GS-0023 Outdoor Recreation Planning

U.S. Department of the Interior

Office of Human Capital

April 2021

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Outdoor Recreation Planning Competency Model Study Summary

The DOI Office of Human Capital (OHC) conducted a comprehensive study to identify the critical competencies and tasks for successful performance of outdoor recreation planning work across the Department. OHC worked with outdoor recreation planning subject matter experts from across the Department in order to create a thorough and accurate representation of the work performed by DOI outdoor recreation planning professionals and the knowledge, skills, and abilities required to perform that work.

The study involved a variation of the U.S. Office of Personnel Management's Multipurpose Occupational Systems Analysis Inventory – Closed-Ended (MOSAIC) method for gathering and analyzing information about work. The MOSAIC approach has been utilized to study and describe work performed within the Federal Government for over 25 years. The study included a wide-ranging literature review to build lists of tasks and competencies used to describe outdoor recreation planning work across the Department. Next, focus groups with DOI outdoor recreation planning subject matter experts were held to ensure these lists were complete and accurately represented the job. A trained job analyst also linked each task to competencies to confirm they were required to perform the work. DOI outdoor recreation planning professionals rated the tasks and competencies to demonstrate the importance and utility of each component of the study. Finally, outdoor recreation planning subject matter experts reviewed the results of the study to ensure its accuracy.

The results of this study establish a common set of outdoor recreation planning tasks and competencies across the Department, which can be used to create assessment and selection techniques and tools and establish common practices and terminology for recruitment, performance management, workforce planning, training, and employee development. This work provides DOI with current, validated information that can be used to ensure its outdoor recreation planning workforce has the tools to meet future challenges.

Please reference the Competency Model Interpretive Guidance for assistance in interpreting and applying the results of this study.

Table 1: General Competencies by Grade[1]

The following general competencies are valid for assessment and selection, performance management, and other related human capital functions across the outdoor recreation planning occupational series included in this study at the grade levels listed below.

GS-7	GS-9	GS-11	GS-12
• *Continual Learning* • *Customer Service* • *Flexibility* • *Integrity/Honesty* • *Interpersonal Skills* • *Oral Communication* • *Physical Strength and Agility* • *Problem Solving* • *Resilience*	• *Accountability* • *Attention to Detail* • Continual Learning • Customer Service • Flexibility • *Influencing and Negotiating* • Integrity/Honesty • Interpersonal Skills • Oral Communication • Physical Strength and Agility* • Problem Solving • *Reasoning* • Resilience • *Self-Management* • *Teaching Others* • *Writing*	• Accountability • Attention to Detail • *Compliance* • *Conflict Management* • Continual Learning • Customer Service • *Decision Making* • *External Awareness* • Flexibility • Influencing and Negotiating • Integrity/Honesty • Interpersonal Skills • Oral Communication • *Organizational Awareness* • *Partnering* • *Planning and Evaluating* • Problem Solving • *Project Management* • Reasoning • Resilience • Self-Management • *Strategic Thinking* • Teaching Others • Writing	• Accountability • Attention to Detail • Compliance • Conflict Management • Continual Learning • Customer Service • Decision Making • *Entrepreneurship* • External Awareness • Flexibility • Influencing and Negotiating • Integrity/Honesty • Interpersonal Skills • Oral Communication • Organizational Awareness • Partnering • Planning and Evaluating • *Political Savvy* • Problem Solving • *Program Management* • Project Management • Reasoning • Resilience • Self-Management • *Stakeholder Management* • Strategic Thinking • Teaching Others

[1] Italics represent the lowest grade at which the competency appears.

		Technical Competence
		Writing

GS-13	GS-14	GS-15
• Accountability • Attention to Detail • Compliance • Conflict Management • Continual Learning • Customer Service • Decision Making • Entrepreneurship • External Awareness • Flexibility • Influencing and Negotiating • Integrity/Honesty • Interpersonal Skills • Oral Communication • Organizational Awareness • Partnering • Planning and Evaluating • Political Savvy • Problem Solving • Program Management • Project Management • Reasoning • Resilience • Self-Management • Stakeholder Management • Strategic Thinking • Teaching Others • Technical Competence • Writing	• Accountability • Attention to Detail • Compliance • Conflict Management • Continual Learning • Customer Service • Decision Making • Entrepreneurship • External Awareness • Flexibility • Influencing and Negotiating • Integrity/Honesty • Interpersonal Skills • Oral Communication • Organizational Awareness • Partnering • Planning and Evaluating • Political Savvy • Problem Solving • Program Management • Project Management • Reasoning • Resilience • Self-Management • Stakeholder Management • Strategic Thinking • Teaching Others • Technical Competence • Writing	• Accountability • Attention to Detail • Compliance • Conflict Management • Continual Learning • Customer Service • Decision Making • Entrepreneurship • External Awareness • Flexibility • Influencing and Negotiating • Integrity/Honesty • Interpersonal Skills • Oral Communication • Organizational Awareness • Partnering • Planning and Evaluating • Political Savvy • Problem Solving • Program Management • Project Management • Reasoning • Resilience • Self-Management • Stakeholder Management • Strategic Thinking • Teaching Others • Technical Competence • Writing

