

U.S. Department of Education
Student Financial Assistance (SFA)



SFA Skill Catalog
Version 1.0

- Professional, Managerial and Functional Skills -



Skill Catalog
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Section 1: SFA Skill Catalog Overview

WHAT IS THE SFA SKILL CATALOG?

SFA's Skill Catalog outlines the capabilities necessary to enable organization success. The Skill Catalog is a compilation of the associated knowledge (learned information), abilities (capability to use in practice what is learned) and professional qualities (features contributing to the establishment of culture and success of the organization) of an employee needed on the job.

Identifying and defining the desired skills to perform the roles within SFA will:

- Help align employee job and performance expectations with the organization's goals to increase customer satisfaction, decrease unit cost and increase employee satisfaction
- Serve as a framework/tool for identifying employee training and on-going professional development opportunities
- Help outline expectations for the different roles in the organization and provide a clear picture of the skills needed to succeed in each role

HOW SHOULD THE SKILL CATALOG BE USED?

SFA has defined three categories of skills: Professional, Managerial and Functional Skills. The **Professional Skills** define those behaviors required of *all* employees to help create the performance-based culture of SFA. The **Managerial Skills** outline the knowledge, expertise, and abilities associated with leading and managing SFA. The Managerial Skills are applicable to all supervisors in the organization. The **Functional Skills**, organized by channel/organization unit, define the knowledge, expertise, and abilities required to successfully perform a *specific* role in SFA.

Given these three skill categories, the Skill Catalog is used much like a restaurant menu. All employees must select all Professional Skills as part of their order. All Managers must also select all Managerial Skills, however, if the employee is not a supervisor, he/she will not select any Managerial Skills. It is in the area of Functional Skills that employees begin to make unique selections. The employee and his/her supervisor review the Functional Skill list for their organization unit, and select the Functional Skills most relevant to the employee's specific role in the organization. For example, if an employee's role within SFA University were to deliver training to SFA employees, the employee might select the skills: 'Learning Design and Development; Training Delivery; Facilitation; and Product Knowledge' from SFA University's Functional Skill List. Therefore, a Manager in SFA University whose primary responsibility is delivering training to SFA employees, might have the following skill profile:

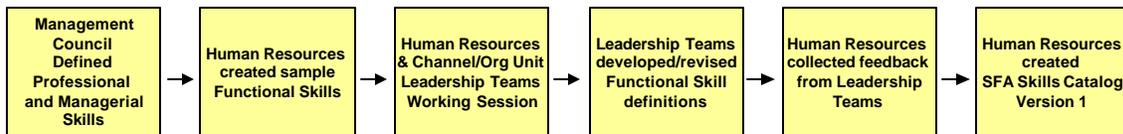
Sample: Skill Profile for a Manager in SFA University:

Professional Skills	Managerial Skills	Functional Skills
Continuous Learning & Improvement	Employee Development	Learning Design &Development
Customer Service Orientation	Knowledge Sharing	Training Delivery
Goals/Results Orientation	Problem Solving & Decision Making	Facilitation
Interpersonal Communications	Program Management	Product Knowledge
Professionalism	Visioning	
Project Management		
SFA Business Knowledge		
Technology Literacy		



The employee “creates” this skill profile as a way to focus on specific skills that will help him/her be successful in his/her current role within the PBO. This skill development information is used to create the employees Individual Development Plan (IDP) which will serve as the individual’s guide for professional growth in SFA. Employees may update and modify the IDP after the mid-point discussion with their supervisor.

HOW WAS SFA’S SKILL CATALOG CREATED?



The SFA Skill Catalog was created through a series of working sessions with Human Resources and each Channel/Organization Unit’s leadership team. Human Resources created a sample of skills for each leadership team to review based on the functional responsibilities and goals of the organization unit. The leadership teams reviewed their respective samples and together created a composite list of functional skills and definitions based on the unique business needs of their areas. Human Resources then collected all of the feedback from the Leadership Teams, and reviewed this feedback to ensure consistency of definitions across the organization. After reviewing all functional skill definitions, SFA Human Resources compiled the SFA Skill Catalog.

HOW IS THE SKILL CATALOG ORGANIZED?

The Catalog is divided into four sections:

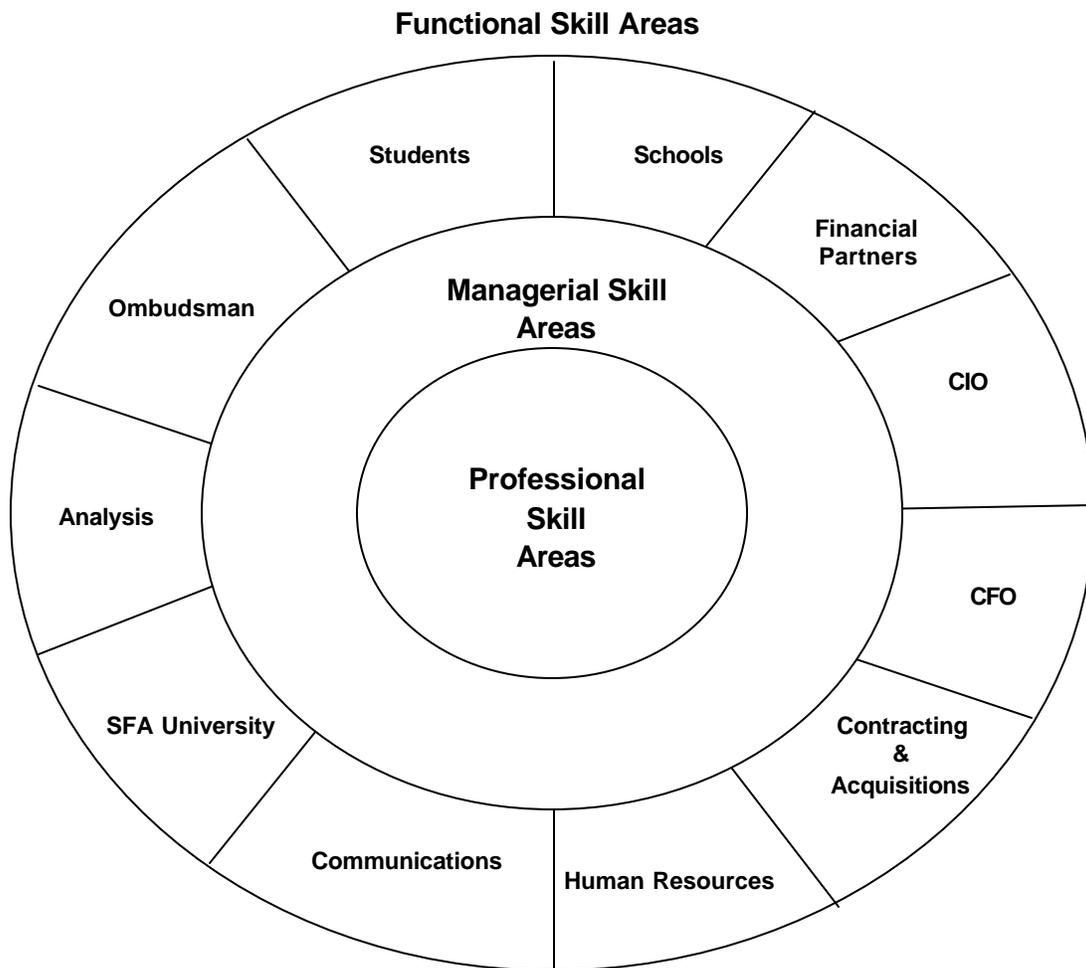
Section	Name	Description
Section 1	SFA Skill Catalog Overview	A description of the SFA Skill Model.
Section 2	SFA Professional Skill Areas	Listing of identified Professional Skill Areas and definitions, in alphabetical order.
Section 3	SFA Managerial Skill Areas	Listing of identified Managerial Skill Areas and definitions, in alphabetical order.
Section 4	SFA Functional Skill Areas	Listing of Functional Skill Areas and definitions per channel/unit in alphabetical order.



1.1 SFA Skill Model

The SFA Skill Model categorizes competencies into three skill areas: Professional, Managerial and Functional.

