

Equal Employment Opportunity Competency Model

U.S. Department of the Interior

Office of Human Capital

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Equal Employment Opportunity Competency Model

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Equal Employment Opportunity Competency Model Study Summary

The DOI Office of Human Capital (OHC) conducted a revalidation study of the U.S. Office of Personnel Management's (OPM) Government-wide Equal Employment Opportunity competency model study (published 2007). The goal of this study was to identify the critical competencies and tasks for successful performance of equal employment opportunity work across the Department. The occupations included in the review were:

- GS-0260 – Equal Employment Opportunity

The results of this study establish a common set of equal employment opportunity tasks and competencies across the Department, which can be used to create assessment and selection techniques and tools and establish common practices and terminology for recruitment, performance management, workforce planning, training, and employee development.

This study provides DOI with current, validated information that can be used to ensure its workforce has the tools to meet future challenges.

EEO subject matter experts (SMEs) from throughout the Department participated in the study. These SMEs reviewed the tasks and competencies from the previous OPM competency model and provided feedback to ensure the tasks and competencies were up-to-date and accurately depict the work performed and the knowledge, skills, and abilities needed to successfully perform the work in the GS-0260 Equal Employment Opportunity occupational series. These SMEs also set required proficiency levels for the competencies at multiple grade levels within the series.

Please reference the Competency Model Interpretive Guidance for assistance in interpreting and applying the results of this study.

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Table 1: Competencies for Assessment and Selection by Grade¹

The following general competencies have been validated for assessment and selection purposes for the GS-0260 Equal Employment Opportunity and GS-0360 Equal Employment Opportunity Compliance occupational series at the grade levels listed below.

GS-5	GS-7	GS-9	GS-11
<ul style="list-style-type: none"> • <i>Accountability</i> • <i>Attention to Detail</i> • <i>Customer Service</i> • <i>Flexibility</i> • <i>Integrity/Honesty</i> • <i>Interpersonal Skills</i> • <i>Oral Communication</i> • <i>Teamwork</i> • <i>Writing</i> 	<ul style="list-style-type: none"> • Accountability • Attention to Detail • Customer Service • Flexibility • Integrity/Honesty • Interpersonal Skills • Oral Communication • Teamwork • <i>Technical Competence</i> • Writing 	<ul style="list-style-type: none"> • Accountability • Attention to Detail • Customer Service • <i>Decision Making</i> • Flexibility • <i>Information Management</i> • Integrity/Honesty • Interpersonal Skills • Oral Communication • <i>Problem Solving</i> • <i>Reasoning</i> • Teamwork • Technical Competence • Writing 	<ul style="list-style-type: none"> • Accountability • Attention to Detail • <i>Creative Thinking</i> • Customer Service • Decision Making • Flexibility • <i>Influencing/Negotiating</i> • Information Management • Integrity/Honesty • Interpersonal Skills • <i>Legal, Government and Jurisprudence</i> • Oral Communication • <i>Organizational Awareness</i> • <i>Planning and Evaluating</i> • Problem Solving • Reasoning • <i>Resilience</i> • <i>Self-Management</i> • <i>Teaching Others</i> • Teamwork • Technical Competence • Writing
GS-12	GS-13	GS-14	GS-15
<ul style="list-style-type: none"> • Accountability • Attention to Detail • <i>Conflict Management</i> • <i>Creative Thinking</i> 	<ul style="list-style-type: none"> • Accountability • Attention to Detail • <i>Compliance</i> • Conflict Management 	<ul style="list-style-type: none"> • Accountability • Attention to Detail • Compliance • Conflict Management 	<ul style="list-style-type: none"> • Accountability • Attention to Detail • Compliance • Conflict Management

¹ Italics represent the lowest grade at which the competency appears.

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<ul style="list-style-type: none"> • Customer Service • Decision Making • Flexibility • Influencing/ Negotiating • Information Management • Integrity/Honesty • Interpersonal Skills • Legal, Government and Jurisprudence • Oral Communication • Organizational Awareness • Planning and Evaluating • Problem Solving • <i>Project Management</i> • Reasoning • Resilience • Self-Management • Teaching Others • Teamwork • Technical Competence • Writing 	<ul style="list-style-type: none"> • Creative Thinking • Customer Service • Decision Making • <i>External Awareness</i> • Flexibility • Influencing/ Negotiating • Information Management • Integrity/Honesty • Interpersonal Skills • Legal, Government and Jurisprudence • Oral Communication • Organizational Awareness • Planning and Evaluating • Problem Solving • Project Management • Reasoning • Resilience • Self-Management • Teaching Others • Teamwork • Technical Competence • Writing 	<ul style="list-style-type: none"> • Creative Thinking • Customer Service • Decision Making • External Awareness • Flexibility • Influencing/ Negotiating • Information Management • Integrity/Honesty • Interpersonal Skills • Legal, Government and Jurisprudence • Oral Communication • Organizational Awareness • Planning and Evaluating • Problem Solving • Project Management • Reasoning • Resilience • Self-Management • <i>Strategic Thinking</i> • Teaching Others • Teamwork • Technical Competence • Writing 	<ul style="list-style-type: none"> • Creative Thinking • Customer Service • Decision Making • External Awareness • Flexibility • Influencing/ Negotiating • Information Management • Integrity/Honesty • Interpersonal Skills • Legal, Government and Jurisprudence • Oral Communication • Organizational Awareness • Planning and Evaluating • Problem Solving • Project Management • Reasoning • Resilience • Self-Management • Strategic Thinking • Teaching Others • Teamwork • Technical Competence • Writing
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Table 2: Required Proficiency Levels by Grade Level

