



**Technical Report for the
Employee Benefits Advisor (EBA)
Functional Competency Model**

January 2024

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Project Overview and Scope

The Defense Civilian Personnel Advisory Service (DCPAS) Planning and Accountability Directorate is responsible for the oversight of the Department of Defense’s (DoD) implementation of a competency-based approach for workforce planning, which includes competency model development, assessment, and validation for Mission Critical Occupations (MCOs) and other major occupations or work functions within the DoD civilian workforce. This rigorous, three-phase process ensures that the competency model accurately reflects the work areas needed for successful performance in an occupational series or work function. The competency modeling initiative aligns with 5 CFR, Part 250, Subpart B, and DoD’s Instruction 1400.25 Volume 250, “Civilian Strategic Human Capital Planning,” which establishes DoD’s policy for competency management and civilian workforce competency gap assessment.

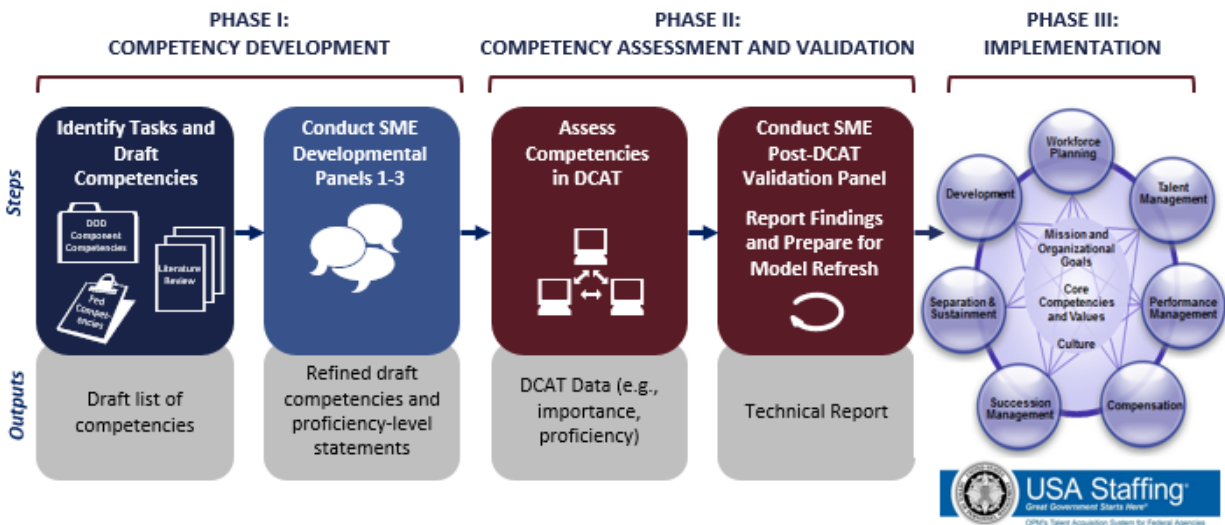
This technical report serves to provide insight into the development and validation of a technical competency model for the Employee Benefits Advisor (EBA) workforce. The competency model was developed by DCPAS in 2023 and contains three technical competencies (See Appendix A, Table 8 for the competency model). The following sections offer background for the workforce, the methodology/process used to develop the competency model, competency model assessment and validation results, and recommendations for the EBA workforce leadership.

Methodology

Industrial/Organizational (I/O) Psychologists within the DCPAS Competency Management and Development Team used a three-phase job analysis process to review, assess, and validate the Employee Benefits Advisor (EBA) Competency Model (Figure 1). During phase one, a draft model was first developed and presented to subject matter experts, hereafter referred to as SMEs, across the Department who participated in focus groups (SME Panels) to review competency titles and definitions. In phase two, the competencies were assessed by a census of the EBA workforce via the use of the Defense Competency Assessment Tool surveys. Results from the competency assessment were then reviewed by an additional SME Panel to finalize the validation of the competency model and collect feedback regarding proficiency gap closure strategies for any identified gaps. In phase three, the model becomes available for implementation.



Figure 1. DoD Competency Development and Assessment Process



Pre-Panel Literature Review

The DCPAS team performed a thorough literature review of EBA materials, including existing competencies, position descriptions, and training materials, to develop a draft list of technical competencies. This draft competency model was presented to SMEs during the first competency development panel.

Panel Participants

For the panels, DCPAS requested 6-10 SMEs, with representation from the Army, Air Force, DON, and Fourth Estate (as applicable). The criteria for participation in competency panels is that all SME participants needed to be highly experienced EBA professionals, regarded as top performers in their respective field, and have more than five years of EBA experience (or a combination of five plus years performing/supervising the technical work being performed).

