

GS-0807 Landscape Architecture

U.S. Department of the Interior

Office of Human Capital

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Landscape Architecture Competency Model

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Landscape Architecture Competency Model Study Summary

The DOI Office of Human Capital (OHC) conducted a comprehensive study to identify the critical competencies and tasks for successful performance of Landscape Architecture work across the Department. OHC worked with Landscape Architecture subject matter experts from across the Department in order to create a thorough and accurate representation of the work performed by DOI Landscape Architects and the knowledge, skills, and abilities required to perform that work.

The study involved a variation of the U.S. Office of Personnel Management's Multipurpose Occupational Systems Analysis Inventory – Closed-Ended (MOSAIC) method for gathering and analyzing information about work. The MOSAIC approach has been utilized to study and describe work performed within the Federal Government for over 25 years. The study included a wide-ranging literature review to build lists of tasks and competencies used to describe Landscape Architecture work across the Department. Next, focus groups with DOI Landscape Architecture subject matter experts were held to ensure these lists were complete and accurately represented the job. A trained job analyst also linked each task to competencies to confirm they were required to perform the work. DOI Landscape Architects rated the tasks and competencies to demonstrate the importance and utility of each component of the study. Finally, Landscape Architecture subject matter experts reviewed the results of the study to ensure its accuracy.

The results of this study establish a common set of Landscape Architecture 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 work provides DOI with current, validated information that can be used to ensure its Landscape Architecture workforce has the tools to meet future challenges.

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

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Table 1: General Competencies by Grade¹

The following general competencies are valid for assessment and selection, performance management, and other related human capital functions across the Landscape Architecture occupational series included in this study at the grade levels listed below.

GS-9	GS-11	GS-12	GS-13
<ul style="list-style-type: none"> • <i>Attention to Detail (2)</i> • <i>Communication</i> • <i>Conscientiousness</i> • <i>Computer Skills</i> • <i>Creative Thinking</i> • <i>Customer Focus</i> • <i>Customer Service</i> • <i>Decision Making</i> • <i>Digital Collaboration</i> • <i>Flexibility (‡)</i> • <i>Problem Solving</i> • <i>Oral Communication (2)</i> • <i>Self-Management</i> • <i>Teamwork</i> 	<ul style="list-style-type: none"> • Attention to Detail (2) • Communication • Conscientiousness • <i>Compliance (2)</i> • Computer Skills • <i>Conflict Management (2)</i> • Creative Thinking • Customer Focus • Customer Service • Decision Making • Digital Collaboration • Flexibility (‡) • <i>Interagency Coordination</i> • Problem Solving • Oral Communication (2) • Self-Management • <i>Stakeholder Engagement</i> • Teamwork • <i>Prioritization</i> 	<ul style="list-style-type: none"> • Attention to Detail (2) • Communication • Conscientiousness • Compliance (2) • Computer Skills • Conflict Management (2) • Creative Thinking • Customer Focus • Customer Service • Decision Making • Digital Collaboration • Flexibility (‡) • Interagency Coordination • Problem Solving • Oral Communication (2) • Self-Management • Stakeholder Engagement • Teamwork • <i>Resource Oversight</i> • Prioritization 	<ul style="list-style-type: none"> • Attention to Detail (2) • Communication • Conscientiousness • Compliance (2) • Computer Skills • Conflict Management (2) • Creative Thinking • Customer Focus • Customer Service • Decision Making • Digital Collaboration • Flexibility (‡) • Interagency Coordination • Problem Solving • Oral Communication (2) • Self-Management • Stakeholder Engagement • Teamwork • Resource Oversight • Prioritization
GS-14	GS-15		
<ul style="list-style-type: none"> • Attention to Detail (2) • Communication • Conscientiousness • Compliance (2) • Computer Skills • Conflict Management (2) 	<ul style="list-style-type: none"> • Attention to Detail (2) • Communication • Conscientiousness • Compliance (2) • Computer Skills • Conflict Management (2) 		

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

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<ul style="list-style-type: none">• Creative Thinking• Customer Focus• Customer Service• Decision Making• Digital Collaboration• Flexibility (‡)• Interagency Coordination• Problem Solving• Oral Communication (2)• Self-Management• Stakeholder Engagement• Teamwork• Resource Oversight• Prioritization	<ul style="list-style-type: none">• Creative Thinking• Customer Focus• Customer Service• Decision Making• Flexibility (‡)• Interagency Coordination• Problem Solving• Oral Communication (2)• Self-Management• Stakeholder Engagement• Teamwork• Resource Oversight• Prioritization
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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 Competencies²