- **Professional Skills**
Behaviors required in developing the performance-based culture of SFA - the knowledge, expertise and abilities expected of all SFA employees.
- **Managerial Skills**
Knowledge, expertise and abilities associated with leading and managing SFA. These skills are required of all SFA Supervisors.
- **Functional Skills**
Knowledge, expertise and abilities required to successfully perform a specific role in SFA.





1.2 Components of the SFA Skill Model

The components of the SFA Skill Model are:

Type of Skill	Grouping of competencies according to type: Professional, Managerial and Functional
SFA Organization Unit <i>(for Functional only)</i>	Name of the SFA Organization Unit and listing of its Functional Skills
Skill Name	Name used to identify the specific employee behavior, expertise, and ability
Skill Definition	General description of behaviors and activities that must be demonstrated to achieve the desired skill. A skill definition reflects business and job objectives, organizational culture, etc

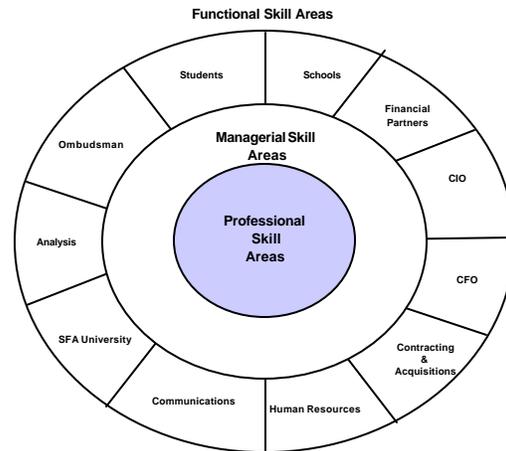


Section 2: SFA Professional Skills

Professional Skills are the behaviors required in developing the performance-based culture of SFA - the knowledge and abilities expected of all SFA employees.

Professional Skills:

- Continuous Learning and Improvement
- Customer Service Orientation
- Goal/Results Orientation
- Interpersonal Communications
- Professionalism
- Project Management
- SFA Business Knowledge
- Technology Literacy





SKILL NAME: Customer Service Orientation

- DEFINITION:
- Focuses customer service delivery according to SFA Service Standards:
 - Be Worthy of Trust
 - Be Courteous
 - Deliver Great Products and Services
 - Be Efficient
 - Demonstrates knowledge of who customers are and takes efforts to understand the customers' points of view when making decisions
 - Demonstrates focus on building relationships with customers
 - Focuses activities on satisfying present customer needs and opportunities for service improvement
 - Delivers timely responses to customers

SKILL NAME: Goal/Results Orientation

- DEFINITION:
- Sets goals and approaches with supervisor
 - Demonstrates commitment to working towards achievement of individual and team goals

SKILL NAME: Interpersonal Communication

- DEFINITION:
- Demonstrates the ability to express oneself through oral and written communications
 - Demonstrates ability to give and receive constructive feedback
 - Uses language that denotes respect for others



SKILL NAME: Professionalism

- DEFINITION:
- Demonstrates respect for the organization, its employees, partners and customers
 - Honors commitments
 - Takes responsibility for words and actions
 - Demonstrates respect for opinions of others and encourages honest feedback and candor in all interactions

SKILL NAME: Project Management

- DEFINITION:
- Demonstrates the ability to prioritize and schedule daily/weekly work activities
 - Demonstrates the ability to communicate status, schedule changes and issues associated with own work
 - Demonstrates ability to balance quality of work with deadlines and budget
 - Demonstrates the ability to identify risks affecting work progress and recommend solutions

SKILL NAME: SFA Business Knowledge

- DEFINITION:
- Demonstrates understanding and practical application of SFA's mission, performance objectives, and service standards
 - Demonstrates understanding of SFA's business processes and applies that knowledge in the execution of work

SKILL NAME: Technology Literacy

- DEFINITION:
- Uses technology appropriately to work efficiently and improve quality of products and services

SKILL NAME: Continuous Learning and Improvement

- DEFINITION:
- Demonstrates a desire to learn
 - Demonstrates willingness to improve ways of doing work
 - Seeks out and learns new tools and techniques to improve customer service delivery



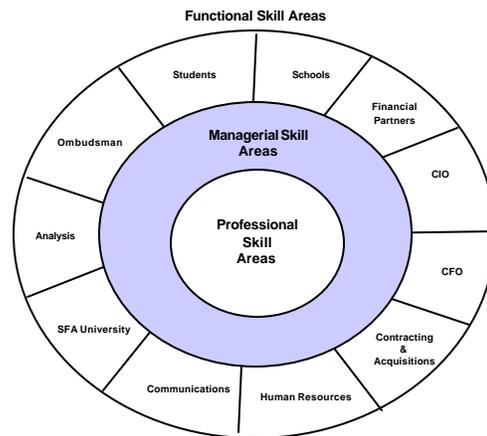
Section 3: SFA Managerial Skills

Managerial Skills are the knowledge and abilities associated with leading and managing SFA.

These skills are relevant for all managers across the organization.

Managerial Skills:

- Employee Development
- Knowledge Sharing
- Problem Solving and Decision Making
- Program Management
- Visioning





SKILL NAME : Employee Development

- DEFINITION:
- Fosters the professional growth of self and others through coaching, mentoring, and performance feedback
 - Provides opportunities for others to increase or gain skills to improve performance
 - Manages and resolves conflicts, grievances or disagreements in a constructive manner to minimize negative personal impact and maximize learning and achievement of business results
 - Communicates, accepts and assimilates different perspectives, approaches, and backgrounds to reach goals

SKILL NAME : Knowledge Sharing

- DEFINITION:
- Commits to constant, accurate information sharing with staff
 - Actively listens for the meaning in the messages of others
 - Able to give and receive feedback
 - Responds to questions and concerns in a positive manner with a focus on business outcomes
 - Delivers timely responses that demonstrate SFA business knowledge
 - Uses language that denotes respect for others

SKILL NAME : Problem Solving and Decision Making

- DEFINITION:
- Analyzes relevant information to determine problems, causes and critical issues; evaluates alternatives, and makes sound judgements and takes appropriate actions in a timely manner
 - Follows through with expressed decisions and accepts responsibility for results
 - Seeks new and innovative solutions
 - Engages appropriate stakeholders (including employees, partners, customers, union) in decision making and problem solving

SKILL NAME : Program Management

- DEFINITION:
- Prioritizes, plans, organizes, allocates and evaluates work to ensure employees complete tasks in a productive, timely and cost effective manner
 - Ensures programs are in alignment with organization goals
 - Sets high expectations for program performance
 - Holds self and others accountable to stated goals and objectives



SKILL NAME : **Visioning**

- DEFINITION:**
- Takes a long-term view, recognizes and identifies creative opportunities to help SFA accomplish its performance objectives
 - Generates enthusiasm, excitement and alignment around SFA goals to drive performance



Section 4: SFA Functional Skills

Functional Skills are the knowledge, skills and abilities required to successfully perform a specific role in SFA.



The Functional Skills are listed by Channel/Unit in the following order:

Studentspage 14

Schoolspage 19

Financial Partnerspage 24

CIOpage 27

CFOpage 33

Ombudsmanpage 39

Contracting & Acquisitionspage 43

Human Resourcespage 47

Analysispage 54

Communicationspage 60

SFA Universitypage 64

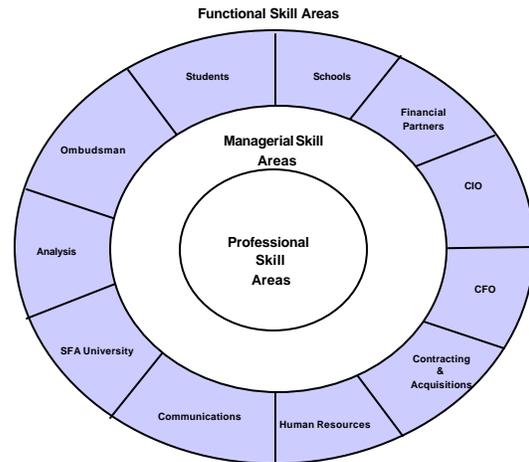


SFA Functional Skills

- Students Channel Functional Skills List -

Functional Skills:

- Collections Management
- Communications Planning
- Contract Management
- Credit Management
- Customer Service Support (re: Call Center Function)
- Financial Management
- Office Administration
- Planning and Budgeting
- Policy, Regulation and Legislation Awareness
- Portfolio Management
- Product Knowledge
- Public Awareness / Public Relations for Students
- Research and Analysis
- Technical Assistance
- Technology Planning