Competency Development Panels

Before the development panels, DCPAS performed the following actions:

- Scheduled development panel dates in conjunction with the model owner and DoD Component leads.
- Obtained a list from EBA POC of the SMEs identified and chosen to participate in the competency development panels.
- Sent calendar invites to SMEs identified by the model owner for the panels.
- Established a meeting link within Microsoft Teams to conduct the panels virtually with SMEs.
- Distributed read-ahead materials to SMEs and model owner POCs, including a draft copy of the model, SME background questionnaire, and introductory slides overviewing the model development process.

Facilitators virtually reviewed and captured SME-suggested edits to the competency titles and descriptions during the development panels. After each panel meeting, SMEs discussed any potential changes to the workforce in the foreseeable future during a future focus discussion. Component participation in each panel meeting is summarized in Table 1. SMEs and POCs participating in the panel

could observe live edits to the model using screen sharing in Microsoft Teams, ensuring that all participants and observers were aware of revisions.

Table 1. SME Participants by Component

Component	Panel 1 July 26th, 2023	Panel 2 August 16th, 2023
Army	1	1
Navy	1	1
Air Force	1	1
4 th Estate	5	4

Model Development

To begin the competency development process, the SMEs in Panel 1 were provided with the three competencies developed from the literature review results, shown in Table 2.

Table 2. Draft Competencies for Panel 1

Competency ID	Competency Title	Competency Description
1.0	Employee Benefits Advisory Services	Communicates information about benefits to employees, including providing information tailored to a given employee’s specific circumstances and assisting with retirement planning.
2.0	Employee Benefits Policy Interpretation & Application	Interprets and applies knowledge of HR policies and procedures and their impact on employee benefits.
3.0	Employee Benefits Personnel Processing	Analyzes employee information and HR policies to determine which benefits, retirement programs, and annuity payments an employee is eligible for. Oversees benefits-relevant personnel processing, ensuring processes are complete and correct.

By the end of Panel 1, the title for Competency 2 was edited to better reflect the actual nature of the job (i.e., shift language from policy to laws). Furthermore, the descriptions for competencies 1 and 3 were edited. Competency 1 description was revised to capture all the individuals EBA specialists engage with. Examples of crucial advising topics were also added. For Competency 3, SMEs agreed to remove analytical language from the description as it was determined to be redundant with Competency 2. Additional task statements were added for competency 3 to capture the “cradle to grave” process.

During Panel 2, the next group of SMEs was provided with the revised draft competency model consisting of Panel 1’s edits. The three competencies that were developed during Panel 1 are listed below in Table 3.



Table 3. Draft Competencies for Panel 2

Competency ID	Competency Title	Competency Description
1.0	Employee Benefits Advisory Services	Provides information about benefits to stakeholders and customers, including providing information tailored to a given employee’s specific circumstances and assisting with retirement planning based on a specific employee’s circumstances.
2.0	Interpretation & Application of Employee Benefits Laws	Interprets and applies knowledge of HR laws, regulations, and policies and their impact on employee benefits.
3.0	Employee Benefits Personnel Processing	Administers benefits-related personnel processing, ensuring processes are complete and accurate.

SMEs did not create/remove any competencies in Panel 2 but changed some competency titles/descriptions and task statements. SMEs edited the “Employee Benefits Personnel Processing” competency title to “Employee Benefits Processing.” SMEs also added personnel processing language to the “Employee Benefits Processing” competency. The finalized competencies are listed in Appendix A.

DCAT

The DCPAS team uses the Defense Competency Assessment Tool (DCAT) to administer surveys to a specified workforce to provide further evidence for the validity of a competency model. The survey is sent to either a representative sample or a census of employees in the workforce. Once an employee completes the assessment, a survey is automatically sent to that employee’s identified supervisor.

The DCAT assessment for the EBA workforce was administered to a census of identified EBA employees. The list of survey recipients was derived from the Defense Civilian Personnel Data System (DCPDS) and consisted of a census of 0201 employees with the EBA parenthetical. Responses were collected from September 11, 2023, to October 23, 2023. Following the survey close date, data was pulled from the DCAT tool and analyzed using Microsoft Excel.

Post-DCAT SME Validation Panel

During the SME post-DCAT panel, SMEs reviewed the competency model titles and definitions used in the DCAT assessment. SMEs then reviewed and commented on the DCAT assessment results, including:

- *Criticality Index*: A combination of job analytic items related to competency importance.
- *Proficiency Gaps*: Measures the portion of employees exhibiting a competency proficiency deficit, the portion of employees performing at the target proficiency, and the portion of employees exhibiting a competency proficiency surplus.
- *Current and Future Needs Index*: Responses indicating whether a competency is currently needed and if it will be needed for the employee’s position five years from the time at which the assessment was completed.
- *Importance at Time of Appointment*: Responses indicating whether a competency is needed at the time of appointment.



- *How to Best Develop Competencies:* Supervisors’ responses indicating the best method to develop competencies.

After the panel, SMEs engaged in a discussion regarding the prioritization of competencies and provided input on the need to refresh/reassess the competency model. DoD Component participation in the post-DCAT panel can be found in Table 4.