	GS-9	GS-11	GS-12	GS-13	GS-14	GS-15
Attention to Detail (2)	2	3	3	4	4	4
Communication	2	3	4	4	5	5
Conscientiousness	2	3	3	4	4	4
Compliance (2)		3	4	4	4	4
Computer Skills	2	3	4	4	3	3
Conflict Management (2)		2	3	4	5	5
Creative Thinking	2	3	3	3	4	5
Customer Focus	2	3	4	4	5	5
Customer Service	2	3	4	4	4	4
Decision Making	2	3	3	4	5	5
Digital Collaboration	2	3	4	4	4	
Flexibility (§)	2	3	3	4	4	5
Interagency Coordination		2	3	4	5	5
Problem Solving	2	3	3	4	5	5
Oral Communication (2)	2	3	3	4	5	5
Self-Management	2	3	4	4	5	5
Stakeholder Engagement		3	3	4	4	5
Teamwork	2	3	4	4	5	5
Resource Oversight			2	4	4	5
Prioritization		2	3	4	5	5

² Bolded competencies are validated for use for assessment and selection purposes.

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Table 3: Behavioral Examples for Competencies

Competency Name	Definitions
Attention to Detail (2)	<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>
Communication	<p>Provides timely, concise, and accurate information to others both orally and in writing. Helps others effectively communicate and ensures communication occurs between all organizational levels.</p> <ul style="list-style-type: none"> • <i>Displays ability to effectively communicate with others</i> • <i>Demonstrates prior timely, concise, and accurate oral and or written information sharing</i> • <i>Teaches others how to communicate effectively</i> • <i>Communicates between organizational levels</i>
Conscientiousness	<p>Displays a high level of effort and commitment towards performing work; demonstrates responsible behavior.</p> <ul style="list-style-type: none"> • <i>Takes full accountability for tasks and proactively addresses challenges to ensure high-quality outcomes.</i> • <i>Organizes work efficiently, meeting deadlines without requiring reminders or external pressure.</i> • <i>Proactively seeks ways to improve processes and enhance productivity.</i> • <i>Completes assigned work on time and according to standards, showing reliability and responsibility.</i> • <i>Follows through on commitments, ensuring tasks are completed with minimal oversight.</i> • <i>Adjusts workload priorities effectively to meet changing demands while maintaining quality.</i> • <i>Adheres to organizational policies and procedures, demonstrating respect for rules and expectations.</i>
Compliance (2)	<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 (2)	<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>Ensures disagreements between two or more parties remain civil</i> • <i>Effectively uses conflict resolution techniques to allow for productive discussion of potential solutions between disagreeing parties</i> • <i>Addresses grievances or disagreements and brokers accord and respect</i>

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Computer Skills	<p>Uses computers, software applications, databases, and automated systems to accomplish work.</p> <ul style="list-style-type: none"> • <i>Expertly navigates various software applications and automated systems, utilizing advanced features to enhance productivity.</i> • <i>Quickly adapts to new technologies, proactively learning and implementing best practices to improve workflows.</i> • <i>Effectively integrates multiple digital tools to optimize efficiency and accuracy in work tasks.</i> • <i>Proficiently uses standard computer applications (e.g., word processing, spreadsheets, databases) to complete tasks accurately.</i> • <i>Learns and applies new software or digital processes with minimal guidance.</i> • <i>Successfully follows digital workflows and resolves common technical issues independently.</i> • <i>Uses automation tools and databases efficiently to manage and process information.</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>
Customer Focus	<p>Anticipates and meets the needs of customers. Seeks feedback from customers, peers, and supervisors on how services and products are meeting expectations.</p> <ul style="list-style-type: none"> • <i>Proactively identifies customer needs and delivers solutions before issues arise.</i> • <i>Builds strong relationships with customers, earning trust through responsiveness and reliability.</i> • <i>Regularly solicits and incorporates feedback from customers, peers, and supervisors to enhance service quality.</i> • <i>Demonstrates empathy and patience, ensuring every customer interaction is positive and solution-oriented.</i> • <i>Innovates processes or services to exceed customer expectations and drive long-term satisfaction.</i> • <i>Listens carefully to customer needs and provides timely, accurate solutions.</i>

