



UNITED STATES OFFICE OF PERSONNEL MANAGEMENT  
Washington, DC 20415

The Director

January 3, 2012

**MEMORANDUM FOR: Chief Human Capital Officers**

FROM: JOHN BERRY, DIRECTOR

Subject: Government Performance and Results Act Modernization Act of 2010  
Functional Competencies

The Government Performance and Results Act Modernization Act (GPRAMA) of 2010 required the Office of Personnel Management (OPM) to identify the competencies needed to perform the following three functions: developing goals, evaluating programs, and analyzing and using performance information for the purpose of improving Government efficiency and effectiveness. In May 2011, OPM, working with the Performance Improvement Council and the Office of Management and Budget's Office of Performance and Personnel Management, initiated a study to identify these critical competencies. Subject matter experts provided insights into the competencies needed and worked with us to identify the competencies associated with the key roles of Performance Improvement Officer, Performance Improvement Staff, and Goal Leader. Over the next year, as specified in the GPRAMA, OPM will provide guidance on how to incorporate the skills and competencies into positions descriptions and will work with the Chief Learning Officers to incorporate the key skills and competencies into agency training programs.

If you have any questions regarding the competency model, please contact Andrea Bright, Manager of Classification and Assessment Policy, at (202) 606-3600, or e-mail [competency@opm.gov](mailto:competency@opm.gov).

Attachment

cc: Human Resources Directors

**GPRAMA 2010 Functional Competencies**

Thirty-four competencies were found to be important for performing work in the GPRAMA functions of developing goals, evaluating programs, and analyzing and using performance information. The table below identifies the core subset of competencies essential for the performance of this work within each role. All other competencies are supplemental and may be useful or enhance the function. Definitions of the competencies follow the table.

<b>Functional Role Core Competencies</b>		
<b>Performance Improvement Officer</b>	<b>Performance Improvement Staff</b>	<b>Goal Leader</b>
<ul style="list-style-type: none"> <li>• Accountability</li> <li>• Creativity and Innovation</li> <li>• Decision Making</li> <li>• External Awareness</li> <li>• Influencing/Negotiating</li> <li>• Leadership</li> <li>• Oral Communication</li> <li>• Organizational Awareness</li> <li>• Partnering</li> <li>• Performance Measurement</li> <li>• Political Savvy</li> <li>• Problem Solving</li> <li>• Strategic Thinking</li> <li>• Technical Credibility</li> <li>• Vision</li> <li>• Written Communication</li> </ul>	<ul style="list-style-type: none"> <li>• Accountability</li> <li>• Creativity and Innovation</li> <li>• Decision Making</li> <li>• External Awareness</li> <li>• Influencing/Negotiating</li> <li>• Leadership</li> <li>• Oral Communication</li> <li>• Organizational Awareness</li> <li>• Partnering</li> <li>• Performance Measurement</li> <li>• Political Savvy</li> <li>• Problem Solving</li> <li>• Strategic Thinking</li> <li>• Technical Credibility</li> <li>• Vision</li> <li>• Written Communication</li> </ul>	<ul style="list-style-type: none"> <li>• Accountability</li> <li>• Creativity and Innovation</li> <li>• Customer Service</li> <li>• Decision Making</li> <li>• External Awareness</li> <li>• Influencing/Negotiating</li> <li>• Leadership</li> <li>• Oral Communication</li> <li>• Organizational Awareness</li> <li>• Partnering</li> <li>• Planning and Evaluating</li> <li>• Problem Solving</li> <li>• Strategic Thinking</li> <li>• Vision</li> <li>• Written Communication</li> </ul>

### **GPRMA 2010 Functional Competencies**

**Accountability** - Holds self and others accountable for measurable high-quality, timely, and cost-effective results. Determines objectives, sets priorities, and delegates work. Accepts responsibility for mistakes. Complies with established control systems and rules.

**Attention to Detail** - Is thorough when performing work and conscientious about attending to detail.

**Change Management** - Knowledge of change management principles, strategies, and techniques required for effectively planning, implementing, and evaluating change in the organization.

**Compliance** - Knowledge of procedures for assessing, evaluating, and monitoring programs or projects for compliance with Federal laws, regulations, and guidance.

**Conflict Management** - Encourages creative tension and differences of opinions. Anticipates and takes steps to prevent counter-productive confrontations. Manages and resolves conflicts and disagreements in a constructive manner.