Table 4. Post-DCAT Panel Participants by Component

	Army and Navy	4 th Estate DLA	4 th Estate HRA	Airforce
# of Participants	0	2	3	1

Results

Model Accuracy

Overall, the SMEs agreed that the three competencies reflect the work being performed within the EBA workforce. SMEs agreed that this competency model is appropriate for implementation with the expectation that the model will be refreshed eventually, with a larger sample size.

Criticality Index

Criticality scores range from 1 to 30, with 30 being the most critical. The formula used to calculate this score is:

$$\text{Criticality Index} = (\text{Importance}) \times (\text{Difficulty}) + (\text{Frequency})$$

Importance, Difficulty, and Frequency are scored on a five-point scale based on responses by participants. Criticality scores lower than ten may indicate a non-critical competency. Criticality results from the DCAT assessment are summarized in Table 5.

Table 5. DCAT Participation and Results

Competency	Employee (N)	Employee Criticality Score	Supervisor (N)	Supervisor Criticality Score
Employee Benefits Advisory Services	76	17.12	26	18.19
Interpretation & Application of Employee Benefits Laws	64	17.06	26	18.42
Employee Benefits Processing	64	16.03	25	18.24

There was consensus among the panel participants that the criticality scores would be in the 20s, and they were surprised by the lower criticality scores. There was some concern regarding the sample size and how that may have affected the actual criticality scores. Furthermore, SMEs proposed there may be an opportunity for leadership to emphasize the importance of the work being completed.

Proficiency Gaps

Both current proficiency and target proficiency are scored on a five-point scale. Current proficiency and target proficiency are an average of participant (employee or supervisor) ratings. Figure 2 displays the

average current ratings of proficiency according to employees and supervisors, as well as the target proficiency. The target proficiency scores are comprised of supervisor data only.

Figure 3 breaks down the percentage of responses where supervisors rated their employee’s current proficiency as either (a) *below* the target proficiency (i.e., deficit gap), (b) *equal* to the target proficiency (i.e., no gap), or (c) *above* the target proficiency (i.e., surplus gap). Competencies with deficit gap percentages of 40 percent or larger are considered excessive, are flagged for further discussion, and may warrant the identification of gap reduction strategies.

Figure 2. Average Current Proficiencies and Target Proficiencies

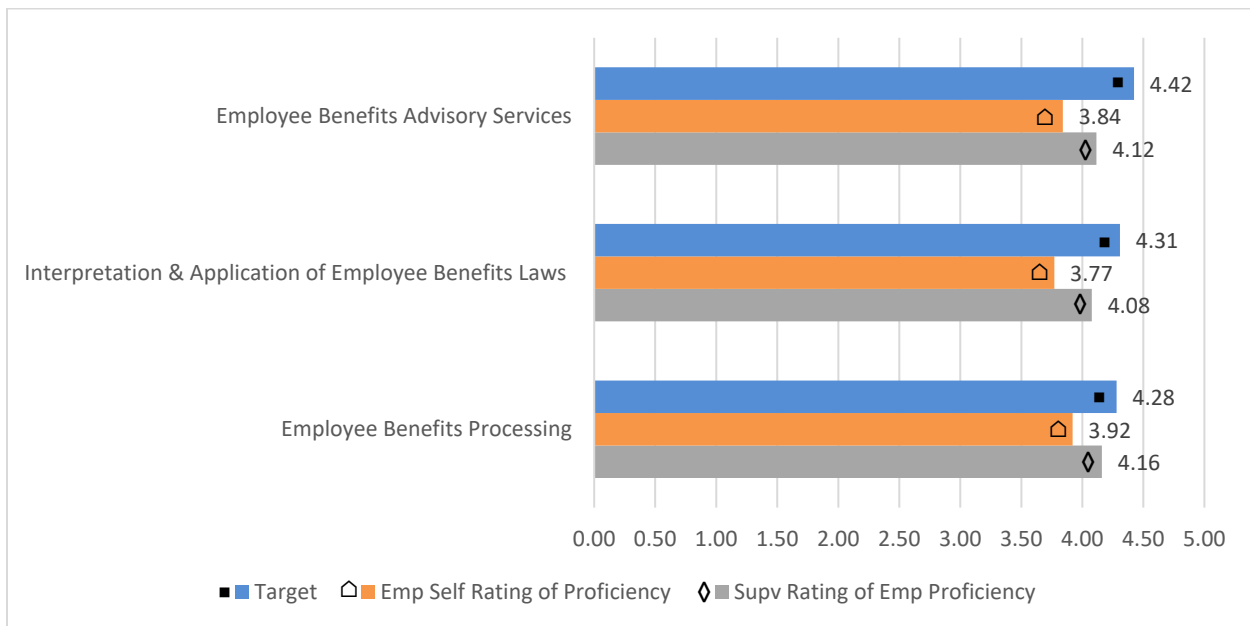
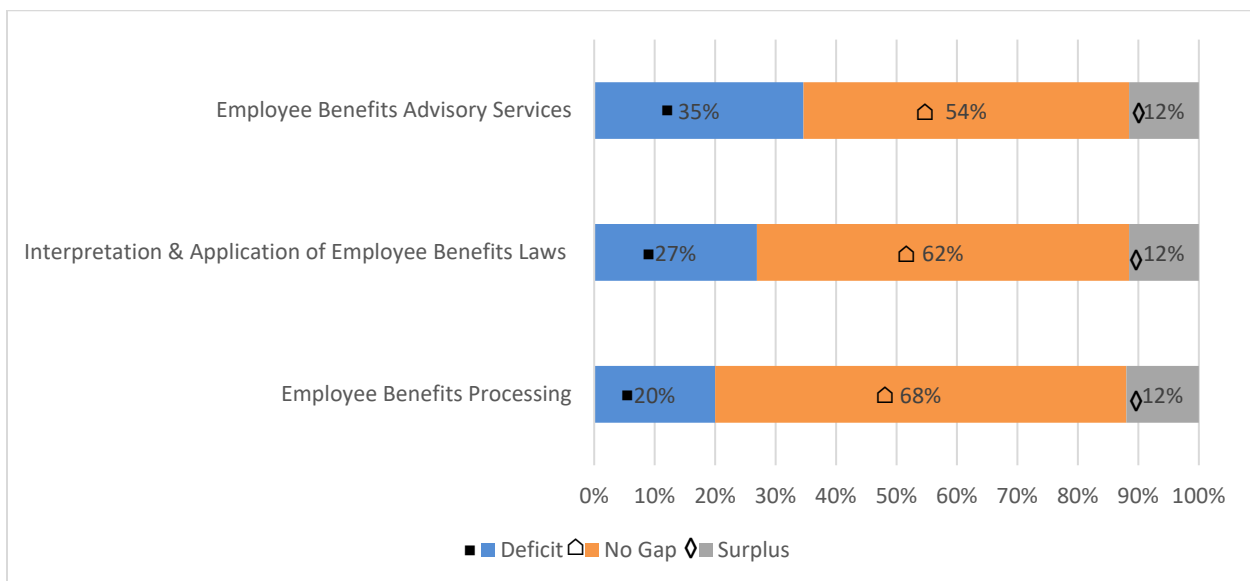