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	<ul style="list-style-type: none"> • <i>Consistently follows through on commitments and resolves customer inquiries effectively.</i> • <i>Seeks feedback from customers and colleagues to improve service delivery.</i> • <i>Maintains a professional and courteous demeanor in all customer interactions.</i> • <i>Adapts approach based on customer feedback, striving to meet expectations reliably.</i>
Customer Service	<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>
Decision Making	<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>
Digital Collaboration	<p>Uses digital tools, technologies, or social media for communication, knowledge-sharing, and collaborative processes; works with others to construct and create resources and knowledge, or provide services, in a digital environment.</p> <ul style="list-style-type: none"> • <i>Demonstrates the ability to work together with people or organizations in a digital environment</i> • <i>Effectively achieved common goals or solutions while working towards a common goal</i> • <i>Worked as a team member and/or partner to effectively complete a task</i> • <i>Collaboratively uses tools, resources, and knowledge to provide services in a digital environment</i>

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Flexibility (‡)	<p>Is open to change and new information; rapidly adapts to new information, changing conditions, or unexpected obstacles.</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>
Interagency Coordination	<p>Coordinate with other agencies; Establish ongoing communication and working relationships.</p> <ul style="list-style-type: none"> • <i>Proactively initiates and maintains strong working relationships with multiple agencies to foster collaboration.</i> • <i>Anticipates interagency needs and facilitates cooperative efforts to enhance efficiency and effectiveness.</i> • <i>Regularly communicates key updates and insights, ensuring seamless coordination across organizations.</i> • <i>Develops innovative strategies to improve interagency collaboration and streamline operations.</i> • <i>Resolves conflicts diplomatically, ensuring positive outcomes that support shared objectives.</i> • <i>Establishes and maintains effective communication with other agencies to support mutual goals.</i> • <i>Coordinates efforts efficiently by sharing relevant information and resources in a timely manner.</i> • <i>Adapts communication style to meet the needs and expectations of different agencies.</i> • <i>Demonstrates reliability in fulfilling interagency commitments and agreements.</i> • <i>Responds promptly and professionally to interagency inquiries and collaboration requests.</i>
Oral Communication (2)	<p>Makes clear and convincing oral presentations. Listens effectively; clarifies information as needed. Effectively communicates technical information to non-technical audiences and stakeholders.</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>

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Problem Solving	<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"> • Examines problems and solutions with a long-term perspective • Effectively leads others in the effort of developing, identifying, and formulating problem solving strategies consistent with organizational goals • Uses logic to develop and implement innovative tools and techniques to resolve complex problems and issues • Uses logic to resolve complex, unique, or unusual problems • Consistently anticipates challenges that are not obvious to others • Determines the relevance of information in reaching effective conclusions • Formulates recommendations for the best course of action to address problems
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"> • Sets own goals and priorities and coordinates activities and deadlines with others to ensure project goals are met • Continually applies significant effort and persistence toward achievement of goals in all situations • Takes initiative and seeks out new or additional responsibilities and tasks • Completes work and meets objectives with minimal supervisory intervention
Stakeholder Engagement	<p>Engage stakeholders through regular communication, active listening, and addressing concerns to build strong relationships, foster collaboration, and ensure alignment with project and organizational goals.</p> <ul style="list-style-type: none"> • Adapts communication style according to stakeholders • Balances competing or conflicting goals of various stakeholders • Maintains effective working relationships with a variety of stakeholders or key representatives for each stakeholder • Understands and aligns stakeholder expectations
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"> • Volunteers to assist associates with projects • Commits to working toward team or group goals • Displays team pride and empowers team pride among other group members • Works effectively in group settings in order to achieve team objectives