SKILL NAME : Collections Management

- DEFINITION:
- Demonstrates knowledge of collection processes to ensure efficiency and attainment of outstanding debts
 - Demonstrates ability to manage transactions related to identifying defaulted loans, billing defaulted borrowers and processing repayments of defaulted borrowers for those loans assigned to ED
 - Exhibits ability to meet collection performance objectives

SKILL NAME : Communication Planning

- DEFINITION:
- Demonstrates understanding of communication techniques including development of communication strategies and plans
 - Demonstrates the ability to determine the type of information/data to be gathered and communicated
 - Applies knowledge of communication techniques and services to build and maintain a positive public image for SFA and to establish a firm relationship with student borrowers, parents, and potential applicants

SKILL NAME : Contract Management

- DEFINITION:
- 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

SKILL NAME : Credit Management

- DEFINITION:
- Demonstrates knowledge of student loan services to ensure efficiency and quality of products
 - Manages the student loan services and systems to support and ensure borrower's rights and responsibilities for entitlements and repayment of student loans
 - Manages Quality Control activities to ensure consistent, accurate, and timely delivery of services and systems support for student loans



SKILL NAME : Customer Service Support (re: Call Center Function)

- DEFINITION:
- Demonstrates understanding of SFA's service standards and engages in behavior to encourage customer satisfaction
 - Anticipates customer needs
 - Uses tools and available information effectively to build insight into customer needs for insightful, integrated interactions
 - Provides superior customer responsiveness that meets or exceeds service expectations
 - Develops an in-depth understanding of a customer's unique challenges, needs and wants in order to build effective relationships
 - Responds effectively to customer complaints and solve customer problems
 - Integrates resources, services and technical capabilities across SFA units to meet customer needs
 - Communicates, accepts and assimilates different perspectives, approaches and backgrounds to reach customer satisfaction goals

SKILL NAME : Financial Management

- DEFINITION:
- Demonstrates understanding of financial management processes and activities
 - Demonstrates ability to manage financial management processes and activities of an organization needed to achieve desired financial goals and objectives
 - Demonstrates understanding of the requirements under the Credit Reporting Act of 1993, as amended, as it is applied in the administration of loan and grant programs

SKILL NAME : Office Administration

- DEFINITION:
- 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



SKILL NAME : Planning and Budgeting

- DEFINITION:
- 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

SKILL NAME : Policy, Regulation and Legislation Awareness

- DEFINITION:
- Demonstrates understanding of general policies, regulation and legislation principles, laws and jurisprudence
 - Demonstrates ability to use policy, regulation and legislation knowledge appropriately to make decisions that impact the organization

SKILL NAME : Portfolio Management

- DEFINITION:
- Demonstrates understanding of portfolio management concepts, processes and activities
 - Analyses, monitors and recommends alternative portfolio strategies to ensure fiscal responsibility
 - Demonstrates understanding of basic concepts and models of technical analysis, financial market analysis and securities

SKILL NAME : Product Knowledge

- DEFINITION:
- Demonstrates understanding of SFA's products
 - Demonstrates ability to apply product knowledge to resolve customer questions and concerns
 - Monitors product guidelines and legislation

SKILL NAME : Public Awareness / Public Relations for Students

- DEFINITION:
- Plans and executes public events and strategies that communicate to target customers the strategic and brand image goals while maximizing public awareness
 - Produces communications materials and distributes to target and general markets



SKILL NAME: Research and Analysis

- DEFINITION:
- Demonstrates understanding of basic research concepts, principles and methods
 - Demonstrates understanding of specific information sources and methods of information gathering to make fact-based decisions
 - Utilizes analytical skills in assessing and evaluating information to identify trends and potential issues

SKILL NAME: Technical Assistance

- DEFINITION:
- Demonstrates understanding of impact of customer support on customer satisfaction and applies appropriate customer support principles related to SFA software and systems
 - Demonstrates skill in providing complete, accurate and real-time support to customer inquiries about SFA software and systems
 - Identifies customer needs and develops and implements appropriate training or educational programs to serve the customer

SKILL NAME: Technology Planning

- DEFINITION:
- 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

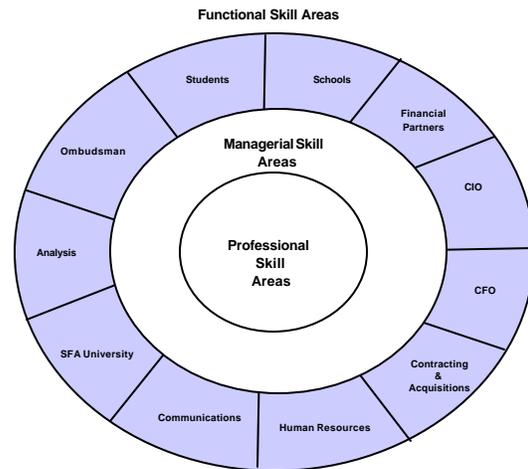


SFA Functional Skills

- Schools Channel Functional Skills List -

Functional Skills:

- Accounting
- Contract Management
- Default Prevention
- Learning Design and Development
- Office Administration
- Payment Processing
- Planning and Budgeting
- Policy, Regulation and Legislation Awareness
- Product Knowledge
- Public Awareness/Public Relations for Schools
- Research and Analysis
- Risk Management
- Technical Assistance
- Technology Planning
- Training Delivery





SKILL NAME : Accounting

- DEFINITION:
- Demonstrates knowledge of general accounting principles and regulatory reporting
 - Applies working knowledge of general ledger management, funds management, payment management, and receipt management to carry out basic financial and accounting activities
 - Records, analyzes and verifies operational, business and financial transactions in compliance with general accounting principles and regulatory reporting

SKILL NAME : Contract Management

- DEFINITION:
- 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

SKILL NAME : Default Prevention

- DEFINITION:
- Demonstrates understanding of default management
 - Ensures the accurate calculation of the cohort default rate
 - Initiates administrative action against institutions that exceed cohort default rate thresholds

SKILL NAME : Learning Design and Development

- DEFINITION:
- Recognizes and describes learning needs and goals
 - Designs, develops and implements learning and performance solutions
 - Develops materials based on learning specifications and approach
 - Develops program effectiveness measures
 - Applies learning and performance support theories, concepts, and tools to assess learning needs
 - Creates and enables a learning organization orientation for SFA employees



SKILL NAME : Office Administration

- DEFINITION:
- 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

SKILL NAME : Payment Processing

- DEFINITION:
- Demonstrates understanding of payment process
 - Demonstrates ability to monitor and respond to issues throughout payment drawdown process
 - Demonstrates ability to write queries to prepare and compile financial transaction data and analyze trends to advise senior management
 - Demonstrates ability to initiate and maintain program and system changes to electronic Financial Management System (FMS)

SKILL NAME : Planning and Budgeting

- DEFINITION:
- 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

SKILL NAME : Policy, Regulation and Legislation Awareness

- DEFINITION:
- Demonstrates understanding of general policies, regulation and legislation principles, laws and jurisprudence
 - Demonstrates ability to use policy, regulation and legislation knowledge appropriately to make decisions that impact the organization



SKILL NAME : Product Knowledge

- DEFINITION:
- Demonstrates understanding of SFA's products
 - Demonstrates ability to apply product knowledge to resolve customer questions and concerns
 - Monitors product guidelines and legislation

SKILL NAME : Public Awareness/Public Relations for Schools

- DEFINITION:
- Demonstrates understanding of communication techniques including development of communication strategies and plans
 - Applies knowledge of communication techniques and services to build and maintain a positive public image for SFA and to establish a firm relationship with schools

SKILL NAME : Research and Analysis

- DEFINITION:
- Demonstrates understanding of basic research concepts, principles and methods
 - Demonstrates understanding of specific information sources and methods of information gathering to make fact-based decisions
 - Utilizes analytical skills in assessing and evaluating information to identify trends and potential issues