Table 2: Required Proficiency Levels by Grade Level

Proficiency Level Scale Definitions

Proficiency Level	General Competencies	Technical Competencies
5 = Expert	- Applies the competency in exceptionally difficult situations - Serves as a key resource and advises others	- Applies the competency in exceptionally difficult situations - Serves as a key resource and advises others - Demonstrates comprehensive expert understanding of concepts and processes
4 = Advanced	- Applies the competency in considerably difficult situations - Generally requires little or no guidance	- Applies the competency in considerably difficult situations - Generally requires little or no guidance - Demonstrates understanding of concepts and processes
3 = Intermediate	- Applies the competency in difficult situations - Requires occasional guidance	- Applies the competency in difficult situations - Requires occasional guidance - Demonstrates understanding of concepts and processes
2 = Basic	- Applies the competency in somewhat difficult situations - Requires frequent guidance	- Applies the competency in somewhat difficult situations - Requires frequent guidance - Demonstrates familiarity with concepts and processes
1 = Awareness	- Applies the competency in simplest situations - Requires close and extensive guidance	- Applies the competency in simplest situations - Requires close and extensive guidance - Demonstrates awareness of concepts and processes

Table 2: Required Proficiency Levels of General Competencies[2]

	GS-7	GS-9	GS-11	GS-12	GS-13	GS-14	GS-15
Accountability	2	3	3	4	4	5	5
Attention to Detail	3	4	5	5	4	4	4
Compliance	1	2	3	4	5	4	4
Conflict Management	2	3	3	4	4	5	5
Continual Learning	2	3	3	4	4	4	4
Customer Service	3	3	3	4	4	5	5
Decision Making	1	2	3	4	4	5	5
Entrepreneurship	1	2	2	3	4	4	4
External Awareness	1	2	3	3	4	4	5
Flexibility	3	3	4	4	4	4	5
Influencing/Negotiating	2	3	3	3	4	4	5
Integrity/Honesty	3	3	3	4	4	4	5
Interpersonal Skills	3	3	3	4	4	5	5
Oral Communication	3	3	3	4	4	5	5
Organizational Awareness	1	2	3	3	4	4	5
Partnering	1	2	4	4	4	4	5
Physical Strength and Agility	3	3	3	3	3	3	1
Planning and Evaluating	2	2	3	4	4	5	5
Political Savvy	1	2	2	3	4	5	5
Problem Solving	3	3	3	4	4	5	5
Program Management	1	1	2	3	4	5	5
Project Management	1	2	3	4	5	4	4
Reasoning	2	3	3	4	4	5	5
Resilience	3	3	3	4	4	5	5
Self-Management	2	3	3	4	4	5	5
Stakeholder Management	1	2	3	4	4	4	5
Strategic Thinking	1	2	3	4	4	4	5
Teaching Others	2	3	3	4	4	5	4
Technical Competence	2	3	3	4	5	3	3
Writing	2	3	3	4	4	4	4

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[2] Bolded competencies are validated for use for assessment and selection purposes.