Proficiency Level Scale Definitions		
Proficiency Level	General Competencies	Technical Competencies
5 = Expert	<ul style="list-style-type: none"> • Applies the competency in exceptionally difficult situations • Serves as a key resource and advises others 	<ul style="list-style-type: none"> • Applies the competency in exceptionally difficult situations • Serves as a key resource and advises others • Demonstrates comprehensive expert understanding of concepts and processes
4 = Advanced	<ul style="list-style-type: none"> • Applies the competency in considerably difficult situations • Generally requires little or no guidance 	<ul style="list-style-type: none"> • Applies the competency in considerably difficult situations • Generally requires little or no guidance • Demonstrates understanding of concepts and processes
3 = Intermediate	<ul style="list-style-type: none"> • Applies the competency in difficult situations • Requires occasional guidance 	<ul style="list-style-type: none"> • Applies the competency in difficult situations • Requires occasional guidance • Demonstrates understanding of concepts and processes
2 = Basic	<ul style="list-style-type: none"> • Applies the competency in somewhat difficult situations • Requires frequent guidance 	<ul style="list-style-type: none"> • Applies the competency in somewhat difficult situations • Requires frequent guidance • Demonstrates familiarity with concepts and processes
1 = Awareness	<ul style="list-style-type: none"> • Applies the competency in simplest situations • Requires close and extensive guidance 	<ul style="list-style-type: none"> • Applies the competency in simplest situations • Requires close and extensive guidance • Demonstrates awareness of concepts and processes

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Table 2: Required Proficiency Levels of General Competencies								
	GS-5	GS-7	GS-9	GS-11	GS-12	GS-13	GS-14	GS-15
Accountability	1	2	3	3	4	4	5	5
Attention to Detail	2	3	3	4	4	4	5	5
Compliance	1	1	1	2	2	3	4	5
Conflict Management	1	1	2	2	3	3	4	5
Creative Thinking	1	1	2	3	3	4	4	5
Customer Service	2	3	3	4	4	5	5	5
Decision Making	2	2	3	3	4	4	5	5
External Awareness	1	1	2	2	3	3	4	5
Flexibility	2	2	2	3	3	4	4	5
Influencing/Negotiating	1	1	2	3	3	4	5	5
Information Management	2	2	3	3	4	4	5	5
Integrity/Honesty	3	3	4	4	5	5	5	5
Interpersonal Skills	2	3	3	4	4	5	5	5
Legal, Government and Jurisprudence	1	2	2	2	3	4	5	5
Oral Communication	2	2	3	3	3	4	5	5
Organizational Awareness	1	1	2	3	3	4	5	5
Planning and Evaluating	1	1	2	3	3	4	4	5
Problem Solving	1	2	3	3	4	4	5	5
Project Management	1	1	2	2	3	4	5	5
Reasoning	1	2	3	3	4	4	5	5
Resilience	2	2	2	3	3	4	4	5
Self-Management	1	1	2	3	3	4	5	5
Strategic Thinking	1	1	1	2	3	4	4	5
Teaching Others	1	1	2	3	3	4	5	5
Teamwork	3	3	3	3	3	4	4	5
Technical Competence	2	3	4	4	4	5	5	5
Writing	2	3	3	4	4	4	5	5

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Table 3: Behavioral Examples for Competencies