SKILL NAME : Risk Management

- DEFINITION:
- Demonstrates understanding of the concept and value of risk modeling
 - Demonstrates understanding of SFA's compliance guidelines and oversight role within the industry
 - Assesses and evaluates operations, financial and information systems to protect the assets of SFA and to promote outstanding customer services
 - Demonstrates ability to detect, prevent and reduce losses arising from fraudulent transactions through development and use of systematic, comprehensive and collaborative risk modeling and fraud containment programs

SKILL NAME : Technical Assistance

- DEFINITION:
- Demonstrates understanding of impact of customer support on customer satisfaction and applies appropriate customer support principles related to SFA software and systems
 - Demonstrates skill in providing complete, accurate and real-time support to customer inquiries about SFA software and systems
 - Identifies customer needs and develops and implements appropriate training or educational programs to serve the customer



SKILL NAME: Technology Planning

- DEFINITION:
- 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

SKILL NAME: Training Delivery

- DEFINITION:
- Demonstrates understanding of training delivery and presentation techniques
 - Effectively articulates training content to participants
 - Demonstrates ability to coordinate and guide the exchange of information and ideas in training sessions
 - Demonstrates ability to facilitate a positive learning environment

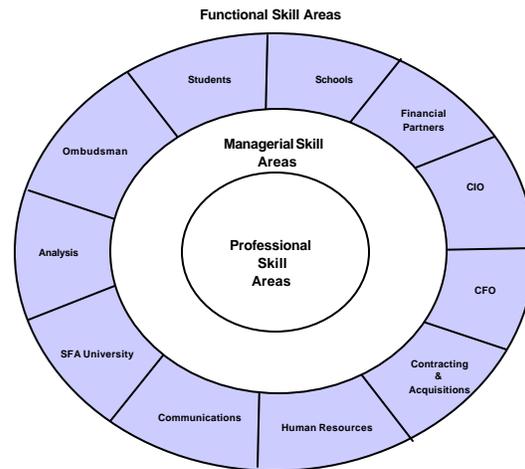


SFA Functional Skills

- Financial Partners Channel Functional Skills List -

Functional Skills:

- Contract Management
- Office Administration
- Oversight and Compliance
- Payments Processing
- Planning and Budgeting
- Risk Modeling
- Technical Assistance
- Technology Planning





SKILL NAME : Contract Management

- DEFINITION:
- 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

SKILL NAME : Office Administration

- DEFINITION:
- 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

SKILL NAME : Oversight and Compliance

- DEFINITION:
- Demonstrates an understanding of SFA's oversight role
 - Demonstrates an understanding of oversight and compliance program guidelines and regulations
 - Applies program guidelines and regulations to examine, measure and monitor program participation procedures and finances to ensure compliance

SKILL NAME : Payments Processing

- DEFINITION:
- Demonstrates understanding of payment process
 - Demonstrates ability to monitor and respond to issues throughout payment process
 - Demonstrates ability to write queries to prepare and compile financial transaction data and analyze trends to advise senior management
 - Demonstrates ability to initiate and maintain program and system changes to electronic Financial Management System (FMS)



SKILL NAME : Planning and Budgeting

- DEFINITION:
- 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

SKILL NAME : Risk Modeling

- DEFINITION:
- Demonstrates understanding of the concept and organizational value of risk modeling
 - Demonstrates ability to develop systematic and comprehensive risk modeling programs that detect, prevent and reduce losses arising from high risk ventures

SKILL NAME : Technical Assistance

- DEFINITION:
- Demonstrates understanding of impact of customer support on customer satisfaction and applies appropriate customer support principles related to SFA software and systems
 - Demonstrates skill in providing complete, accurate and real-time support to customer inquiries about SFA software and systems
 - Identifies customer needs and develops and implements appropriate training or educational programs to serve the customer

SKILL NAME : Technology Planning

- DEFINITION:
- 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

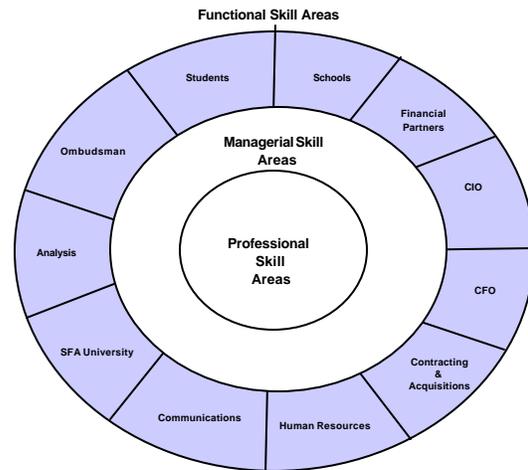


SFA Functional Skills

- CIO Functional Skills List -

Functional Skills:

- Application Programming
- Application Software
- Contract Management
- Database and File Management
- Facilities Management
- Information Systems Security
- Interaction Design
- Network Software and Communications
- Office Administration
- Operating Systems
- Planning and Budgeting
- Programming Languages
- Research and Analysis
- Technical Architecture and Design
- Technology Planning
- Testing
- Web Maintenance
- Web Technology





SKILL NAME : Application Programming

- DEFINITION:
- Demonstrates understanding of configuration management and system development lifecycle tools
 - Identifies and describes basic programming concepts
 - Identifies and describes the major components of physical networks
 - Generates code from detailed designs while adhering to established standards
 - Designs system components (e.g. system processing flows, data structures, sizing and performance specifications) that meet user performance and operability requirements
 - Controls, tests and implements changes within an environment
 - Translates functional designs into the automated elements of application software
 - Reflects design specifications in a clear and useful manner

SKILL NAME : Application Software

- DEFINITION:
- Designs, implements and operates an existing application system within SFA such as Campus-Based Programs System, Federal Family Education Loan Program System and Recipient Financial Management System

SKILL NAME : Contract Management

- DEFINITION:
- 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



SKILL NAME : Database and File Management

- DEFINITION:
- Demonstrates ability to define components and terminology related to database and file management
 - Demonstrates understanding of and applies data warehousing processes
 - Demonstrates proficiency to administer relational databases
 - Develops capacity plans and projections necessary to meet business needs
 - Designs, builds and tests applications using full lifecycle development tools
 - Designs, develops and implements approaches to gather, maintain and use information
 - Uses automated tools to search for data that identifies business patterns and assumptions
 - Demonstrates ability to design complete data models which identify and show data relationships and dependencies
 - Demonstrates skill in determining optimum parameters and schedules for maintaining up-to-date information across databases and locations
 - Demonstrates ability to synchronize information across databases and locations
 - Designs, builds, and maintains an active intelligent store of data that manages and aggregates information from many sources

SKILL NAME : Facilities Management

- DEFINITION:
- Demonstrates knowledge of building management and systems operations
 - Demonstrated knowledge of design and construction activities
 - Participates in facility management activities and hardware maintenance

SKILL NAME : Information Systems Security

- DEFINITION:
- Demonstrates understanding of related organization policies, procedures and processes regarding information security
 - Demonstrates understanding of security and security mechanisms for the systems, including disaster recovery
 - Applies general understanding of security mechanisms ((i.e. virus detection tools, firewalls, passwords) to protect against potential threats
 - Identifies vulnerabilities and potential threats in IT systems



SKILL NAME : Interaction Design

- DEFINITION:
- Demonstrates understanding of human-computer interaction, technology-mediated interaction and workplace design
 - Utilizes interaction design concepts to analyze, design, develop and evaluate interactions between people and their environment

SKILL NAME : Network Software and Communications

- DEFINITION:
- Demonstrates knowledge of the basic features/functions of network software
 - Demonstrates the ability to articulate terminology and concepts of the communication system and code protocols
 - Designs and implements networking services using various protocols

SKILL NAME : Office Administration

- DEFINITION:
- 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

SKILL NAME : Operating Systems

- DEFINITION:
- Administers computer systems running various operating systems

SKILL NAME : Planning and Budgeting

- DEFINITION:
- 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

SKILL NAME : Programming Languages

- DEFINITION:
- Defines the components and terminology related to programming languages
 - Designs, builds and tests software applications



SKILL NAME : Research and Analysis

- DEFINITION:
- Demonstrates understanding of basic research concepts, principles and methods
 - Demonstrates understanding of specific information sources and methods of information gathering to make fact-based decisions
 - Utilizes analytical skills in assessing and evaluating information to identify trends and potential issues

