program Support Coordinator (Group 9)

- Analytical Thinking
- Information Management
- Legal, Government, and Jurisprudence
- Organizational Awareness
- Technical Competency – Program Management

0301 - Project Manager, Project Manager (Fin and Bus Systems), Supvy Project Manager (Fin and Bus Systems) (Group 10)

- Analytical Thinking
- Creative Thinking
- Influencing/Negotiating
- Information Management
- Leadership
- Legal, Government, and Jurisprudence
- Technical Competency - Administration and Management
- Technical Competency - Project Management

0301 – TMS Implementation Project Manager and TMS Project Manager (Group 11)

- Analytical Thinking

- Business Planning and Resource ManagementGen_Bus
- Decision Making
- Information Management
- Legal, Government, and Jurisprudence
- Requirements Analysis
- Strategic Thinking
- Technical Competency – Automated Administrative Systems
- Technical Competency - Configuration Management
- Technical Competency – Program Management

0301 – Communication Manager (Group 12)

- Analytical Thinking
- Decision Making
- Information Management
- Legal, Government, and Jurisprudence
- Strategic Thinking
- Technical Competency - Web Technology
- Technical Competency - Writing/Editing

0303 – Miscellaneous Clerk and Assistant

- Information Management
- Organizational Awareness
- Technical Competency – Automated Administrative Systems
- Technical Competency – Support Services
- Technical Competency – Technology Application

0305 – Mail Clerk

- Legal, Government, and Jurisprudence
- Technical Competency – Support Services
- Technical Competency – Technology Application

0318 – Secretary

- Information Management
- Legal, Government, and Jurisprudence
- Organizational Awareness
- Technical Competency – Automated Administrative Systems

0326 – Office Automation Clerk and Assistant

- Information Management
- Legal, Government, and Jurisprudence
- Technical Competency – Technology Application

0335 – Computer Clerk and Assistant

- Analytical Thinking
- Technical Competency – Automated Integrated Personnel and Payroll System/Subsystems
- Technical Competency – Operating Systems
- Technical Competency – Process Control

0340 – Program Manager

- External Awareness
- Vision
- Technical Competency – Program Management

0341 – Administrative Officer

- Analytical Thinking
- Decision Making
- Legal, Government, and Jurisprudence
- Organizational Awareness
- Planning and Evaluating
- Technical Competency – Administration and Management
- Technical Competency – Financial Management

0342 – Support Services

- Analytical Thinking
- Decision Making
- Legal, Government, and Jurisprudence
- Organizational Awareness
- Planning and Evaluating
- Technical Competency – Administration and Management
- Technical Competency – Support Services

0343 – Management/Program Analyst

- Analytical Thinking
- Creative Thinking
- Decision Making
- Legal, Government, and Jurisprudence
- Organizational Awareness
- Planning and Evaluating
- Technical Competency – Management/Program Analysis

0501 – Business Systems Analyst, Financial Systems Analyst, Payroll and Benefits Systems Analyst, Payroll Systems Analyst, Senior Payroll Systems Analyst, Supervisory Business Systems Analyst, Supervisory Financial Systems Analyst, Supervisory, Financial Systems Project Manager, Supervisory, Payroll Program and Systems Analyst

- Analytical Thinking
- Creative Thinking
- Decision Making
- Legal, Government, and Jurisprudence
- Requirements Analysis
- Technical Competency – Systems Testing and Evaluation
- Technical Competency – Administrative Systems Design and Maintenance
- Technical Competency - Data Management
- Technical Competency – Systems Life Cycle

0501 – Lead Benefits Specialist, Payroll Accounting Analyst, Payroll Program Specialist, Supervisory Benefits Specialist, Supervisory Debt Collection Program Specialist, Supervisory Debt Management Specialist, Supervisory Payroll Operations Specialist, Supervisory Payroll Program Specialist

- Analytical Thinking
- Decision Making
- Legal, Government, and Jurisprudence
- Technical Competency – Automated Integrated Personnel and Payroll System/Subsystems
- Technical Competency – Pay Administration

0501 – Financial Specialist, Financial Systems Specialist, Fiscal Services Specialist, Fiscal Services Specialist (Leader), Lead Fiscal Services Specialist, Supervisory Financial Specialist, Supervisory Fiscal Services Specialist, Supervisory Payroll Accounting Specialist, Tax Waiver Specialist

- Analytical Thinking
- Decision Making
- Legal, Government, and Jurisprudence
- Technical Competency – Accounting Operations
- Technical Competency – Automated Accounting and Business Related Systems

0501 – Supervisory Financial Management Specialist

- Analytical Thinking
- Decision Making
- Legal, Government, and Jurisprudence
- Planning and Evaluating
- Technical Competency – Automated Accounting and Business Related Systems
- Technical Competency – Financial Management

0501 – Assistant Payroll Program Manager, Payroll Integration Manager, Payroll Program Manager, Payroll Systems Integration Coordinator

- Analytical Thinking
- Decision Making
- External Awareness
- Legal, Government, and Jurisprudence
- Technical Competency – Automated Integrated Personnel and Payroll System/Subsystems
- Technical Competency – Program Management

0501 – Financial Management Officer

- Analytical Thinking
- Creative Thinking
- Decision Making
- External Awareness
- Legal, Government, and Jurisprudence
- Planning and Evaluating
- Quality Management

- Vision
- Technical Competency – Accounting
- Technical Competency – Financial Management
- Technical Competency – Program Management

0503 – Benefits Assistant

- Analytical Thinking
- Legal, Government, and Jurisprudence
- Technical Competency – Automated Integrated Personnel and Payroll System/Subsystems
- Technical Competency – Benefits Payroll Processing
- Technical Competency – Technology Application

0503 – Billing and Collection Technician

- Analytical Thinking
- Legal, Government, and Jurisprudence
- Technical Competency – Automated Integrated Personnel and Payroll System/Subsystems
- Technical Competency – Billing and Collections Processing

0503 – Lead Billing and Collection Technician

- Analytical Thinking
- Legal, Government, and Jurisprudence
- Teaching Others
- Technical Competency – Automated Integrated Personnel and Payroll System/Subsystems
- Technical Competency – Billing and Collections Processing

0503 – Payroll Program Technician

- Analytical Thinking
- Legal, Government, and Jurisprudence
- Technical Competency – Automated Integrated Personnel and Payroll System/Subsystems
- Technical Competency – Payroll Processing

0505 – Financial Management

- Analytical Thinking
- External Awareness
- Legal, Government, and Jurisprudence
- Vision
- Technical Competency – Financial Management
- Technical Competency – Program Management
- Technical Competency – Risk Management

0510 – Accountant

- Analytical Thinking
- Legal, Government, and Jurisprudence
- Technical Competency – Accounting
- Technical Competency – Automated Accounting and Business-Related Systems

0510 – System Accountant

- Analytical Thinking
- Attention to Detail
- Legal, Government, and Jurisprudence
- Technical Competency – Accounting
- Technical Competency – Accounting System Design/Maintenance

0511 – Auditor

- Analytical Thinking
- Attention to Detail
- Legal, Government, and Jurisprudence
- Negotiation
- Reasoning
- Technical Competency – Accounting
- Technical Competency – Auditing

0525 – Accounting Technician

- Attention to Detail
- Legal, Government, and Jurisprudence
- Technical Competency – Accounting Operations
- Technical Competency – Automated Accounting and Business-Related Systems

0544 - Civilian Pay Clerk/Technician

- Analytical Thinking
- Attention to Detail
- Legal, Government, and Jurisprudence
- Technical Competency – Automated Integrated Personnel and Payroll System/Subsystems
- Technical Competency – Payroll Processing

0544 - Civilian Pay Clerk/Technician (Benefits)

- Analytical Thinking
- Attention to Detail
- Legal, Government, and Jurisprudence
- Technical Competency – Automated Integrated Personnel and Payroll System/Subsystems

- Technical Competency – Benefits Payroll Processing
- Technical Competency – Payroll Processing
- Technical Competency – Technology Application

0560 – Budget Analyst

- Analytical Thinking
- Decision Making
- Legal, Government, and Jurisprudence
- 6. Organizational Awareness
- 7. Planning and Evaluating
- 8. Technical Competency – Budget

1082 – Writer/Editor

- Analytical Thinking
- Legal, Government, and Jurisprudence
- Technical Competency – Writing/Editing

1101 – Business and Industry - Multiple position titles

- Analytical Thinking
- Decision Making
- External Awareness
- Information Management
- Legal, Government, and Jurisprudence
- Planning and Evaluating
- Technical Competency – Business and Industry

1102 – Contract Specialists and Procurement Analyst Positions

- Analytical Thinking
- Decision Making
- External Awareness
- Influencing/Negotiating
- Legal, Government, and Jurisprudence
- Planning and Evaluating
- Technical Competency – Contracting/Procurement
- Technical Competency – Technical Documentation

1105 – Purchasing Agent Positions

- Analytical Thinking
- Attention to Detail
- Decision Making

- Information Management
- Legal, Government, and Jurisprudence
- Technical Competency – Purchasing

1106 – Procurement Technician Positions

- Analytical Thinking
- Decision Making
- Information Management
- Legal, Government, and Jurisprudence
- Technical Competency – Procurement

1170 – Realty Specialist

- Analytical Thinking
- Attention to Detail
- Decision Making
- External Awareness
- Legal, Government, and Jurisprudence
- Negotiation
- Planning and Evaluating
- Technical Competency – Lease/Space Management

1601 – Facilities Services Specialist

- Analytical Thinking
- Decision Making
- Legal, Government, and Jurisprudence
- Technical – Automated Accounting and Business Related Systems
- Technical Competency – Facilities Management
- Technical Competency – Public Safety and Security

1603 – Facilities Service Assistant

- Legal, Government, and Jurisprudence
- Planning and Evaluating
- Technical Competency – Administrative Operations
- Technical Competency – Facilities Assistance

2010 – Inventory Management Specialist

- Analytical Thinking
- Decision Making
- Information Management
- Legal, Government, and Jurisprudence
- Technical – Automated Accounting and Business Related Systems
- Technical Competency – Property Management

2210 – Information Technology Specialist (Base Model)

- Analytical Thinking
- Creative Thinking
- Decision Making
- Requirements Analysis
- Technical Competency – Systems Life Cycle
- Technical Competency – Technical Problem Solving

2210 – Information Technology Specialist (APPSW)

- Analytical Thinking
- Creative Thinking
- Decision Making
- Requirements Analysis
- Technical Competency – Database Management Systems
- Technical Competency – Software Development
- Technical Competency – System Integration
- Technical Competency – Systems Life Cycle
- Technical Competency – Technical Problem Solving

2210 – Information Technology Specialist (DATAMGT)

- Analytical Thinking
- Creative Thinking
- Decision Making
- Requirements Analysis
- Technical Competency – Database Administration
- Technical Competency - Data Management
- Technical Competency – Systems Life Cycle
- Technical Competency – Technical Problem Solving

2210 – Information Technology Specialist (INET)

- Analytical Thinking
- Creative Thinking
- Decision Making
- Requirements Analysis
- Technical Competency – Information Technology Architecture
- Technical Competency – Systems Life Cycle
- Technical Competency – Technical Problem Solving
- Technical Competency – Web Technology

2210 – Information Technology Specialist (INFOSEC)

- Analytical Thinking
- Creative Thinking
- Decision Making
- Requirements Analysis
- Technical Competency – Information System Security
- Technical Competency – Information Systems Security Certification
- Technical Competency – Information Systems / Network Security
- Technical Competency – Systems Life Cycle
- Technical Competency – Technical Problem Solving

2210 – Information Technology Specialist (SYSADMIN)

- Analytical Thinking
- Creative Thinking
- Decision Making
- Requirements Analysis
- Technical Competency – Infrastructure Design
- Technical Competency – Operating Systems
- Technical Competency – System Administration
- Technical Competency – Systems Life Cycle
- Technical Competency – Technical Problem Solving

2210 – Information Technology Specialist (SYSANLAYSIS)

- Analytical Thinking
- Creative Thinking
- Decision Making
- Requirements Analysis
- Technical Competency – Systems Life Cycle
- Technical Competency – Systems Testing and Evaluation
- Technical Competency – Technical Problem Solving

Appendix B

Competency Models - Occupational Series Order

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.

0080 – Personnel Security Specialist

Model comprised of CORE and 0080 – Personnel Security Specialist Competency Clusters.