Competency Name	Definitions
Accountability	<p>Holds self and others accountable for measurable high-quality, timely, and cost-effective results. Determines objectives, sets priorities, and delegates work. Accepts responsibility for mistakes. Complies with established control systems and rules.</p> <ul style="list-style-type: none"> • <i>Takes responsibility for results and work products</i> • <i>Ensures work is completed on time and at the level of quality required</i> • <i>Understands the rules and regulations of the work performed and ensures compliance with them</i> • <i>Demonstrates responsibility with important materials, critical processes, or confidential information</i>
Attention to Detail	<p>Is thorough when performing work and conscientious about attention to detail. Recalls information that has been presented previously.</p> <ul style="list-style-type: none"> • <i>Sets the standards for the quality of the work completed for the organization</i> • <i>Leads others in attending to detail in difficult and/or high-pressure circumstances</i> • <i>Reviews and edits work completed by others to ensure that the quality of work meets acceptable work standards</i> • <i>Independently completes thorough and accurate work</i>
Compliance	<p>Knowledge of procedures for assessing, evaluating, and monitoring programs or projects for compliance with Federal laws, regulations, and guidance.</p> <ul style="list-style-type: none"> • <i>Shows familiarity with the structure and terminology of various rules and regulations of the Federal Government</i> • <i>Demonstrates the ability to search for and find appropriate rules or regulations</i> • <i>Understands how to apply appropriate rules and regulations to guide direction of work or make decisions</i>
Conflict Management	<p>Manages and resolves conflicts, grievances, confrontations, or disagreements in a constructive manner to minimize negative personal impact.</p> <ul style="list-style-type: none"> • <i>Seeks out perspectives from all parties involved in conflict</i> • <i>De-escalates arguments or confrontations</i> • <i>Finds common ground between conflicting parties</i> • <i>Ensures disagreements between parties do not result in personal attacks</i> • <i>Arbitrates grievances in a manner that is acceptable to all parties involved</i>
Creative Thinking	<p>Uses imagination to develop new insights into situations and applies innovative solutions to problems; designs new methods where established methods and procedures are inapplicable or are unavailable.</p> <ul style="list-style-type: none"> • <i>Creates a work environment that encourages creative thinking and innovation</i> • <i>Explores new ideas, methodologies, and alternatives to reach outcomes</i> • <i>Introduces new concepts or strategies that significantly improve or revise the way work is performed</i> • <i>Suggests or proposes alternative ways to view or define problems; is not constrained by conventional thinking and established approaches</i> • <i>Combines ideas in unique ways or makes connections between disparate ideas</i>

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<p>Customer Service</p>	<p>Works with clients and customers (that is, any individuals who use or receive the services or products that your work unit produces, including the general public, individuals who work in the agency, other agencies, or organizations outside the Government) to assess their needs, provide information or assistance, resolve their problems, or satisfy their expectations; knows about available products and services; is committed to providing quality products and services.</p> <ul style="list-style-type: none"> • <i>Commits to serving the public and understands their advisory role</i> • <i>Utilizes outreach, needs assessment, evaluation, and other marketing skills to identify and anticipate customer needs and provide exemplary customer service</i> • <i>Understands diverse customer groups, their perspectives, issues and needs</i> • <i>Works to ensure customers' needs are met, even when those needs are outside of the typical role of the position</i> • <i>Identifies and develops metrics to assess customer service satisfaction</i> • <i>Continuously improves products and services</i> • <i>Works and plans strategically, using a systems perspective to anticipate developing customer issues and needs and to provide timely solutions that focus on long-term benefits</i>
<p>Decision Making</p>	<p>Makes sound, well-informed, and objective decisions; perceives the impact and implications of decisions; commits to action, even in uncertain situations, to accomplish organizational goals; causes change.</p> <ul style="list-style-type: none"> • <i>Decides on the best course of action, even in situations with competing stakeholders or when results of decisions are not immediately clear</i> • <i>Weighs the pros and cons of potential decisions before choosing which actions to take</i> • <i>Commits to determining the best alternatives and evaluating their impact on work products</i> • <i>Uses sound methodology in reaching conclusions</i>
<p>External Awareness</p>	<p>Identifies and understands economic, political, and social trends that affect the organization.</p> <ul style="list-style-type: none"> • <i>Stays abreast of current events</i> • <i>Monitors trends and identifies ways in which they may affect work processes or decisions</i> • <i>Understands how the organization is situated within the economic, political, or social landscapes</i> • <i>Identifies potential external influences or influencers on the organization</i>
<p>Flexibility</p>	<p>Is open to change and new information; adapts behavior or work methods in response to new information, changing conditions, or unexpected obstacles; effectively deals with ambiguity.</p> <ul style="list-style-type: none"> • <i>Effectively adjusts strategies or course of action in response to changing conditions</i> • <i>Makes quality decisions when faced with ambiguous situations</i> • <i>Is willing to incorporate new information into decision making process</i> • <i>Adapts behavior to overcome challenges</i>