SKILL NAME : Technology Planning

- DEFINITION:
- 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

SKILL NAME : Technical Architecture and Design

- DEFINITION:
- Demonstrates understanding of client/server concepts and techniques
 - Demonstrates understanding of configuration management processes
 - Designs a connectivity environment to meet business requirements
 - Creates applications developed to meet specific business needs
 - Identifies, analyzes, and implements a common framework to provide a structure from which data applications are built and/or on which they are implemented
 - Designs and implements the software development environment or platform designed to support application development
 - Uses collection of technologies that allow representation of complex processes that center around collaborative human activities: workflow, e-mail, multimedia document management, conferencing, and scheduling

SKILL NAME : Testing

- DEFINITION:
- Articulates testing methodology
 - Creates, executes, and documents tests to ensure an application meets user requirements and functional specifications
 - Plans, executes and documents tests to ensure that applications meet performance requirements



SKILL NAME Web Maintenance

DEFINITION:

- Promotes design, update, and implementation of effective processes, policies, procedures, and/or standards to support the translation and posting of documents to the Intranet/Internet

SKILL NAME Web Technology

DEFINITION:

- Applies web standards to intranet/internet design initiatives
- Gathers content and understands requirements for intranet/portals
- Designs an on-line environment that provides users access to various destination web sites and on-line services
- Designs, builds and tests web based applications using various web programming languages such as HTML, XML, and Java

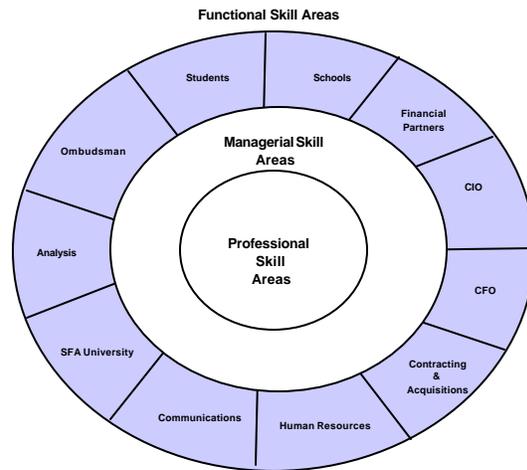


SFA Functional Skills

- CFO Functional Skills List -

Functional Skills:

- Agency/Organization Accounting
- Audit Processing
- Cash Management
- Contract Management
- Facility Management
- Federal Accounting
- Financial Analysis
- Financial Information Systems Management
- Financial Management
- Financial Reporting
- General Accounting
- Office Administration
- Planning and Budgeting
- Policy, Regulation and Legislation Awareness
- Portfolio Management
- Real Property Portfolio Management
- Research and Analysis
- Risk Assessment
- Risk Modeling
- Technology Planning





SKILL NAME Agency/Organization Accounting

- DEFINITION:
- Applies working knowledge of agency/organization accounting policies and procedures including, financial policy, standard accounting codes and entries, and accounting and financial management reports
 - Applies working knowledge of accounting concepts including: administrative control of funds, cash management functions, general accounting operations, monthly/yearly accounting cycle, internal review, financial systems, cost accounting, and accounting and financial management reports
 - Utilizes analytical abilities to plan, collect, analyze, summarize, and report accounting data
 - Demonstrates understanding of accounting procedures and ability to develop, implement, maintain and document accounting procedures
 - Demonstrates understanding of internal control concepts and ability to develop, implement, maintain and document internal control policies and procedures

SKILL NAME Audit Processing

- DEFINITION:
- Demonstrates the ability to work with auditors throughout preparation and execution of audit process
 - Plans, organizes and coordinates diversified workgroups to produce quality responses to audit reports and develop corrective action plans

SKILL NAME Cash Management

- DEFINITION:
- Demonstrates understanding of the basic tenants of cash management processes
 - Demonstrates skill in managing the flow and/or utilization of cash in a manner which is consistent with the overall strategic objectives



SKILL NAME Contract Management

- DEFINITION:
- 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

SKILL NAME Facility Management

- DEFINITION:
- Demonstrates knowledge of building management and systems operations
 - Demonstrated knowledge of design and construction activities
 - Participates in facility management activities and hardware maintenance

SKILL NAME Federal Accounting

- DEFINITION:
- Demonstrates knowledge of Federal accounting concepts, including appropriations law, standard general ledger (SGL), Federal accounting standards, FASAB and other standard-setting bodies
 - Demonstrates knowledge of sources of funding, including appropriations, reimbursable work, revolving funds, non-appropriated fund activities, trust funds, gifts/donations, cooperative work, deposit funds and special funds
 - Applies working knowledge of Federal financial statements and reports including, audited financial statements, and central reports such as 133, 2108, 224 etc.

SKILL NAME Financial Analysis

- DEFINITION:
- Recognizes and uses the various tools and models available to analyze SFA loan and grant portfolios
 - Utilizes skills in assessing and evaluating information and identifies trends and potential risk areas



SKILL NAME Financial Information Systems Management

- DEFINITION:
- Utilizes knowledge of applications programming to design, develop and maintain customized solutions and applications
 - Applies working knowledge of agency's integrated Federal financial management systems such as the Financial Management Systems (FMS)
 - Demonstrates understanding of COTS (Commercial Off the Shelf) federal financial software, i.e. Oracle Federal financials, SAP, Peoplesoft, etc.

SKILL NAME Financial Management

- DEFINITION:
- Demonstrates understanding of financial processes and activities
 - Demonstrates ability to manage financial processes and activities of an organization needed to achieve desired financial goals and objectives
 - Demonstrates understanding of the requirements under the Credit Reporting Act of 1993, as amended, as it is applied in the administration of loan and grant programs

SKILL NAME Financial Reporting

- DEFINITION:
- Demonstrates understanding of key financial reporting concepts
 - Prepares financial statements with concise and accurate disclosures
 - Applies the provisions of OMB Bulletin No. 97-01
 - Interprets and analyzes financial statements (perform trend and variance analysis)
 - Applies appropriate accounting standards and policies in the preparation of financial statements
 - Applies appropriate cost accounting concepts in the development and maintenance of SFA's Managerial Cost Accounting System
 - Assists internal and external auditors in their fieldwork associated with financial audits and reviews
 - Utilizes various tools and models to produce financial management reports

SKILL NAME General Accounting

- DEFINITION:
- Demonstrates knowledge of generally accepted accounting principles and traditional accounting practices, operations, and procedures
 - Demonstrates ability to develop SFA accounting policies and procedures in compliance with Federal Accounting Standards Advisory Board (FASAB) Statements, OMB Circulars and Bulletins, GAO policy and procedures manual (Title 2) and Generally Accepted Accounting Principles



SKILL NAME Office Administration

- DEFINITION:
- 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

SKILL NAME : Planning and Budgeting

- DEFINITION:
- 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

SKILL NAME Policy, Regulation and Legislation Awareness

- DEFINITION:
- Demonstrates understanding of general policies, regulation and legislation principles, laws and jurisprudence
 - Demonstrates ability to use policy, regulation and legislation knowledge appropriately to make decisions that impact the organization

SKILL NAME Portfolio Management

- DEFINITION:
- Demonstrates understanding of portfolio management concepts, processes and activities
 - Analyses, monitors and recommends alternative portfolio strategies to ensure fiscal responsibility
 - Demonstrates understanding of the basic concepts and models of technical analysis, financial market analysis and securities

SKILL NAME Real Property Portfolio Management

- DEFINITION:
- Demonstrates ability to understand engineering drawings
 - Applies working knowledge of industry standards for space assignment and utilization
 - Demonstrates knowledge of Life Cycle costing principles



SKILL NAME Research and Analysis

- DEFINITION:
- Demonstrates understanding of basic research concepts, principles and methods
 - Demonstrates understanding of specific information sources and methods of information gathering to make fact-based decisions
 - Utilizes analytical skills in assessing and evaluating information to identify trends and potential issues

SKILL NAME Risk Assessment

- DEFINITION:
- Demonstrates understanding of the importance of a strong system of management controls and how they operate
 - Monitors and evaluates systems of management controls with appropriate documentation, identify deficiencies, and assist in correcting deficiencies
 - Collects and validates internal and external data and provide analytical support by drawing conclusions from the information

SKILL NAME Risk Modeling

- DEFINITION:
- Demonstrates understanding of the concept and organizational value of risk modeling
 - Demonstrates ability to develop systematic and comprehensive risk modeling programs that detect, prevent and reduce losses arising from high risk ventures