- Accountability
- Analytical Thinking
- Attention to Detail
- Customer Service
- Decision Making
- Information Management
- Interpersonal Skills
- Legal, Government, and Jurisprudence
- Oral Communication
- Problem Solving
- Self-Management
- Teamwork
- Written Communication
- Technical Competency – Personnel Security Management

0080 – Supervisory Personnel Security Specialist

Model comprised of CORE, Supervisory/Managerial, and 0080 – Personnel Security Specialist Competency Clusters.

- Accountability
- Analytical Thinking
- Attention to Detail
- Business Planning and Resource Management
- Conflict Management
- Creative Thinking
- Customer Service
- Decision Making
- Decisiveness
- Influencing/Negotiating
- Information Management
- Interpersonal Skills
- Leadership
- Legal, Government, and Jurisprudence
- Manages Human Resources

- Oral Communication
- Problem Solving
- Self-Management
- Strategic Thinking
- Teamwork
- Written Communication
- Technical Competency – Personnel Security Management

0086 – Personnel Security Assistant

Model comprised of CORE and 0086 – Personnel Security Assistant Competency Clusters.

- Accountability
- Analytical Thinking
- Attention to Detail
- Customer Service
- Information Management
- Interpersonal Skills
- Legal, Government, and Jurisprudence
- Oral Communication
- Problem Solving
- Self-Management
- Teamwork
- Written Communication
- Technical Competency – Personnel Security Assistance

0201 – Human Resources Specialist (Benefits)

Model comprised of CORE and 0201 – Human Resources Specialist (Benefits) Competency Clusters.

- Accountability
- Analytical Thinking
- Attention to Detail
- Customer Service
- Decision Making
- Interpersonal Skills
- Legal, Government, and Jurisprudence
- Oral Communication
- Problem Solving
- Self-Management
- Teamwork
- Written Communication
- Technical Competency – Employee Benefits

0201 – Human Resources Specialist (Classification/Recruitment and Placement)

Model comprised of CORE and 0201 – Human Resources Specialist (Classification/Recruitment and Placement) Competency Clusters.

- Accountability
- Analytical Thinking
- Attention to Detail
- Customer Service
- Decision Making
- Influencing/Negotiating
- Interpersonal Skills
- Legal, Government, and Jurisprudence
- Oral Communication
- Organizational Awareness
- Problem Solving
- Self-Management
- Teamwork
- Written Communication
- Technical Competency – Classification
- Technical Competency – Staff Acquisition

0201 – Human Resources Specialist (Employee Relations/Labor Relations)

Model comprised of CORE and 0201 – Human Resources Specialist (Employee Relations/Labor Relations) Competency Clusters.

- Accountability
- Analytical Thinking
- Attention to Detail
- Customer Service
- Decision Making
- Influencing/Negotiating
- Interpersonal Skills
- Legal, Government, and Jurisprudence
- Oral Communication
- Organizational Awareness
- Problem Solving
- Self-Management
- Teamwork
- Written Communication
- Technical Competency – Employee Relations
- Technical Competency – Labor Relations

0201 – Human Resources Specialist (Human Capital Program Manager and Human Resources Officer)

Model comprised of CORE and 0201 – Human Resources Specialist (Human Capital Program Manager and Human Resources Officer) Competency Clusters.

- Accountability
- Analytical Thinking
- Attention to Detail
- Customer Service
- External Awareness
- Interpersonal Skills
- Legal, Government, and Jurisprudence
- Organizational Awareness
- Problem Solving
- Self-Management
- Teamwork
- Vision
- Written Communication
- Technical Competency – Human Capital Management (Human Capital Program Manger ONLY)
- Technical Competency – Personnel and Human Resources (Human Resources Officer ONLY)
- Technical Competency – Program Management

0201 – Human Resources Specialist (Information Systems)

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

- Accountability
- Analytical Thinking
- Attention to Detail
- Creative Thinking
- Customer Service
- Decision Making
- Influencing/Negotiating
- Interpersonal Skills
- Leadership
- Oral Communication
- Organizational Awareness
- Problem Solving
- Self-Management
- Strategic Thinking
- Teamwork
- Written Communication
- Technical Competency – Administration and Management
- Technical Competency – Human Resources Information Systems

- Technical Competency – Personnel and Human Resources
- Technical Competency – Project Management

0201 – Supervisory Human Resources Specialist (Classification/Recruitment and Placement)

Model comprised of CORE, Supervisor/Manager, 0201 – Supervisory Human Resources Specialist Competency Clusters.

- Accountability
- Analytical Thinking
- Attention to Detail
- Business Planning and Resource Management
- Conflict Management
- Creative Thinking
- Customer Service
- Decision Making
- Decisiveness
- Influencing/Negotiating
- Interpersonal Skills
- Leadership
- Legal, Government, and Jurisprudence
- Manages Human Resources
- Oral Communication
- Organizational Awareness
- Problem Solving
- Self-Management
- Strategic Thinking
- Teamwork
- Written Communication
- Technical Competency – Classification
- Technical Competency – Staff Acquisition

0201 – Supervisory Human Resources Specialist (Information Systems)

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

- Accountability
- Analytical Thinking
- Attention to Detail
- Business Planning and Resource Management
- Conflict Management
- Creative Thinking
- Customer Service

- Decision Making
- Decisiveness
- Influencing/Negotiating
- Interpersonal Skills
- Leadership
- Manages Human Resources
- Oral Communication
- Organizational Awareness
- Problem Solving
- Self-Management
- Strategic Thinking
- Teamwork
- Written Communication
- Technical Competency – Administration and Management
- Technical Competency – Human Resources Information Systems
- Technical Competency – Project Management

0203 – Human Resources Assistant (Benefits)

Model comprised of CORE and 0203 – Human Resources Assistant (Benefits) Competency Clusters.

- Accountability
- Analytical Thinking
- Attention to Detail
- Customer Service
- Decision Making
- Interpersonal Skills
- Legal, Government, and Jurisprudence
- Oral Communication
- Problem Solving
- Self-Management
- Teamwork
- Written Communication
- Technical Competency – Employee Benefits
- Technical Competency – Personnel Action Processing

0203 – Human Resources Assistant (Information Systems)

Model comprised of CORE and 0203 – Human Resources Assistant (Information Systems) Competency Clusters.

- Accountability
- Analytical Thinking
- Attention to Detail
- Customer Service
- Decision Making
- Influencing/Negotiating
- Interpersonal Skills

- Oral Communication
- Problem Solving
- Self-Management
- Teamwork
- Written Communication
- Technical Competency – Human Resources Information Systems
- Technical Competency – Personnel and Human Resources

0203 – Human Resources Assistant (Classification/Recruitment and Placement)

Model comprised of CORE and 0203 – Human Resources Assistant (Classification/Recruitment and Placement) Competency Clusters.

- Accountability
- Analytical Thinking
- Attention to Detail
- Customer Service
- Decision Making
- Interpersonal Skills
- Legal, Government, and Jurisprudence
- Oral Communication
- Problem Solving
- Self-Management
- Teamwork
- Written Communication
- Technical Competency – Personnel Action Processing
- Technical Competency – Recordkeeping
- Technical Competency – Staff Acquisition

0301 – Administrative Specialist, Executive Staff Assistant, and HR Support Specialist

Model comprised of CORE and 0301 – Miscellaneous Administration and Program (Group 1) Competency Clusters.

- Accountability
- Analytical Thinking
- Attention to Detail
- Customer Service
- Information Management
- Interpersonal Skills
- Legal, Government, and Jurisprudence
- Oral Communication
- Problem Solving
- Self-Management
- Teamwork

- [Written Communication](#)
- [Technical Competency – Administrative Operations](#)
- [Technical Competency – Automated Administrative Systems](#)
- [Technical Competency – HR Information Systems](#) (HR Support Specialist ONLY)

0301 – Client Conversion Specialist

Model comprised of CORE and 0301 – Miscellaneous Administration and Program (Group 2) Competency Clusters.

- [Accountability](#)
- [Analytical Thinking](#)
- [Attention to Detail](#)
- [Customer Service](#)
- [Information Management](#)
- [Interpersonal Skills](#)
- [Legal, Government, and Jurisprudence](#)
- [Oral Communication](#)
- [Problem Solving](#)
- [Requirements Analysis](#)
- [Self-Management](#)
- [Teamwork](#)
- [Written Communication](#)
- [Technical Competency – Administrative Systems Design/Maintenance](#)
- [Technical Competency – Automated Integrated Personnel and Payroll System/Subsystems](#)
- [Technical Competency – Systems Testing and Evaluation](#)

0301 – Supervisory Client Program Management Specialist

Model comprised of CORE, Supervisor/Manager, and 0301 – Miscellaneous Administration and Program (Group 2) Competency Clusters.

- [Accountability](#)
- [Analytical Thinking](#)
- [Attention to Detail](#)
- [Business Planning and Resource Management](#)
- [Conflict Management](#)
- [Creative Thinking](#)
- [Customer Service](#)
- [Decisiveness](#)
- [Influencing/Negotiating](#)
- [Information Management](#)
- [Interpersonal Skills](#)
- [Leadership](#)
- [Legal, Government, and Jurisprudence](#)
- [Manages Human Resources](#)
- [Oral Communication](#)
- [Problem Solving](#)

- Requirements Analysis
- Self-Management
- Teamwork
- Written Communication
- Technical Competency – Administrative Systems Design/Maintenance
- Technical Competency – Automated Integrated Personnel and Payroll System/Subsystems
- Technical Competency – Systems Testing and Evaluation

0301 –TMS Support Specialist

Model comprised of CORE and 0301 – Miscellaneous Administration and Program (Group 3) Competency Clusters.

- Accountability
- Analytical Thinking
- Attention to Detail
- Customer Service
- Information Management
- Interpersonal Skills
- Legal, Government, and Jurisprudence
- Oral Communication
- Problem Solving
- Self-Management
- Teamwork
- Written Communication
- Technical Competency – Automated Administrative Systems
- Technical Competency – Technical Problem Solving

0301 – Drug Program Specialist

Model comprised of CORE and 0301 – Miscellaneous Administration and Program (Group 4) Competency Clusters.

- Accountability
- Analytical Thinking
- Attention to Detail
- Customer Service
- Decision Making
- Information Management
- Interpersonal Skills
- Legal, Government, and Jurisprudence
- Oral Communication
- Problem Solving
- Self-Management
- Teamwork
- Written Communication
- Technical Competency – Drug and Alcohol Testing

0301 – Supervisory Drug Program Coordinator

Model comprised of CORE, Supervisor/Manager, and 0301 – Miscellaneous Administration and Program (Group 4) Competency Clusters.

- Accountability
- Analytical Thinking
- Attention to Detail
- Business Planning and Resource Management
- Conflict Management
- Creative Thinking
- Customer Service
- Decision Making
- Decisiveness
- Influencing/Negotiating
- Interpersonal Skills
- Leadership
- Legal, Government, and Jurisprudence
- Manages Human Resources
- Oral Communication
- Problem Solving
- Self-Management
- Strategic Thinking
- Teamwork
- Written Communication
- Technical Competency – Drug and Alcohol Testing

0301 – Documentation Specialist, Functional Systems Analyst, Functional Systems Analysts (HR)

Model comprised of CORE, and 0301 – Miscellaneous Administration and Program (Group 5) Competency Clusters.

- Accountability
- Analytical Thinking
- Attention to Detail
- Customer Service
- Decision Making
- Information Management
- Interpersonal Skills
- Legal, Government, and Jurisprudence
- Oral Communication
- Problem Solving
- Requirements Analysis
- Self-Management
- Teamwork
- Written Communication

- Technical Competency – Administrative Systems Design/Maintenance
- Technical Competency – Configuration Management
- Technical Competency – Records Management (Documentation Specialist ONLY)
- Technical Competency – Systems Testing and Evaluation
- Technical Competency – Technical Documentation (Documentation Specialist ONLY)

0301 – Supervisory Functional Systems Analyst (HR)

Model comprised of CORE, Supervisor/Manager, and 0301 – Miscellaneous Administration and Program (Group 5) Competency Clusters.