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<p>Influencing/Negotiating</p>	<p>Persuades others to accept recommendations, cooperate, or change their behavior; works with others towards an agreement; negotiates to find mutually acceptable solutions.</p> <ul style="list-style-type: none"> • <i>Persuades and influences parties to cooperate and accept recommendations</i> • <i>Explains and clarifies perspectives of an issue and its impact on all parties</i> • <i>Negotiates to achieve consensus through changed opinion, attitude or behavior</i> • <i>Demonstrates logic, communicates and persuades others to see benefits of recommendations within and across groups</i> • <i>Understands all sides of an issue and its impact on all parties involved</i> • <i>Negotiates with individuals or groups, including those that are resistant, to consider cooperating in order to achieve an acceptable solution</i>
<p>Information Management</p>	<p>Identifies a need for and knows where or how to gather information; organizes and maintains information or information management systems.</p> <ul style="list-style-type: none"> • <i>Demonstrates an understanding of where and how data or other information are maintained</i> • <i>Shows familiarity with the information management systems of the organization</i> • <i>Effectively searches for and finds appropriate information to address the needs of a project</i> • <i>Uses discretion when handling sensitive content</i>
<p>Integrity/Honesty</p>	<p>Contributes to maintaining the integrity of the organization; displays high standards of ethical conduct and understands the impact of violating these standards on an organization, self, and others; is trustworthy.</p> <ul style="list-style-type: none"> • <i>Takes pride in exhibiting personal and organizational integrity and honesty</i> • <i>Acts in a just, fair, and ethical manner and encourages ethical behavior among others, even when risky to do so</i> • <i>Inspires trust and confidence among stakeholders through reliability, authenticity, and accountability</i>
<p>Interpersonal Skills</p>	<p>Shows understanding, friendliness, courtesy, tact, empathy, concern, and politeness to others; develops and maintains effective relationships with others; may include effectively dealing with individuals who are difficult, hostile, or distressed; relates well to people from varied backgrounds and different situations; is sensitive to race, gender, disabilities, and other individual differences.</p> <ul style="list-style-type: none"> • <i>Shows respect for the values and ideas of others, even when not agreeing with them</i> • <i>Empathizes with the concerns of others</i> • <i>Demonstrates tact and courtesy when interacting with associates</i> • <i>Is proactive in defusing arguments among peers</i> • <i>Seeks feedback from others to avoid blind-spots that can cause misunderstandings</i> • <i>Explores issues with the team; shares information; solicits ideas' uses participative decision-making processes</i>

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<p>Legal, Government and Jurisprudence</p>	<p>Knowledge of the laws, legal codes, court procedures, precedents, legal practices and documents, government regulations, executive orders, agency rules, government organization and functions, and the democratic political process.</p> <ul style="list-style-type: none"> • <i>Shows familiarity with the structure and terminology of various rules and regulations of the Federal Government</i> • <i>Demonstrates the ability to search for and find appropriate rules or regulations</i> • <i>Understands how to apply appropriate rules and regulations to guide direction of work or make decisions</i>
<p>Oral Communication</p>	<p>Expresses information (for example, ideas or facts) to individuals or groups effectively, taking into account the audience and nature of the information (for example, technical, sensitive, controversial); makes clear and convincing oral presentations; listens to others, attends to nonverbal cues, and responds appropriately.</p> <ul style="list-style-type: none"> • <i>Speaks honestly, effectively and with integrity</i> • <i>Makes convincing, articulate, and accurate oral presentations using non-verbal and vocal qualities that support the verbal spoken message</i> • <i>Effectively uses various communication channels, including meetings, presentations and briefings</i> • <i>Actively considers, plans for, and reacts appropriately to the audience and the contextual environment in order to minimize barriers to understanding</i> • <i>Explains complex information clearly and accurately, and seeks feedback to determine that understanding has occurred</i> • <i>Acts as an effective facilitator in group or team settings</i>
<p>Organizational Awareness</p>	<p>Knows the organization's mission and functions, and how its social, political, and technological systems work and operates effectively within them; this includes the programs, policies, procedures, rules, and regulations of the organization.</p> <ul style="list-style-type: none"> • <i>Demonstrates awareness of the mission, functions, and various levels of the organization</i> • <i>Understands how decisions or actions of one organizational component may affect other components</i> • <i>Leverages knowledge of organizational components, programs, and directions to improve products, actions, or decisions</i> • <i>Shows familiarity with the rules and regulations of the organization</i>
<p>Planning and Evaluating</p>	<p>Organizes work, sets priorities, and determines resources requirements; determines short- or long-term goals and strategies to achieve them; coordinates with other organizations or parts of the organization to accomplish goals; monitors progress and evaluates outcomes.</p> <ul style="list-style-type: none"> • <i>Sets difficult but obtainable goals, benchmarks, or milestones</i> • <i>Determines resources required for successful completion of work and works with others to procure these resources</i> • <i>Collaborates effectively with other components of the organization</i> • <i>Establishes meaningful, observable metrics to track progress or evaluate performance</i> • <i>Ensures a clear and appropriate division of labor among team members</i>
<p>Problem Solving</p>	<p>Identifies problems; determines accuracy and relevance of information; uses sound judgment to generate and evaluate alternatives, and to make recommendations.</p> <ul style="list-style-type: none"> • <i>Examines problems and solutions with a long-term perspective</i> • <i>Effectively leads others in the effort of developing, identifying, and formulating problem solving strategies consistent with organizational goals</i>

