

# Human Resources Employee Relations Technical Competency Model

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DEPARTMENT OF DEFENSE  
**DCPAS**  
Defense Civilian Personnel Advisory Service

**THIS TECHNICAL COMPETENCY MODEL HAS BEEN VALIDATED AND APPROVED FOR INTEGRATION INTO THE HUMAN RESOURCES LIFECYCLE. THIS COMPETENCY MODEL SHOULD NOT BE USED FOR PERFORMANCE MANAGEMENT.**

| Comp ID | Competency Title                            | Competency Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
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| 1.0     | <b>Disciplinary and Corrective Actions</b>  | <b>Investigate, analyze evidence, and/or provide guidance to management regarding potential misconduct, draft disciplinary and corrective actions to address misconduct, and ensure compliance with laws, regulations, policies, and collective bargaining agreements as applicable.</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|         | <b>Task Statements</b>                      | <p>1.A Conduct or advise investigating officials on conducting investigations and/or analyze evidence, as appropriate, identify potential employee misconduct, draft reports as needed, documenting the findings of such investigations, and work with other agency personnel on taking action.</p> <p>1.B Draft disciplinary and corrective actions to address employee misconduct, including warnings, reprimands, demotions, suspensions, and removals.</p> <p>1.C Provide consultation, guidance, and/or represent the agency in third party matters such as Merit Systems Protection Board (MSPB) appeals, grievances, Equal Employment Opportunity (EEO) complaints, unemployment compensation appeals, arbitration, and other applicable employee relations functions.</p> <p>1.D Conduct research, develop and analyze evidence, and advise management on a wide range of appropriate disciplinary or other corrective techniques.</p>                                                                                                                      |
| 2.0     | <b>Employee Relations Advisory Services</b> | <b>Advise management, employees, and other stakeholders, and respond to inquiries regarding employee relations matters such as leave administration, employee assistance programs, workplace violence, Uniformed Services Employment and Reemployment Rights Act (USERRA), drug free workplace, suitability, workers compensation, telework, and/or other applicable employee relations functions.</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|         | <b>Task Statements</b>                      | <p>2.A Provide resources for stakeholders by responding to questions, interpreting and administering policies, procedures, and/or collective bargaining agreements, and helping resolve employee relations matters.</p> <p>2.B Advise management regarding the application of laws, regulations, policies, procedures, and/or collective bargaining agreements as related to specific employee relations matters.</p> <p>2.C Respond or direct inquiries on employee relations related programs.</p> <p>2.D Prepare correspondence and other documentation related to employee relations, such as briefings, trainings, and guidance documents.</p> <p>2.E Serve as human resources focal point for one or more employee relations programs.</p> <p>2.F Provide consultation, guidance, and/or represent the agency in third party matters such as Merit Systems Protection Board (MSPB) appeals, grievances, Equal Employment Opportunity (EEO) complaints, unemployment compensation appeals, arbitration, and other applicable employee relations functions.</p> |
| 3.0     | <b>Policy and Compliance</b>                | <b>Interpret, apply, and provide input, if applicable, on employee relations policies, procedures, laws, case law, standards, and regulations. Contribute to or develop local and/or component policy as needed. Monitor and discuss emerging policy and compliance issues and recommend appropriate actions as needed.</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|         | <b>Task Statements</b>                      | <p>3.A Maintain current knowledge regarding established and emerging employee relations related law, case law, rules, regulations, and policies.</p> <p>3.B Apply employment law principles from Title 5, Title 10, and other personnel systems to Federal Employees.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |

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|     |                        | 3.C Interpret and/or explain employee relations policies, procedures, laws, standards, regulations, collective bargaining agreements, and develop employee relations related written policy as required for employees, management, or other stakeholders.                                                   |
|     |                        | 3.D Monitor customer compliance with employee relations related laws, regulations, policies, and/or collective bargaining agreements to identify emerging issues and discuss appropriate responses with management and/or other stakeholders.                                                               |
|     |                        | 3.E Analyze case law, principles, practices, and regulations sufficient to advise or develop policy.                                                                                                                                                                                                        |
|     |                        | 3.F Provide training on employee relations related topics, policies, or procedures.                                                                                                                                                                                                                         |
|     |                        | 3.G Provide consultation, guidance, and/or represent the agency in third party matters such as Merit Systems Protection Board (MSPB) appeals, grievances, Equal Employment Opportunity (EEO) complaints, unemployment compensation appeals, arbitration, and other applicable employee relations functions. |
| 4.0 | Performance Management | <b>Inform employees, management, and/or other stakeholders regarding agency performance management systems and associated life cycles. Advise management on addressing performance related concerns and recognition.</b>                                                                                    |
|     | Task Statements        | 4.A Conduct research and advise management about appropriate corrective techniques that are responsive to a range of performance issues.                                                                                                                                                                    |
|     |                        | 4.B Advise and/or support management on the performance management system and life cycle, including planning, monitoring, developing, evaluating, recognition, and rewarding.                                                                                                                               |
|     |                        | 4.C Draft documentation to address employee performance concerns, such as counseling memos, performance improvement plans, within grade increases, and performance based adverse actions.                                                                                                                   |
|     |                        | 4.D Provide consultation, guidance, and/or represent the agency in third party matters such as Merit Systems Protection Board (MSPB) appeals, grievances, Equal Employment Opportunity (EEO) complaints, unemployment compensation appeals, arbitration, and other applicable employee relations functions. |