



National Institutes of Health Competency Model

GS - 201 Human Resources Occupation Competency Model



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



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



Proficiency Scale

Score	Proficiency Level	Description
N/A	<i>Not Applicable</i>	You are not required to apply or demonstrate this competency. This competency is not applicable to your position.
0	<i>Not Demonstrated</i>	You have not demonstrated this competency and likely have not had related training or experience.
1	<i>Baseline</i> (theoretical knowledge)	Shows basic knowledge and understanding sufficient to handle routine tasks. Focus is on learning. <ul style="list-style-type: none"> • You are training or on-the-job training; beginning to develop this competency and have completed formal • You understand and can discuss terminology, concepts, principles, and issues related to this competency; • You utilize the full range of reference and resource materials in this competency.
2	<i>Progressing</i> (limited practical application and experience)	Has depth/breadth of knowledge to handle non-routine situations. Begins to take initiative. Focus is on applying and enhancing knowledge or skill. <ul style="list-style-type: none"> • You have applied this competency in occasional situations and still require minimal guidance to perform successfully; • You understand and can discuss the application and implications of changes to processes, policies, and procedures in this area.
3	<i>Proficient</i> (practical application and experience)	An expert who can handle broad organizational/professional issues; works independently; has long-term perspective; coaches, guides and empowers others. <ul style="list-style-type: none"> • You have consistently provided practical/relevant ideas and perspectives on process or practice improvements which may easily be implemented; • You are capable of coaching others in the application of this competency by translating complex nuances relating to this competency into easy to understand terms; • You participate in senior level discussions regarding this competency; • You assist in the development of reference and resource materials in this competency.
4	<i>Master</i> (recognized thought leader)	An expert whose advice is sought out by administrative staff in other NIH offices or in other OPdivs; shapes the organization/profession; is visionary; focus is strategic; copes with the unknown. <ul style="list-style-type: none"> • You have demonstrated consistent excellence in applying this competency across multiple projects and/or organizations; • You are considered the “go to” person in this area from within NIH and/or outside the OPDIV; • You create new applications for and/or lead the development of reference and resource materials for this competency; • You are able to diagram or explain the relevant process elements and issues in relation to organizational issues and trends in sufficient detail during discussions and presentations, to foster a greater understanding among internal and external colleagues and constituents.