- Accountability
- Analytical Thinking
- Attention to Detail
- Business Planning and Resource Management
- Conflict Management
- Creative Thinking
- Customer Service
- Decision Making
- Decisiveness
- Influencing/Negotiating
- Information Management
- Interpersonal Skills
- Leadership
- Legal, Government, and Jurisprudence
- Manages Human Resources
- Oral Communication
- Problem Solving
- Requirements Analysis
- Self-Management
- Strategic Thinking
- Teamwork
- Written Communication
- Technical Competency – Administrative Systems Design/Maintenance
- Technical Competency – Configuration Management
- Technical Competency – Records Management (Documentation Specialist ONLY)
- Technical Competency – Systems Testing and Evaluation
- Technical Competency – Technical Documentation (Documentation Specialist ONLY)

0301 – Program Support Specialist/Project Specialist

Model comprised of CORE and 0301 – Miscellaneous Administration and Program (Group 6) Competency Clusters.

- Accountability
- Analytical Thinking
- Attention to Detail
- Business Planning and Resource Management

- Customer Service
- Decision Making
- Information Management
- Interpersonal Skills
- Legal, Government, and Jurisprudence
- Oral Communication
- Problem Solving
- Self-Management
- Strategic Thinking
- Teamwork
- Written Communication
- Technical Competency – Program Management

0301 – Performance Support Specialist

Model comprised of CORE and 0301 – Miscellaneous Administration and Program (Group 7) Competency Clusters.

- Accountability
- Analytical Thinking
- Attention to Detail
- Customer Service
- Information Management
- Interpersonal Skills
- Legal, Government, and Jurisprudence
- Oral Communication
- Problem Solving
- Self-Management
- Teamwork
- Written Communication
- Technical Competency – Automated Administrative Systems
- Technical Competency – Instructional System Design

0301 – Supervisory Performance Support Specialist

Model comprised of CORE, Supervisor/Manager, and 0301 – Miscellaneous Administration and Program (Group 7) Competency Clusters.

- Accountability
- Analytical Thinking
- Attention to Detail
- Business Planning and Resource Management
- Conflict Management
- Creative Thinking
- Customer Service
- Decisiveness
- Influencing/Negotiating
- Information Management

- Interpersonal Skills
- Leadership
- Legal, Government, and Jurisprudence
- Manages Human Resources
- Oral Communication
- Problem Solving
- Self-Management
- Strategic Thinking
- Teamwork
- Technical Competency – Automated Administrative Systems
- Technical Competency – Instructional System Design

0301 – Personnel Systems Analyst/Personnel Systems Analyst (Security)

Model comprised of CORE and 0301 – Miscellaneous Administration and Program (Group 8) Competency Clusters.

- Accountability
- Analytical Thinking
- Attention to Detail
- Customer Service
- Information Management
- Interpersonal Skills
- Legal, Government, and Jurisprudence
- Oral Communication
- Problem Solving
- Requirements Analysis
- Self-Management
- Strategic Thinking
- Teamwork
- Written Communication
- Technical Competency – Administrative Systems Design and Maintenance
- Technical Competency – Automated Integrated Personnel and Payroll System/Subsystems
- Technical Competency – Systems Testing and Evaluation

0301 – Supervisory Personnel and Client Liaison Coordinator/Supervisory Personnel Systems Analyst

Model comprised of CORE, Supervisory/Manager, and 0301 – Miscellaneous Administration and Program (Group 8) Competency Clusters.

- Accountability
- Analytical Thinking
- Attention to Detail
- Business Planning and Resource Management
- Conflict Management

- Creative Thinking
- Customer Service
- Decisiveness
- External Awareness (Supervisory Personnel and Client Liaison Coordinator ONLY)
- Influencing/Negotiating
- Information Management
- Interpersonal Skills
- Leadership
- Legal, Government, and Jurisprudence
- Manages Human Resources
- Oral Communication
- Problem Solving
- Requirements Analysis
- Self-Management
- Strategic Thinking
- Teamwork
- Written Communication
- Technical Competency – Administrative Systems Design and Maintenance
- Technical Competency – Automated Integrated Personnel and Payroll System/Subsystems
- Technical Competency – Systems Testing and Evaluation

0301 – Chief of Staff, Chief Strategy and Performance Officer, Deputy Associate Director, Supervisory Program Support Coordinator

Model comprised of CORE, Supervisor/Manager, and 0301 – Miscellaneous Administration and Program (Group 9) Competency Clusters.

- Accountability
- Analytical Thinking
- Attention to Detail
- Business Planning and Resource Management
- Conflict Management
- Creative Thinking
- Customer Service
- Decisiveness
- Influencing/Negotiating
- Information Management
- Interpersonal Skills
- Leadership
- Legal, Government, and Jurisprudence
- Manages Human Resources
- Oral Communication
- Organizational Awareness
- Problem Solving
- Self-Management
- Teamwork

- Written Communication
- Technical Competency – Program Management

0301 – Project Manager, Project Manager (Fin and Bus Systems)

Model comprised of CORE, Project Manager, and 0301 – Miscellaneous Administration and Program (Group 10) Competency Clusters.

- Accountability
- Analytical Thinking
- Attention to Detail
- Creative Thinking
- Customer Service
- Influencing/Negotiating
- Information Management
- Interpersonal Skills
- Leadership
- Legal, Government, and Jurisprudence
- Oral Communication
- Problem Solving
- Self-Management
- Teamwork
- Written Communication
- Technical Competency – Administration and Management
- Technical Competency – Project Management

0301 – Supervisory Project Manager (Fin and Bus Sys)

Model comprised of CORE, Supervisor/Manager, and Project Manager – Miscellaneous Administration (Group 10) Competency Clusters.

- Accountability
- Analytical Thinking
- Attention to Detail
- Business Planning and Resource Management
- Conflict Management
- Creative Thinking
- Customer Service
- Decisiveness
- Influencing/Negotiating
- Information Management
- Interpersonal Skills
- Leadership
- Legal, Government, and Jurisprudence
- Manages Human Resources
- Oral Communication
- Organizational Awareness

- Problem Solving
- Self-Management
- Teamwork
- Written Communication
- Technical Competency – Administration and Management
- Technical Competency – Project Management

0301 – TMS Implementation Project Manager/TMS Project Manager

Model comprised of CORE, 0301, and Project Manager – Miscellaneous Administration and Program (Group 11) Competency Clusters.

- Accountability
- Analytical Thinking
- Attention to Detail
- Business Planning and Resource Management
- Creative Thinking
- Customer Service
- Decision Making
- Influencing/Negotiating
- Information Management
- Interpersonal Skills
- Leadership
- Legal, Government, and Jurisprudence
- Manages Human Resources
- Oral Communication
- Problem Solving
- Self-Management
- Requirements Analysis
- Strategic Thinking
- Teamwork
- Written Communication
- Technical Competency – Administration and Management
- Technical Competency – Automated Administrative Systems
- Technical Competency – Configuration Management
- Technical Competency – Program Management
- Technical Competency – Project Management

0301 – Communication Manager

Model comprised of CORE and 0301 – Miscellaneous Administration and Program (Group 12) Competency Clusters

- Accountability
- Analytical Thinking
- Attention to Detail
- Customer Service
- Decision Making

- Information Management
- Interpersonal Skills
- Legal, Government, and Jurisprudence
- Manages Human Resources
- Oral Communication
- Organizational Awareness
- Problem Solving
- Self-Management
- Strategic Thinking
- Teamwork
- Written Communication
- Technical Competency – Web Technology
- Technical Competency – Writing/Editing

0303 – Miscellaneous Clerk and Assistants

Model comprised of CORE and 0303 – Miscellaneous Clerks and Assistant Competency Clusters.

- Accountability
- Attention to Detail
- Customer Service
- Decision Making
- Information Management
- Interpersonal Skills
- Oral Communication
- Organizational Awareness
- Problem Solving
- Self-Management
- Teamwork
- Written Communication
- Technical Competency – Automated Administrative Systems
- Technical Competency – Support Services
- Technical Competency – Technology Application

0305 – Mail Clerk

Model comprised of CORE and 0305 – Mail Clerk Competency Clusters.

- Accountability
- Attention to Detail
- Customer Service
- Interpersonal Skills
- Legal, Government, and Jurisprudence
- Oral Communication
- Problem Solving
- Self-Management
- Teamwork

- Written Communication
- Technical Competency – Support Services
- Technical Competency – Technology Application

0318 – Secretary

Model comprised of CORE and 0318 – Secretary Competency Clusters.

- Accountability
- Attention to Detail
- Customer Service
- Information Management
- Interpersonal Skills
- Legal, Government, and Jurisprudence
- Oral Communication
- Organizational Awareness
- Problem Solving
- Self-Management
- Teamwork
- Written Communication
- Technical Competency – Automated Administrative Systems

0326 – Office Automation Clerks and Assistants

Model comprised of CORE and 0326 – Office Automation Clerk and Assistant Competency Clusters.

- Accountability
- Attention to Detail
- Customer Service
- Information Management
- Interpersonal Skills
- Legal, Government, and Jurisprudence
- Oral Communication
- Problem Solving
- Self-Management
- Teamwork
- Written Communication
- Technical Competency – Technology Application

0335 – Computer Clerks and Assistants

Model comprised of CORE and 0335 – Computer Clerk and Assistant Competency Clusters.

- Accountability
- Analytical Thinking
- Attention to Detail
- Customer Service
- Interpersonal Skills

- Oral Communication
- Organizational Awareness
- Problem Solving
- Self-Management
- Teamwork
- Written Communication
- Technical Competency – Automated Integrated Personnel and Payroll System/Subsystems
- Technical Competency – Operating Systems
- Technical Competency – Process Control

0340 – Program Manager

Model comprised of CORE, Project Manager, Supervisor/Manager, and 0340 – Program Manager Competency Clusters.

- Accountability
- Attention to Detail
- Business Planning and Resource Management
- Conflict Management
- Creative Thinking
- Customer Service
- Decisiveness
- External Awareness
- Influencing/Negotiating
- Interpersonal Skills
- Leadership
- Manages Human Resources
- Oral Communication
- Problem Solving
- Self-Management
- Strategic Thinking
- Teamwork
- Vision
- Written Communication
- Technical Competency – Administration and Management
- Technical Competency – Program Management
- Technical Competency – Project Management

0341 – Administrative Officer

Model comprised of CORE and 0341 – Administrative Officer Competency Clusters.

- Accountability
- Analytical Thinking
- Attention to Detail
- Customer Service
- Decision Making

- Interpersonal Skills
- Legal, Government, and Jurisprudence
- Oral Communication
- Organizational Awareness
- Planning and Evaluating
- Problem Solving
- Self-Management
- Teamwork
- Written Communication
- Technical Competency – Administration and Management
- Technical Competency – Financial Management

0341 – Administrative Officer (Positions designated as Supervisory or Managerial)

Model comprised of CORE, Supervisor/Manager and 0341 – Administrative Officer Competency Clusters.

- Accountability
- Analytical Thinking
- Attention to Detail
- Business Planning and Resource Management
- Conflict Management
- Creative Thinking
- Customer Service
- Decision Making
- Decisiveness
- Influencing/Negotiating
- Interpersonal Skills
- Leadership
- Legal, Government, and Jurisprudence
- Manages Human Resources
- Oral Communication
- Organizational Awareness
- Planning and Evaluating
- Problem Solving
- Self-Management
- Strategic Thinking
- Teamwork
- Written Communication
- Technical Competency – Administration and Management
- Technical Competency – Financial Management

0342 – Support Services

Model comprised of CORE and 0342 – Support Services Competency Clusters.

- Accountability

- Analytical Thinking
- Attention to Detail
- Customer Service
- Decision Making
- Interpersonal Skills
- Legal, Government, and Jurisprudence
- Oral Communication
- Organizational Awareness
- Planning and Evaluating
- Problem Solving
- Self-Management
- Teamwork
- Written Communication
- Technical Competency – Administration and Management
- Technical Competency – Support Services

0342 – Support Services (Positions designated as Supervisory or Managerial)

Model comprised of CORE, Supervisory/Manager and 0342 – Support Services Competency Clusters.

- Accountability
- Analytical Thinking
- Attention to Detail
- Business Planning and Resource Management
- Conflict Management
- Creative Thinking
- Customer Service
- Decision Making
- Decisiveness
- Influencing/Negotiating
- Interpersonal Skills
- Leadership
- Legal, Government, and Jurisprudence
- Manages Human Resources
- Oral Communication
- Organizational Awareness
- Planning and Evaluating
- Problem Solving
- Self-Management
- Strategic Thinking
- Teamwork
- Written Communication
- Technical Competency – Administration and Management
- Technical Competency – Financial Management
- Technical Competency – Support Services

0343 – Management/Program Analyst

Model comprised of CORE and 0343 – Management/Program Analyst Competency Clusters.

