



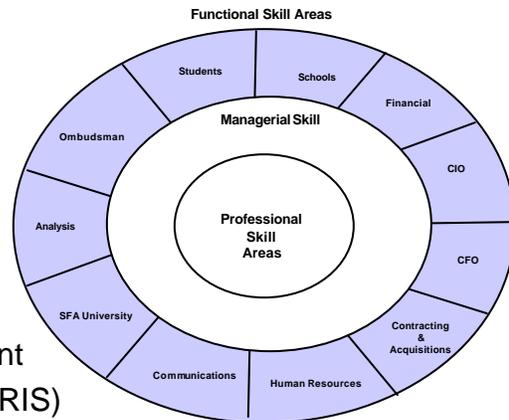
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## Human Resources Skill Catalog

### Human Resources Organization Unit

#### Functional Skills List:

- Compensation, Recognition and Benefits Administration
- Contract Management
- Employee and Career Development
- Employee and Labor Relations Administration
- Employee and Labor Relations Management
- Human Resources Information Systems (HRIS) Administration
- Human Resources Administration
- Human Resources Strategy and Planning
- Office Administration
- Performance Management
- Performance Management Administration
- Planning and Budgeting
- Recruitment, Selection, Deployment and Transition Administration
- Recruitment, Selection, Deployment and Transition Management
- Technology Planning





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**Human Resources Skill Catalog**

**Compensation, Recognition and Benefits Administration**

*Applies knowledge of compensation, recognition and benefits policies and processes to administer compensation, benefits and rewards packages.*

Meets Expectations

Exhibits 3 of the 5 behaviors listed for the “Meets Expectations” standard :

- Demonstrates knowledge of compensation, recognition and benefits policies and processes
- Applies knowledge and skills required to design, implement and administer compensation, benefits and reward programs
- Applies understanding of Compensation and Benefits Administration to evaluating and analyzing implications of proposed compensation, rewards and benefits programs
- Demonstrates ability to respond to compensation and benefits inquiries
- Applies concepts and guidelines of Compensation and Benefits Administration to ensure compliance with policies and plans
- Manages implementation of compensation, benefits and reward programs using the HRIS
- Demonstrates ability to prepare various reports for management and other government agencies on compensation and benefits

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Improvement Required

Exhibits less than 3 of the 5 behaviors listed for the “Meets Expectations” standard.



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**Human Resources Skill Catalog**

**Contract Management**

*Manages and monitors operating partners performance in accordance with government policies and procedures.*

Meets Expectations

Exhibits 3 of the 5 behaviors listed for the “Meets Expectations” standard:

- Demonstrates understanding of the contract management vision of SFA
- Applies contract management vision to develop, sustain and improve relations with contractors/vendors in order to meet SFA’s objectives
- Demonstrates understanding of federal contract management concepts, procedures and regulations
- Ensures compliance with government contracting regulations
- Demonstrates ability to develop, manage and monitor effective memorandums of understanding with vendors and third party service providers
- Demonstrates skill in working with vendors to lower costs associated with technology and processes
- Demonstrates ability to monitor progress and ensures vendor/contractor adheres to standards and expected outcomes

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Improvement Required

Exhibits less than 3 of the 5 behaviors listed for the “Meets Expectations” standard.



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**Human Resources Skill Catalog**

**Employee and Career Development**

*Applies understanding of skill and career modeling to create, develop and maintain the SFA Skill and Career Progression Models.*

Meets Expectations

Exhibits 3 of the 5 behaviors listed for the “Meets Expectations” standard:

- Demonstrates knowledge and understanding of Skill and Career Modeling
- Demonstrates ability to partner with SFA leadership to develop SFA’s Career Progression Model
- Demonstrates ability to provide counseling services related to career development based on SFA’s Skill and Career Progression Models
- Demonstrates ability to partner with SFA University to create employee development programs based on SFA’s Skill Model and Career Progression Model

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Improvement Required

Exhibits less than 3 of the 5 behaviors listed for the “Meets Expectations” standard.



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**Human Resources Skill Catalog**

**Employee and Labor Relations Administration**

*Prepares reports, researches, answers questions, and understands implications of agreements regarding employee and labor issues.*

Meets Expectations

Exhibits 3 of the 5 behaviors listed for the “Meets Expectations” standard:

- Demonstrates understanding of SFA and other federal government rules and policies on employee-labor relations
- Prepares required reports and documents related to employee and labor issues
- Conducts data gathering activities related to employee and labor issues
- Handles basic employee-related inquiries
- Conducts research on employee and labor relations
- Monitors implementation of agreements between labor and management

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Improvement Required

Exhibits less than 3 of the 5 behaviors listed for the “Meets Expectations” standard.