SKILL NAME Technology Planning

- DEFINITION:
- 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

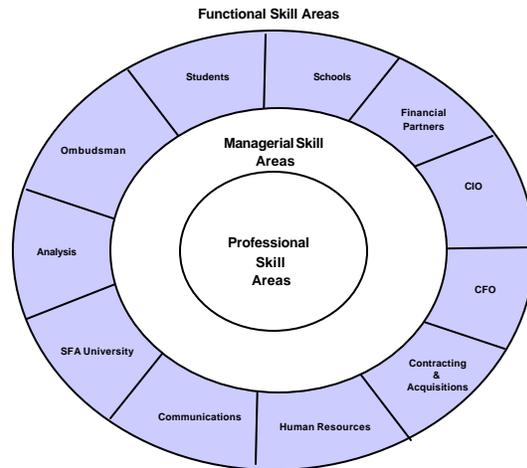


SFA Functional Skills

- Ombudsman Functional Skills List -

Functional Skills:

- Contract Management
- Customer Service Support
(re: Call Center Function)
- Negotiation
- Office Administration
- Planning and Budgeting
- Policy, Regulation and Legislation Awareness
- Process Improvement
- Product Knowledge
- Research and Analysis
- Technical Assistance





SKILL NAME Contract Management

- DEFINITION:
- 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

SKILL NAME Customer Service Support (re: Call Center Function)

- DEFINITION:
- Demonstrates understanding of SFA's service standards and engages in behavior to encourage customer satisfaction
 - Demonstrates the ability to develop an in-depth understanding of a customer's unique challenges, needs and wants in order to build effective relationships
 - Demonstrates the ability to respond effectively to customer complaints and solve customer problems
 - Demonstrates the ability to bring together resources, services and technical capabilities across SFA units to meet customer needs
 - Demonstrates the ability to communicate, accept and assimilate different perspectives, approaches and backgrounds in resolving customer issues

SKILL NAME Negotiation

- DEFINITION:
- Demonstrates the ability to identify options that contribute to a mutually agreeable solution
 - Demonstrates the ability to present recommendations in a manner that gains acceptance and agreement
 - Demonstrates an understanding of SFA's viewpoint in issue resolution



SKILL NAME Office Administration

- DEFINITION:
- 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

SKILL NAME Planning and Budgeting

- DEFINITION:
- 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

SKILL NAME Policy, Regulation and Legislation Awareness

- DEFINITION:
- Demonstrates understanding of general policies, regulation and legislation principles, laws and jurisprudence
 - Demonstrates ability to use policy, regulation and legislation knowledge appropriately to make decisions that impact the organization

SKILL NAME Process Improvement

- DEFINITION:
- Demonstrates the ability to review SFA's operations and products and identifies and recommends process improvement opportunities

SKILL NAME Product Knowledge

- DEFINITION:
- Demonstrates understanding of SFA's products
 - Demonstrates ability to apply product knowledge to resolve customer questions and concerns
 - Monitors product guidelines and legislation



SKILL NAME Research and Analysis

- DEFINITION:
- Demonstrates understanding of basic research concepts, principles and methods
 - Demonstrates understanding of specific information sources and methods of information gathering to make fact-based decisions
 - Utilizes analytical skills in assessing and evaluating information to identify trends and potential issues

SKILL NAME Technical Assistance

- DEFINITION:
- Demonstrates understanding of impact of customer support on customer satisfaction and applies appropriate customer support principles related to SFA software and systems
 - Demonstrates skill in providing complete, accurate and real-time support to customer inquiries about SFA software and systems
 - Identifies customer needs and develops and implements appropriate training or educational programs to serve the customer

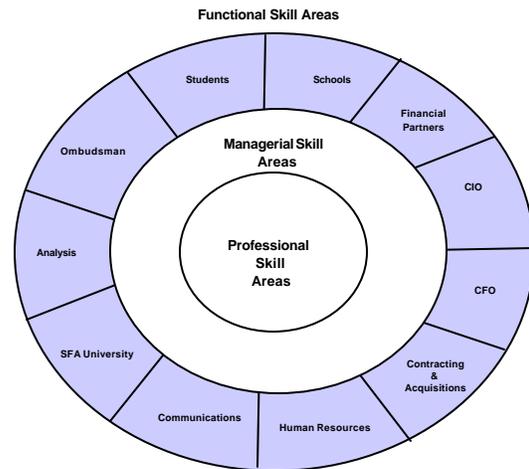


SFA Functional Skills

- Contracting & Acquisitions Functional Skills List -

Functional Skills:

- Contract Development
- Contract Management Strategy
- Contract Negotiation
- Contract Performance and Evaluation
- Contractor/Vendor Analysis
- Contractor/Vendor Relations
- Office Administration
- Planning and Budgeting
- Policy, Regulation and Legislation Awareness
- Research and Analysis
- Technology Planning





SKILL NAME Contract Development

- DEFINITION:
- Demonstrates skill in working with contractors/vendors to obtain products and services to meet SFA business needs
 - Demonstrates ability to plan, negotiate, and execute all aspects of contract development for various equipment, research and development, supplies and services contracts for major automated data processing systems at SFA
 - Demonstrates ability to link contractor/vendor capability with SFA's strategic business imperatives
 - Demonstrates ability to create and review the Request For Proposal
 - Demonstrates ability to perform the evaluation of proposals
 - Demonstrates ability to perform the contract award, and ensures that award is within all applicable laws and regulations

SKILL NAME Contract Management Strategy

- DEFINITION:
- Demonstrates ability to develop and maintain a contract management strategy for SFA
 - Aligns business objectives and develops supply sources based on SFA's strategic direction
 - Demonstrates understanding of performance-based contracting and incorporates practices into the contract management strategy
 - Implements best in class contractor/vendor management techniques/programs to improve contract management quality
 - Demonstrates ability to develop a plan to strengthen the relationships with key contractors/vendors
 - Demonstrates ability to articulate the major steps of the process for determining contracting strategies

SKILL NAME Contract Negotiation

- DEFINITION:
- Demonstrates ability to identify options that contribute to a mutually agreeable solution and support SFA's contract strategy and business objectives
 - Demonstrates ability to present recommendations in a manner that gains acceptance and agreement
 - Demonstrates understanding of SFA's viewpoint in issue resolution
 - Demonstrates ability to negotiate task orders, performance measures and costs
 - Demonstrates ability to negotiate scope/price changes, payment of invoices, resolution of disputes



SKILL NAME Contract Performance and Evaluation

- DEFINITION:
- Demonstrates ability to monitor contractor/vendor and subcontractor performance, contract requirements and costs through periodic status reviews
 - Demonstrates ability to establish performance objectives with contractor/vendor
 - Demonstrates the ability to collect and compile performance data
 - Demonstrates ability to close out the contract and perform the final review
 - Communicates contractor/vendor feedback to external and internal audiences
 - Works with contractors/vendors to establish continuous improvement initiatives through cross-functional teams

SKILL NAME Contractor / Vendor Analysis

- DEFINITION:
- Establishes criteria for contractors/vendors in terms of compatible values and business direction with SFA
 - Demonstrates ability to collect data on contractor/vendor capabilities and qualitative and financial performance
 - Demonstrates ability to analyze and evaluate contractor/vendor data against SFA business needs
 - Demonstrates ability to synthesize results of contractor/vendor analysis to select appropriate contractor/vendor

SKILL NAME Contractor/Vendor Relations

- DEFINITION:
- Demonstrates understanding of the contract management vision of SFA
 - Demonstrates ability to apply the contract management vision to develop, sustain and improve relations with contractors/vendors in order to meet SFA's needs and objectives
 - Creates and maintains a list of current and past contractors/vendors and communicates this information to the organization

SKILL NAME Office Administration

- DEFINITION:
- 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



SKILL NAME Planning and Budgeting

- DEFINITION:
- 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

SKILL NAME Policy, Regulation and Legislation Awareness

- DEFINITION:
- Demonstrates understanding of general policies, regulation and legislation principles, laws and jurisprudence
 - Demonstrates ability to use policy, regulation and legislation knowledge appropriately to make decisions that impact the organization

