

Human Resources Labor Relations Technical Competency Model

Validation Date: July 2020



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.

Comp ID	Competency Title	Competency Description
1.0	Advocacy and Outreach	Utilizes HR strategies, tools, and options to address customer needs, meet mission-attainment, evaluate service delivery, and develop and conduct labor relations training.
	Task Statements	<p>1.A Applies marketing techniques to ensure management is aware of labor relation's role in advisory services.</p> <p>1.B Anticipates and responds to customer needs by proactively educating and building relationships.</p> <p>1.C Attends and participates in customer staff meetings; develops business partnerships; builds confidence and trust with customers.</p> <p>1.D Develops and conducts labor relations training for supervisors and managers.</p> <p>1.E Maintains familiarity with employee relations issues and their impact on labor management relations.</p>
2.0	Research and Analysis	Research, identify, interpret, analyze, and apply laws, regulations, and case and/or other precedents.
	Task Statements	<p>2.A Develops strategies and approaches when precedent, law, rule, and/or regulation is lacking and/or unsettled.</p> <p>2.B Identifies and evaluates impact of changing laws, regulations, and case precedents upon potential administrative litigation issues.</p> <p>2.C Performs research using primary (i.e., case law) and secondary (i.e., compilations and guides) sources and services.</p> <p>2.D Prepares, develops, and evaluates various procedures (e.g., appeal, grievance), rights (e.g., basic labor), and agreements (e.g., collective bargaining).</p> <p>2.E Maintains currency and proficiency in matters of case law, collective bargaining agreements (CBA), and regulations in order to provide guidance.</p> <p>2.F Drafts, reviews, and ensures compliance with settlement agreements.</p> <p>2.G Synthesizes research and prepares persuasive written documents to advance agency position.</p>

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3.0	Labor Relations	Apply research, investigate, advise on, advocate for and/or represent the agency in order to resolve labor management issues; provide guidance and assistance to internal and external customers.
Task Statements		3.A Assesses conformance of labor agreements with applicable laws.
		3.B Advises and resolves labor-management issues.
		3.C Determines employee grievance and appeal rights in various situations.
		3.D Responds to unfair labor practice charges.
		3.E Develops strategies, drafts proposals, assess negotiability of proposals, participates in negotiations, and advises the negotiation team.
		3.F Plans, organizes, and conducts research of labor problems and identifies appropriate courses of action.
		3.G Provides guidance to managers on grievances, arbitrations, complaints, and appeals.
		3.H Evaluate and respond to union-filed information requests and other internal and external data calls and inquiries.
		3.I Represents the agency in matters regarding bargaining unit status, including filing/responding to petitions to the Federal Labor Relations Authority (FLRA).
		3.J Prepares cases and represents the agency in grievances, arbitrations, complaints, and appeals.
		3.K Analyzes human resources practices from a labor relations perspective to ensure the support of customer objectives and goals.
		3.L Analyzes and evaluates internal and external initiatives for their labor relations impact on organizational objectives.
		3.M Assesses the impact of federal personnel systems and processes and policy and regulatory changes on labor relation's obligations; provides comments on proposed changes, and develops guidance and/or implementation strategies.
3.N Develops strategies for managing labor relations programs and evaluates return on investments.		

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		3.O Represents the agency before the Federal Service Impasses Panel (FSIP). 3.P Advises on the interpretation and application of labor agreements to component and/or operations.