Figure 3. Employee Proficiency Percentage by Gap Type



SMEs were somewhat surprised by the results from Figure 2. Specifically, SMEs thought the employee self-rating scores would be higher than supervisor-rated scores. There was some agreement among SMEs that lower employee confidence due to higher workload demands may be contributing to this. Discussion around gap closure strategies highlighted the following pathways: 1) more use of the credentialing program, 2) better training in addition to the credentialing program, and 3) mid-career refreshers. Validation panel participants felt that the “Interpretation & Application of Employee Benefits Laws” competency should be prioritized for gap closure strategies because it is the foundation for the other two competencies.

Current and Future Needs Index

The Current and Future Needs Rankings are scored by the percentage of positive responses (Yes/No response options) to two questions that ask participants whether a competency is currently needed and if the competency will be needed five years in the future. Scores of 75 percent or lower are considered to be low and may indicate that competency does not belong in the model. Current and Future Needs results from the DCAT assessment are summarized in Table 6.

Table 6: Current and Future Needs Rankings

Competency	Employee Reported Current Need	Supervisor Reported Current Need	Supervisor Reported Future Need
Employee Benefits Advisory Services	89%	100%	100%
Interpretation & Application of Employee Benefits Laws	96%	100%	100%
Employee Benefits Processing	90%	96%	100%

SMEs agreed that current and future needs rankings displayed in Table 6 aligned with their expectations. The high percentage of the competencies for both current and future needs indicates that each of the competencies is relevant and important for individuals in the EBA function and belongs in the competency model.

Importance at Time of Appointment

The importance at time of appointment is scored by the percentage of positive responses to the following Yes/No question: “Is it important for this employee’s position to have this competency at the time of appointment?” Competencies that received a positive percentage of 50% or less may be considered unimportant. The importance at time of appointment results from the DCAT assessment are shown in Table 7.

Table 7. Importance at Time of Appointment

Competency	Employee Reported Current Need	Supervisor Reported Current Need	Supervisor Reported Future Need
Employee Benefits Advisory Services	89%	100%	100%
Interpretation & Application of Employee Benefits Laws	96%	100%	100%