- Accountability
- Analytical Thinking
- Attention to Detail
- Creative Thinking
- Customer Service
- Decision Making
- Interpersonal Skills
- Legal, Government, and Jurisprudence
- Oral Communication
- Organizational Awareness
- Planning and Evaluating
- Problem Solving
- Self-Management
- Teamwork
- Written Communication
- Technical Competency – Management/Program Analysis

0343 – Management/Program Analyst (Positions designated as Supervisory or Managerial)

Model comprised of CORE, Supervisor/Manager and 0343 – Management/Program Analyst Competency Clusters.

- Accountability
- Analytical Thinking
- Attention to Detail
- Business Planning and Resource Management
- Conflict Management
- Creative Thinking
- Customer Service
- Decision Making
- Decisiveness
- Influencing/Negotiating
- Interpersonal Skills
- Leadership
- Legal, Government, and Jurisprudence
- Manages Human Resources
- Oral Communication
- Organizational Awareness
- Planning and Evaluating
- Problem Solving
- Self-Management
- Strategic Thinking

- Teamwork
- Written Communication
- Technical Competency – Management/Program Analysis

0501 – Business Systems Analyst, Financial Systems Analyst, Payroll and Benefits Systems Analyst, Payroll Systems Analyst, Senior Payroll Systems Analyst

Model Comprised of CORE and 0501 – Financial Administration and Program (Group 1) Competency Clusters.

- Accountability
- Analytical Thinking
- Attention to Detail
- Creative Thinking
- Customer Service
- Decision Making
- Interpersonal Skills
- Legal, Government, and Jurisprudence
- Oral Communication
- Problem Solving
- Requirements Analysis
- Self-Management
- Strategic Thinking
- Teamwork
- Written Communication
- Technical Competency – Administrative Systems Design and Maintenance
- Technical Competency - Data Management
- Technical Competency – Systems Life Cycle
- Technical Competency – Systems Testing and Evaluation

0501 – Supervisory Business Systems Analyst, Supervisory Financial Systems Analysts, Supervisory Financial Systems Project Manager, Supervisory Payroll Program and Systems Analyst

Model Comprised of CORE, Supervisor / Manager, and 0501 – Financial Administration and Program (Group 1) Competency Clusters.

- Accountability
- Analytical Thinking
- Attention to Detail
- Business Planning and Resource Management
- Conflict Management
- Creative Thinking
- Customer Service
- Decision Making
- Decisiveness

- Influencing/Negotiating
- Interpersonal Skills
- Leadership
- Legal, Government, and Jurisprudence
- Manages Human Resources
- Oral Communication
- Problem Solving
- Requirements Analysis
- Self-Management
- Strategic Thinking
- Teamwork
- Written Communication
- Technical Competency – Administrative Systems Design and Maintenance
- Technical Competency - Data Management
- Technical Competency – Systems Life Cycle
- Technical Competency – Systems Testing and Evaluation

0501 – Lead Benefit Specialist, Payroll Accounting Analyst, Payroll Program Specialist

Model Comprised of CORE and 0501 – Financial Administration and Program (Group 2) Competency Clusters.

- Accountability
- Analytical Thinking
- Attention to Detail
- Customer Service
- Decision Making
- Interpersonal Skills
- Legal, Government, and Jurisprudence
- Oral Communication
- Problem Solving
- Self-Management
- Strategic Thinking
- Teamwork
- Written Communication
- Technical Competency – Automated Integrated Personnel and Payroll System/Subsystems
- Technical Competency – Pay Administration

0501 – Supervisory Benefits Specialist, Supervisory Debt Collection Program Specialist, Supervisory Debt Management Specialist, Supervisory Payroll Operations Specialist, Supervisory Payroll Program Specialist

Model Comprised of CORE, Supervisor / Manager, and 0501 – Financial Administration and Program (Group 2) Competency Clusters.

- Accountability
- Analytical Thinking
- Attention to Detail
- Business Planning and Resource Management
- Conflict Management
- Creative Thinking
- Customer Service
- Decision Making
- Decisiveness
- Influencing/Negotiating
- Interpersonal Skills
- Leadership
- Legal, Government, and Jurisprudence
- Manages Human Resources
- Oral Communication
- Problem Solving
- Self-Management
- Strategic Thinking
- Teamwork
- Written Communication
- Technical Competency – Automated Integrated Personnel and Payroll System/Subsystems
- Technical Competency – Pay Administration

0501 – Financial Specialist, Financial Systems Specialist, Fiscal Services Specialist, Fiscal Services Specialist (Leader), Lead Fiscal Services Specialist Tax Waiver Specialist

Model Comprised of CORE and 0501 – Financial Administration and Program (Group 3) Competency Clusters.

- Accountability
- Analytical Thinking
- Attention to Detail
- Customer Service
- Decision Making
- Interpersonal Skills
- Legal, Government, and Jurisprudence
- Oral Communication

- Problem Solving
- Self-Management
- Teamwork
- Written Communication
- Technical Competency – Accounting Operations
- Technical Competency – Automated Accounting and Business-Related Systems

0501 – Supervisory Financial Specialist, Supervisory Fiscal Services Specialist, Supervisory Payroll Accounting Specialist

Model Comprised of CORE, Supervisor / Manager, and 0501 – Financial Administration and Program (Group 3) Competency Clusters.

- Accountability
- Analytical Thinking
- Attention to Detail
- Business Planning and Resource Management
- Conflict Management
- Creative Thinking
- Customer Service
- Decision Making
- Decisiveness
- Influencing/Negotiating
- Interpersonal Skills
- Leadership
- Legal, Government, and Jurisprudence
- Manages Human Resources
- Oral Communication
- Problem Solving
- Self-Management
- Strategic Thinking
- Teamwork
- Written Communication
- Technical Competency – Accounting Operations
- Technical Competency – Automated Accounting and Business-Related Systems

0501 – Supervisory Financial Management Specialist

Model Comprised of CORE, Supervisor/Manager and 0501 – Financial Administration and Program (Group 4) Competency Clusters.

- Accountability
- Analytical Thinking
- Attention to Detail
- Business Planning and Resource Management
- Conflict Management
- Creative Thinking

- Customer Service
- Decision Making
- Decisiveness
- Influencing/Negotiating
- Interpersonal Skills
- Leadership
- Legal, Government, and Jurisprudence
- Manages Human Resources
- Oral Communication
- Planning and Evaluating
- Problem Solving
- Self-Management
- Strategic Thinking
- Teamwork
- Written Communication
- Technical Competency – Automated Accounting and Business-Related Systems
- Technical Competency – Financial Management

0501 – Assistant Payroll Program Manager, Payroll Integration Manager, Payroll Program Manager, Payroll Systems Integration Coordinator

Model Comprised of CORE, Supervisor/Manager, and 0501 – Financial Administration and Program (Group 5) Competency Clusters.

- Accountability
- Analytical Thinking
- Attention to Detail
- Business Planning and Resource Management
- Conflict Management
- Creative Thinking
- Customer Service
- Decision Making
- Decisiveness
- External Awareness
- Influencing/Negotiating
- Interpersonal Skills
- Leadership
- Legal, Government, and Jurisprudence
- Manages Human Resources
- Oral Communication
- Problem Solving
- Self-Management
- Strategic Thinking
- Teamwork
- Written Communication

- Technical Competency – Automated Integrated Personnel and Payroll System/Subsystems
- Technical Competency – Program Management

0501 – Financial Management Officer

Model Comprised of CORE, Supervisor/Manager, and 0501 – Financial Administration and Program (Group 6) Competency Clusters.

- Accountability
- Analytical Thinking
- Attention to Detail
- Business Planning and Resource Management
- Conflict Management
- Creative Thinking
- Customer Service
- Decision Making
- Decisiveness
- External Awareness
- Influencing/Negotiating
- Interpersonal Skills
- Leadership
- Legal, Government, and Jurisprudence
- Manages Human Resources
- Oral Communication
- Problem Solving
- Quality Management
- Self-Management
- Strategic Thinking
- Teamwork
- Vision
- Written Communication
- Technical Competency – Accounting
- Technical Competency – Financial Management
- Technical Competency – Program Management

0503 – Financial Clerks and Assistants (position titles vary)

Model comprised of CORE and 0503 – Financial Clerks/Assistants Competency Clusters.

- Accountability
- Analytical Thinking
- Attention to Detail
- Customer Service
- Interpersonal Skills
- Leadership
- Legal, Government, and Jurisprudence
- Oral Communication

- Problem Solving
- Self-Management
- Teaching Others (Lead Billing and Collection Technicians ONLY)
- Teamwork
- Written Communication
- Technical Competency – Automated Integrated Personnel and Payroll System/Subsystems
- Technical Competency – Benefits Payroll Processing (Benefits Assistants and Lead Benefits Technicians ONLY)
- Technical Competency – Billing and Collections Processing (Billing and Collection Technicians and Lead Billing and Collection Technicians ONLY)
- Technical Competency – Payroll Processing (Payroll Program Technicians ONLY)
- Technical Competency – Technology Application

0505 – Financial Management

Model comprised of CORE and 0505 – Financial Competency Clusters.

- Accountability
- Analytical Thinking
- Attention to Detail
- Customer Service
- External Awareness
- Interpersonal Skills
- Legal, Government, and Jurisprudence
- Oral Communication
- Problem Solving
- Self-Management
- Teamwork
- Vision
- Written Communication
- Technical Competency – Financial Management
- Technical Competency – Program Management
- Technical Competency – Risk Management

0510 – Accountant

Model comprised of CORE and 0510 – Accountant Competency Clusters.

- Accountability
- Analytical Thinking
- Attention to Detail
- Customer Service
- Interpersonal Skills
- Legal, Government, and Jurisprudence
- Oral Communication
- Problem Solving
- Self-Management

- Teamwork
- Written Communication
- Technical Competency – Accounting
- Technical Competency – Automated Accounting and Business-Related Systems

0510 – Supervisory Accountant

Model comprised of CORE, Supervisor/Manager and 0510 – Accountant Competency Clusters.

- Accountability
- Analytical Thinking
- Attention to Detail
- Business Planning and Resource Management
- Conflict Management
- Creative Thinking
- Customer Service
- Decisiveness
- Influencing/Negotiating
- Interpersonal Skills
- Leadership
- Legal, Government, and Jurisprudence
- Manages Human Resources
- Oral Communication
- Problem Solving
- Self-Management
- Strategic Thinking
- Teamwork
- Written Communication
- Technical Competency – Accounting
- Technical Competency – Automated Accounting and Business-Related Systems

0510 – Systems Accountant

Model comprised of CORE and 0510 – Accountant Competency Clusters.

- Accountability
- Analytical Thinking
- Attention to Detail
- Customer Service
- Interpersonal Skills
- Legal, Government, and Jurisprudence
- Oral Communication
- Problem Solving
- Self-Management
- Teamwork
- Written Communication
- Technical Competency – Accounting

- Technical Competency – Accounting System Design/Maintenance

0510 – Supervisory Systems Accountant

Model comprised of CORE, Supervisor/Manager and 0510 – Accountant Competency Clusters.

- Accountability
- Analytical Thinking
- Attention to Detail
- Business Planning and Resource Management
- Conflict Management
- Creative Thinking
- Customer Service
- Decisiveness
- Influencing/Negotiating
- Interpersonal Skills
- Leadership
- Legal, Government, and Jurisprudence
- Manages Human Resources
- Oral Communication
- Problem Solving
- Self-Management
- Strategic Thinking
- Teamwork
- Written Communication
- Technical Competency – Accounting
- Technical Competency – Accounting System Design/Maintenance

0511 – Auditor

Model comprised of CORE and 0511 – Auditor Competency Clusters.

- Accountability
- Analytical Thinking
- Attention to Detail
- Customer Service
- Decisiveness
- Interpersonal Skills
- Legal, Government, and Jurisprudence
- Oral Communication
- Problem Solving
- Reasoning
- Self-Management
- Teamwork
- Written Communication
- Technical Competency – Accounting
- Technical Competency – Auditing

0511 – Supervisory Auditor

Model comprised of CORE, Supervisor/Manager and 0511 – Auditor Competency Clusters.