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Resource Oversight	<p>Employs technical publications and policies, methods, and rationale to prioritize, allocate, and track resources.</p> <ul style="list-style-type: none"> • <i>Proactively identifies the most effective policies and technical resources to optimize allocation and usage.</i> • <i>Strategically prioritizes and distributes resources based on evolving needs and long-term organizational objectives.</i> • <i>Implements advanced tracking methods to ensure accountability and efficiency in resource management.</i> • <i>Regularly analyzes data to refine allocation strategies, reducing waste and maximizing impact.</i> • <i>Serves as a subject matter expert, guiding teams in the proper application of technical publications and policies.</i> • <i>Applies relevant policies and methods to manage resource allocation effectively.</i> • <i>Monitors resource usage and adjusts priorities to maintain optimal efficiency.</i> • <i>Uses standard tracking tools to ensure accuracy and accountability in resource distribution.</i> • <i>Makes informed decisions based on technical publications and established best practices.</i>
Prioritization	<p>Encourages and practices effective time management by identifying and focusing on the most important tasks. Balances competing demands, ensuring resources are allocated to high-impact areas. Fosters a sense of urgency and purpose within the team, while maintaining flexibility to adjust priorities as situations evolve.</p> <ul style="list-style-type: none"> • <i>Systematically identifies high-impact tasks and allocates resources to maximize efficiency and outcomes.</i> • <i>Proactively adjusts priorities in response to changing demands while maintaining focus on strategic objectives.</i> • <i>Demonstrates exceptional time management skills, ensuring deadlines are consistently met without compromising quality.</i> • <i>Encourages a culture of urgency and purpose, motivating the team to stay focused and productive.</i> • <i>Anticipates potential obstacles and proactively develops contingency plans to minimize disruptions.</i> • <i>Prioritizes tasks effectively, ensuring essential responsibilities are completed in a timely manner.</i> • <i>Balances competing demands by allocating resources appropriately and maintaining workflow continuity.</i> • <i>Adapts to shifting priorities while ensuring critical tasks remain the focus.</i> • <i>Promotes efficient time management within the team and provides guidance when necessary.</i> • <i>Completes work within deadlines, demonstrating reliability in managing workload effectively.</i>

Table 4: General Competencies by Assessment Tool

Competency	Occupational Questionnaire	Structured Interview	Biodata	Cognitive Ability Test
Attention to Detail (2)	Low	Medium	Low	High
Communication	Low	High	Low	Low
Conscientiousness	Low	High	Medium	Low
Compliance (2)	Low	High	Low	Low
Computer Skills	High	High	Medium	Low
Conflict Management (2)	Low	High	Medium	Low
Creative Thinking	Low	High	Medium	Medium
Customer Focus	Low	High	Low	Low
Customer Service	Low	High	Low	Low
Decision Making	Low	High	Medium	Medium
Digital Collaboration	Medium	High	Low	Low
Flexibility (‡)	Low	High	Medium	Low
Interagency Coordination	Low	High	Low	Low
Problem Solving	Low	High	Medium	High
Oral Communication (2)	Medium	High	Medium	Low
Self-Management	Low	High	Medium	Low
Stakeholder Engagement	Medium	High	Medium	Low
Teamwork	Low	High	Medium	Low
Resource Oversight	High	High	Medium	Low
Prioritization	Medium	High	Low	Low

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Competency	Job Knowledge Test	Personality Inventory	Situational Judgment Test	Work Sample
Attention to Detail (2)	Low	Medium	Low	High
Communication	Low	Low	High	High
Conscientiousness	Low	Low	High	Medium
Compliance (2)	Low	High	Low	Low
Computer Skills	High	Low	Medium	High
Conflict Management (2)	Low	High	Medium	Low
Creative Thinking	Low	Medium	Low	High
Customer Focus	Low	High	Low	Low
Customer Service	Low	High	Low	Low
Decision Making	Low	High	Medium	Medium
Digital Collaboration	High	Low	High	High
Flexibility (‡)	Low	High	Medium	Low
Interagency Coordination	Low	Low	High	High
Problem Solving	Low	Low	Medium	High
Oral Communication (2)	Medium	High	Medium	Low
Self-Management	Low	Medium	Low	Low
Stakeholder Engagement	Medium	High	Medium	Low
Teamwork	Low	Medium	Medium	Medium
Resource Oversight	High	Low	High	High
Prioritization	Low	Low	Medium	Low

Table 5: Technical Competencies for Assessment & Selection

The following technical competencies are valid for assessment and selection, performance management, and other related human capital functions for the occupational series listed below. (NOTE: While the technical competencies below have been validated for assessment and selection for the series listed below, other technical competencies not listed below may be required depending on the position. Rely on the results of a job analysis and feedback from the hiring manager and subject matter experts to determine the exact technical competencies needed for a particular hire).