Table 3: Behavioral Examples for Competencies

Competency Name	Definitions
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.** • *Takes responsibility for results and work products* • *Ensures work is completed on time and at the level of quality required* • *Understands the rules and regulations of the work performed and ensures compliance with them* • *Demonstrates responsibility with important materials, critical processes, or confidential information*
Attention to Detail	**Is thorough when performing work and conscientious about attention to detail. Recalls information that has been presented previously.** • *Sets the standards for the quality of the work completed for the organization* • *Leads others in attending to detail in difficult and/or high-pressure circumstances* • *Reviews and edits work completed by others to ensure that the quality of work meets acceptable work standards* • *Independently completes thorough and accurate work*
Compliance	**Knowledge of procedures for assessing, evaluating, and monitoring programs or projects for compliance with Federal laws, regulations, and guidance.** • *Shows familiarity with the structure and terminology of various rules and regulations of the Federal Government* • *Demonstrates the ability to search for and find appropriate rules or regulations* • *Understands how to apply appropriate rules and regulations to guide direction of work or make decisions*
Conflict Management	**Manages and resolves conflicts, grievances, confrontations, or disagreements in a constructive manner to minimize negative personal impact.** • *Ensures disagreements between two or more parties remain civil* • *Effectively uses conflict resolution techniques to allow for productive discussion of potential solutions between disagreeing parties* • *Addresses grievances or disagreements and brokers accord and respect*
Continual Learning	**Assesses and recognizes own strengths and weaknesses; pursues self-development.** • *Takes honest inventory of own strengths and weaknesses* • *Identifies personal skill gaps or areas for development* • *Actively identifies and pursues training or developmental opportunities* • *Seeks out feedback from others on performance* • *Displays a desire to learn new things or new ways of accomplishing tasks*

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. • *Commits to serving the public and understands their advisory role* • *Utilizes outreach, needs assessment, evaluation, and other marketing skills to identify and anticipate customer needs and provide exemplary customer service* • *Understands diverse customer groups, their perspectives, issues and needs* • *Works to ensure customers' needs are met, even when those needs are outside of the typical role of the position* • *Identifies and develops metrics to assess customer service satisfaction* • *Continuously improves products and services* • *Works and plans strategically, using a systems perspective to anticipate developing customer issues and needs and to provide timely solutions that focus on long-term benefits*
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. • *Decides on the best course of action, even in situations with competing stakeholders or when results of decisions are not immediately clear* • *Weighs the pros and cons of potential decisions before choosing which actions to take* • *Commits to determining the best alternatives and evaluating their impact on work products* • *Uses sound methodology in reaching conclusions*
Entrepreneurship	Positions the organization for future success by identifying new opportunities; builds the organization by developing or improving products or services. Takes calculated risks to accomplish organizational objectives. • *Is aware of organizational and programmatic goals and seeks avenues to enhance goal achievement.* • *Considers overall structures, patterns, and cycles in the organization/systems, and uses assessment, analysis, and evaluation methodologies to define metrics and standards of performance.* • *Streamlines operations for maximum efficiency, automation, and effectiveness where appropriate.* • *Incorporates an awareness of current and future management directives, required functional and technical expertise, resource requirements, and targeted stakeholders into work plans.*
External Awareness	Identifies and understands economic, political, and social trends that affect the organization. • *Stays abreast of current events* • *Monitors trends and identifies ways in which they may affect work processes or decisions* • *Understands how the organization is situated within the economic, political, or social landscapes* • *Identifies potential external influences or influencers on the organization*

Flexibility	**Is open to change and new information; adapts behavior or work methods in response to new information, changing conditions, or unexpected obstacles; effectively deals with ambiguity.** • *Effectively adjusts strategies or course of action in response to changing conditions* • *Makes quality decisions when faced with ambiguous situations* • *Is willing to incorporate new information into decision making process* • *Adapts behavior to overcome challenges*
Influencing/Negotiating	**Persuades others to accept recommendations, cooperate, or change their behavior; works with others towards an agreement; negotiates to find mutually acceptable solutions.** • *Persuades and influences parties to cooperate and accept recommendations* • *Explains and clarifies perspectives of an issue and its impact on all parties* • *Negotiates to achieve consensus through changed opinion, attitude or behavior* • *Demonstrates logic, communicates and persuades others to see benefits of recommendations within and across groups* • *Understands all sides of an issue and its impact on all parties involved* • *Negotiates with individuals or groups, including those that are resistant, to consider cooperating in order to achieve an acceptable solution*
Integrity/Honesty	**Contributes to maintaining the integrity of the organization; displays high standards of ethical conduct and understands the impact of violating these standards on an organization, self, and others; is trustworthy.** • *Takes pride in exhibiting personal and organizational integrity and honesty* • *Acts in a just, fair, and ethical manner and encourages ethical behavior among others, even when risky to do so* • *Inspires trust and confidence among stakeholders through reliability, authenticity, and accountability*
Interpersonal Skills	**Treats others with courtesy, sensitivity, and respect. Considers and responds appropriately to the needs and feelings of different people in different situations.** • *Shows respect for the values and ideas of others, even when not agreeing with them* • *Empathizes with the concerns of others* • *Demonstrates tact and courtesy when interacting with associates* • *Is proactive in defusing arguments among peers* • *Seeks feedback from others to avoid blind-spots that can cause misunderstandings* • *Explores issues with the team; shares information; solicits ideas' uses participative decision-making processes*
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.** • *Speaks honestly, effectively and with integrity* • *Makes convincing, articulate, and accurate oral presentations using non-verbal and vocal qualities that support the verbal spoken message* • *Effectively uses various communication channels, including meetings, presentations and briefings* • *Actively considers, plans for, and reacts appropriately to the audience and the contextual environment in order to minimize barriers to understanding*