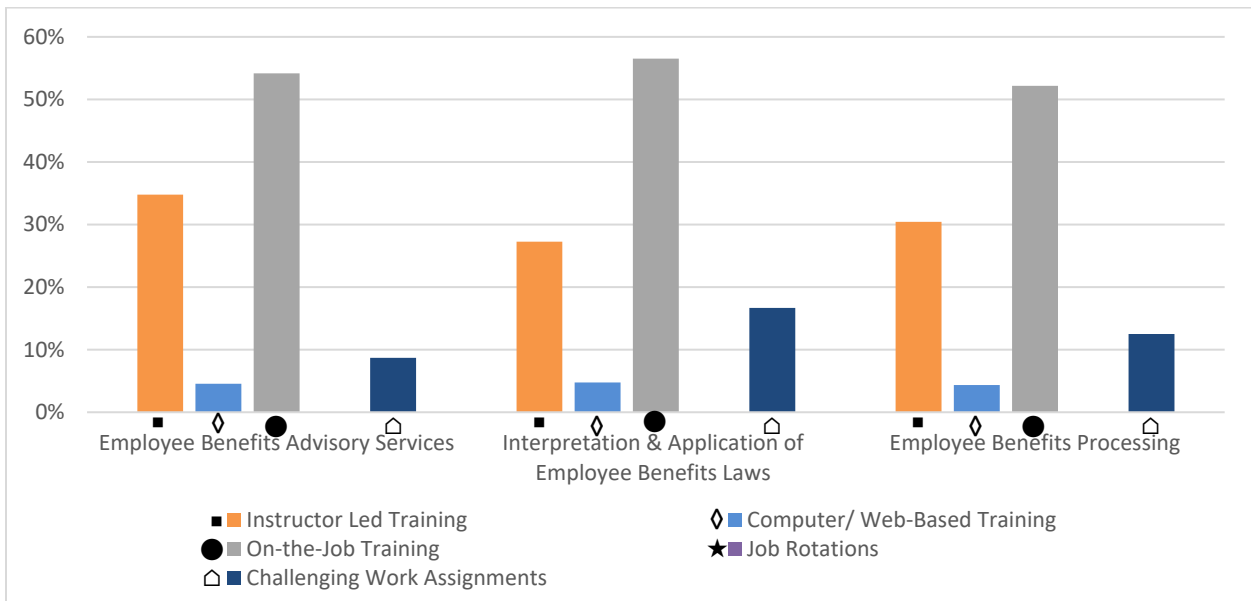
Competency	Employee Reported Current Need	Supervisor Reported Current Need	Supervisor Reported Future Need
Employee Benefits Processing	90%	96%	100%

Validation panel participants concurred with the importance at time of appointment percentages. SMEs noted that most new employee training is aimed at getting them to learn all processes and there is an assumption that new employees do not have EBA specific knowledge.

How Best to Develop Competencies

Scores are based on the percentage of respondents that identified instructor-led training, on-the-job training, challenging work assignments, computer/web-based training, or job rotations as the best method for the development of each competency. This data is based solely on supervisor responses. Results are displayed in Figure 4.

Figure 4. How Best to Develop Competencies



SMEs agreed that on-the-job training and instructor-led training are the best ways to develop each of the competencies. Panel participants discussed web-based training and agreed that instructor-led training is a better method of training. SMEs explained that while web-based training may be less costly and capable of reaching a wider audience, it is difficult for individuals performing the EBA function to be engaged and learn using web-based training. There was some support for the use of job rotations to help build a broader understanding of HR operations.

Future Focused Discussions

During the developmental panels, facilitators engaged in conversations with panel SMEs about the future of the EBA workforce. Facilitators asked panelists if they were aware of factors that may affect the skill set needed by an individual performing EBA work (e.g., trends, policy changes, new structures, retirement and retention challenges, budget constraints, etc.). SMEs discussed general themes that impact the entire EBA workforce, including technological changes, current pain points, future concerns, as well as retirement and retention challenges. The information below summarizes feedback from panelists during these discussions.

SMEs in each panel discussed the need for increased technological literacy for both the workforce and the organization. They referenced the growing trend in remote work and the impact this will have on how EBA tasks are carried out. SMEs mentioned that several EBA processes are primed for increased technological assistance (e.g., automated generation of reports, use of videoconferencing, use of Adobe PDFs instead of physical paper, and mobile apps for programs such as TSP), and employees will need to be able to adapt to these changes as they begin to rollout.

Regarding pain points, SMEs noted the tendency for new laws or regulations that directly affect EBA job duties to be communicated without additional employee resources (e.g., training and staffing). Understaffing issues were noted as a consistent pain point across SMEs and the downstream effect this has on EBA workforce workload. SMEs also discussed the level of communication regarding new benefit programs and retirement options that need to be improved so that EBA specialists are always knowledgeable regarding the most recent changes. Regarding future concerns, SMEs noted that there could be a possibility that the Federal Employee Retirement System and the Civil Service Retirement System are eventually phased out. They noted that the dwindling employee populations covered under these systems could affect the systems utilized by the EBA workforce. An additional consideration SMEs noted was the increasing use of government retirement and benefit platforms for processing.

The last trend discussed by SMEs was how retirement and retention challenges affect the future of the EBA workforce. Although SMEs noted that growing remote use has ameliorated the negative retention trends, they are still dealing with understaffing issues and growing retirement trends. A downstream effect noted by SMEs is the potential knowledge loss that can occur. SMEs noted the need for processes (e.g., systematic knowledge sharing) in place to help the EBA workforce with this potential knowledge loss.