Table 5: Technical Competencies for Assessment & Selection by Grade
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- Climate Change
- Compliance (2)
- Contracting/Procurement (2)
- Cultural Resource Management (2)
- Design (2)
- Facilitation

- Geospatial Information Systems (2)
- Landscape Architecture (2)
- Landscape Ecology
- Modeling and Simulation (3)
- Project Management (2)
- Universal Design

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Appendix A: Landscape Architecture General Competencies

Attention to Detail (2)	Considers all aspects involved in accomplishing a task, no matter how minute. Precisely follows procedures to ensure each element of a task is accurately completed.
Communication	Provides timely, concise, and accurate information to others both orally and in writing. Helps others effectively communicate and ensures communication occurs between all organizational levels.
Conscientiousness	Displays a high level of effort and commitment towards performing work; demonstrates responsible behavior.
Compliance (2)	Ensure adherence to regulatory requirements, laws, regulations, industry standards, and agency policies. Ability to identify, manage and mitigate compliance risks while fostering a culture of ethical behavior and accountability within the organization.
Computer Skills	Uses computers, software applications, databases, and automated systems to accomplish work.
Conflict Management (2)	Uses appropriate methods and coordinates actions to reduce tension, resolve differences, and prevent conflicts from escalating.
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 Focus	Anticipates and meets the needs of customers. Seeks feedback from customers, peers, and supervisors on how services and products are meeting expectations.
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.
Digital Collaboration	Uses digital tools, technologies, or social media for communication, knowledge-sharing, and collaborative processes; works with others to

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	construct and create resources and knowledge, or provide services, in a digital environment.
Flexibility (§)	Is open to change and new information; rapidly adapts to new information, changing conditions, or unexpected obstacles.
Interagency Coordination	Coordinate with other agencies; Establish ongoing communication and working relationships.
Problem Solving	Identifies problems; determines accuracy and relevance of information; uses sound judgment to generate and evaluate alternatives, and to make recommendations.
Oral Communication (2)	Makes clear and convincing oral presentations. Listens effectively; clarifies information as needed. Effectively communicates technical information to non-technical audiences and stakeholders.
Self-Management	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.
Stakeholder Engagement	Engage stakeholders through regular communication, active listening, and addressing concerns to build strong relationships, foster collaboration, and ensure alignment with project and organizational goals.
Teamwork	Encourages and facilitates cooperation, pride, trust, and group identity; fosters commitment and team spirit; works with others to achieve goals.
Resource Oversight	Employs technical publications and policies, methods, and rationale to prioritize, allocate, and track resources.
Prioritization	Encourages and practices effective time management by identifying and focusing on the most important tasks. Balances competing demands, ensuring resources are allocated to high-impact areas. Fosters a sense of urgency and purpose within the team, while maintaining flexibility to adjust priorities as situations evolve.

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Appendix B: Landscape Architecture Technical Competencies³

Architecture	Applies the concepts, principles, theories, and practices used in the planning, design, construction, and operation and maintenance of buildings, structures and associated site, taking into consideration aesthetic and functional concerns.
Aquatic Ecology (2)	Assess aquatic ecosystems by monitoring water quality, analyzing species interactions, and evaluating habitat conditions to support the management and conservation of aquatic resources.
Biology (2)	Application of the knowledge of environment, plant and animal living tissue, cells, organisms, and entities, including their functions, interdependencies and interactions with each other and the environment.
Botany (2)	Application of the concepts, principles, and theories of plants, including structures and functions, classification, taxonomy, plant communities, distribution, habitat requirements, life histories, reproduction, conservation, and care of plant species.
Civil Engineering (2)	Design and implement infrastructure projects by applying site design and engineering principles, conducting analyses, and managing construction processes to ensure functionality, safety, and compliance with regulations.
Climate Change	Respond to climate change using best available science and/or indigenous knowledge in planning and conservation efforts services to reduce the vulnerability of species and infrastructure.
Compliance (2)	Ensure adherence to regulatory requirements, laws, regulations, industry standards, and agency policies. Ability to identify, manage and mitigate compliance risks while fostering a culture of ethical behavior and accountability within the organization.
Conservation Biology (2)	Develop conservation strategies by assessing ecosystems, analyzing species data, and implementing management plans to protect and restore biodiversity and habitats.
Contracting/Procurement (2)	Manage contracting and procurement processes by drafting and/or negotiating contracts, evaluating vendor proposals, and ensuring compliance with procurement policies to secure goods and services efficiently.
Cultural Resource Management (2)	Ensures consistency with standards, laws, policies, and guidance for the treatment and preservation of historic resources in cultural resource management, including the inventory, evaluation, protection, and management of known and unknown precontact or historic resources.

