

# Human Resources Management

## Competency Development Activities

### Competency Definition

Builds and manages workforce based on organizational goals, budget considerations and staffing needs; ensures that employees are appropriately recruited, selected, appraised and rewarded; takes action to address performance problems; manages a multi-sector workforce and a variety of work situations.

### Developmental Activity Levels

#### All (A)

*Applies to all competency levels*

#### Beginner-Basic Knowledge (B)

*A person at the Beginner-Basic Knowledge level has limited experience applying the competency. He/she applies general knowledge in common situations but has limited practical experience in applying the competency in a work environment presenting more complex situations.*

#### Mid-level (M)

*A person with mid-level proficiency has applied the competency repeatedly and successfully in the performance of his/her job but still has much to learn about the advanced aspects or behaviors associated with the competency. A person at this level can usually apply the competency on his/her own.*

#### High (H)

A person at the High level has extensive knowledge of and experience with this competency and can apply the competency exceptionally well on the job without assistance. At this level one is an expert and has enough experience to teach the competency to others.

### Articles, Books, and Websites

#### **B/M** "People with Disabilities in the Federal Government: An Employment Guide"

The purpose of this guide is to provide information about laws and issues that affect the employment of people with disabilities in the Federal Government. The guide also contains information regarding the roles and responsibilities of various organizations, a glossary of terms, a discussion of hiring issues and authorities, facts about reasonable accommodation, and tips for working with people with disabilities and integrating them into the workforce.

**M** Roper, Greg, "Managing employee relations: develop interpersonal communications and conflict-management skills to better manage employee relations", HR Magazine, May, 2005

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This article focuses on the two most important skills for managing employee relations: interpersonal communications and conflict management

**M** Smith, Shawn A., Mazin, Rebecca A., HR Answer Book: An Indispensable Guide for Managers and Human Resources Professionals, AMACOM, February, 2005.

This book will provide expert advice to help you navigate the tricky and ever-changing terrain of people management--from dealing with typical scenarios (hiring, reference checking, performance appraisals), to HR fundamentals, to avoiding common mistakes that can turn everyday management issues into headaches

**M/H** Effron, Marc, Gandossy, Robert, Goldsmith, Marshall, John Wiley & Sons, Human Resources in the 21st Century, April, 2003.

New and faster technology, redefined values, and shifting customer demands are changing the way businesses operate in the twenty-first century. Human resources and business leaders are faced with the challenge of redefining their strategies on leadership, talent, and diversity, while evaluating their operational effectiveness. This book presents the compelling contributions of thought leaders who offer a road map for what these leaders can expect. Renowned HR executives also provide their expert advice and prescriptions for the future.

**M/H** "Strategic Human Resources Management: Aligning with the Mission"

This OPM publication details the progress Federal agencies have made in aligning human resources management with the agency mission. Alignment of HRM to the organizational mission is the highest level an agency can attain in HRM accountability. Even the most effective, legally compliant HR programs cannot ultimately be successful if they do not support the goals of the organization. Research into practices at over 30 Federal agencies indicates that deliberate alignment of HR with the agency mission is much less rare than it once was. But has HR truly become a strategic partner with top agency management?

**H** Rothwell, William J., Jackson, Robert D., Knight, Shaun C., Lindholm, John E., Career Planning and Succession Management: Developing Your Organization's Talent--for Today and Tomorrow, Praeger Publishers, May, 2005.

Drawing from a survey of 1,000 human resource practitioners and a wide variety of case examples, the authors demonstrate how to create that crucial link between succession and career development programs--developing your organization's talent from the bottom up and the top down simultaneously. Featuring numerous diagnostics, checklists, and other interactive elements, Career Planning and Succession Management will become an indispensable guide for leaders and human resource professionals looking to align individual and organizational goals and ensure their economic future.

**H** "Building and Maintaining a Diverse High-Quality Workforce"

This online guide is designed to help Federal agencies develop an effective program to build and

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maintain a diverse, high-quality workforce. Building includes activities to attract, recruit, and hire employees. Maintaining includes activities to develop, manage, reward, and retain employees.

### H "OPM's Performance Management Technical Assistance Center"

This site provides an overview of performance management in the federal workplace. In addition, topics such as planning, monitoring, and rewarding are covered in-depth.

### Activities

**B/M** Give a presentation on a personnel policy to your employees or at a management briefing.

**H** Ask the Human Resources department to provide you with guidance on how to deal with conduct and discipline issues. Create a list of "dos and don'ts."

**H** Identify and assess the internal and external factors that will influence the need for and availability of competent employees in the near future and long term, and then share them with your supervisor. Consider factors such as: expansion or down-sizing plans, expected turnover, expected changes in technology, economic forecasts.

**H** Read the TSA's HRM Directives on a regular basis. These documents outline any updates or changes in TSA's personnel policies.

### Coaching Suggestions for Managers

**M** Involve staff in the hiring process as observers during interviews, panel discussions, and document reviews (check with your Human Resources staff on when staff observers are inappropriate).

**H** Familiarize staff members with what happens during a formal disciplinary discussion. Explain what documents must be completed. The staff member can observe an employee counseling session as long as it is not a formal action such as an employee being asked to resign. Tell the staff member to observe what happens during these interactions. What was the series of events (including follow-up actions and documentation)? What seemed to work well? What did not work well?

**H** Assign staff the responsibility for handling challenging HR situations they have not handled before, such as implementing an HR policy or procedure change.

**H** Assign staff the challenge to work with HR to develop more efficient and effective ways of handling the types of HR or personnel issues that are most problematic or time-consuming for your organization.

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