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**Human Resources Skill Catalog**

**Employee and Labor Relations Management**

*Creates employee development processes and provides counseling to SFA employees.*

Meets Expectations

Exhibits 3 of the 5 behaviors listed for the “Meets Expectations” standard:

- Demonstrates understanding of SFA and other federal government rules and policies on employee-labor relations
- Demonstrates ability to conceptualize programs and activities that will develop and maintain harmonious and productive relationships within the organization
- Demonstrates ability to help set strategic direction and recommend policies related to employee programs and labor relations
- Demonstrates ability to develop SFA’s labor-management strategy and vision in partnership with SFA management and union leadership
- Demonstration ability to plan, manage, and negotiate in meetings/dialogue between labor and management
- Demonstrates ability to evaluate and analyze effects/implications of existing/proposed employee programs and labor relations and recommends appropriate solutions
- Demonstration skill in developing guidelines and procedures related to employee programs and labor relations
- Demonstrates ability to resolves employee disputes and grievances utilizing appropriate channels and procedures

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Improvement Required

Exhibits less than 3 of the 5 behaviors listed for the “Meets Expectations” standard.



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**Human Resources Skill Catalog**

**Human Resources Information Systems (HRIS) Administration**

*Manages, maintains, and updates human resources information systems to generate necessary reports.*

Meets Expectations

Exhibits 3 of the 5 behaviors listed for the “Meets Expectations” standard:

- Demonstrates ability to manage the implementation/performance of HR administration/information system
- Demonstrates skill in maintaining, monitoring and updating records in HRIS database
- Demonstrates ability to monitor the performance of the system, which supports the various teams in the HR organization
- Demonstrates skill in effectively utilizing the HRIS to complete routine HR activities and to generate necessary reports

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Improvement Required

Exhibits less than 3 of the 5 behaviors listed for the “Meets Expectations” standard.



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**Human Resources Skill Catalog**

**Human Resources Administration**

*Uses understanding of HR processes and policies to develop HR administrative programs, projects and activities.*

Meets Expectations

Exhibits 3 of the 5 behaviors listed for the “Meets Expectations” standard:

- Demonstrates understanding of HR processes and policies
- Plans and develops HR administration programs, projects and activities based on understanding of HR processes
- Ensures uniform implementation of defined HR policies and procedures
- Prepares/processes various HR documents based on policy compliance
- Demonstrates ability to evaluate/analyze statistical data/information on personnel and prepares reports
- Handles and monitors file transfer, storage and disposal of personnel records, back-up files, office reports and other information HR documentation
- Identifies HR administration issues and concerns and makes informed recommendations to stakeholders
- Identifies inefficiencies in the HR administration processes and makes recommendations for areas of improvement

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Improvement Required

Exhibits less than 3 of the 5 behaviors listed for the “Meets Expectations” standard.



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## Human Resources Skill Catalog

### Human Resources Strategy and Planning

*Defines and implements a strategic HR vision, designs HR goals, and develops HR programs to meet SFA organization goals.*

#### Meets Expectations

Exhibits 3 of the 5 behaviors listed for the “Meets Expectations” standard:

- Demonstrates ability to define and “implement” (within regulatory legislative framework) a strategic HR vision aligned to SFA organization goals
- Demonstrates ability to appropriately prioritize and direct the development of an HR Implementation Strategy that prioritizes and defines the HR programs and processes of SFA
- Demonstrates knowledge of the theories, strategies and processes underlying the effective management of change for the individuals as well as the SFA organization in the design of HR Programs (Change Management Skills)
- Demonstrates awareness of issues, trends and best in business thinking associated with human resources practices and effectiveness and applies that understanding to the design of HR programs (Best Practice Knowledge)
- Demonstrates understanding of the role of values and socialization in organization success and individual behavior, and applies that understanding in the design of HR programs (Organization Culture)

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#### Improvement Required

Exhibits less than 3 of the 5 behaviors listed for the “Meets Expectations” standard.



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**Human Resources Skill Catalog**

**Office Administration**

*Performs administrative practices and support services to increase office effectiveness and efficiency.*

Meets Expectations

Exhibits 3 of the 5 behaviors listed for the “Meets Expectations” standard:

- Demonstrates ability to organize, plan and coordinate administrative functions
- Demonstrates ability to identify administrative procedural problems and recommend improvements that increase effectiveness and efficiency
- Uses knowledge of administration concepts and practices (answering phones, filing, scheduling, etc.) to plan, deliver and manage support services vital to SFA operations

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Improvement Required

Exhibits less than 3 of the 5 behaviors listed for the “Meets Expectations” standard.



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**Human Resources Skill Catalog**

**Performance Management**

*Develops performance management procedures and guidelines to enhance employee performance, productivity and motivation.*

Meets Expectations

Exhibits 3 of the 5 behaviors listed for the “Meets Expectations” standard:

- Demonstrates knowledge of key concepts of performance management and the link between those concepts, business strategy and other HR processes
- Applies knowledge of Performance Management to the design and development of SFA’s performance management program that ensures alignment to business strategy and linkages to other HR systems
- Demonstrates ability to conduct relevant research on performance and skill management best practices, analyzes issues related to current system and recommends improvement alternatives
- Demonstrates skill in developing performance management procedures and guidelines
- Demonstrates ability to evaluate the current performance development results and its impact on employee performance, productivity and motivation and prepare reports for management

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Improvement Required

Exhibits less than 3 of the 5 behaviors listed for the “Meets Expectations” standard.



