

Competencies Role: HR Advisor

Competency

Competency Description

Characteristics, Behaviors, Attributes, Skills

Conflict Management

Applies techniques, skills, and strategies to resolve conflict between individuals or groups seeking their own self-interest.

- Applies knowledge and skills of conflict management, resolution, negotiation, and a variety of problem-solving techniques **without compromising organizational values**.
- Defines the conflict resolution process to those involved in the process.
- Identifies the needs of all involved and considers those needs during resolution.
- Analyzes conflict situations and recommends action/solution to minimize negative impact.
- Provides **leadership** to guide others toward a **desirable end state** while **respecting other's** viewpoints.
- Resolves conflicts, confrontations, and disagreements in a positive and constructive manner.
- Aligns resolution with civilian human resource management principles or the goals of the organization.
- Demonstrates good listening, paraphrases for **understanding**, and other communication skills.
- Takes **initiative** to anticipate potential problems and recommend preventive action.
- Demonstrates knowledge of cultural differences by **respecting diversity** of those involved and exhibiting flexibility in conflict management approaches.
- Remains neutral during conflict resolution, regardless of topic and similarities or differences with parties involved.
- Resolves conflicts between individuals to the satisfaction of all involved.
- Demonstrates good **self-knowledge** of own style in relation to conflict management.
- Remains focused and **controls own emotions** during difficult situations, demonstrating **commitment** to win-win solution.
- **Continually learns** about respective discipline.

Conflict Management

Proficiency Level 1 – Awareness

- Demonstrates understanding of conflict management, negotiation, and problem-solving
- Recognizes the variety of perspectives involved in conflict
- Describes conflict resolution for the involved parties
- Demonstrates good listening skills with others

Proficiency Level 2 – Basic

- Demonstrates knowledge of cultural differences and respects the diversity of those involved
- Identifies the needs and interests of the involved parties
- Resolves conflicts between individuals (with or without assistance) to the satisfaction of the involved parties

Proficiency Level 3 – Intermediate

- Remains neutral during conflict resolution process, regardless of topic and similarities or differences with parties involved
- Analyzes conflict situation and recommends action to minimize negative impact
- Resolves conflicts, confrontations, and disagreements in a constructive manner
- Takes initiative to anticipate potential problems and takes proactive action to reduce potential for conflict

Proficiency Level 4 – Advanced

- Aligns resolution of conflict with the goals of the organization
- Encourages flexibility in conflict management approaches
- Controls own emotions during conflict situations and demonstrates commitment to win-win solutions

Proficiency Level 5 – Expert

- Creates an environment that supports open communication and constructive conflict resolution
- Leads conflict resolution processes in complex or multi-perspective situations

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

Conflict 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	2	3	4	4	5