SKILL NAME Research and Analysis

- DEFINITION:
- Demonstrates understanding of basic research concepts, principles and methods
 - Demonstrates understanding of specific information sources and methods of information gathering to make fact-based decisions
 - Utilizes analytical skills in assessing and evaluating information to identify trends and potential issues

SKILL NAME Technology Planning

- DEFINITION:
- 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

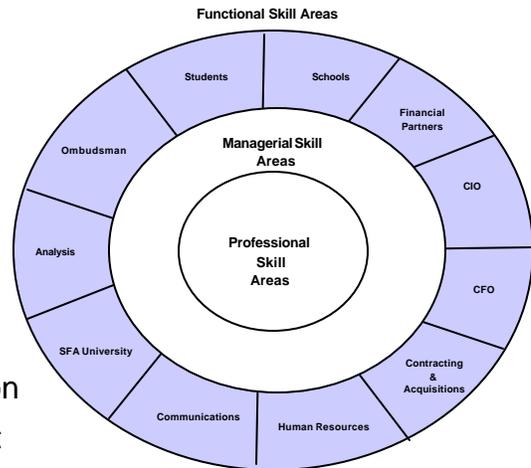


SFA Functional Skills

- Human Resources Functional Skills List -

Functional Skills:

- Compensation, Recognition and Benefits Administration
- Contract Management
- Employee and Career Development
- Employee and Labor Relations Administration
- Employee and Labor Relations Management
- Human Resource 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





SKILL NAME Compensation, Recognition and Benefits Administration

- DEFINITION:
- 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

SKILL NAME Contract Management

- DEFINITION:
- 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

SKILL NAME Employee and Career Development

- DEFINITION:
- 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



SKILL NAME Employee and Labor Relations Administration

- DEFINITION:
- 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

SKILL NAME Employee and Labor Relations Management

- DEFINITION:
- 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

SKILL NAME Human Resources Information Systems (HRIS) Administration

- DEFINITION:
- 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



SKILL NAME Human Resources Administration

- DEFINITION:
- 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

SKILL NAME Human Resources Strategy and Planning

- DEFINITION:
- 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)



SKILL NAME Office Administration

- DEFINITION:
- 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

SKILL NAME Performance Management

- DEFINITION:
- 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

SKILL NAME Performance Management Administration

- DEFINITION:
- 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



SKILL NAME Planning and Budgeting

- DEFINITION:
- 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

SKILL NAME Recruitment, Selection, Deployment and Transition Administration

- DEFINITION:
- 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



SKILL NAME Recruitment, Selection, Deployment and Transition Management

- DEFINITION:
- 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

SKILL NAME Technology Planning

- DEFINITION:
- 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

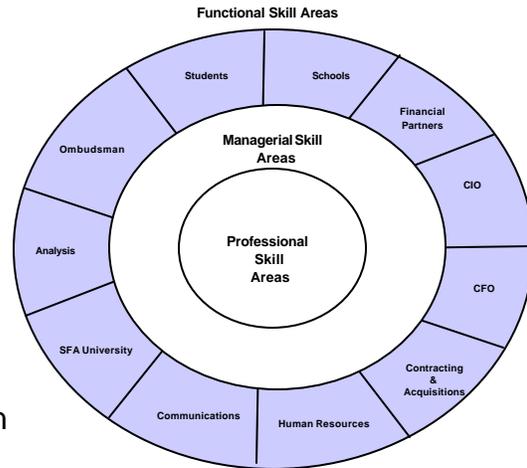


SFA Functional Skills

- Analysis Functional Skills List -

Functional Skills:

- Congressional Inquiries
- Contract Management
- Database and File Management
- Office Administration
- Performance Measurement
- Performance Measurement Administration
- Planning and Budgeting
- Policy, Regulation and Legislation Awareness
- Product Development and Improvement
- Product Knowledge
- Program Evaluation
- Research and Analysis
- Risk Management
- Statistical Analysis
- Strategic Planning
- Technology Planning
- Writing (Business, Journalistic, Creative)





SKILL NAME **Congressional Inquiries**

- DEFINITION:
- Demonstrates ability to develop congressional communication strategy
 - Demonstrates ability to answer congressional inquiries accurately and completely
 - Demonstrates ability to develop and execute briefing materials for congressional staff
 - Plans, organizes and facilitates congressional events and briefings

SKILL NAME **Contract Management**

- DEFINITION:
- 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



SKILL NAME	Database and File Management
DEFINITION:	<ul style="list-style-type: none">• Demonstrates ability to define components and terminology related to database and file management• Demonstrates understanding of and applies data warehousing processes• Demonstrates proficiency to administer relational databases• Develops capacity plans and projections necessary to meet business needs• Designs, builds and tests applications using full lifecycle development tools• Designs, develops and implements approaches to gather, maintain and use information• Uses automated tools to search for data that identifies business patterns and assumptions• Demonstrates ability to design complete data models which identify and show data relationships and dependencies• Demonstrates skill in determining optimum parameters and schedules for maintaining up-to-date information across databases and locations• Demonstrates ability to synchronize information across databases and locations• Designs, builds, and maintains an active intelligent store of data that manages and aggregates information from many sources
SKILL NAME	Office Administration
DEFINITION:	<ul style="list-style-type: none">• 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
SKILL NAME	Performance Measurement
DEFINITION:	<ul style="list-style-type: none">• Demonstrates understanding of the concepts of the balanced scorecard management approach• Demonstrates knowledge of key concepts of measuring performance and the link between those concepts, business strategy and other SFA processes• Applies knowledge of Balance Scorecard to the design and development of SFA's performance measurement program• Demonstrates skill in developing performance management procedures and guidelines• Applies concepts and tools to develop, align and optimize SFA's culture



SKILL NAME Performance Measurement Administration

- DEFINITION:
- Demonstrates ability to administer customer and employee satisfaction surveys in a timely, accurate and efficient manner
 - Documents current performance measurement (scorecards) for SFA and processes
 - Demonstrates ability to provide performance measurement and support services to management and employees

SKILL NAME Planning and Budgeting

- DEFINITION:
- 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

SKILL NAME Policy, Regulation and Legislation Awareness

- DEFINITION:
- Demonstrates understanding of general policies, regulation and legislation principles, laws and jurisprudence
 - Demonstrates ability to use policy, regulation and legislation knowledge appropriately to make decisions that impact the organization

SKILL NAME Product Development and Improvement

- DEFINITION:
- Demonstrates ability to recommend alternative programmatic design and structure to federal aid programs
 - Demonstrates ability to provide SFA employees and management with detailed historical, legislative, and administrative information regarding the development and application of Title IV student assistance programs
 - Demonstrates ability to develop proposed statutory changes to Title IV HEA student assistance programs
 - Demonstrates ability to coordinate the cross-channel direction for Title IV programs
 - Demonstrates ability to review SFA's operations and products and identifies and recommends process improvement opportunities



SKILL NAME	Product Knowledge
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| DEFINITION: | <ul style="list-style-type: none">• Demonstrates understanding of SFA's products• Demonstrates ability to apply product knowledge to resolve customer questions and concerns• Monitors product guidelines and legislation |
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SKILL NAME	Program Evaluation
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| DEFINITION: | <ul style="list-style-type: none">• Demonstrates ability to monitor and analyze organization performance based on set performance objectives and metrics• Demonstrates ability to evaluate manner and extent to which SFA's programs are achieving their objectives• Demonstrates ability to recommend alternative program designs based on review of program |
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SKILL NAME	Research and Analysis
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| DEFINITION: | <ul style="list-style-type: none">• Demonstrates understanding of basic research concepts, principles and methods• Demonstrates understanding of specific information sources and methods of information gathering to make fact-based decisions• Utilizes analytical skills in assessing and evaluating information to identify trends and potential issues |
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SKILL NAME	Risk Management
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| DEFINITION: | <ul style="list-style-type: none">• Demonstrates understanding of the concept and value of risk modeling• Demonstrates understanding of SFA's compliance guidelines and oversight role within the industry• Assesses and evaluates operations, financial and information systems to protect the assets of SFA and to promote outstanding customer services• Demonstrates ability to detect, prevent and reduce losses arising from fraudulent transactions through development and use of systematic, comprehensive and collaborative risk modeling and fraud containment programs |
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SKILL NAME	Statistical Analysis
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| DEFINITION: | <ul style="list-style-type: none">• Demonstrates understanding of basic math, calculus, and statistics• Demonstrates ability to apply statistical and mathematical principles in forecasting and programming• Demonstrates ability to organize data into tabular/graphical forms for analysis and interpretation |
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SKILL NAME Strategic Planning