	• *Explains complex information clearly and accurately, and seeks feedback to determine that understanding has occurred* • *Acts as an effective facilitator in group or team settings*
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.** • *Demonstrates awareness of the mission, functions, and various levels of the organization* • *Understands how decisions or actions of one organizational component may affect other components* • *Leverages knowledge of organizational components, programs, and directions to improve products, actions, or decisions* • *Shows familiarity with the rules and regulations of the organization*
Partnering	**Develops networks and builds alliances; collaborates across boundaries to build strategic relationships and achieve common goals.** • *Demonstrates an understanding of interrelationships, roles, and responsibilities within the organization* • *Develops and maintains professional relationships* • *Is aware of organizational and programmatic goals and seeks avenues to mutually enhance goal achievement* • *Identifies opportunities for collaboration across organization units*
Physical Strength and Agility	**Ability to bend, lift, climb, stand, and walk for long periods of time; ability to perform moderately heavy laboring work.** • *Demonstrates the ability to lift, push, or pull objects* • *Can spend relatively long periods of time without sitting or resting* • *Can change direction in movement with relative ease* • *Can navigate over or around obstacles to movement*
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.** • *Sets difficult but obtainable goals, benchmarks, or milestones* • *Determines resources required for successful completion of work and works with others to procure these resources* • *Collaborates effectively with other components of the organization* • *Establishes meaningful, observable metrics to track progress or evaluate performance* • *Ensures a clear and appropriate division of labor among team members*
Political Savvy	**Identifies the internal and external politics that impact the work of the organization. Perceives organizational and political reality and acts accordingly.** • *Determines who holds resources in the organization* • *Networks with appropriate stakeholders to obtain necessary resources* • *Maintains awareness of stakeholders external to the organization and the resources they have to offer* • *Adapts communication style with various stakeholders* • *Demonstrates an understanding of the interrelationships, roles, and responsibilities of an organization* • *Develops a coalition of like-minded entities to achieve desired outcomes*

Problem Solving	**Identifies problems; determines accuracy and relevance of information; uses sound judgment to generate and evaluate alternatives, and to make recommendations.** • *Examines problems and solutions with a long-term perspective* • *Effectively leads others in the effort of developing, identifying, and formulating problem solving strategies consistent with organizational goals* • *Uses logic to develop and implement innovative tools and techniques to resolve complex problems and issues* • *Uses logic to resolve complex, unique, or unusual problems* • *Consistently anticipates challenges that are not obvious to others* • *Determines the relevance of information in reaching effective conclusions* • *Formulates recommendations for the best course of action to address problems*
Program Management	**Knowledge of the principles, methods, and tools for the coordinated management of a program to include providing oversight of multiple projects, integrating dependent schedules and deliverables, and related activities (for example, benefits management, life cycle management, program governance).** • *Analyzes and monitors costs and schedules for programs* • *Communicates with various stakeholders to ensure that programs stay on time and on budget* • *Maintains political sensitivity toward organizational and stakeholder needs* • *Develops, extends, and achieves program vision* • *Formulates strategic approaches to achieving established goals*
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.** • *Schedules and keeps track of major project milestones and persons responsible* • *Communicates with various stakeholders to ensure that projects stay on time and on budget* • *Identifies and plans for external and internal barriers to project delivery* • *Delegates work to team members as necessary and ensures completion of work*
Reasoning	**Identifies rules, principles, or relationships that explain facts, data, or other information; analyzes information and makes correct inferences or draws accurate conclusions.** • *Determines the relevance of information in reaching effective conclusions* • *Uses logic to determine relationships among information in order to reach conclusions* • *Makes appropriate inferences from data, rules, or other information*
Resilience	**Deals effectively with pressure; remains optimistic and persistent, even under adversity. Recovers quickly from setbacks.** • *Achieves desired results in face of adversity* • *Overcomes barriers to accomplish goals* • *Stays positive in spite of setbacks* • *Works successfully in high pressure environments*
Self-Management	**Sets well-defined and realistic personal goals; displays a high level of initiative, effort, and commitment towards completing assignments in a timely manner; works with minimal supervision; is motivated to achieve; demonstrates responsible behavior.** • *Sets own goals and priorities and coordinates activities and deadlines with others to ensure project goals are met*