³ Includes competencies identified for positions by SMEs that were not considered “critical” across each occupational series. These competencies may still be used for training and development purposes.

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Dendrology (2)	Examine tree, shrubs, and other woody plant species by conducting field surveys, identifying species, analyzing growth patterns, and applying dendrological techniques.
Design (2)	Create context sensitive solutions by soliciting stakeholder input, defining programmatic needs, understanding environmental influences, conceptualizing ideas, developing detailed plans, and refining prototypes to meet project requirements and enhance functionality and aesthetics.
Ecology (3)	Investigate ecological systems by studying species interactions, analyzing environmental factors, and assessing ecosystem health to inform conservation practices and sustainability initiatives.
Facilitation	Guide group discussions by facilitating meetings, managing group dynamics, and ensuring productive dialogue to achieve collaborative outcomes and resolve issues effectively.
Geospatial Information Systems (2)	Application of knowledge and skill in manipulating computer systems designed for capturing, storing, checking, and displaying data related to positions on Earth's surface in order to better understand spatial patterns and relationships.
Horticultural Sciences (2)	Ability to identify native and non-native plant species. Understanding ecological, and cultural systems, plant growth patterns, soil and water requirements. Cultivate plant growth by applying horticultural and environmental techniques, managing soil and nutrient levels, and implement pest control measures to enhance the health and productivity of garden, agricultural, and landscape restoration. Select plants based on site specific needs.
Hydrology	Knowledge of the concepts, principles, theories, and methods related to the magnitude, distribution, and quality of water resources including watershed management, climatology, geomorphology, groundwater hydrology, water quality, water resource management, and groundwater/surface water interactions.
Lands and Realty Management (2)	Administer land and realty assets by managing property, managing leases and agreements, and ensuring compliance with regulations to optimize land use and support organizational objectives.
Landscape Architecture (2)	Plan, design, and implement integrated landscapes by applying concepts, theories, and user needs. Incorporate universal design and sustainability goals by creating detailed landscape plans, integrating aesthetic and functional elements, and managing project execution to enhance environmental quality and user experience.
Landscape Ecology (2)	Evaluate landscape patterns by analyzing spatial data, assessing ecological processes, and applying landscape design principles to support conservation efforts and optimize land use.

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Modeling and Simulation (3)	Develop and execute models and simulations by creating accurate representations of data and designs, analyzing outcomes, and refining processes to support decision-making and optimize performance.
Natural Resource Management (2)	Develop and implement management plans by assessing resource conditions, evaluate environmental impacts, ensure environmental compliance regulations, and coordinate conservation efforts to ensure sustainable use and protection of natural resources which can include scenery/visual management, and the principles and practices necessary to inventory, assess, and monitor resource conditions.
Physical Security Measures	Implementing physical security measures to protect assets, personnel, and facilities from potential threats and vulnerabilities.
Plant Ecology (2)	Analyze plant communities by studying species distribution, assessing environmental impacts, and applying ecological principles to enhance habitat management and conservation efforts.
Project Management (2)	Coordinating project execution by planning, organizing resources, coordinating tasks, and managing timelines to ensure successful completion and achievement of project goals.
Restoration Ecology (2)	Implement restoration projects by assessing degraded ecosystems, designing and applying restoration strategies, and monitoring recovery progress to restore ecological balance and improve or maintain habitat quality.
Soil Ecology (2)	Examine soil ecosystems by analyzing soil composition and microbial activity, assessing nutrient cycling, and applying ecological principles to support soil health and sustainable land management.
Soil Science (2)	Evaluate soil properties by conducting tests, analyzing soil composition, and applying findings to improve land use practices and support sustainable agricultural and environmental management.
Sociology and Anthropology (2)	Application of the concepts, principles, and theories of group behavior and dynamics; societal trends and influences; and cultures, their history, migrations, ethnicity, and origins.
Universal Design	Create inclusive environments that accommodate diverse user needs and enhance accessibility for all.