- DEFINITION:
- Keeps informed of emerging technologies and business process innovations to analyze their potential for streamlining SFA operations
 - Demonstrates ability to prepare materials and coordinate strategic planning activities for leadership
 - Demonstrates ability to develop organizational plans that include objectives, strategies, action steps and responsibilities

SKILL NAME Technology Planning

- DEFINITION:
- 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

SKILL NAME Writing (Business, Journalistic, Creative)

- DEFINITION:
- Demonstrates understanding of different techniques for writing, such as business, journalistic and creative writing
 - Develops documents that effectively communicate to varied audiences while employing the most effective writing style
 - Develops complex documents that are clear and concise
 - Demonstrates skill in communicating sensitive or controversial messages effectively
 - Uses language and style that capture audience's attention

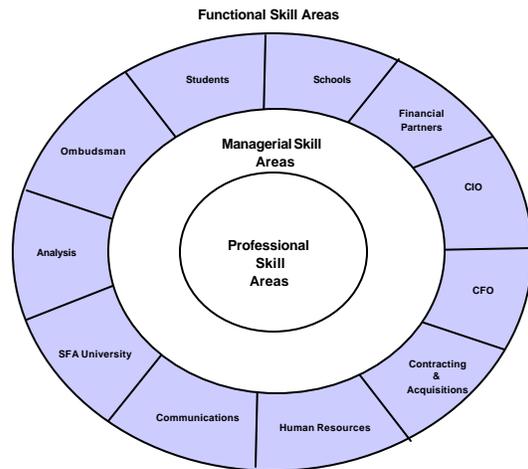


SFA Functional Skills

- Communications Functional Skills List -

Functional Skills:

- Communication Strategy and Planning
- Congressional Inquiries
- Internal Affairs
- Interviewing and Data Gathering
- Multi-Media Specialization
- Office Administration
- Planning and Budgeting
- Policy, Regulation and Legislation Awareness
- Public Relations
- Writing (Business, Journalistic, Creative)





SKILL NAME Communication Strategy and Planning

- DEFINITION:
- Demonstrates understanding of communications concepts and techniques
 - Designs and implements communications strategies to communicate SFA-related information to its various stakeholders
 - Aligns communication strategy to goals and objectives of SFA
 - Develops standards and brand identity for communication publications and materials
 - Evaluates the effectiveness of the existing communication programs and recommend improvements
 - Monitors the implementation of communication programs

SKILL NAME Congressional Inquiries

- DEFINITION:
- Demonstrates ability to develop congressional communication strategy
 - Demonstrates ability to answer congressional inquiries accurately and completely
 - Demonstrates ability to develop and execute briefing materials for congressional staff
 - Plans, organizes and facilitates congressional events and briefings

SKILL NAME Internal Affairs

- DEFINITION:
- Demonstrates ability to develop an internal communications strategy and plan
 - Demonstrates ability to create, execute and manage internal communication vehicles
 - Demonstrates ability to provide support to Channels and Functional Areas to help them determine their communications resource needs
 - Demonstrates ability to act as a creative and professional resource for Channels and Functional Areas using contractors to implement specific, limited public relations or outreach campaigns

SKILL NAME Interviewing and Data Gathering

- DEFINITION:
- Demonstrates an understanding of basic interview and data gathering techniques, principles and methods
 - Demonstrates an understanding of specific information sources and methods of information gathering to include in communications products
 - Interviews sources to obtain appropriate content to include in communications products
 - Documents and categorizes information into a useable format



SKILL NAME	Multi-Media Specialization
DEFINITION:	<ul style="list-style-type: none">• Demonstrates understanding of multi-media production terminology, tools and resources to support specialized tasks• Prepares audio/video materials for coverage and postproduction activities• Demonstrates ability to create art and graphic designs• Demonstrates technical expertise in the various types of media in the creation and production of SFA information dissemination materials and activities• Demonstrates ability to utilize the web as a communications tool
SKILL NAME	Office Administration
DEFINITION:	<ul style="list-style-type: none">• 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
SKILL NAME	Planning and Budgeting
DEFINITION:	<ul style="list-style-type: none">• 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
SKILL NAME	Policy, Regulation and Legislation Awareness
DEFINITION:	<ul style="list-style-type: none">• Demonstrates understanding of general policies, regulation and legislation principles, laws and jurisprudence• Demonstrates ability to use policy, regulation and legislation knowledge appropriately to make decisions that impact the organization



SKILL NAME Public Relations

- DEFINITION:
- Demonstrates understanding of public relations and communication terms and techniques
 - Gathers facts and information to present and respond to questions from the public/media
 - Recognizes and uses internal communication channels appropriately
 - Applies knowledge on communication techniques and services to build and maintain a positive public image for SFA and to establish a firm relationship with media and other publics
 - Partners with other communication staff to develop consistent and appropriate messages

SKILL NAME Writing (Business, Journalistic, Creative)

- DEFINITION:
- Demonstrates understanding of different techniques for writing, such as business, journalistic and creative writing
 - Develops documents that effectively communicate to varied audiences while employing the most effective writing style
 - Develops complex documents that are clear and concise
 - Demonstrates skill in communicating sensitive or controversial messages effectively
 - Uses language and style that capture audience's attention

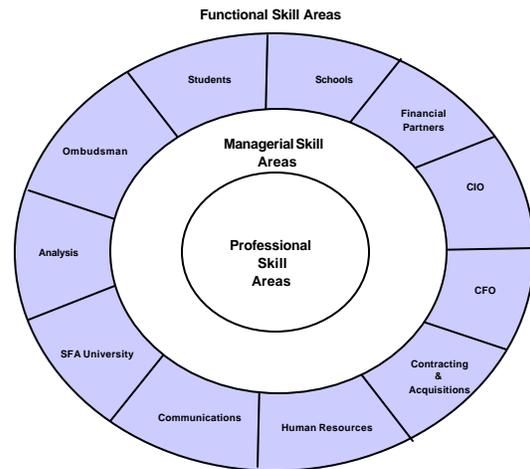


SFA Functional Skills

- SFA University Functional Skills List -

Functional Skills:

- Communication Management
- Contract Management
- Learning Design and Development
- Office Administration
- Planning and Budgeting
- Product Knowledge
- Statistical Analysis
- Technology Planning
- Training Delivery





SKILL NAME Communication Management

- DEFINITION:
- Demonstrates understanding of communication theories, concepts and tools
 - Applies communication theories, concepts, and tools to create employee and partner awareness, understanding, and buy-in to SFA U products and services
 - Demonstrates skills in communicating transformation messages to SFA staff
 - Demonstrates skill in corporate university marketing and branding

SKILL NAME Contract Management

- DEFINITION:
- 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

SKILL NAME Learning Design and Development

- DEFINITION:
- Recognizes and describes learning needs and goals
 - Designs, develops and implements learning and performance solutions
 - Develops materials based on learning specifications and approach
 - Develops program effectiveness measures
 - Applies learning and performance support theories, concepts, and tools to assess learning needs
 - Creates and enables a learning organization orientation for SFA employees



SKILL NAME Office Administration

- DEFINITION:
- 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

SKILL NAME Planning and Budgeting

- DEFINITION:
- 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
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SKILL NAME Product Knowledge

- DEFINITION:
- Demonstrates understanding of SFA's products
 - Demonstrates ability to apply product knowledge to resolve customer questions and concerns
 - Monitors product guidelines and legislation

SKILL NAME Statistical Analysis

- DEFINITION:
- Demonstrates understanding of basic math, calculus, and statistics
 - Demonstrates ability to apply statistical and mathematical principles in forecasting and programming
 - Demonstrates ability to organize data into tabular/graphical forms for analysis and interpretation



SKILL NAME Technology Planning

- DEFINITION:
- 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

SKILL NAME Training Delivery

- DEFINITION:
- Demonstrates understanding of training delivery and presentation techniques
 - Effectively articulates training content to participants
 - Coordinates and guides the exchange of information and ideas in training sessions
 - Demonstrates ability to facilitate a positive learning environment