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	<ul style="list-style-type: none"> • <i>Uses logic to develop and implement innovative tools and techniques to resolve complex problems and issues</i> • <i>Uses logic to resolve complex, unique, or unusual problems</i> • <i>Consistently anticipates challenges that are not obvious to others</i> • <i>Determines the relevance of information in reaching effective conclusions</i> • <i>Formulates recommendations for the best course of action to address problems</i>
Project Management	<p>Knowledge of the principles, methods, or tools for developing, scheduling, coordinating, and managing projects and resources, including monitoring and inspecting costs, work, and contractor performance.</p> <ul style="list-style-type: none"> • <i>Schedules and keeps track of major project milestones and persons responsible</i> • <i>Communicates with various stakeholders to ensure that projects stay on time and on budget</i> • <i>Identifies and plans for external and internal barriers to project delivery</i> • <i>Delegates work to team members as necessary and ensures completion of work</i>
Reasoning	<p>Identifies rules, principles, or relationships that explain facts, data, or other information; analyzes information and makes correct inferences or draws accurate conclusions.</p> <ul style="list-style-type: none"> • <i>Determines the relevance of information in reaching effective conclusions</i> • <i>Uses logic to determine relationships among information in order to reach conclusions</i> • <i>Makes appropriate inferences from data, rules, or other information</i>
Resilience	<p>Deals effectively with pressure; remains optimistic and persistent, even under adversity. Recovers quickly from setbacks.</p> <ul style="list-style-type: none"> • <i>Achieves desired results in face of adversity</i> • <i>Overcomes barriers to accomplish goals</i> • <i>Stays positive in spite of setbacks</i> • <i>Works successfully in high pressure environments</i>
Self-Management	<p>Sets well-defined and realistic personal goals; displays a high level of initiative, effort, and commitment towards completing assignments in a timely manner; works with minimal supervision; is motivated to achieve; demonstrates responsible behavior.</p> <ul style="list-style-type: none"> • <i>Sets own goals and priorities and coordinates activities and deadlines with others to ensure project goals are met.</i> • <i>Continually applies significant effort and persistence toward achievement of goals in all situations</i> • <i>Takes initiative and seeks out new or additional responsibilities and tasks</i> • <i>Completes work and meets objectives with minimal supervisory intervention</i>
Strategic Thinking	<p>Formulates effective strategies consistent with the business and competitive strategy of the organization in a global economy; examines policy issues and strategic planning with a long-term perspective; determines objectives and sets priorities; anticipates potential threats or opportunities.</p> <ul style="list-style-type: none"> • <i>Is aware of organizational and programmatic goals and seeks creative avenues to enhance goal achievement</i>

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	<ul style="list-style-type: none"> • <i>Considers overall structures, patterns, and cycles in the organization/systems, and uses assessment, analysis, and evaluation methodologies to define metrics and standards of performance.</i> • <i>Incorporates new processes and procedures into annual plans.</i> • <i>Identifies potential opportunities and barriers facing the organization's objectives and priorities</i> • <i>Provides advice and guidance to resolve, implement or manage program or policy issues that involve areas of uncertainty in approach or methodology.</i> • <i>Streamlines operations for maximum efficiency, automation and effectiveness where appropriate.</i>
Teaching Others	<p>Helps others learn through formal or informal methods; identifies training needs; provides constructive feedback; coaches others on how to perform tasks; acts as a mentor.</p> <ul style="list-style-type: none"> • <i>Provides instruction and feedback to others</i> • <i>Acts as a mentor to others</i> • <i>Determines areas for improvement and training for others</i> • <i>Tutors others in the performance of tasks</i>
Teamwork	<p>Encourages and facilitates cooperation, pride, trust, and group identity; fosters commitment and team spirit; works with others to achieve goals.</p> <ul style="list-style-type: none"> • <i>Volunteers to assist associates with projects</i> • <i>Commits to working toward team or group goals</i> • <i>Displays team pride and empowers team pride among other group members</i> • <i>Works effectively in group settings in order to achieve team objectives</i>
Writing	<p>Recognizes or uses correct English grammar, punctuation, and spelling; communicates information (for example, facts, ideas, or messages) in a succinct and organized manner; produces written information, which may include technical material that is appropriate for the intended audience.</p> <ul style="list-style-type: none"> • <i>Composes clear, concise, and logical documents or correspondence involving complex technical information</i> • <i>Consistently and effectively tailors written products to a wide range of audiences and for diverse purposes in order to achieve a desired outcome</i> • <i>Proofreads and edits the writing of others</i> • <i>Effectively explains complex technical material to a non-technical audience</i> • <i>Uses correct grammar, punctuation, and spelling</i> • <i>Writes in an organized fashion that is easy to understand</i>

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Table 4: General Competencies by Assessment Tool

Competency	Occupational Questionnaire	Structured Interview	Biodata	Cognitive Ability Test
Accountability	Low	High	High	Low
Attention to Detail	Low	Medium	Low	High
Compliance	Low	High	Low	Low
Conflict Management	Low	High	Low	Low
Creative Thinking	Low	High	Medium	Medium
Customer Service	Low	High	Low	Low
Decision Making	Low	High	Medium	Medium
External Awareness	Low	High	Low	Low
Flexibility	Low	High	Medium	Low
Influencing/ Negotiating	Low	High	Low	Low
Information Management	Low	Medium	Medium	Medium

