

APPENDIX B

BUSINESS MANAGEMENT COMPETENCIES

COMPETENCY	Leadership Track	Technical Track (Supervisory Positions)
BM-1. Business Process Reengineering	X	X
BM-2. Change Management	X	X
BM-3. Compensation Management	X	X
BM-4. Contract Management	X	X
BM-5. Cost/Benefit Analysis	X	X
BM-6. Customer Service Orientation	X	X
BM-7. Financial Management	X	X
BM-8. Information Management	X	X
BM-9. Organizational Awareness	X	X
BM-10. Organizational Needs Assessment	X	X
BM-11. Outcome Measures & Evaluation	X	X
BM-12. Project Management	X	X
BM-13. Strategic Human Resource Practices	X	X
BM-14. Strategic Planning	X	X
BM-15. Systems Management (Horizontal Integration)	X	X
BM-16. Workforce Planning	X	X
BM-17. Production Management	X	X

APPENDIX B (cont'd)

TECHNICAL CHRМ COMPETENCIES

COMPETENCY	Leadership Track	Technical Track*	Administrative Track
T-1. Appeals, Grievances and Litigation	X	X	
T-2. Attendance and Leave	X	X	X
T-3. Benefits	X	X	X
T-4. Career Development	X	X	X
T-5. Compensation	X	X	
T-6. Discipline and Adverse Action	X	X	
T-7. Employee Assistance	X	X	X
T-8. Equal Employment Opportunity	X	X	
T-9. Human Resource Life Cycle Management	X	X	
T-10. Human Resource Management Fundamentals	X	X	
T-11. Instructional Systems Development	X	X	
T-12. Instructional Technology	X	X	
T-13. Job Analysis	X	X	
T-14. Labor Economics	X		
T-15. Labor Management/Employee Relations	X	X	
T-16. Management Analysis	X		
T-17. Manpower Management	X		
T-18. Organizational Development	X	X	
T-19. Organization or Industrial Psychology	X		
T-20. Organization and Position Design	X	X	
T-21. Pay Administration	X	X	X
T-22. Performance Management (Individual and Organizational)	X	X	
T-23. Personnel Assessment	X	X	
T-24. Personnel System Management (Automation)	X	X	X
T-25. Position Classification	X	X	
T-26. Reduction-in-Force and Reorganizations	X	X	
T-27. Rewards and Recognition	X	X	X
T-28. Staffing and Recruiting	X	X	X
T-29. Succession Planning	X	X	

*Competency is dependent upon the functional specialty(s) of the technician

APPENDIX B (cont'd)

PROFESSIONAL COMPETENCIES

COMPETENCY	Leadership Track	Technical Track (Supervisory Positions)	Technical Track
PR-1. Coaching & Mentoring	X	X	
PR-2. Communication	X	X	X
PR-3. Conflict Management	X	X	X
PR-4. Creative Thinking/Innovation	X	X	X
PR-5. Decision-making	X	X	X
PR-6. Developing Human Potential	X	X	
PR-7. Ethics/Integrity	X	X	X
PR-8. Facilitate Learning Environment	X	X	
PR-9. Facilitation	X	X	X
PR-10. Holistic Thinking	X	X	X
PR-11. Influencing	X	X	X
PR-12. Interpersonal Relations	X	X	X
PR-13. Marketing	X	X	
PR-14. Negotiating	X	X	X
PR-15. Personal Discipline	X	X	X
PR-16. Political Savvy	X	X	X
PR-17. Problem Solving	X	X	X
PR-18. Team Building	X	X	X
PR-19. Technology Application	X	X	X

APPENDIX B (cont'd)

PERSONAL COMPETENCIES

COMPETENCY	Leadership Track	Technical Track	Administrative Track
<i>LEADERSHIP</i>			
PE-1. Understanding Others	X	X	X
PE-2. Respecting Others	X	X	X
PE-3. Valuing Diversity	X	X	X
<i>VISION</i>			
PE-4. Ability to define a desired end-state	X	X	X
PE-5. Ability to move others toward that end-state	X	X	
PE-6. Conceptual Thinking	X	X	
PE-7. Outcome-oriented Thinking (e.g., cause and effect)	X	X	X
<i>MOTIVATION</i>			
PE-8. Achievement Driven	X	X	X
PE-9. Commitment	X	X	X
PE-10. Initiative	X	X	X
PE-11. Life-long learning	X	X	X
PE-12. Perseverance	X	X	X
<i>SELF-REGULATION</i>			
PE-13. Self-Control	X	X	X
PE-14. Trustworthiness	X	X	X
PE-15. Conscientiousness	X	X	X
PE-16. Adaptability	X	X	X
PE-17. Self-knowledge	X	X	X
PE-18. Self-confidence	X	X	X