	• *Continually applies significant effort and persistence toward achievement of goals in all situations* • *Takes initiative and seeks out new or additional responsibilities and tasks* • *Completes work and meets objectives with minimal supervisory intervention*
Stakeholder Management	**Knowledge of the concepts, practices, and techniques used to identify, engage, influence, and monitor relationships with individuals and groups connected to a work effort; including those actively involved, those who exert influence over the process and its results, and those who have a vested interest in the outcome (positive or negative).** • *Adapts communication style according to stakeholders* • *Balances competing or conflicting goals of various stakeholders* • *Maintains effective working relationships with a variety of stakeholders or key representatives for each stakeholder* • *Understands and aligns stakeholder expectations*
Strategic Thinking	**Formulates effective strategies consistent with the business and competitive strategy of the organization in a global economy. Examines policy issues and strategic planning with a long-term perspective. Examines objectives and sets priorities; anticipates potential threats or opportunities.** • *Is aware of organizational and programmatic goals and seeks creative avenues to enhance goal achievement* • *Considers overall structures, patterns, and cycles in the organization/systems, and uses assessment, analysis, and evaluation methodologies to define metrics and standards of performance* • *Incorporates new processes and procedures into annual plans* • *Identifies potential opportunities and barriers facing the organization's objectives and priorities* • *Provides advice and guidance to resolve, implement, or manage program or policy issues that involve areas of uncertainty in approach or methodology* • *Streamlines operations for maximum efficiency, automation, and effectiveness where appropriate*
Teaching Others	**Helps others learn through formal or informal methods; identifies training needs; provides constructive feedback; coaches others on how to perform tasks; acts as a mentor.** • *Provides instruction and feedback to others* • *Acts as a mentor to others* • *Determines areas for improvement and training for others* • *Tutors others in the performance of tasks*
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.** • *Demonstrates proficiency of technical subject matter area* • *Performs job tasks using the required physical and cognitive skills and abilities* • *Models technical task performance for others* • *Maintains currency on technical knowledge and technique*

Writing	**Recognizes or uses correct English grammar, punctuation, and spelling; communicates information (for example, facts, ideas, or messages) in a succinct and organized manner; produces written information, which may include technical material that is appropriate for the intended audience.**
	• *Composes clear, concise, and logical documents or correspondence involving complex technical information*
	• *Consistently and effectively tailors written products to a wide range of audiences and for diverse purposes in order to achieve a desired outcome*
	• *Proofreads and edits the writing of others*
	• *Effectively explains complex technical material to a non-technical audience*
	• *Uses correct grammar, punctuation, and spelling*
	• *Writes in an organized fashion that is easy to understand*

Table 4: General Competencies by Assessment Tool

Competency	Occupational Questionnaire	Structured Interview	Biodata	Cognitive Ability Test
Accountability	Low	High	High	Low
Attention to Detail	Low	Medium	Low	High
Compliance	Low	High	Low	Low
Conflict Management	Low	High	Medium	Low
Continual Learning	Low	High	High	Low
Customer Service	Low	High	Low	Low
Decision Making	Low	High	Medium	Medium
Entrepreneurship	Low	High	Medium	Medium
External Awareness	Low	High	Low	Low
Flexibility	Low	High	Medium	Low
Influencing/ Negotiating	Low	High	Low	Low
Integrity/Honesty	Low	High	Medium	Low
Interpersonal Skills	Low	High	Low	Low
Oral Communication	Medium	High	Medium	Low
Organizational Awareness	Low	High	Low	Low
Partnering	Low	High	Medium	Low
Physical Strength and Agility	Low	Low	Low	Low

Competency	Job Knowledge Test	Personality Inventory	Situational Judgment Test	Work Sample
Accountability	Low	High	High	Low
Attention to Detail	Low	Medium	Low	High
Compliance	Low	High	Low	Low
Conflict Management	Low	High	Medium	Low
Continual Learning	Low	High	High	Low

Customer Service	Low	High	Low	Low
Decision Making	Low	High	Medium	Medium
Entrepreneurship	Low	High	Medium	Medium
External Awareness	Low	High	Low	Low
Flexibility	Low	High	Medium	Low
Influencing/ Negotiating	Low	High	Low	Low
Integrity/Honesty	Low	High	Medium	Low
Interpersonal Skills	Low	High	Low	Low
Oral Communication	Medium	High	Medium	Low
Organizational Awareness	Low	High	Low	Low
Partnering	Low	High	Medium	Low
Physical Strength and Agility	Low	Low	Low	High

