

### Competencies Role: HR Specialist

#### Competency

#### Competency Description

#### Characteristics, Behaviors, Attributes, Skills

#### Performance Management

Applying performance management concepts, principles, and practices regarding planning, monitoring, rating, and rewarding employee performance.

- Apply knowledge of government and agency performance management requirements/policies and incentive award programs/policies.
- Apply **knowledge of the organization, strategic goals, and culture** in developing, communicating about, and implementing performance management programs.
- Design and develop systems and procedures for assessing employee performance.
- Interpret performance management policies and requirements.
- Assist with the development of employee performance plans.
- Advise on valid and accepted practices for establishing and communicating performance goals, providing constructive performance feedback, and evaluating performance in a way that motivates employees to achieve.
- **Motivate** and encourage others to achieve high standards of performance.
- Integrate rewards and recognition into the system to promote high level of performance.
- Design, develop and administer incentive awards programs.
- Advise on establishing constructive and creative incentive systems that encourage high level performance.
- Integrate rewards and recognition with other civilian personnel systems to support agency performance goals.
- **Continually learn** about respective discipline.
- Work with a variety of **diverse situations and people**.
- Maintain **composure and confidence and perseveres** when faced with changing demands, priorities, challenges, obstacles, and crises.
- Demonstrate **flexibility** to change work plans in accordance with changing business situations.

## Performance Management

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### Proficiency Level 1 – Awareness

- Demonstrates an understanding of the value of recognizing and rewarding high performing employees, teams and organizations
- Explains the agency's performance management process
- Reviews performance appraisal forms to ensure completeness
- Updates standard reports pertaining to amounts, types, and numbers of awards granted each quarter
- Articulates to managers how to utilize the performance management system fairly and equitably
- Enters awards into the system for payment
- Demonstrates familiarity with Merit Systems Principles and Prohibited Personnel Practices as they relate to performance management

### Proficiency Level 2 – Basic

- Creates objective, viable guidelines for performance management and follows up to make sure they are applied fairly and equally
- Serves on awards committee to develop, monitor, and execute procedures for award nominations
- Answers questions on performance appraisal and incentive awards programs
- Compiles data and submit incentive awards reports to OPM
- Prepares briefing materials on basic performance management issues to share with managers and staff

### Proficiency Level 3 – Intermediate

- Advises managers on addressing performance problems in an objective, straightforward manner through feedback and reviews
- Interprets policy on performance appraisal and incentive awards programs
- Develops informational documents for employees about the organization's new performance appraisal system
- Advises managers on how to develop critical elements and performance standards, and how to link individual performance to organizational goals
- Briefs and trains employees and managers on performance appraisals, incentive awards, and performance based actions
- Designs HR processes that comply with Merit Systems Principles and are perceived as fair and equitable to all employees

# DoD HR Career Program

## Proficiency Level 4 – Advanced

- Coaches others in establishing the link between Performance Management and the organization’s vision, strategy, and goals
- Develops tools and instruments for performance measurement
- Ensures the performance appraisal system meets the organization’s performance management requirements
- Develops assessment criteria for the organization’s performance appraisal system

## Proficiency Level 5 – Expert

- Establishes organizational standards for measuring and rewarding outstanding performance
- Fosters a culture in which outstanding performance is the organization’s focus and expectation
- Aligns Performance Management activities with the organization’s vision, strategy, and goals

The table below displays the proficiency level for the Performance Management competency assigned by grade level (grades 5 through 15).

Performance Management Competency Proficiency Level							
Pay Band							
[pb 1]		[pb 2]			[pb 3]		
Grade Level							
5	7	9	11	12	13	14	15+
Proficiency Level							
1	1	2	3	4	4	5	5