Recommendations

The EBA competency model has been validated and is ready to be implemented across the workforce. The competency management team recommends the model be re-evaluated in 3-5 years to ensure that the competencies remain accurate and up to date. This competency model would be best utilized in assisting the EBA workforce in developing curriculum, career mapping, and certification for the workforce. In addition to the Tier 3 EBA competency model, the competency team has also developed a validated Institution Human Resources Management (IHRM) Tier 2 competency model, which applies to all employees performing the HR function across the Department. In conjunction with the Tier 2 IHRM competency model, the Tier 3 EBA competency model will help provide a comprehensive understanding of the work being performed within the EBA workforce.



APPENDIX A: EBA Tier 3 Technical Competency Model

Table 8. Employee Benefits Advisor Functional Competency Model

Occupational Series, Title & Tier		Employee Benefits Advisor, Tier 3
Competency ID	Competency Title	Competency Description
1.0	Employee Benefits Advisory Services	Provides information about benefits to stakeholders and customers, including providing information tailored to a given employee's specific circumstances and assisting with retirement planning based on a specific employee's circumstances.
Task Statements		1.A Counsels and advises stakeholders and customers about Federal Benefits programs, to include Insurance Programs, such as: Federal Employees Health Benefits (FEHB), Federal Employee Group Life Insurance (FEGLI), Federal Employee Dental and Vision Program (FEDVIP), Flexible Spending Account (FSA), and Federal Employee Long-Term Care Insurance Program (FLTCIP).
		1.B Advises stakeholders and customers about OPM and various Agencies' roles and responsibilities in regard to employee benefits.
		1.C Counsels and advises stakeholders and customers about the Thrift Savings Plan (TSP).
		1.D Counsels and advises stakeholders and customers about Federal Retirement Programs.
2.0	Interpretation & Application of Employee Benefits Laws	Interprets and applies knowledge of HR laws, regulations, and policies and their impact on employee benefits.
Task Statements		2.A Identifies legal and regulatory basis for federal retirement and benefits program eligibility, enrollment, and coverage.
		2.B Interprets and applies the content of Title 5 of United States Code (U.S.C.), Title 5 of Code of Federal Regulations (CFR), Benefits Administration Letters (BALs), Thrift Savings Plan (TSP) Bulletins, DoD Instructions (DoDI), and other statutes, regulations, and policies pertinent to federal retirement and benefits.
3.0	Employee Benefits Processing	Administers benefits-related processing (to include personnel processing), ensuring processes are complete and accurate.
Task Statements		3.A Analyzes employee and appointment information in relation to HR laws, regulations, and policies to verify eligibility for benefits programs and retirement systems.
		3.B Evaluates and identifies enrollment options and opportunities, effective dates of coverage, and appropriate procedures for processing.



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Occupational Series, Title & Tier	Employee Benefits Advisor, Tier 3
	3.C Communicates to personnel regarding employee benefit eligibility and coverage and provides guidance on accurate election processing.
	3.D Calculates and appropriately applies retirement and thrift savings plan (TSP) Service Computation Dates (SCD) to federal employee benefits.
	3.E Reviews record to determine potentially creditable civilian and military service, and whether deposit or redeposit has been paid.
	3.F Determines retirement eligibility and verifies proper retirement coverage under the Civil Service Retirement System (CSRS) and the Federal Employees Retirement System (FERS), including special retirement coverage (SRC).
	3.G Computes Civil Service Retirement System (CSRS) and Federal Employees Retirement System (FERS) annuity estimates.
	3.H Reviews, audits, and finalizes employee benefits transactions, including Centralized Enrollment Clearinghouse System (CLER) reconciliations, and ensures retirement packages are in compliance with OPM standards.
	3.I Facilitates process for employee and family member death benefits; To include A) determining eligibility for survivor benefits; B) providing claim forms to survivor, employees, and applicable agencies; and C) handle other related tasks (e.g., to confirm available funds for services rendered by funeral home; processing military deposits).

APPENDIX B: DCAT Questions and Response Options

Table 9. DCAT Questions and Response Options

Survey Question	Response Choices
Is this competency needed for this employee’s current position?	Yes/No
Is this competency needed for this employee’s position in the future (five years from now)?	Yes/No
Is it important for this employee’s position to have this competency at time of appointment?	Yes/No
How often does your employee perform this competency?	Hourly (5) Daily (4) Weekly (3) Monthly (2) Yearly (1) Never (0)
How difficult is it to perform this competency?	Very Difficult to Perform (5) Difficult to Perform (4) Neither Easy Nor Difficult to Perform (3) Easy to Perform (2) Very Easy to Perform (1)
How important is it to perform this competency?	Extremely Important (5) Very Important (4) Moderately Important (3) Somewhat Important (2) Not Important (1)
What is the employee’s current proficiency in this competency?	Expert (5) Advanced (4) Intermediate (3) Basic (2) Awareness (1) None (0)
What is the target proficiency for the employee’s position in this competency? (Target is considered to be the preferred proficiency level.)	Expert (5) Advanced (4) Intermediate (3) Basic (2) Awareness (1)
How best is this competency developed?	Instructor-Led Training; Computer/Web-Based Training; On-the-Job Training; Job Rotations; Challenging Work Assignments