Competency	Occupational Questionnaire	Structured Interview	Biodata	Cognitive Ability Test
Planning and Evaluating	Low	High	Medium	Low
Political Savvy	Medium	High	Low	Medium
Problem Solving	Low	High	Medium	High
Program Management	Medium	High	Medium	Low
Project Management	Medium	High	Medium	Low
Reasoning	Low	Low	Low	High
Resilience	Low	High	Medium	Low
Self-Management	Low	High	Medium	Low
Stakeholder Management	Medium	High	Medium	Low
Strategic Thinking	Low	High	Medium	Low
Teaching Others	Low	High	Medium	Low
Technical Competence	High	High	Low	Low
Writing	Low	Low	Medium	Low

Competency	Job Knowledge Test	Personality Inventory	Situational Judgment Test	Work Sample
Planning and Evaluating	Medium	Medium	Low	High
Political Savvy	Medium	High	Low	Medium
Problem Solving	Low	Low	Medium	High
Program Management	Medium	High	Medium	Low
Project Management	Low	Low	High	High
Reasoning	Low	Low	High	Medium
Resilience	Low	Medium	Low	Low
Self-Management	Low	Medium	Low	Low
Stakeholder Management	Medium	High	Medium	Low
Strategic Thinking	Low	Low	Medium	Medium
Teaching Others	Low	Medium	Medium	High
Technical Competence	High	Low	Medium	High
Writing	Low	Low	Low	High

Table 5: Technical Competencies for Assessment & Selection

The following technical competencies are valid for assessment and selection, performance management, and other related human capital functions for the occupational series listed below. (NOTE: While the technical competencies below have been validated for assessment and selection for the series listed below, other technical competencies not listed below may be required depending on the position. Rely on the results of a job analysis and feedback from the hiring manager and subject matter experts to determine the exact technical competencies needed for a particular hire).

Table 5: Technical Competencies for Assessment & Selection by Grade GS-0023 – Outdoor Recreation Planning

- Budget Administration
- Communications and Media
- Conservation Biology
- Data Interpretation
- Facilitation

- Field Data Collection
- Geospatial Information Systems
- Outdoor Recreation Management
- Public Planning

Appendix A: Outdoor Recreation Planning General 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 attention to detail.
Compliance	Knowledge of procedures for assessing, evaluating, and monitoring programs or projects for compliance with Federal laws, regulations, and guidance.
Conflict Management	Manages and resolves conflicts, grievances, confrontations, or disagreements in a constructive manner to minimize negative personal impact.
Continual Learning	Assesses and recognizes own strengths and weaknesses; pursues self-development.
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.
Entrepreneurship	Positions the organization for future success by identifying new opportunities; builds the organization by developing or improving products or services. Takes calculated risks to accomplish organizational objectives.
External Awareness	Identifies and understands economic, political, and social trends that affect the organization.
Flexibility	Is open to change and new information; adapts behavior or work methods in response to new information, changing conditions, or unexpected obstacles; effectively deals with ambiguity.
Influencing/Negotiating	Persuades others to accept recommendations, cooperate, or change their behavior; works with others towards an agreement; negotiates to find mutually acceptable solutions.
Integrity/Honesty	Contributes to maintaining the integrity of the organization; displays high standards of ethical conduct and understands the impact of violating these standards on an organization, self, and others; is trustworthy.

Interpersonal Skills	Treats others with courtesy, sensitivity, and respect. Considers and responds appropriately to the needs and feelings of different people in different situations.
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.
Partnering	Develops networks and builds alliances; collaborates across boundaries to build strategic relationships and achieve common goals.
Physical Strength and Agility	Ability to bend, lift, climb, stand, and walk for long periods of time; ability to perform moderately heavy laboring work.
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 problems; determines accuracy and relevance of information; uses sound judgment to generate and evaluate alternatives, and to make recommendations.
Program Management	Knowledge of the principles, methods, and tools for the coordinated management of a program to include providing oversight of multiple projects, integrating dependent schedules and deliverables, and related activities (for example, benefits management, life cycle management, program governance).
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.

Self-Management	Sets well-defined and realistic personal goals; displays a high level of initiative, effort, and commitment towards completing assignments in a timely manner; works with minimal supervision; is motivated to achieve; demonstrates responsible behavior.
Stakeholder Management	Knowledge of the concepts, practices, and techniques used to identify, engage, influence, and monitor relationships with individuals and groups connected to a work effort; including those actively involved, those who exert influence over the process and its results, and those who have a vested interest in the outcome (positive or negative).
Teaching Others	Helps others learn through formal or informal methods; identifies training needs; provides constructive feedback; coaches others on how to perform tasks; acts as a mentor.
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.
Writing	Recognizes or uses correct English grammar, punctuation, and spelling; communicates information (for example, facts, ideas, or messages) in a succinct and organized manner; produces written information, which may include technical material that is appropriate for the intended audience.