Appendix C: Landscape Architecture Study Tasks

1	Organizes, leads, and conducts webinars and face-to-face consultation meetings with state, local, tribal, and other Federal agencies.
2	Prepares and/or reviews compliance documents (e.g., correspondence, programmatic agreements, memoranda of agreement, findings, etc.).
3	Coordinates with cross-functional teams and other specialists.
4	Serves as a liaison for consulting with various groups, agencies, and other stakeholders related to an assigned project.
5	Obtains data from various sources (e.g., Geographic Information Systems) to make decisions or provide recommendations.
6	Explains or justifies decisions, conclusions, findings, or recommendations.
7	Prepares or provides input on proposed statutory, regulatory, and other policy provisions
8	Analyzes and reviews reports, simulations, plans, and data.
9	Writes and reviews portions of documents related to assigned area of expertise.
10	Develops mitigation measures and guidelines to avoid, minimize, or mitigate adverse effects of a project.
11	Participates in calls and meetings with stakeholders to advise on information needed to support documentation completion for submission to governing agencies or offices.
12	Identifies areas where information must be developed by either a) agency research, or b) contract studies
13	Serves as a representative, chair, or participant of various teams and/or committees to provide subject matter expertise.
14	Identifies stakeholder concerns regarding impacts of projects and implements methodologies to address the concerns.
15	Assesses project and/or program effectiveness and provides consultant or advisory services on problems, conditions, programs, and functions to a broad range of internal and external stakeholders.
16	Develops new or improved techniques, criteria, or alternatives to meet project or program requirements.
17	Establishes work objectives and goals for technical program areas of responsibility based on knowledge of resource needs and priorities.
18	Develops and/or coordinates implementation of work plans, technical reports, and public involvement efforts to accomplish program area goals and objectives.
19	Leads and directs planning work with other staff
20	Reviews legal documents to assure compliance with laws, procedures, and policies
21	Monitors and reports on project planning status.
22	Fosters and develops professional working relationships with various stakeholders.
23	Develops and implements planning schedules, budgets, public involvement strategies, compliance procedures and other compliance actions.
24	Serves as a SME for policy interpretation and advice across all organizational levels.
25	Maintains awareness of advancements in technical methods and software/hardware/tools.

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26	Integrate tools and technological advancements to enhance project outcomes
27	Conducts land-use and site planning by synthesizing public needs with natural and cultural systems
28	Researches the history of landscapes to inform planning and design decision making.
29	Conduct, participates in, and/or oversees landscape research, documentation, planning, and stewardship.
30	Performs site analysis to inform planning and design decision making.
31	Translates the relationship of people and land through planning, programming, and design/construction.
32	Researches, interprets, and analyzes natural and cultural resources that make up the human environment to achieve projects that are functional, attractive, safe, cost-effective, accessible, and responsive to place.
33	Participates in and/or leads landscape implementation projects, including site analysis, schematic design, design development, construction documents, and construction.
34	Coordinates, plans, and designs facilities consistently complying with federal laws and regulations, guidelines, and/or policies.
35	Communicates through graphic and written materials.
36	Creates conceptual site and development plans.
37	Develops and reviews specifications.
38	Calculates cost estimates for a range of projects.
39	Manages consultant contracts to ensure production of planning, design, and construction management services.
40	Analyzes, coordinates, and oversees scenic/visual resource program activities ensuring that projects meet policy and land use planning objectives.
41	Coordinates, plans, and/or facilitates landscape maintenance.
42	Serves as a project lead and/or member of interdisciplinary teams for a range of efforts, including land use plans, plan amendments, Environmental Impact Statements (EISs), Environmental Assessments (EAs), cultural landscape reports, categorical exclusions, and determinations of National Environmental Protection Act (NEPA) adequacy.
43	Serves as a Contracting Officer's Technical Representative (COR), Project Inspector (PI), or Program Officer (PO) for numerous service and construction contracts and assistance agreements.
44	Design landscapes to incorporate site specific requirements such as sustainability, site resiliency, climatic conditions, exposure, natural hazard features, and natural attributes.
45	Analyses and designs vehicular, multimodal, and pedestrian circulation.
46	Applying concepts of site grading, slope analysis, storm water runoff and mitigation, and spot specific civil engineering design during the design and construction process.
47	Maximizing site accessibility for users through the application of universal design and accessibility codes
48	Lead public communication efforts to coordinate civic engagement and public scoping efforts for public feedback on plans or drawings, ensuring effective outreach, engagement and information dissemination

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49	Prepare briefings and reports for Washington offices or senior leadership to update on project developments, policy changes, or stakeholder and public concerns.
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