- Accountability
- Analytical Thinking
- Attention to Detail
- Business Planning and Resource Management
- Conflict Management
- Creative Thinking
- Customer Service
- Decisiveness
- Interpersonal Skills
- Leadership
- Legal, Government, and Jurisprudence
- Manages Human Resources
- Negotiation
- Oral Communication
- Problem Solving
- Reasoning
- Self-Management
- Strategic Thinking
- Teamwork
- Written Communication
- Technical Competency – Accounting
- Technical Competency – Auditing

0525 – Accounting Technician

Model comprised of CORE and 0525 – Accounting Technician Competency Clusters.

- Accountability
- Analytical Thinking
- Attention to Detail
- Customer Service
- Interpersonal Skills
- Legal, Government, and Jurisprudence
- Oral Communication
- Problem Solving
- Self-Management
- Teamwork
- Written Communication
- Technical Competency – Accounting Operations
- Technical Competency – Automated Accounting and Business-Related Systems

0544 – Civilian Pay Clerk/Technician

Model comprised of CORE and 0544 – Civilian Pay Clerk/Technician Competency Clusters.

- Accountability
- Analytical Thinking
- Attention to Detail
- Customer Service
- Interpersonal Skills
- Legal, Government, and Jurisprudence
- Oral Communication
- Problem Solving
- Self-Management
- Teamwork
- Written Communication
- Technical Competency – Automated Integrated Personnel and Payroll System/Subsystems
- Technical Competency – Payroll Processing
- Technical Competency – Technology Application

0544 – Civilian Pay Clerk/Technician (Benefits)

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

- Accountability
- Analytical Thinking
- Attention to Detail
- Customer Service
- Interpersonal Skills
- Legal, Government, and Jurisprudence
- Oral Communication
- Problem Solving
- Self-Management
- Teamwork
- Written Communication
- Technical Competency – Automated Integrated Personnel and Payroll System/Subsystems
- Technical Competency – Benefits Payroll Processing
- Technical Competency – Payroll Processing
- Technical Competency – Technology Application

0544 – Lead Civilian Pay Clerk/Technician

Model comprised of CORE and 0544 – Civilian Pay Clerk/Technician Competency Clusters.

- Accountability
- Analytical Thinking
- Attention to Detail
- Customer Service

- Interpersonal Skills
- Legal, Government, and Jurisprudence
- Oral Communication
- Problem Solving
- Self-Management
- Teamwork
- Written Communication
- Technical Competency – Automated Integrated Personnel and Payroll System/Subsystems
- Technical Competency – Payroll Processing
- Technical Competency – Technology Application

0560 – Budget Analyst

Model comprised of CORE and 0560 – Budget Analyst Competency Clusters.

- Accountability
- Analytical Thinking
- Customer Service
- Decision Making
- Interpersonal Skills
- Legal, Government, and Jurisprudence
- Oral Communication
- Organizational Awareness
- Planning and Evaluating
- Problem Solving
- Self-Management
- Teamwork
- Written Communication
- Technical Competency – Budget

1082 – Writer Editor

Model comprised of CORE and 1082 – Writer Editor Competency Clusters.

- Accountability
- Analytical Thinking
- Attention to Detail
- Customer Service
- Interpersonal Skills
- Legal, Government, and Jurisprudence
- Oral Communication
- Problem Solving
- Self-Management
- Teamwork
- Written Communication
- Technical Competency – Writing/Editing

1101 – Business and Industry (position titles vary)

Model comprised of CORE and 1101 – Business and Industry Competency Clusters.

- Accountability
- Analytical Thinking
- Attention to Detail
- Customer Service
- Decision Making
- External Awareness
- Information Management
- Interpersonal Skills
- Legal, Government, and Jurisprudence
- Oral Communication
- Planning and Evaluating
- Problem Solving
- Self-Management
- Teamwork
- Written Communication
- Technical Competency – Business and Industry

1101 – Business and Industry (position titles vary) (Positions designated as Supervisory or Managerial)

Model comprised of CORE, Supervisor/Manager and 1101 – Business and Industry Competency Clusters.

- Accountability
- Analytical Thinking
- Attention to Detail
- Business Planning and Resource Management
- Conflict Management
- Creative Thinking
- Customer Service
- Decision Making
- Decisiveness
- External Awareness
- Influencing/Negotiating
- Information Management
- Interpersonal Skills
- Leadership
- Legal, Government, and Jurisprudence
- Manages Human Resources
- Oral Communication
- Planning and Evaluating
- Problem Solving
- Reasoning

- Self-Management
- Strategic Thinking
- Teamwork
- Written Communication
- Technical Competency – Business and Industry

1102 – Contract Specialist and Procurement Analyst

Model comprised of CORE, and 1102 Competency Clusters.

- Accountability
- Analytical Thinking
- Attention to Detail
- Customer Service
- Decision Making
- External Awareness
- Influencing/Negotiating
- Interpersonal Skills
- Legal, Government, and Jurisprudence
- Oral Communication
- Planning and Evaluating
- Problem Solving
- Self-Management
- Teamwork
- Written Communication
- Technical Competency – Contracting/Procurement
- Technical Competency – Technical Documentation

1102 – Contract Specialist and Procurement Analyst (positions designated as Supervisory or Managerial)

Model comprised of CORE, Supervisory/Managerial, and 1102 Competency Clusters.

- Accountability
- Analytical Thinking
- Attention to Detail
- Business Planning and Resource Management
- Conflict Management
- Creative Thinking
- Customer Service
- Decisiveness
- External Awareness
- Influencing/Negotiating
- Information Management
- Interpersonal Skills
- Leadership
- Legal, Government, and Jurisprudence

- Manages Human Resources
- Oral Communication
- Planning and Evaluating
- Problem Solving
- Self-Management
- Strategic Thinking
- Teamwork
- Written Communication
- Technical Competency – Contracting/Procurement
- Technical Competency – Technical Documentation

1105 – Purchasing Agent

Model Comprised of CORE and 1105 Competency Clusters.

- Accountability
- Analytical Thinking
- Attention to Detail
- Customer Service
- Decision Making
- Information Management
- Interpersonal Skills
- Legal, Government, and Jurisprudence
- Oral Communication
- Problem Solving
- Self-Management
- Teamwork
- Written Communication
- Technical Competency – Purchasing

1106 – Procurement Technician

Model Comprised of CORE and 1105 Competency Clusters.

- Accountability
- Analytical Thinking
- Attention to Detail
- Customer Service
- Decision Making
- Information Management
- Interpersonal Skills
- Legal, Government, and Jurisprudence
- Oral Communication
- Problem Solving
- Self-Management
- Teamwork
- Written Communication

- Technical Competency – Procurement

1170 – Realty Specialist

Model Comprised of CORE and 1170 Competency Clusters.

- Accountability
- Analytical Thinking
- Attention to Detail
- Customer Service
- Decision Making
- External Awareness
- Interpersonal Skills
- Legal, Government, and Jurisprudence
- Negotiation
- Oral Communication
- Planning and Evaluating
- Problem Solving
- Self-Management
- Teamwork
- Written Communication
- Technical Competency – Lease/Space Management

1601 – Facilities Services Specialist

Model Comprised of CORE and 1601 Competency Clusters.

- Accountability
- Analytical Thinking
- Attention to Detail
- Customer Service
- Decision Making
- Interpersonal Skills
- Legal, Government, and Jurisprudence
- Oral Communication
- Problem Solving
- Self-Management
- Teamwork
- Written Communication
- Technical Competency – Automated Accounting and Business-Related Systems
- Technical Competency – Facilities Management
- Technical Competency – Public Safety and Security

1601 – Facilities Services Specialist (positions designated as Supervisory or Managerial)

Model Comprised of CORE, Supervisory/Managerial, and 1601 Competency Clusters.

- Accountability
- Analytical Thinking
- Attention to Detail
- Business Planning and Resource Management
- Conflict Management
- Creative Thinking
- Customer Service
- Decision Making
- Decisiveness
- Influencing/Negotiating
- Interpersonal Skills
- Leadership
- Legal, Government, and Jurisprudence
- Manages Human Resources
- Oral Communication
- Problem Solving
- Self-Management
- Strategic Thinking
- Teamwork
- Written Communication
- Technical Competency – Automated Accounting and Business-Related Systems
- Technical Competency – Facilities Management
- Technical Competency – Public Safety and Security

1603 – Facilities Services Assistant

Model Comprised of CORE and 1603 Competency Clusters.

- Accountability
- Attention to Detail
- Customer Service
- Interpersonal Skills
- Legal, Government, and Jurisprudence
- Oral Communication
- Planning and Evaluating
- Problem Solving
- Self-Management
- Teamwork
- Written Communication
- Technical Competency – Administrative Operations
- Technical Competency – Facilities Assistance

2010 – Inventory Management Specialist

Model Comprised of CORE and 2010 Competency Clusters.

- Accountability

- Analytical Thinking
- Attention to Detail
- Customer Service
- Decision Making
- Information Management
- Interpersonal Skills
- Legal, Government, and Jurisprudence
- Oral Communication
- Problem Solving
- Self-Management
- Teamwork
- Written Communication
- Technical Competency – Automated Accounting and Business-Related Systems
- Technical Competency – Property Management

2210 – Information Technology Specialist

Model comprised of CORE and 2210 – Information Technology Specialist (Base Model) Competency Clusters.

- Accountability
- Analytical Thinking
- Attention to Detail
- Creative Thinking
- Customer Service
- Decision Making
- Interpersonal Skills
- Oral Communication
- Problem Solving
- Requirements Analysis
- Self-Management
- Teamwork
- Written Communication
- Technical Competency – Systems Life Cycle
- Technical Competency – Technical Problem Solving

2210 – Information Technology Specialist (APPSW)

Model comprised of CORE, 2210 – Information Technology Specialist (Base Model), and Information Technology Specialist (APPSW) Competency Clusters.

- Accountability
- Analytical Thinking
- Attention to Detail
- Creative Thinking
- Customer Service
- Decision Making
- Interpersonal Skills

- Oral Communication
- Problem Solving
- Requirements Analysis
- Self-Management
- Teamwork
- Written Communication
- Technical Competency – Database Management Systems
- Technical Competency – Software Development
- Technical Competency – System Integration
- Technical Competency – Systems Life Cycle
- Technical Competency – Technical Problem Solving

2210 – Information Technology Specialist (DATAMGT)

Model comprised of CORE, 2210 – Information Technology Specialist (Base Model), and Information Technology Specialist (DATAMGT) Competency Clusters.

- Accountability
- Analytical Thinking
- Attention to Detail
- Creative Thinking
- Customer Service
- Decision Making
- Interpersonal Skills
- Oral Communication
- Problem Solving
- Requirements Analysis
- Self-Management
- Teamwork
- Written Communication
- Technical Competency – Data Management
- Technical Competency – Database Administration
- Technical Competency – Systems Life Cycle
- Technical Competency – Technical Problem Solving

2210 – Information Technology Specialist (INET)

Model comprised of CORE, 2210 – Information Technology Specialist (Base Model), and Information Technology Specialist (INET) Competency Clusters.

- Accountability
- Analytical Thinking
- Attention to Detail
- Creative Thinking
- Customer Service
- Decision Making
- Interpersonal Skills

- Oral Communication
- Problem Solving
- Requirements Analysis
- Self-Management
- Teamwork
- Written Communication
- Technical Competency – Information Technology Architecture
- Technical Competency – Systems Life Cycle
- Technical Competency – Technical Problem Solving
- Technical Competency – Web Technology

2210 – Information Technology Specialist (INFOSEC)

Model comprised of CORE, 2210 – Information Technology Specialist (Base Model), and Information Technology Specialist (INFOSEC) Competency Clusters.

- Accountability
- Analytical Thinking
- Attention to Detail
- Creative Thinking
- Customer Service
- Decision Making
- Interpersonal Skills
- Oral Communication
- Problem Solving
- Requirements Analysis
- Self-Management
- Teamwork
- Written Communication
- Technical Competency – Information System Security
- Technical Competency – Information Systems Security Certification
- Technical Competency – Information Systems/Network Security
- Technical Competency – Systems Life Cycle
- Technical Competency – Technical Problem Solving

2210 – Information Technology Specialist (SYSADMIN)

Model comprised of CORE, 2210 – Information Technology Specialist (Base Model), and Information Technology Specialist (SYSADMIN) Competency Clusters.