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**Human Resources Skill Catalog**

**Performance Management Administration**

*Administers performance development and support for HR systems and processes.*

Meets Expectations

Exhibits 3 of the 5 behaviors listed for the "Meets Expectations" standard:

- Demonstrates ability to administer performance development system in a timely, accurate and efficient manner
- Demonstrates skill in updating and maintaining SFA Skill Catalog
- Documents current performance measurement and reward systems and processes
- Demonstrates ability to provide performance development and support services to management and employees

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Improvement Required

Exhibits less than 3 of the 5 behaviors listed for the "Meets Expectations" standard.



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**Human Resources Skill Catalog**

**Planning and Budgeting**

*Uses rules, appropriate information sources and tools to ensure accurate and timely reporting of business forecasts and budgets.*

Meets Expectations

Exhibits 3 of the 5 behaviors listed for the “Meets Expectations” standard:

- Demonstrates understanding of OMB regulations and overall Federal appropriations process
- Demonstrates understanding of rules, information sources and tools available to prepare and consolidate budgets and forecasts
- Demonstrates understanding of departmental and organizational budget formulation and fund control procedures and guidelines
- Demonstrates ability to apply planning and budgeting concepts ensuring accurate and timely reporting of business forecasts and budgets
- Analyzes and discusses budget implications
- Demonstrates ability to track and reconcile unit budget activities

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Improvement Required

Exhibits less than 3 of the 5 behaviors listed for the “Meets Expectations” standard.



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**Human Resources Skill Catalog**

**Recruitment, Selection, Deployment and Transition Administration**

*Applies understanding of the steps and procedures involved in recruitment, selection, deployment and transition to hire, promote and deploy employees..*

Meets Expectations

Exhibits 3 of the 5 behaviors listed for the “Meets Expectations” standard:

- Demonstrates understanding of the steps and procedures involved in recruitment, selection, deployment and transition
- Demonstrates ability to receive and conduct initial screening of application form for hiring/promotion/transfer
- Demonstrates ability to conduct initial screening interview and assess qualifications based on expressed business need
- Demonstrates ability to evaluate applicant forms by matching applicant qualifications and experiences to position requirements
- Processes appointment papers (i.e. hiring, promotion, change designation, etc.) in a timely, efficient and effective manner using appropriate systems and processes
- Demonstrates ability to document current recruitment, selection, deployment and transition practices
- Demonstrates skill in maintaining and updating applicants’ data file

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Improvement Required

Exhibits less than 3 of the 5 behaviors listed for the “Meets Expectations” standard.



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## Human Resources Skill Catalog

### Recruitment, Selection, Deployment and Transition Management

*Partners with Channels/Organization Unit to assess, evaluate and analyze resource requirements to support SFA-Wide goals and objectives.*

#### Meets Expectations

Exhibits 3 of the 5 behaviors listed for the “Meets Expectations” standard:

- Demonstrates ability to partner with Channels/Organization Units to assess, evaluate and analyze resource requirements
- Demonstrates ability to partner with Channels/Organization Units to develop resource plan based on SFA business goals and objectives
- Demonstrates ability to evaluate various recruitment, selection, deployment and transition programs to determine best practices applicable to SFA
- Demonstrates ability to develop recruitment, selection, deployment and transition strategies that will support SFA-wide goals and objectives
- Demonstrates skill in providing Channel/Organization Unit-specific advice, guidance and support services in recruiting and hiring process
- Demonstrates ability to identify issues and recommend solutions related to recruitment, selection, deployment and transition
- Demonstrates ability to coordinate organization-wide implementation of personnel programs related to recruitment, selection, deployment and transition
- Demonstrates skills in preparing cost/benefit analysis of new recruitment, selection, deployment and transition programs
- Demonstrates ability to identify customized approaches in recruitment, selection, deployment and transition

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#### Improvement Required

Exhibits less than 3 of the 5 behaviors listed for the “Meets Expectations” standard.



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**Human Resources Skill Catalog**

**Technology Planning**

*Applies understanding of strategic IT goals and initiatives to identify service improvement and cost reduction opportunities.*

Meets Expectations

Exhibits 3 of the 5 behaviors listed for the “Meets Expectations” standard:

- Demonstrates understanding of strategic IT goals and objectives
- Demonstrates ability to apply strategic investment priorities to select IT initiatives that best support organizational goals and objectives
- Demonstrates understanding of IT initiative evaluation process
- Evaluates business process and technical requirements to identify service improvement and cost reduction opportunities
- Monitors emerging technologies and business process innovations to analyze their potential for streamlining SFA operations

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Improvement Required

Exhibits less than 3 of the 5 behaviors listed for the “Meets Expectations” standard.