Competency	Job Knowledge Test	Personality Inventory	Situational Judgment Test	Work Sample
Accountability	Low	Medium	Medium	Low
Attention to Detail	Low	Low	Low	High
Compliance	High	Low	Medium	Medium
Conflict Management	Low	Medium	High	High
Creative Thinking	Low	Medium	Low	High
Customer Service	Low	Low	High	High
Decision Making	Low	Low	High	High
External Awareness	Medium	Low	Low	Medium
Flexibility	Low	High	Medium	High
Influencing/ Negotiating	Low	Medium	Medium	Medium
Information Management	Medium	Low	Medium	High

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Competency	Occupational Questionnaire	Structured Interview	Biodata	Cognitive Ability Test
Integrity/Honesty	Low	High	Medium	Low
Interpersonal Skills	Low	High	Low	Low
Legal, Government and Jurisprudence	Medium	High	Low	Low
Oral Communication	Medium	High	Medium	Low
Organizational Awareness	Low	High	Low	Low
Planning and Evaluating	Low	High	Medium	Low
Problem Solving	Low	High	Medium	High
Project Management	Medium	High	Medium	Low
Reasoning	Low	Low	Low	High
Resilience	Low	High	Medium	Low
Self-Management	Low	High	Medium	Low
Strategic Thinking	Low	High	Medium	Low
Teaching Others	Low	High	Medium	Low
Teamwork	Low	High	Medium	Low
Technical Competence	High	High	Low	Low
Writing	Low	Low	Medium	Low

Competency	Job Knowledge Test	Personality Inventory	Situational Judgment Test	Work Sample
Integrity/Honesty	Low	Medium	High	Low
Interpersonal Skills	Low	Medium	Medium	Medium
Legal, Government and Jurisprudence	High	Low	Medium	Medium
Oral Communication	Low	Low	Low	High
Organizational Awareness	Medium	Low	Low	Low
Planning and Evaluating	Medium	Medium	Low	High

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Problem Solving	Low	Low	Medium	High
Project Management	Low	Low	High	High
Reasoning	Low	Low	High	Medium
Resilience	Low	Medium	Low	Low
Self-Management	Low	Medium	Low	Low
Strategic Thinking	Low	Low	Medium	Medium
Teaching Others	Low	Medium	Medium	High
Teamwork	Low	Medium	Medium	Medium
Technical Competence	High	Low	Medium	High
Writing	Low	Low	Low	High

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Appendix A: Competency Definitions

Equal Employment Opportunity General Competencies

Accountability	Holds self and others accountable for measurable high-quality, timely, and cost-effective results. Determines objectives, sets priorities, and delegates work. Accepts responsibility for mistakes. Complies with established control systems and rules.
Attention to Detail	Is thorough when performing work and conscientious about attention to detail.
Compliance	Knowledge of procedures for assessing, evaluating, and monitoring programs or projects for compliance with Federal laws, regulations, and guidance.
Conflict Management	Manages and resolves conflicts, grievances, confrontations, or disagreements in a constructive manner to minimize negative personal impact.
Creative Thinking	Uses imagination to develop new insights into situations and applies innovative solutions to problems; designs new methods where established methods and procedures are inapplicable or are unavailable.
Customer Service	Works with clients and customers (that is, any individuals who use or receive the services or products that your work unit produces, including the general public, individuals who work in the agency, other agencies, or organizations outside the Government) to assess their needs, provide information or assistance, resolve their problems, or satisfy their expectations; knows about available products and services; is committed to providing quality products and services.
Decision Making	Makes sound, well-informed and objective decisions; perceives the impact and implications of decisions; commits to action, even in uncertain situations, to accomplish organizational goals; causes change.
External Awareness	Identifies and understands economic, political, and social trends that affect the organization.
Flexibility	Is open to change and new information; adapts behavior or work methods in response to new information, changing conditions, or unexpected obstacles; effectively deals with ambiguity.

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Influencing/Negotiating	Persuades others to accept recommendations, cooperate, or change their behavior; works with others towards an agreement; negotiates to find mutually acceptable solutions.
Information Management	Identifies a need for and knows where or how to gather information; organizes and maintains information or information management systems.
Integrity/Honesty	Contributes to maintaining the integrity of the organization; displays high standards of ethical conduct and understands the impact of violating these standards on an organization, self, and others; is trustworthy.
Interpersonal Skills	Treats others with courtesy, sensitivity, and respect. Considers and responds appropriately to the needs and feelings of different people in different situations.
Legal, Government and Jurisprudence	Knowledge of the laws, legal codes, legal practices and documents, government regulations, executive orders, agency rules, and government organization and functions. Knowledge of procedures for assessing, evaluating, and monitoring programs or projects for compliance with Federal laws, regulations, and guidance.
Oral Communication	Expresses information (for example, ideas or facts) to individuals or groups effectively, taking into account the audience and nature of the information (for example, technical, sensitive, controversial); makes clear and convincing oral presentations; listens to others, attends to nonverbal cues, and responds appropriately.
Organizational Awareness	Knows the organization's mission and functions, and how its social, political, and technological systems work and operates effectively within them; this includes the programs, policies, procedures, rules, and regulations of the organization.
Planning and Evaluating	Organizes work, sets priorities, and determines resources requirements; determines short- or long-term goals and strategies to achieve them; coordinates with other organizations or parts of the organization to accomplish goals; monitors progress and evaluates outcomes.