- Accountability
- Analytical Thinking
- Attention to Detail
- Creative Thinking
- Customer Service
- Decision Making
- Interpersonal Skills

- Oral Communication
- Problem Solving
- Requirements Analysis
- Self-Management
- Teamwork
- Written Communication
- Technical Competency – Infrastructure Design
- Technical Competency – Operating Systems
- Technical Competency – System Administration
- Technical Competency – Systems Life Cycle
- Technical Competency – Technical Problem Solving

2210 – Information Technology Specialist (SYSANALYSIS)

Model comprised of CORE, 2210 – Information Technology Specialist (Base Model), and Information Technology Specialist (SYSANALYSIS) Competency Clusters.

- Accountability
- Analytical Thinking
- Attention to Detail
- Creative Thinking
- Customer Service
- Decision Making
- Interpersonal Skills
- Oral Communication
- Problem Solving
- Requirements Analysis
- Self-Management
- Teamwork
- Written Communication
- Technical Competency – Systems Life Cycle
- Technical Competency – Systems Testing and Evaluation
- Technical Competency – Technical Problem Solving

Appendix C

Competency Assignments

General Competencies

Accountability

- CORE Cluster (All Employees)

(Count = 113)

Analytical Thinking

- 0080 - Personnel Security Specialist Cluster
- 0080 – Supervisory Personnel Security Specialist Cluster
- 0086 – Personnel Security Assistant Cluster
- 0201 - Human Resources Specialist (Benefits) Cluster
- 0201 - Human Resources Specialist (Classification/Recruitment and Placement) Cluster
- 0201 - Human Resources Specialist (Employee Relations/Labor Relations) Cluster
- 0201 - Human Resources Specialist (Human Capital Program Manager and Human Resources Officer) Cluster (2 Clusters)
- 0201 - Human Resources Specialist (Information Systems) Cluster
- 0201 – Supervisory Human Resources Specialist (Classification/Recruitment and Placement) Cluster
- 0201 – Supervisory Human Resources Specialist (Information Systems) Cluster
- 0203 – Human Resources Assistant (Benefits) Cluster
- 0203 – Human Resources Assistant (Information Systems) Cluster
- 0203 – Human Resources Assistant (Classification/Recruitment and Placement) Cluster
- 0301 – Miscellaneous Administration and Program Cluster (12 Clusters)
- 0335 – Computer Clerk and Assistant Cluster
- 0341 – Administrative Officer Cluster
- 0341 – Administrative Officer (Positions designated as Supervisory or Managerial Cluster
- 0342 – Support Services Cluster
- 0342 – Support Services (Positions designated as Supervisory or Managerial Cluster
- 0343 – Management/Program Analysts Cluster
- 0343 – Management/Program Analysts (Positions designated as Supervisory or Managerial Cluster
- 0501 – Financial Administration and Program Cluster (6 Clusters)
- 0503 – Financial Clerks and Assistants Cluster
- 0505 – Financial Management Cluster
- 0510 – Accountant Cluster
- 0510 – Supervisory Accountant Cluster
- 0510 – Systems Accountant Cluster
- 0510 – Supervisory Systems Accountant Cluster
- 0511 – Auditor Cluster
- 0511 - Supervisory Auditor Cluster

- 0544 – Civilian Pay Clerk/Technician Cluster
- 0544 – Civilian Pay Clerk/Technician (Benefits) Cluster
- 0544 – Lead Civilian Pay Clerk/Technician Cluster
- 0560 – Budget Analyst Cluster
- 1082 - Writer Editor Cluster
- 1101 – Business and Industry Cluster
- 1101 – Business and Industry Position designated as Supervisory or Managerial) Cluster
- 1102 – Contract Specialist and Procurement Analyst Cluster
- 1102 – Contract Specialist and Procurement Analyst (Positions designated as Supervisory or Managerial) Cluster (2 Clusters)
- 1105 – Purchasing Agent Cluster
- 1106 – Procurement Technician Cluster
- 1170 – Realty Specialist Cluster
- 1601 – Facilities Services Specialist Cluster
- 1601 – Facilities Services Specialist Cluster (Positions designated as Supervisory or Managerial)
- 2010 – Inventory Management Specialist Cluster
- 2210 – Information Technology Specialist (6 Clusters)

(Count = 104)

Attention to Detail

- CORE Cluster (All Employees)

(Count = 112)

Business Planning and Resource Management

- Supervisory/Manager Cluster
- 0301 – Program Support Specialist, Project Specialist (Group 6) (2 Clusters)
- 0301 – TMS Implementation Project Manager, TMS Project Manager (Group 11) (2 Clusters)
- 0340 – Program Manager Cluster

(Count = 28)

Conflict Management

- Supervisor/Manager Cluster

(Count = 1)

Creative Thinking

- Project Manager Cluster
- Supervisory/Manager Cluster
- 0501 – Business Systems Analyst, Financial Systems Analyst, Payroll and Benefits Systems Analyst, Payroll Systems Analyst, Senior Payroll Systems Analyst (Group 1) (5 Clusters)
- 2210 – Information Technology Specialist (6 Clusters)

(Count = 114)

Customer Service

- CORE Cluster (All Employees)

(Count = 112)

Decision Making

- 0080 – Personnel Security Specialist Cluster
- 0080 – Supervisory Personnel Security Specialist Cluster
- 0201 – Human Resources Specialist (Benefits) Cluster
- 0201 – Human Resources Specialist (Classification/Recruitment and Placement) Cluster
- 0201 – Human Resources Specialist (Employee Relations/Labor Relations) Cluster
- 0201 – Human Resources Specialist (Information Systems) Cluster
- 0201 – Supervisory Human Resources Specialist (Classification/Recruitment and Placement) Cluster
- 0201 – Supervisory Human Resources Specialist (Information Systems) Cluster
- 0203 – Human Resources Assistant (Benefits) Cluster
- 0203 – Human Resources Assistant (Classification/Recruitment and Placement) Cluster
- 0203 – Human Resources Assistant (Information Systems) Cluster
- 0301 – Drug Program Specialist (Group 4) Cluster
- 0301 – Supervisory Drug Program Coordinator (Group 4) Cluster
- 0301 – Documentation Specialist, Functional Systems Analyst, Functional Systems Analyst (HR) (Group 5) (3 Clusters)
- 0301 – Supervisory Functional Systems Analyst (HR) (Group 5) Cluster
- 0301 – Program Support Specialist, Project Specialist (Group 6) (2 Clusters)
- 0301 – TMS Implementation Project Manager, TMS Project Manager (Group 11) (2 Clusters)
- 0301 – Communication Manager (Group 12) Cluster
- 0341 – Administrative Officer Cluster
- 0341 – Administrative Officer Cluster (Positions designated as Supervisory or   Managerial) Cluster
- 0342 – Support Services Cluster
- 0342 – Support Services (Positions designated as Supervisory or Managerial) Cluster
- 0343 – Management/Program Analyst Cluster
- 0343 – Management/Program Analyst (Positions designated as Supervisory or Managerial) Cluster
- 0501 – Financial Administration and Program Cluster (6 Clusters)
- 0560 – Budget Analyst Cluster
- 1101 – Business and Industry (Position title vary) Cluster
- 1101 – Business and Industry (Position title vary) (Positions designated as Supervisory or Managerial) Cluster
- 1102 – Contract Specialist and Procurement Analyst Cluster
- 1102 – Contract Specialist and Procurement Analyst (Positions designated as Supervisory or Managerial) Cluster (2 Clusters)
- 1105 – Purchasing Agent Cluster
- 1106 – Procurement Technician Cluster
- 1170 – Realty Specialist Cluster
- 1601 – Facilities Services Specialist Cluster
- 1601 – Facilities Services Specialists (Positions designated as Supervisory or Managerial) Cluster
- 2010 – Inventory Management Specialist Cluster
- 2210 – Information Technology Specialist (6 Clusters)

(Count = 57)

Decisiveness

- Supervisor/Manager Cluster

(Count = 1)

External Awareness

- 0201 – Human Resources Specialist (Human Capital Program Manager and Human Resources Officer) (2 Clusters)
- 0301 - Supervisory Personnel and Client Liaison Coordinator (Group 8) Cluster
- 0340 – Program Manager Cluster
- 0501 – Assistant Payroll Program Manager, Payroll Integration Manager, Payroll Program Manager, Payroll Systems Integration Coordinator (Group 5) (4 Clusters)
- 0501 – Financial Management Officer (Group 6) Cluster
- 0505 – Financial Management Cluster
- 1101 – Business and Industry (position titles vary) Cluster
- 1101 – Business and Industry (position titles vary) (Positions designated as Supervisory or Managerial) Cluster
- 1102 – Contract Specialist and Procurement Analyst Cluster
- 1102 – Contract Specialist and Procurement Analyst (Positions designated as Supervisory or Managerial) Cluster
- 1170 – External Awareness Cluster

(Count = 13)

Influencing/Negotiating

- Project Manager Cluster
- Supervisor/Manager Cluster
- 0201 – Human Resources Specialist (Classification/Recruitment and Placement) Cluster
- 0201 – Human Resources Specialist (Employee Relations/Labor Relations) Cluster
- 0201 – Human Resources Specialist (Information Systems) Cluster
- 0203 – Human Resources Assistant (Information Systems) Cluster
- 0340 – Program Manager Cluster
- 1102 – Contract Specialist and Procurement Analyst Cluster

(Count = 35)

Information Management

- 0080 – Personnel Security Specialist Cluster
- 0080 – Supervisory Personnel Security Specialist Cluster
- 0086 – Personnel Security Assistant Cluster
- 0301 – Miscellaneous Administration and Program Cluster (12 Clusters)
- 0303 – Miscellaneous Clerk and Assistant Cluster
- 0318 – Secretary Cluster
- 0326 – Office Automation Clerk and Assistant Cluster
- 1101 – Business and Industry (Position Title vary) Cluster

- 1101 – Business and Industry (Position Title vary) Positions designated as Supervisory or Managerial) Cluster
- 1105 – Purchasing Agent Cluster
- 1106 – Procurement Technician Cluster
- 2010 – Inventory Management Specialist Cluster

(Count = 42)

Interpersonal Skills

- CORE Cluster (All Employees)

(Count = 112)

Leadership

- Project Manager Cluster
- Supervisor/Manager Cluster
- 0080 – Personnel Security Specialist Cluster
- 0201 – Human Resources Specialist (Information Systems) Cluster
- 0301 – Drug Program Coordinator Cluster
- 0301 – Executive Director Cluster
- 0340 – Program Manager Cluster
- 1101 – Business and Industry (Position Titles vary) Cluster

(Count = 31)

Legal, Government, and Jurisprudence

- 0080 – Personnel Security Specialist Cluster
- 0080 – Supervisory Personnel Security Specialist Cluster
- 0086 – Personnel Security Assistant Cluster
- 0201 - Human Resources Specialist (Benefits) Cluster
- 0201 – Human Resources Specialist (Classification/Recruitment and Placement) Cluster
- 0201 – Human Resources Specialist (Employee Relations/Labor Relations) Cluster
- 0201 – Human Resources Specialist (Human Capital Program Manager and Human Resources Officer) (2 Clusters)
- 0203 – Human Resources Assistant (Benefits) Cluster
- 0203 – Human Resources Assistant (Classification/Recruitment and Placement) Cluster
- 0301 – Miscellaneous Administration and Program Cluster (12 Clusters)
- 0305 – Mail Clerk Cluster
- 0318 – Secretary Cluster
- 0326 – Office Automation Clerk and Assistant Cluster
- 0341 – Administrative Officer Cluster
- 0341 – Administrative Officer (Positions designated as Supervisory or Managerial) Cluster
- 0342 – Support Services Cluster
- 0342 – Support Services (Positions designated as Supervisory or Managerial) Cluster
- 0343 – Management/Program Analyst Cluster
- 0343 – Management/Program Analyst (Positions designated as Supervisory or Managerial) Cluster
- 0501 – Financial Administration and Program Cluster (6 Clusters)

