



National Institutes of Health

Competency Model

GS - 201 Human Resources

Occupation Competency Model



Human Resources Competency Model		
Competency	Definition	Key Behaviors
Human Resource Communication	Understands Human Resource (HR) initiatives, services and applications and communicates relevant information to the NIH community	<ul style="list-style-type: none"> • Maintains an understanding of own HR area and a current and accurate understanding of all organizational HR initiatives, services and applications for the purpose of creating awareness and optimizing customer service • Identifies the key points related to organizational HR programs that should be understood by the NIH employee population • Contributes to the knowledge and understanding that employees' have relating to an organization's HR programs • Communicates new/changed HR programs to employees using the most effective method(s) of communication (e.g., email, briefings) • Assists with the training or retraining of employees on organizational HR programs as required • Partners with other organizations both inside and outside of HCG
Human Resource Consultation	Applies innovative strategies and provides management with appropriate guidance, feedback and development resources to solve various human capital issues.	<ul style="list-style-type: none"> • Assures that HR policy, regulatory and program issuances are properly integrated with other staff actions and are thereby fully supportive of the organization's mission and service outcomes • Uses HR principles and business change processes to improve efficiency and effectiveness • Uses appropriate tools/approaches to gather and disseminate information (e.g., meetings, email, briefings, presentations, surveys) • Maintains confidentiality of sensitive information • Scans the environment to assess organizational needs, identifies potential options and presents to management recommended solutions, including the pros and cons of each • Understands the added value of, and uses face-to-face interactions to engage and create understanding • Provides recommendations and/or reports on leading HR practices and procedures • Serves as a trusted advisor, providing management advisory assistance, problem resolution, and technical guidance in assigned program areas in a responsive and timely manner • Transfers knowledge and coaches others, enabling them to independently address human capital issues within their organization



Competency	Definition	Key Behaviors
Human Resource Law, Regulation and Policy Research and Analysis	Understands Human Resource (HR) laws, regulations and policies; assesses their potential effect on NIH procedures; and ensures they are effectively applied in all human capital matters.	<ul style="list-style-type: none">• Possesses knowledge of HR laws, regulations and policies• Researches, analyzes and/or interprets HR laws, and ensures they are integrated in daily operations as appropriate• Develops and/or recommends changes to procedures resulting from new laws• Stays abreast of current and potential future changes in HR laws, regulations, and policies and assesses the impact of these changes on the organization• Gathers and benchmarks with other organizations, in both the public and/or private sector, to determine the best approach for integrating laws, regulations, and policies at NIH
Human Resource Management Knowledge	Understands how human resource management can impact an organization and aides it in remaining stable and productive	<ul style="list-style-type: none">• Maintains knowledge of current practices and tools used within assigned HR specialty area (e.g., recruitment, benefits, classification, employee training, career development, evaluation, employee/labor relations, performance management, recognizing/rewarding employees, employee morale)• Stays abreast of changes in the HR profession and anticipates and prepares for the implications of these changes on current and future HR related plans and processes at NIH• Anticipates the impact new organizational processes may have on personnel

Proficiency Scale

Score	Proficiency Level	Description
1	Fundamental Awareness (basic knowledge)	<p>You have a common knowledge or an understanding of basic techniques and concepts.</p> <ul style="list-style-type: none"> • Focus is on learning.
2	Novice (limited experience)	<p>You have the level of experience gained in a classroom and/or experimental scenarios or as a trainee on-the-job. You are expected to need help when performing this skill.</p> <ul style="list-style-type: none"> • Focus is on developing through on-the-job experience; • You understand and can discuss terminology, concepts, principles, and issues related to this competency; • You utilize the full range of reference and resource materials in this competency.
3	Intermediate (practical application)	<p>You are able to successfully complete tasks in this competency as requested. Help from an expert may be required from time to time, but you can usually perform the skill independently.</p> <ul style="list-style-type: none"> • Focus is on applying and enhancing knowledge or skill; • You have applied this competency to situations occasionally while needing minimal guidance to perform successfully; • You understand and can discuss the application and implications of changes to processes, policies, and procedures in this area.
4	Advanced (applied theory)	<p>You can perform the actions associated with this skill without assistance. You are certainly recognized within your immediate organization as "a person to ask" when difficult questions arise regarding this skill.</p> <ul style="list-style-type: none"> • Focus is on broad organizational/professional issues; • You have consistently provided practical/relevant ideas and perspectives on process or practice improvements which may easily be implemented; • You are capable of coaching others in the application of this competency by translating complex nuances relating to this competency into easy to understand terms; • You participate in senior level discussions regarding this competency; • You assist in the development of reference and resource materials in this competency.
5	Expert (recognized authority)	<p>You are known as an expert in this area. You can provide guidance, troubleshoot and answer questions related to this area of expertise and the field where the skill is used.</p> <ul style="list-style-type: none"> • Focus is strategic; • You have demonstrated consistent excellence in applying this competency across multiple projects and/or organizations; • You are considered the "go to" person in this area within NIH and/or outside organizations; • You create new applications for and/or lead the development of reference and resource materials for this competency; • You are able to diagram or explain the relevant process elements and issues in relation to organizational issues and trends in sufficient detail during discussions and presentations, to foster a greater understanding among internal and external colleagues and constituents.