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Problem Solving	Identifies problems; determines accuracy and relevance of information; uses sound judgment to generate and evaluate alternatives, and to make recommendations.
Project Management	Knowledge of the principles, methods, or tools for developing, scheduling, coordinating, and managing projects and resources, including monitoring and inspecting costs, work, and contractor performance.
Reasoning	Identifies rules, principles, or relationships that explain facts, data, or other information; analyzes information and makes correct inferences or draws accurate conclusions.
Resilience	Deals effectively with pressure; remains optimistic and persistent, even under adversity. Recovers quickly from setbacks.
Self-Management	Sets well-defined and realistic goals; displays a high level of initiative, effort, and commitment towards completing assignments in a timely manner; works with minimal supervision; is motivated to achieve; demonstrates responsible behavior.
Strategic Thinking	Formulates effective strategies consistent with the business and competitive strategy of the organization in a global economy. Examines policy issues and strategic planning with a long-term perspective. Determines objectives and sets priorities; anticipates
Teaching Others	Helps others learn through formal or informal methods; identifies training needs; provides constructive feedback; coaches others on how to perform tasks; acts as a mentor.
Teamwork	Encourages and facilitates cooperation, pride, trust, and group identity; fosters commitment and team spirit; works with others to achieve goals.
Technical Competence	Uses knowledge that is acquired through formal training or extensive on-the-job experience to perform one's job; works with, understands, and evaluates technical information related to the job; advises others on technical issues.
Writing	Recognizes or uses correct English grammar, punctuation, and spelling; communicates information (for example, facts, ideas, or messages) in a succinct and organized manner; produces written information, which may include technical

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	material that is appropriate for the intended audience.
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Equal Employment Opportunity Technical Competencies

Affirmative Employment Programs	Understands functions of Equal Employment Opportunity Affirmative Employment Programs and application of measures to ensure equal employment opportunity and treatment of employees in all occupations and levels of the organization;
Change Management	Knowledge of change management principles, strategies, and techniques required for effectively planning, implementing, and evaluating change in the organization.
Civil Rights Laws, Regulations and Policies	Knowledge of federal employment laws; regulations; executive orders; agency rules, guidance and guidelines; and legal precedents related to hiring and termination practices and equal employment opportunity.
Complaints Program	Demonstrates and applies knowledge and understanding of the federal sector equal employment opportunity complaint process and use of alternative dispute resolution.
Compliance Management	Knowledge of the guidelines, regulations and procedures associated with compliance inquiries, including application of compliance rules and criteria and ability to make appropriate decisions and issue orders as appropriate.
Conflict Resolution	Manages and resolves conflicts, grievances, confrontations or disagreements in a constructive manner to minimize negative personal and/or organizational impact.
Data Interpretation	Skill in collecting, analyzing, and interpreting data and policies, to determine actions and develop and propose guidance.
Disability Program	Monitors and facilitates efficient processing of reasonable accommodation/accessibility requests in accordance with established federal disability laws, regulations and guidance.

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[REDACTED]	Understands multiple cultural frameworks, values and norms; demonstrates an ability to flex style when faced with myriad dimensions of culture in order to be effective across cultural contexts; understands the dynamics of cross-cultural and [REDACTED] conflicts, tensions, misunderstandings or opportunities; and understands the history, context, geography, religions and languages of the regions in which the organization does business.
Performance Measurement	Knowledge of the principles and methods for evaluating program or organizational performance using financial and nonfinancial measures, including identification of evaluation factors (for example, workload, personnel requirements), metrics, and outcomes.
Research and Statistics	Knowledge of scientific principles, methods, and tools of basic and applied research (for example, statistics and data analysis) used to conduct a systematic inquiry into a subject matter area.

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Appendix B: Equal Employment Opportunity Study Tasks and Functional Areas

Communication

1	Explains or justifies decisions, conclusions, findings, or recommendations.
2	Notifies individuals or offices in writing of decisions, problems, or further actions needed.
3	Discusses results, problems, plans, suggestions, terms, or conditions with others.
4	Composes complex correspondence or other written work (for example, manuals, books, management or technical reports, research or contract proposals).
5	Questions, interviews, or confers with others to obtain or verify information.
6	Notifies individuals or offices of decisions, problems, or further actions needed.
7	Prepares memoranda or reports outlining the facts and legal issues, analyzing the factual and legal issues involved, explaining the application of legal principles and precedents, and justifying recommendations or conclusions.