- 0503 – Financial Clerks and Assistants (Position Title vary) Cluster
- 0505 – Financial Management Cluster
- 0510 – Accountant Cluster
- 0510 – Supervisory Accountant Cluster
- 0510 – Systems Accountant Cluster
- 0510 – Supervisory Systems Accountant Cluster
- 0511 – Auditor Cluster
- 0511 – Supervisory Auditor Cluster
- 0525 – Accounting Technician Cluster
- 0544 – Civilian Pay Clerk/Technician Cluster
- 0544 – Civilian Pay Clerk/Technician (Benefits) Cluster
- 0544 – Lead Civilian Pay Clerk/Technician Cluster
- 0544 – Lead Civilian Pay Clerk/Technician Cluster
- 0560 – Budget Analyst Cluster
- 1082 – Writer Editor Cluster
- 1101 – Business and Industry (Position Titles vary) Cluster
- 1101 – Business and Industry (Position Titles vary) (Positions designated as Supervisory or Managerial) Cluster
- 1102 – Contract Specialist and Procurement Analyst Cluster
- 1102 – Contract Specialist and Procurement Analyst (Positions designated as Supervisory or Managerial) Cluster
- 1105 – Purchasing Agent Cluster
- 1106 – Procurement Technician Cluster
- 1170 – Realty Specialist Cluster
- 1601 – Facilities Services Specialist Cluster
- 1601 – Facilities Services Specialist (Positions designated as Supervisory or Managerial) Cluster
- 1603 – Facilities Service Assistant Cluster
- 2010 – Inventory Management Specialist Cluster

(Count = 68)

Manages Human Resources

- Supervisor/Manager Cluster

(Count = 1)

Negotiation (Behavioral Indicators to be developed)

- 0511 – Auditor Cluster
- 0511 – Supervisory Auditor Cluster
- 1170 – Realty Specialist Cluster

(Count = 3)

Oral Communication

- CORE Cluster (All Employees)

(Count = 112)

Organizational Awareness

- 0201 – Human Resources Specialist (Classification/Recruitment and Placement) Cluster
- 0201 – Human Resources Specialist (Employee Relations/Labor Relations) Cluster
- 0201 – Human Resources Specialist (Human Capital Program Manager and Human Resources Officer) (2 Clusters)
- 0201 – Human Resources Specialist (Information System) Cluster
- 0201 – Supervisory Human Resources Specialist (Employee Relations/Labor Relations) Cluster
- 0201 – Supervisory Human Resources Specialist (Information System) Cluster
- 0203 – Human Resources Assistant (Information Systems) Cluster
- 0301 – Chief of Staff, Chief Strategy and Performance Officer, Deputy Associate Director (Group 9) (3 Clusters)
- 0301 – Supervisory Program Support Coordinator (Group 9) Cluster
- 0301 – Communication Manager (Group 12) Cluster
- 0303 – Miscellaneous Clerk and Assistant Cluster
- 0318 – Secretary Cluster
- 0341 – Administrative Officer Cluster
- 0341 – Administrative Officer (Position designated as Supervisory or Managerial) Cluster
- 0342 – Support Services Cluster
- 0342 – Support Services (Position designated as Supervisory or Managerial) Cluster
- 0343 – Management/Program Analyst Cluster
- 0343 – Management/Program Analyst (Position designated as Supervisory or Managerial) Cluster
- 0560 – Budget Analyst Cluster

(Count = 24)

Planning and Evaluating

- 0341 – Administrative Officer Cluster
- 0341 – Administrative Officer (Position designated as Supervisory or Managerial) Cluster
- 0342 – Support Services Cluster
- 0342 – Support Services (Position designated as Supervisory or Managerial) Cluster
- 0343 – Management/Program Analyst Cluster
- 0343 – Management/Program Analyst (Position designated as Supervisory or Managerial) Cluster
- 0501 – Supervisory Financial Management Specialist (Group 4) Cluster
- 0560 – Budget Analyst Cluster
- 1101 – Business and Industry (Position Titles vary) Cluster
- 1101 – Business and Industry (Position Titles vary) (Position designated as Supervisory or Managerial) Cluster
- 1102 – Contract Specialist and Procurement Analyst Cluster
- 1102 – Contract Specialist and Procurement Analyst (Position designated as Supervisory   or Managerial) Cluster
- 1170 – Realty Specialist Cluster
- 1603 – Facilities Service Assistant Cluster

(Count = 18)

Problem Solving

- CORE Cluster (All Employees)

(Count = 112)

Quality Management

- 0501 – Financial Management Officer (Group 6) Cluster

(Count = 1)

Reasoning

- 0511 – Auditor Cluster
- 0511 – Supervisory Auditor Cluster

(Count = 2)

Requirements Analysis

- 0301 – Client Conversion Specialist (Group 2) Cluster
- 0301 – Supervisory Client Program Management Specialist (Group 2) Cluster
- 0301 – Documentation Specialist, Functional Systems Analyst, Functional Systems Analysts (HR) (Group 5) (3 Clusters)
- 0301 – Supervisory Functional Systems Analyst (HR) (Group 5) Cluster
- 0301 – Personnel Systems Analyst, Personnel Systems Analyst (Security) (Group 8) (2 Clusters)
- 0301 – Supervisory Personnel and Client Liaison Coordinator Cluster, Supervisory Personnel Systems Analyst Cluster (Group 8) (2 Clusters)
- 0301 – TMS Implementation Project Manager, TMS Project Manager (Group 11) (2 Clusters)
- 0501 – Business Systems Analyst, Financial Systems Analyst, Payroll and Benefits Systems Analyst, Payroll Systems Analyst, Senior Payroll Systems Analyst (Group 1) (5 Clusters)
- 0501 – Supervisory Business Systems Analyst, Supervisory Financial Systems Analysts, Supervisory Financial Systems Project Manager, Supervisory Payroll Program and Systems Analyst (Group 1) (4 Clusters)
- 2210 – Information Technology Specialist (6 Clusters)

(Count = 20)

Self-Management

- CORE Cluster (All Employees)

(Count = 112)

Strategic Thinking

- Supervisor/Manager Cluster
- 0201 – Human Resources Specialist (Information Systems) Cluster
- 0301 – Program Support Specialist, Project Specialist (Group 6) (2 Clusters)
- 0301 – TMS Implementation Project Manager, TMS Project Manager (Group 11) (2 Clusters)
- 0301 – Communication Manager (Group 12) Cluster
- 0341 – Administrative Officer (Position designated as Supervisory or Managerial) Cluster

(Count = 8)

Teaching Others

- 0503 – Financial Clerks and Assistants (Lead Billing and Collection Technicians ONLY) Cluster

(Count = 1)

Teamwork

1. CORE Cluster (All Employees)

(Count = 112)

Vision

- 0201 – Human Resources Specialist (Human Capital Program Manager and Human Resources Officer) (2 Clusters)
- 0340 – Program Manger Cluster
- 0501 – Financial Management Officer (Group 6) Cluster
- 0505 – Financial Management Cluster

(Count = 5)

Written Communication

- CORE Cluster (All Employees)

(Count = 112)

Technical Competencies

Accounting

- 0501 – Financial Management Officer (Group 6) Cluster
- 0510 – Accountants Cluster
- 0510 – Supervisory Accountant Cluster
- 0510 – Systems Accountant Cluster
- 0510 – Supervisory Systems Accountant Cluster
- 0511 – Auditor Cluster
- 0511 – Supervisory Auditor Cluster

(Count = 7)

Accounting Operations

- 0501 – Financial Specialist, Financial Systems Specialist, Fiscal Services Specialist, Fiscal Services Specialist (Leader), Lead Fiscal Services Specialist, Tax Waiver Specialist Cluster (Group 3) (6 Clusters)
- 0501 – Supervisory Financial Specialist, Supervisory Fiscal Services Specialist, Supervisory Payroll Accounting Specialist (Group 3) (3 Clusters)
- 0525 – Accounting Technician Cluster

(Count = 5)

Accounting System Design/Maintenance

- 0510 – Systems Accountant Cluster

- 0510 – Supervisory Systems Accountant Cluster

(Count = 2)

Administration and Management

Project Manager Cluster

- 0201 – Human Resources Specialist (Information Systems) Cluster
- 0201 – Supervisory Human Resources Specialist (Information Systems) Cluster
- 0341 – Administrative Officer Cluster
- 0341 – Supervisory Administrative Officer (Position designated as Supervisory or Managerial) Cluster
- 0342 – Support Services Cluster
- 0342 – Supervisory Support Services (Position designated as Supervisory or Managerial) Cluster

(Count = 7)

Administrative Operations

- 0301 – Administrative Specialist, Executive Staff Assistant, and HR Support Specialist Cluster (3 Clusters)
- 1603 – Facilities Services Assistant Cluster

(Count = 4)

Administrative Systems Design and Maintenance

- 0301 – Client Conversion Specialist (Group 2) Cluster
- 0301 – Supervisory Client Program Management Specialist (Group 2) Cluster
- 0301 – Documentation Specialist, Functional Systems Analyst, Functional Systems Analyst (HR) (Group 5) (3 Clusters)
- 0301 – Supervisory Functional Systems Analyst (HR) (Group 5) Cluster
- 0301 – Personnel Systems Analyst, Personnel Systems Analyst (Security) (Group 8) (2 Clusters)
- 0301 – Supervisory Personnel and Client Liaison Coordinator, Supervisory Personnel Systems Analyst (Group 8) (2 Clusters)
- 0501 – Business Systems Analyst, Financial Systems Analyst, Payroll and Benefits Systems Analyst, Payroll Systems Analyst, Senior Payroll Systems Analyst (Group 1) (5 Clusters)
- 0501 – Supervisory Business Systems Analyst, Supervisory Financial Systems Analysts, Supervisory Financial Systems Project Manager, Supervisory Payroll Program and Systems Analyst (Group 1) (4 Clusters)

(Count = 14)

Auditing

- 0511 – Auditor Cluster
- 0511 – Supervisory Auditor Cluster

(Count = 2)

Automated Accounting and Business-Related Systems

- 0501 – Financial Specialist, Financial Systems Specialist, Fiscal Services Specialist, Fiscal Services Specialist (Leader), Lead Fiscal Services Specialist, Tax Waiver Specialist Cluster (Group 3) (6 Clusters)
- 0501 – Supervisory Financial Specialist, Supervisory Fiscal Services Specialist, Supervisory Payroll Accounting Specialist (Group 3) (3 Clusters)

- 0501 – Supervisory Financial Management Specialist (Group 4) Cluster
- 0510 – Accountants Cluster
- 0510 – Supervisory Accountants Cluster
- 0525 – Accounting Technician Cluster
- 1601 – Facilities Services Specialist Cluster
- 1601 – Supervisory Facilities Services Specialist (Position designated as Supervisory or Managerial) Cluster
- 2010 – Inventory Management Specialist Cluster

(Count = 14)

Automated Administrative Systems

- 0301 – Administrative Specialist, Executive Staff Assistant, and HR Support Specialist Cluster (Group 1) (3 Clusters)
- 0301 – TMS Support Specialist (Group 3) Cluster
- 0301 – Performance Support Specialist Cluster (Group7) Cluster
- 0301 – Supervisory Performance Support Specialist Cluster (Group 7) Cluster
- 0301 – TMS Implementation Project Manager, TMS Project Manager (Group 11) (2 Clusters)
- 0303 – Miscellaneous Clerk and Assistant Cluster
- 0318 – Secretary Cluster

(Count = 13)

Automated Integrated Personnel and Payroll System/Subsystems

- 0301 – Client Conversion Specialist (Group 2) Cluster
- 0301 – Supervisory Client Program Management Specialist (Group 2) Cluster
- 0301 – TMS Support Specialist (Group 3) Cluster
- 0301 – Personnel Systems Analyst, Personnel Systems Analyst (Security) (Group 8) (2 Clusters)
- 0301 – Supervisory Personnel and Client Liaison Coordinator, Supervisory Personnel Systems Analyst (Group 8) (2 Clusters)
- 0335 – Computer Clerks and Assistants Cluster
- 0501 – Lead Benefit Specialist, Payroll Accounting Analyst, Payroll Program Specialist (Group 2) (3 Clusters)
- 0501 – Supervisory Benefits Specialist, Supervisory Debt Collection Program Specialist, Supervisory Debt Management Specialist, Supervisory Payroll Operations Specialist, Supervisory Payroll Program Specialist (Group 2) (5 Clusters)
- 0501 – Assistant Payroll Program Manager, Payroll Integration Manager, Payroll Program Manager, Payroll Systems Integration Coordinator (Group 5) (4 Clusters)
- 0503 – Financial Clerks and Assistants (Position Title vary) Cluster
- 0544 – Civilian Pay Clerk/Technician Cluster
- 0544 – Civilian Pay Clerk/Technician (Benefits) Cluster
- 0544 – Lead Civilian Pay Clerk/Technician Cluster

(Count = 17)

Benefits Payroll Processing

- 0503 – Financial Clerks and Assistants (Benefits Assistants and Lead Billing Technician only) Cluster (2 Clusters)
- 0544 – Civilian Pay Clerk/Technician (Benefits) Cluster