APPENDIX C: DCAT Results and Data Analysis

Table 10. DCAT Participation by Career Level

Career Level	Invitations Sent Out	Employees Completed	Supervisors Completed	Response Rate
Entry (GS 01-08)	77	24	2	34%
Mid (GS 09-12)	488	115	24	28%
Full (GS 13-15)	87	31	5	41%
Total	652	170	31	31%

Table 11. Employee Reported Criticality Results by Component and Career Level

Component	Career Level	Competency Title	N	Criticality Score
Air Force	Entry (GS 01-08)	Employee Benefits Advisory Services		
		Interpretation & Application of Employee Benefits Laws		
		Employee Benefits Processing		
	Mid (GS 09-12)	Employee Benefits Advisory Services	11	17.18
		Interpretation & Application of Employee Benefits Laws		
		Employee Benefits Processing		
	Full (GS 13-15)	Employee Benefits Advisory Services		
		Interpretation & Application of Employee Benefits Laws		
		Employee Benefits Processing		
Army	Entry (GS 01-08)	Employee Benefits Advisory Services		
		Interpretation & Application of Employee Benefits Laws		
		Employee Benefits Processing		
	Mid (GS 09-12)	Employee Benefits Advisory Services	24	17.38
		Interpretation & Application of Employee Benefits Laws	19	15.68
		Employee Benefits Processing	21	16.57
	Full (GS 13-15)	Employee Benefits Advisory Services		
		Interpretation & Application of Employee Benefits Laws		
		Employee Benefits Processing		
Navy	Entry (GS 01-08)	Employee Benefits Advisory Services		
		Interpretation & Application of Employee Benefits Laws		
		Employee Benefits Processing		



EBA COMPETENCY MODEL TECHNICAL REPORT

Component	Career Level	Competency Title	N	Criticality Score
	Mid (GS 09-12)	Employee Benefits Advisory Services	10	17.00
		Interpretation & Application of Employee Benefits Laws	10	20.30
		Employee Benefits Processing		
	Full (GS 13-15)	Employee Benefits Advisory Services		
		Interpretation & Application of Employee Benefits Laws		
		Employee Benefits Processing		
4th Estate	Entry (GS 01-08)	Employee Benefits Advisory Services		
		Interpretation & Application of Employee Benefits Laws		
		Employee Benefits Processing		
	Mid (GS 09-12)	Employee Benefits Advisory Services		
		Interpretation & Application of Employee Benefits Laws		
		Employee Benefits Processing		
	Full (GS 13-15)	Employee Benefits Advisory Services		
		Interpretation & Application of Employee Benefits Laws		
		Employee Benefits Processing		

*Blank cells do not contain enough participants to report results



Table 12. Supervisor Reported Criticality Results by Component and Career Level

Component	Career Level	Competency Title	N	Criticality Score
Air Force	Entry (GS 01-08)	Employee Benefits Advisory Services		
		Interpretation & Application of Employee Benefits Laws		
		Employee Benefits Processing		
	Mid (GS 09-12)	Employee Benefits Advisory Services		
		Interpretation & Application of Employee Benefits Laws		
		Employee Benefits Processing		
	Full (GS 13-15)	Employee Benefits Advisory Services		
		Interpretation & Application of Employee Benefits Laws		
		Employee Benefits Processing		
Army	Entry (GS 01-08)	Employee Benefits Advisory Services		
		Interpretation & Application of Employee Benefits Laws		
		Employee Benefits Processing		
	Mid (GS 09-12)	Employee Benefits Advisory Services		
		Interpretation & Application of Employee Benefits Laws		
		Employee Benefits Processing		
	Full (GS 13-15)	Employee Benefits Advisory Services		
		Interpretation & Application of Employee Benefits Laws		
		Employee Benefits Processing		
Navy	Entry (GS 01-08)	Employee Benefits Advisory Services		
		Interpretation & Application of Employee Benefits Laws		
		Employee Benefits Processing		



EBA COMPETENCY MODEL TECHNICAL REPORT

Component	Career Level	Competency Title	N	Criticality Score
	Mid (GS 09-12)	Employee Benefits Advisory Services		
		Interpretation & Application of Employee Benefits Laws		
		Employee Benefits Processing		
	Full (GS 13-15)	Employee Benefits Advisory Services		
		Interpretation & Application of Employee Benefits Laws		
		Employee Benefits Processing		
4th Estate	Entry (GS 01-08)	Employee Benefits Advisory Services		
		Interpretation & Application of Employee Benefits Laws		
		Employee Benefits Processing		
	Mid (GS 09-12)	Employee Benefits Advisory Services		
		Interpretation & Application of Employee Benefits Laws		
		Employee Benefits Processing		
	Full (GS 13-15)	Employee Benefits Advisory Services		
		Interpretation & Application of Employee Benefits Laws		
		Employee Benefits Processing		