**Creativity and Innovation** - Develops new insights into situations; questions conventional approaches; encourages new ideas and innovations; designs and implements new or cutting edge programs/processes.

**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.

**External Awareness** - Understands and keeps up-to-date on local, national, and international policies and trends that affect the organization and shape stakeholders' views; is aware of the organization's impact on the external environment.

**Financial Analysis** – Knowledge of the principles, methods, and techniques of financial analysis, forecasting, and modeling to interpret quantitative and qualitative data; includes data modeling, earned value management, and evaluating key financial indicators, trends, and historical data.

**Flexibility** - Is open to change and new information; rapidly adapts to new information, changing conditions, or unexpected obstacles.

**Influencing/Negotiating** - Persuades others; builds consensus through give and take; gains cooperation from others to obtain information and accomplish goals.

**Information Management** - Identifies a need for and knows where or how to gather information; organizes and maintains information or information management systems.

**Interpersonal Skills** - Shows understanding, friendliness, courtesy, tact, empathy, concern, and politeness to others; develops and maintains effective relationships with others; may include effectively dealing with individuals who are difficult, hostile, or distressed; relates well to people from varied backgrounds and different situations; is sensitive to cultural diversity, race, gender, disabilities, and other individual differences.

**Leadership** - Influences, motivates, and challenges others; adapts leadership styles to a variety of situations.

**Legal, Government and Jurisprudence** - Knowledge of laws, legal codes, court procedures, precedents, legal practices and documents, Government regulations, Executive orders, agency rules, Government organization and functions, and the democratic political process.

**Mathematical Reasoning** - Solves practical problems by choosing appropriately from a variety of mathematical and statistical techniques.

**Oral Communication** - Expresses information (for example, ideas or facts) to individuals or groups effectively, taking into account the audience and nature of the information (for example, technical, sensitive, controversial); makes clear and convincing oral presentations; listens to others, attends to nonverbal cues, and responds appropriately.

**Organizational Awareness** - Knows the organization's mission and functions, and how its social, political, and technological systems work and operates effectively within them; this includes the programs, policies, procedures, rules, and regulations of the organization.

**Organizational Performance Analysis** - Knowledge of the methods, techniques, and tools used to analyze program, organizational, and mission performance; includes methods that deliver key performance information (for example, comparative, trend, diagnostic, root cause, predictive) used to inform decisions, actions, communications, and accountability systems.

**Partnering** - Develops networks and builds alliances; collaborates across boundaries to build strategic relationships and achieve common goals.

**Performance Measurement** - Knowledge of the principles and methods for evaluating program or organizational performance using financial and nonfinancial measures, including identification of evaluation factors (for example, workload, personnel requirements), metrics, and outcomes.

**Planning and Evaluating** - Organizes work, sets priorities, and determines resource requirements; determines short- or long-term goals and strategies to achieve them; coordinates with other organizations or parts of the organization to accomplish goals; monitors progress and evaluates outcomes.

**Political Savvy** - Identifies the internal and external politics that impact the work of the organization. Perceives organizational and political reality and acts accordingly.

**Problem Solving** - Identifies and analyzes problems; weighs relevance and accuracy of information; generates and evaluates alternative solutions; makes recommendations.

**Project Management** - Knowledge of the principles, methods, or tools for developing, scheduling, coordinating, and managing projects and resources, including monitoring and inspecting costs, work, and contractor performance.

**Reasoning** - Identifies rules, principles, or relationships that explain facts, data, or other information; analyzes information and makes correct inferences or draws accurate conclusions.

**Resilience** - Deals effectively with pressure; remains optimistic and persistent, even under adversity. Recovers quickly from setbacks.

**Strategic Thinking** - Formulates objectives and priorities, and implements plans consistent with the long-term interests of the organization in a global environment. Capitalizes on opportunities and manages risks.

**Team Building** - Inspires and fosters team commitment, spirit, pride, and trust. Facilitates cooperation and motivates team members to accomplish group goals.

Technical Competence - Uses knowledge that is acquired through formal training or extensive on-the-job experience to perform one's job; works with, understands, and evaluates technical information related to the job; advises others on technical issues.

Technical Credibility - Understands and appropriately applies principles, procedures, requirements, regulations, and policies related to specialized expertise.

Vision - Takes a long-term view and builds a shared vision with others; acts as a catalyst for organizational change. Influences others to translate vision into action.

Written Communication - Writes in a clear, concise, organized, and convincing manner for the intended audience.