Appendix B: Outdoor Recreation Planning Technical Competencies[3]

Biology	Knowledge of the environment, plant and animal living tissue, cells, organisms, and entities, including their functions, interdependencies, and interactions with each other and the environment.
Budget Administration	Knowledge of the principles and practices of budget administration and analysis, including preparing, justifying, reporting on, and executing the budget, and the relationships among program, budget, accounting, and reporting systems.
Building and Construction	Knowledge of materials, methods, and the tools used to construct objects, structures, and buildings.
Business Management Systems	Knowledge of business management systems, including financial management, procurement, personnel, property management, and travel. Ability to assess organizational capability of managing business processes.
Communications and Media	Knowledge of the production, communication, and dissemination of information and ideas to inform and entertain via written, oral, and visual media.
Conservation Biology	Knowledge of the concepts, principles, practices, and theories of the management of natural systems and biodiversity with the aim of protecting species, habitats, ecosystems, and ecological functions.
Data Interpretation	Skill in collecting, analyzing, and interpreting data to determine actions and develop or propose guidance.
Ecology	Knowledge of the concepts, principles, and theories of the interrelationships among organisms and their environment, including competition and predation, evolution and natural selection, population dynamics, and the impact of natural phenomena of human actions on natural systems, processes, and biota.
Environmental Engineering	Knowledge of the concepts, principles, theories, and methods to protect and improve the quality of the environment and its resources; and to monitor, control, abate, and prevent pollutants.
Facilitation	Knowledge of the concepts, principles, theories, and techniques of facilitation used to lead meetings, workshops, and other collaborative exercises; able to

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[3] Includes competencies identified for positions by SMEs that were not considered "critical" across each occupational series. These competencies may still be used for training and development purposes.

	lead diverse groups to find consensus in shared interests and objectives.
Field Data Collection	Ability to collect, record, and ensure accuracy of field data (for example, stream and river discharge measurements).
First Response	Knowledge of emergency management methods, such as first aid, rescue techniques, and threat assessments.
Forest Management	Knowledge of the concepts, principles, and theories of silviculture and forest ecology, forest use, management, harvesting, conducting inventories, regeneration, sustainability, and conservation; and the role of disturbances in timberland resources.
Geography	Knowledge of geographical locations, their relationships, and their characteristics.
Geospatial Information Systems	Knowledge of and skill in manipulating computer systems designed for capturing, storing, analyzing, and displaying data related to positions on the surface of the earth and other planetary bodies in order to better understand spatial patterns and relationships.
Hospitality and Tourism Management	Knowledge of hospitality and tourism industry standards, best practices, and trends, including the concepts, practices, and procedures of management and business, finance, and the development, implementation, and oversight of long-term strategic plans.
Landscape Architecture	Knowledge of the concepts, theories, and practices used in the planning, designing, construction, and adaptation of outdoor features, taking into consideration recreation planning, requirements, aesthetic value, and compatibility with other developments and resources.
Outdoor Recreation Management	Knowledge of the concepts, principles, practices, and theories of outdoor recreation management.
Public Planning	Knowledge of functions, principles, methods, and techniques of public planning, including those related to community planning, outdoor recreation planning, and natural resource management, such as demand forecasting, environmental impact analysis, financial forecasting, and land use planning and zoning.
Requirements Management	Knowledge of the principles and methods to identify, solicit, analyze, specify, design, and manage requirements.

Research and Statistics	Knowledge of scientific principles, methods, and tools of basic and applied research (for example, statistics and data analysis) used to conduct a systematic inquiry into a subject matter area.
Restoration Ecology	Knowledge of the concepts, principles, practices, and theories of renewing, restoring, and enhancing degraded, damaged, or destroyed ecosystems and habitats.
Sales and Marketing	Knowledge of showing, promoting, and selling products and services.
Sociology and Anthropology	Knowledge of the concepts, principles, and theories of group behavior and dynamics, societal trends and influences, and cultures, their history, migrations, ethnicity, and origins.
Soil Science	Knowledge of the concepts, principles, or theories of soil composition, formation, classification, mapping, testing, and management, including erosion, pollution, conservation, and watershed management.
Transportation Engineering	Knowledge of the concepts, principles, theories, and methods applicable to planning, designing, and constructing of transportation systems, including traffic analysis, signal analysis, highway capacity, pavement design, bridge construction, planning of transportation projects, environmental analysis of transportation facilities, and transportation network analysis.
Wildlife Biology	Knowledge of the concepts, principles, and theories of wildlife, including classification, taxonomy, population dynamics, distribution, habitat requirements, life histories, reproduction, behaviors, conservation, and care of wildlife.