*Blank cells do not contain enough participants to report results



Table 13. Employee Reported Gap Percentages by Component and Career Level

Component	Career Level	Competency Title	N	Deficit	No Gap	Surplus
Air Force	Entry (GS 01-08)	Employee Benefits Advisory Services				
		Interpretation & Application of Employee Benefits Laws				
		Employee Benefits Processing				
	Mid (GS 09-12)	Employee Benefits Advisory Services	11	73%	27%	0%
		Interpretation & Application of Employee Benefits Laws				
		Employee Benefits Processing				
	Full (GS 13-15)	Employee Benefits Advisory Services				
		Interpretation & Application of Employee Benefits Laws				
		Employee Benefits Processing				
Army	Entry (GS 01-08)	Employee Benefits Advisory Services				
		Interpretation & Application of Employee Benefits Laws				
		Employee Benefits Processing				
	Mid (GS 09-12)	Employee Benefits Advisory Services	23	35%	57%	9%
		Interpretation & Application of Employee Benefits Laws	19	37%	42%	21%
		Employee Benefits Processing	19	47%	32%	21%
	Full (GS 13-15)	Employee Benefits Advisory Services				
		Interpretation & Application of Employee Benefits Laws				
		Employee Benefits Processing				
Navy	Entry (GS 01-08)	Employee Benefits Advisory Services				
		Interpretation & Application of Employee Benefits Laws				
		Employee Benefits Processing				

EBA COMPETENCY MODEL TECHNICAL REPORT

Component	Career Level	Competency Title	N	Deficit	No Gap	Surplus
	Mid (GS 09-12)	Employee Benefits Advisory Services				
		Interpretation & Application of Employee Benefits Laws				
		Employee Benefits Processing				
	Full (GS 13-15)	Employee Benefits Advisory Services				
		Interpretation & Application of Employee Benefits Laws				
		Employee Benefits Processing				
4th Estate	Entry (GS 01-08)	Employee Benefits Advisory Services				
		Interpretation & Application of Employee Benefits Laws				
		Employee Benefits Processing				
	Mid (GS 09-12)	Employee Benefits Advisory Services				
		Interpretation & Application of Employee Benefits Laws				
		Employee Benefits Processing				
	Full (GS 13-15)	Employee Benefits Advisory Services				
		Interpretation & Application of Employee Benefits Laws				
		Employee Benefits Processing				

*Blank cells do not contain enough participants to report results



Table 14. Supervisor Reported Gap Percentages by Component and Career Level

Component	Career Level	Competency Title	N	Deficit	No Gap	Surplus
Air Force	Entry (GS 01-08)	Employee Benefits Advisory Services				
		Interpretation & Application of Employee Benefits Laws				
		Employee Benefits Processing				
	Mid (GS 09-12)	Employee Benefits Advisory Services				
		Interpretation & Application of Employee Benefits Laws				
		Employee Benefits Processing				
	Full (GS 13-15)	Employee Benefits Advisory Services				
		Interpretation & Application of Employee Benefits Laws				
		Employee Benefits Processing				
Army	Entry (GS 01-08)	Employee Benefits Advisory Services				
		Interpretation & Application of Employee Benefits Laws				
		Employee Benefits Processing				
	Mid (GS 09-12)	Employee Benefits Advisory Services				
		Interpretation & Application of Employee Benefits Laws				
		Employee Benefits Processing				
	Full (GS 13-15)	Employee Benefits Advisory Services				
		Interpretation & Application of Employee Benefits Laws				
		Employee Benefits Processing				
Navy	Entry (GS 01-08)	Employee Benefits Advisory Services				
		Interpretation & Application of Employee Benefits Laws				
		Employee Benefits Processing				



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Component	Career Level	Competency Title	N	Deficit	No Gap	Surplus
	Mid (GS 09-12)	Employee Benefits Advisory Services				
		Interpretation & Application of Employee Benefits Laws				
		Employee Benefits Processing				
	Full (GS 13-15)	Employee Benefits Advisory Services				
		Interpretation & Application of Employee Benefits Laws				
		Employee Benefits Processing				
4th Estate	Entry (GS 01-08)	Employee Benefits Advisory Services				
		Interpretation & Application of Employee Benefits Laws				
		Employee Benefits Processing				
	Mid (GS 09-12)	Employee Benefits Advisory Services				
		Interpretation & Application of Employee Benefits Laws				
		Employee Benefits Processing				
	Full (GS 13-15)	Employee Benefits Advisory Services				
		Interpretation & Application of Employee Benefits Laws				
		Employee Benefits Processing				

*Blank cells do not contain enough participants to report results