(Count = 3)

Billing and Collections Processing

- 0503 – Financial Clerks and Assistants (Billing and Collection Technicians and Lead Billing and Collection Technicians) Cluster (2 Clusters)

(Count = 3)

Budget

- 0560 – Budget Analyst Cluster

(Count = 1)

Business and Industry

- 1101 – Business and Industry (Position Title vary) Cluster
- 1101 – Business and Industry (Position Title vary) (Position designated as Supervisory or   Managerial Cluster

(Count = 2)

Classification

- 0201 – Human Resources Specialist (Classification/Recruitment and Placement Cluster
- 0201 – Supervisory Human Resources Specialist (Classification/Recruitment and   Placement Cluster

(Count = 2)

Configuration Management

- 0301 – Documentation Specialist, Functional Systems Analyst, Functional Systems Analyst (HR) (Group 5) (3 Clusters)
- 0301 – Supervisory Functional Systems Analyst (HR) (Group 5) Cluster
- 0301 – TMS Implementation Project Manager, TMS Project Manager (Group 11) (2 Clusters)

(Count = 6)

Contracting/Procurement

- 1102 – Contract Specialist and Procurement Analyst Cluster
- 1102 – Contract Specialist and Procurement Analyst (Position designated as Supervisory   or Managerial) Cluster (2 Clusters)

(Count = 4)

Data Management

- 0501 – Business Systems Analyst, Financial Systems Analyst, Payroll and Benefits Systems Analyst, Payroll Systems Analyst, Senior Payroll Systems Analyst (Group 1) (5 Clusters)
- 0501 – Supervisory Business Systems Analyst, Supervisory Financial Systems Analysts, Supervisory Financial Systems Project Manager, Supervisory Payroll Program and Systems Analyst (Group 1) (4 Clusters)
- 2210 – Information Technology Specialist (DATAMGT) Cluster

(Count = 1)

Database Administration

- 2210 – Information Technology Specialist (DATAMGT) Cluster

(Count = 1)

Database Management Systems

- 2210 – Information Technology Specialist (APPSW) Cluster

(Count = 1)

Drug and Alcohol Testing

- 0301 – Drug Program Specialist (Group 4) Cluster
- 0301 – Supervisory Drug Program Coordinator (Group 4) Cluster

(Count = 2)

Employee Benefits

- 0201 – Human Resources Specialist (Benefits) Cluster
- 0203 – Human Resources Assistant (Benefits) Cluster

(Count = 2)

Employee Relations

- 0201 – Human Resources Specialist (Employee Relations/Labor Relations) Cluster

(Count = 1)

Facilities Assistance

- 1603 – Facilities Service Assistant Cluster

(Count = 1)

Facilities Management

- 1601 – Facilities Services Specialist Cluster
- 1601 – Facilities Services Specialist (Position designated as Supervisory or Managerial) Cluster

(Count = 2)

Financial Management

- 0341 – Administrative Officer Cluster
- 0341 – Administrative Officer (Position designated as Supervisory or Managerial) Cluster
- 0501 – Supervisory Financial Management Specialist (Group 4) Cluster
- 0501 – Financial Management Officer (Group 6) Cluster
- 0505 – Financial Management Cluster

(Count = 8)

FOIA/Privacy Act

(Count = 0)

Human Capital Management

- 0201 – Human Resources Specialist (Human Capital Program Manager and Human Resources Officer) (2 Clusters)

(Count = 2)

Human Resources Information Systems

- 0201 – Human Resources Specialist (Information Systems) Cluster
- 0201 – Supervisory Human Resources Specialist (Information Systems) Cluster
- 0203 – Human Resources Assistant (Information Systems) Cluster
- 0301 – HR Support Specialist (Group 1) Cluster

(Count = 4)

Information System Security

- 2210 – Information Technology Specialist (INFOSEC) Cluster

(Count = 1)

Information Systems Security Certification

- 2210 – Information Technology Specialist (INFOSEC) Cluster

(Count = 1)

Information Systems / Networking Security

- 2210 – Information Technology Specialist (INFOSEC) Cluster

(Count = 1)

Information Technology Architecture

- 2210 – Information Technology Specialist (INET) Cluster

(Count = 1)

Infrastructure Design

- 2210 – Information Technology Specialist (SYSADMIN) Cluster

(Count = 1)

Instructional System Design

- 0301 – Performance Support Specialist (Group 7) Cluster
- 0301 – Supervisory Performance Support Specialist (Group 7) Cluster

(Count = 2)

Labor Relations

- 0201 – Human Resources Specialist (Employee Relations/Labor Relations) Cluster

(Count = 1)

Lease/Space Management

- 1170 – Realty Specialist Cluster

(Count = 1)

Management/Program Analysis

- 0343 – Management/Program Analyst Cluster
- 0343 – Management/Program Analyst (Position designated as Supervisory or Managerial) Cluster

(Count = 2)

Operating Systems

- 0335 – Computer Clerk and Assistant Cluster
- 2210 – Information Technology Specialist (SYSADMIN) Cluster

(Count = 2)

Pay Administration

- 0501 – Lead Benefit Specialist, Payroll Accounting Analyst, Payroll Program Specialist (Group 2) (3 Clusters)
- 0501 – Supervisory Benefits Specialist, Supervisory Debt Collection Program Specialist, Supervisory Debt Management Specialist, Supervisory Payroll Operations Specialist, Supervisory Payroll Program Specialist (Group 2) (5 Clusters)

(Count = 4)

Payroll Processing

- 0503 – Financial Clerks and Assistants (Payroll Program Technicians only) Cluster
- 0544 – Civilian Pay Clerk/Technician Cluster
- 0544 – Civilian Pay Clerk/Technician (Benefits) Cluster
- 0544 – Lead Civilian Pay Clerk/Technician Cluster

(Count = 4)

Personnel and Human Resources

- 0201 – Human Resources Specialist (Human Capital Program Manager and Human Resources Officer) (2 Clusters)
- 0201 – Human Resources Specialist (Information System) Cluster
- 0203 – Human Resources Assistant (Information Systems) Cluster

(Count = 4)

Personnel Action Processing

- 0203 – Human Resources Assistant (Benefits) Cluster
- 0203 – Human Resources Assistant (Classification/Recruitment and Placement) Cluster

(Count = 2)

Personnel Security Assistance

- 0086 – Personnel Security Assistant Cluster

(Count = 1)

Personnel Security Management

- 0080 – Personnel Security Specialist Cluster
- 0080 – Supervisory Personnel Security Specialist Cluster

(Count = 2)

Process Control

- 0335 – Computer Clerk and Assistant Cluster

(Count = 1)

Procurement

- 1106 – Procurement Technician Cluster

(Count = 1)

Program Management

- 0201 – Human Resources Specialist (Human Capital Program Manager and Human Resources Officer) (2 Clusters)
- 0301 – Program Support Specialists, Project Specialist (Group 6) (2 Clusters)
- 0301 – Chief of Staff, Chief Strategy and Performance Officer, Deputy Associate Director (Group 9) (3 Clusters)
- 0301 – Supervisory Program Support Coordinator (Group 9) Cluster
- 0301 – TMS Implementation Project Manager, TMS Project Manager (Group 11) (2 Clusters)
- 0340 – Program Manager Cluster
- 0501 – Assistant Payroll Program Manager, Payroll Integration Manager, Payroll Program Manager, Payroll Systems Integration Coordinator (Group 5) (4 Clusters)
- 0501 – Financial Management Officer (Group 6) Cluster
- 0505 – Financial Management Cluster

(Count = 17)

Project Management

Project Manager Cluster

- 0201 – Human Resources Specialist (Information Systems) Cluster
- 0201 – Supervisory Human Resources Specialist (Information Systems) Cluster
- 0340 – Program Manager Cluster

(Count = 3)

Property Management

- 2010 – Inventory Management Specialist Cluster

(Count = 1)

Public Safety and Security

- 1601 – Facilities Services Specialist Cluster

- 1601 – Facilities Services Specialist (Position designated as Supervisory or Managerial Cluster

(Count = 2)

Purchasing

- 1105 – Purchasing Agent Cluster

(Count = 1)

Recordkeeping

- 0203 – Human Resources Assistant (Classification/Recruitment and Placement) Cluster

(Count = 1)

Records Management

- 0301 – Documentation Specialist (Group 5) Cluster

 (Count = 1)

Risk Management

- 0505 – Financial Management Cluster

(Count = 1)

Software Development

- 2210 – Information Technology Specialist (APPSW) Cluster

(Count = 1)

Staff Acquisition

- 0201 – Human Resources Specialist (Classification/Recruitment and Placement) Cluster
- 0201 – Supervisory Human Resources Assistant (Classification/Recruitment and   Placement) Cluster
- 0203 – Human Resources Assistant (Classification/Recruitment and Placement) Cluster

(Count = 3)

Support Services

- 0303 – Miscellaneous Clerk and Assistant Cluster
- 0305 – Mail Clerk Cluster
- 0342 – Support Services Cluster
- 0342 – Support Services Cluster (Position designated as Supervisory or Managerial)   Cluster

(Count = 4)

System Administration

- 2210 – Information Technology Specialist (SYSADMIN) Cluster

(Count = 1)

System Integration

- 2210 – Information Technology Specialist (APPSW) Cluster

(Count = 1)

Systems Life Cycle

- 0501 – Business Systems Analyst, Financial Systems Analyst, Payroll and Benefits Systems Analyst, Payroll Systems Analyst, Senior Payroll Systems Analyst (Group 1) (5 Clusters)
- 0501 – Supervisory Business Systems Analyst, Supervisory Financial Systems Analysts, Supervisory Financial Systems Project Manager, Supervisory Payroll Program and Systems Analyst (Group 1) (4 Clusters)
- 2210 – Information Technology Specialist (6 Clusters)

(Count = 10)

Systems Testing and Evaluation

- 0301 – Client Conversion Specialist (Group 2) Cluster
- 0301 – Supervisory Client Program Management Specialist (Group 2) Cluster
- 0301 – Documentation Specialist, Functional Systems Analyst, Functional Systems Analyst (HR) (Group 5) (3 Clusters)
- 0301 – Supervisory Functional Systems Analyst (HR) (Group 5) Cluster
- 0301 – Personnel Systems Analyst, Personnel Systems Analyst (Security) (Group 8) (2 Clusters)
- 0301 – Supervisory Personnel and Client Liaison Coordinator, Supervisory Personnel Systems Analyst Cluster (Group 8) (2 Clusters)
- 0501 – Business Systems Analyst, Financial Systems Analyst, Payroll and Benefits Systems Analyst, Payroll Systems Analyst, Senior Payroll Systems Analyst (Group 1) (5 Clusters)
- 0501 – Supervisory Business Systems Analyst, Supervisory Financial Systems Analysts, Supervisory Financial Systems Project Manager, Supervisory Payroll Program and Systems Analyst (Group 1) (4 Clusters)
- 2210 – Information Technology Specialist (SYSANALYSIS) Cluster

(Count = 14)

Technical Documentation

- 0301 – Documentation Specialist (Group 5) Cluster
- 1102 – Contract Specialist and Procurement Analyst Cluster
- 1102 – Contract Specialist and Procurement Analyst (Position designated as Supervisory or Managerial) Cluster

(Count = 4)

Technical Problem Solving

- 0301 – TMS Support Specialist (Group 3) Cluster
- 2210 – Information Technology Specialist (6 Clusters)

 (Count = 12)

Technology Application

- 0303 – Miscellaneous Clerk and Assistant Cluster
- 0305 – Mail Clerk Cluster

- 0326 – Office Automation Clerk and Assistant Cluster
- 0503 – Financial Clerks and Assistants (Position Title vary) Cluster
- 0544 – Civilian Pay Clerk/Technician Cluster
- 0544 – Civilian Pay Clerk/Technician (Benefits) Cluster
- 0544 – Lead Civilian Pay Clerk/Technician Cluster

(Count = 7)

Technology Awareness

(Count = 0)

Web Technology

- 0301 – Communication Manager (Group 12) Cluster
- 2210 – Information Technology Specialist (INET) Cluster

(Count = 2)

Writing/Editing

- 0301 – Communication Manager Cluster
- 1082 – Writer Editor Cluster

(Count = 2)

*Competencies identified for these clusters apply to specific position(s) within this occupational series and are not all inclusive of the entire occupational series.