Information Management

8	Identifies needs or problems.
9	Ensures that there is a logical arrangement of parts or information in correspondence, reports, articles, or other materials.
10	Inputs, organizes, and maintains information in an information management system, or maintains information management system(s).
11	Performs investigative work to obtain information, gather evidence, or verify facts.
12	Uses computer systems or applications to access, create, edit, print, send, retrieve, or manipulate data, files, or other information.
13	Conducts evaluations, examinations, or other fact finding studies to obtain or verify information.
14	Reviews reports, documents, records, data, or other materials to verify completeness, correctness, consistency, compliance, or authenticity.
15	Enters data or other information into computer.
16	Analyzes or interprets data or other information.
17	Identifies sources for facts, information, technologies, or other data.

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18	Collects, compiles, and organizes information.
19	Conducts research and collects and tracks information.
20	Processes or analyzes data.
21	Verifies accuracy of data and reconciles errors or inconsistencies.
22	Searches for and extracts information from files, documents, reports, publications, recordings, or other materials.
23	Develops methods or materials to obtain information.
24	Reads charts, graphs, diagrams, or tables.
25	Identifies connections, relationships, and trends in different data sources to identify a wider network of activity to understand a situation or problem.
26	Monitors, maintains, or updates data, records, or other information.
27	Completes forms, documents, or routine reports.
28	Reviews and analyzes forms, applications, documents, or other information to make determinations.
29	Prepares information for entry into a database.
30	Processes forms, records, documents, or other materials.
31	Uses complex or large-scale computerized databases.
32	Develops filing, record, or information tracking systems.
33	Classifies or catalogs information into meaningful groups.
34	Determines program needs, establishes project or work requirements, and determines program areas in need of revision.

Laws, Regulations, and Policies

35	Evaluates, monitors, or ensures compliance with laws, regulations, policies, standards, or procedures.
36	Acquires and maintains a working knowledge of relevant laws, regulations, policies, standards, or procedures.
37	Interprets and applies laws, regulations, policies, standards, or procedures to specific issues.
38	Enforces laws, regulations, policies, and standards.
39	Reviews records to ensure conformance with regulations.
40	Explains or provides guidance on laws, regulations, policies, standards, or procedures to management, personnel, or clients.
41	Analyzes the factual and legal issues presented to determine what further facts are needed and what legal sources are applicable.
42	Prepares administrative decisions, rules, and regulations.

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43	Conducts research of laws, legal opinions, policies, regulations, legal texts, and precedent cases bearing on the legal issues involved in the problem, proposal, or case.
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Technical Duties

44	Responsible for the design and operation of systems to facilitate the process of formal discrimination complaints through administrative channels.
45	Provides liaison with stakeholders in equal employment opportunity complaints.
46	Develops and provides training for managers, supervisors, employees, and counselors on equal employment opportunity complaints program or processes.
47	Participates in, conducts, and reviews statistical or other special program studies to identify employment or inequitable management practices which contribute to discrimination complaints.
48	Provides guidance for complaint resolution.
49	Provides advice regarding all equal employment opportunity, [REDACTED] impacting the organization.
50	Develops and maintains statistical data regarding the discrimination complaint process.
51	Responds to routine inquiries from complainants and responding management officials.
52	Conducts analysis of trends regarding data (e.g., hiring, barrier analysis).
53	Attends industry conferences.
54	Studies industry and trade practices; policies, procedures, and operations of other Government agencies or of the States or local bodies; or business, technical, and professional publications and other authoritative sources of information required in the technical interpretation of factual issues.
55	Develops and implements strategies for managing Affirmative Employment Programs in accordance with applicable laws, rules, regulations and guidance.
56	Conducts data analysis, surveys and assessments to identify barriers in all major personnel areas and actions.
57	Develops annual Affirmative Employment Program observances and activities consistent with organizational goals and objectives.

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58	Establishes partnerships with affinity groups, agency officials and professional organizations to promote the outreach and recruitment efforts of the organization.
59	Conducts pre-complaint counseling and produces substantive counseling reports within regulated timeframe.
60	Collects, analyzes and prepares accurate records using complaint data related to allegations of discrimination.
61	Interviews counselees, complainants and witnesses and advises them of EEO rights, responsibilities and conflict resolution options.
62	Communicates allegations of discrimination to managers, supervisors and employees while offering alternatives for resolving complaints.
63	Provides competent guidance and assistance on a variety of EEO matters and reports using accurate information and knowledge.
64	Adjudicates federal sector EEO complaints in accordance with Federal law, executive orders, regulations and guidance.

Working With Others

65	Collaborates with others or works on teams to accomplish work-related activities.
66	Initiates and maintains contacts with individuals outside the organization.