Appendix C: Outdoor Recreation Planning Study Tasks

1	Collects data from surveys and inventories using standardized sampling techniques.
2	Participates in field operations for collection of research data.
3	Enters, manipulates, updates, correlates, adjusts, corrects, and maintains data.
4	Prepares and/or compiles charts, graphs, and reports.
5	Monitors and inspects recreation facilities and/or contracts.
6	Collects or processes fees and permits.
7	Documents and reports issues of non-compliance.
8	Performs routine visitor contact and responds to inquiries or information requests.
9	Coordinates planning, recreation, and resource program activities with other offices or agencies.
10	Maintains effective working relationships with academic institutions, non-governmental organizations, and interest/user groups concerned with public land management.
11	Provides technical advice to leadership on planning, recreation, and resource program needs, priorities, and strategic goals.
12	Collaborates in partnerships, cooperative agreements, and/or memoranda of understandings with other agencies, institutions, and organizations.
13	Participates on interagency and/or interdisciplinary teams and committees to discuss recreation planning, management, policies, and procedures.
14	Attends public hearings and meetings involving a variety of agency policies and regulations.
15	Writes and reviews existing recreation program policies, standards, methods, controls, and procedures.
16	Identifies resource study problems and provides data summaries and basic drafts of supporting material.
17	Writes memoranda, correspondence, and planning and compliance documents.
18	Makes oral presentations of findings and project status.
19	Meets with citizen special interest groups to explain planning decisions and provide opportunities for voicing alternatives.
20	Conducts outreach to promote recreational opportunities on public land.
21	Trains other employees and/or volunteers.
22	Develops training courses and materials, determines prerequisites, and conducts in-house, web-based, and other training programs.
23	Evaluates services, projects, programs, or functions of one or more outdoor recreation programs.
24	Compiles data on recreation-related topics such as recreational and commercial use, visitation, recreation values, environmental impacts, funding, and performance.
25	Identifies opportunities for grants, financial assistance programs, and other sources to ensure adequate funding and support.

26	Coordinates the use of land, water, and related resources to provide for creative use of leisure time outdoors.
27	Composes press releases and other information in coordination with the public information office.
28	Coordinates with managers, planners, and resource specialists to identify local recreation program needs.
29	Develops long- and short-term outdoor recreation plans.
30	Represents the organization and provides input at management and professional conferences, seminars, and other events.
31	Develops the signage, brochures, displays, and other public information materials.
32	Develops, administers, and/or serves as Contracting Officer Representative (COR) on recreation-related contracts, grants, and cooperative agreements.
33	Prepares, executes, and monitors financial budget and program work plans.
34	Coordinates recreation program activities such as permit programs and interpretive programs.
35	Analyzes outdoor recreation trends, socioeconomic factors, and natural, cultural, and recreation features.
36	Prepares planning documents, scoping newsletters, foundation statements, analysis and summary of public comments, and summary and completion plans.
37	Recommends and implements changes to recreation program policies, standards, methods, controls, and procedures.
38	Resolves problems pertinent to the planning and management of resource and/or outdoor recreation programs.
39	Investigates and inventories existing and potential recreation resources.
40	Recommends innovations to improve recreational opportunities while protecting and enhancing natural resources and the environment.
41	Facilitates collaboration among working partners and negotiates partnerships, cooperative agreements, interagency agreements, and/or memoranda of understandings with other organizations.
42	Assesses the effect of recreation on natural and cultural resources.
43	Reviews budget unit submissions from lower level organizations and makes recommendations for the office, District, and State's consolidated budget.
44	Develops and administers grants, financial assistance programs, and other funding sources.
45	Utilizes Geospatial Information Systems (GIS) to inventory and assess resources and resource interactions and develops maps to facilitate effective communications with public and partners.
46	Performs hazard tree management and fire mitigation.
47	Plans, designs, and develops/constructs visitor facilities, including visitor centers, campgrounds, and trails.
48	Ensures accessibility for persons with disabilities and compliance with applicable requirements.
49	Conducts travel and transportation systems planning, including active and alternative transportation systems (e.g., bike, pedestrian, etc.).