GS-0028 Environmental Protection Specialist Competency Model

U.S. Department of the Interior

Office of Human Capital

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Environmental Protection Specialist 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 environmental protection work across the Department. OHC worked with environmental protection specialist subject matter experts from across the Department in order to create a thorough and accurate representation of the work performed by DOI environmental protection specialists and the knowledge, skills, and abilities required to perform that work. The occupation included in this study was:

- GS-0028 Environmental Protection Specialist

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 environmental protection specialist work across the Department. Next, focus groups with DOI environmental protection specialist 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 environmental protection specialists rated the tasks and competencies to demonstrate the importance and utility of each component of the study. Finally, environmental protection specialist subject matter experts reviewed the results of the study to ensure its accuracy.

The results of this study establish a set of environmental protection specialist 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 environmental protection specialist 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 environmental protection specialist occupational series included in this study at the grade levels listed below.

GS-7	GS-9	GS-11	GS-12
• *Attention to Detail* • *Continual Learning* • *Integrity/Honesty* • *Interpersonal Skills*	• *Accountability* • Attention to Detail • Continual Learning • *Customer Service* • *Flexibility* • Integrity/Honesty • Interpersonal Skills • *Oral Communication* • *Resilience* • *Writing*	• Accountability • Attention to Detail • Continual Learning • *Creative Thinking* • Customer Service • *Decision Making* • Flexibility • *Information Management* • Integrity/Honesty • Interpersonal Skills • Oral Communication • *Planning and Evaluating* • *Problem Solving* • *Reasoning* • Resilience • *Self-Management* • *Technical Competence* • Writing	• Accountability • Attention to Detail • *Conflict Management* • Continual Learning • Creative Thinking • Customer Service • Decision Making • *External Awareness* • Flexibility • *Influencing and Negotiating* • Information Management • Integrity/Honesty • Interpersonal Skills • Oral Communication • *Organizational Awareness* • *Partnering* • Planning and Evaluating • Problem Solving • Reasoning • Resilience • Self-Management • *Stakeholder Management* • *Strategic Thinking* • Technical Competence • Writing

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

Environmental Protection Specialist Competency Model

GS-13	GS-14	GS-15
• Accountability	• Accountability	• Accountability
• Attention to Detail	• Attention to Detail	• Attention to Detail
• Conflict Management	• Conflict Management	• Conflict Management
• Continual Learning	• Continual Learning	• Continual Learning
• Creative Thinking	• Creative Thinking	• Creative Thinking
• Customer Service	• Customer Service	• Customer Service
• Decision Making	• Decision Making	• Decision Making
• *Developing Others*	• Developing Others	• Developing Others
• External Awareness	• External Awareness	• External Awareness
• Flexibility	• Flexibility	• Flexibility
• Influencing and Negotiating	• Influencing and Negotiating	• Influencing and Negotiating
• Information Management	• Information Management	• Information Management
• Integrity/Honesty	• Integrity/Honesty	• Integrity/Honesty
• Interpersonal Skills	• Interpersonal Skills	• Interpersonal Skills
• Oral Communication	• Oral Communication	• Oral Communication
• Organizational Awareness	• Organizational Awareness	• Organizational Awareness
• Partnering	• Partnering	• Partnering
• Planning and Evaluating	• Planning and Evaluating	• Planning and Evaluating
• Problem Solving	• Problem Solving	• Problem Solving
• Reasoning	• Reasoning	• Reasoning
• Resilience	• Resilience	• Resilience
• Self-Management	• Self-Management	• Self-Management
• Stakeholder Management	• Stakeholder Management	• Stakeholder Management
• Strategic Thinking	• Strategic Thinking	• Strategic Thinking
• Technical Competence	• Technical Competence	• Technical Competence
• Writing	• Writing	• 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	1	3	3	4	4	5	5
Attention to Detail	2	3	3	4	4	5	5
Conflict Management	1	2	2	3	4	4	5
Continual Learning	2	2	3	3	4	4	5
Creative Thinking	1	2	3	4	4	4	4
Customer Service	3	4	4	4	4	4	4
Decision Making	1	2	3	3	4	4	5
Developing Others	1	1	2	2	3	4	5
External Awareness	1	1	2	3	4	5	5
Flexibility	2	3	3	3	4	4	5
Influencing/Negotiating	1	1	2	3	4	4	5
Information Management	2	2	3	4	4	3	3
Integrity/Honesty	3	3	3	4	4	5	5
Interpersonal Skills	2	2	3	4	4	5	5
Oral Communication	1	2	3	4	4	4	5
Organizational Awareness	1	1	2	3	4	4	5
Partnering	1	1	2	3	4	4	5
Planning and Evaluating	1	1	3	4	4	5	5
Problem Solving	1	2	3	4	4	4	5
Reasoning	1	2	3	4	4	5	5
Resilience	1	2	3	3	4	4	5
Self-Management	2	2	3	4	4	4	5
Stakeholder Management	1	2	2	3	4	5	5
Strategic Thinking	1	1	2	3	4	5	5
Technical Competence	1	3	4	4	4	3	3
Writing	1	3	4	4	5	5	5

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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*
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*
Creative Thinking	**Uses imagination to develop new insights into situations and applies innovative solutions to problems; designs new methods where established methods and procedures are inapplicable or are unavailable.** • *Creates a work environment that encourages creative thinking and innovation* • *Explores new ideas, methodologies, and alternatives to reach outcomes* • *Introduces new concepts or strategies that significantly improve or revise the way work is performed* • *Suggests or proposes alternative ways to view or define problems; is not constrained by conventional thinking and established approaches* • *Combines ideas in unique ways or makes connections between disparate ideas*

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*
Developing Others	**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*
Information Management	Identifies a need for an knows where or how to gather information; organizes and maintains information or information management systems.
	• *Demonstrates an understanding of where and how data or other information are maintained*
	• *Shows familiarity with the information management systems of the organization*
	• *Effectively searches for and finds appropriate information to address the needs of a project*
	• *Uses discretion when handling sensitive content*
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*
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*

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*
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 despite 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. Determines 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*
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*

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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
Conflict Management	Low	High	Medium	Low
Continual Learning	Low	High	High	Low
Creative Thinking	Low	High	Medium	Medium
Customer Service	Low	High	Low	Low
Decision Making	Low	High	Medium	Medium
Developing Others	Low	High	Low	Medium
External Awareness	Low	High	Low	Low
Flexibility	Low	High	Medium	Low
Influencing/ Negotiating	Low	High	Low	Low
Information Management	Low	Medium	Medium	Medium
Integrity/Honesty	Low	High	Medium	Low
Interpersonal Skills	Low	High	Low	Low

Competency	Job Knowledge Test	Personality Inventory	Situational Judgment Test	Work Sample
Accountability	Low	Medium	Medium	Low
Attention to Detail	Low	Low	Low	High
Conflict Management	Low	Medium	High	Medium
Continual Learning	Low	Medium	Medium	Low
Creative Thinking	Low	Medium	Low	High
Customer Service	Low	Low	High	High
Decision Making	Low	Low	High	High

Developing Others	Low	High	Low	Medium
External Awareness	Medium	Low	Low	Medium
Flexibility	Low	High	Medium	High
Influencing/ Negotiating	Low	Medium	Medium	Medium
Information Management	Medium	Low	Medium	High
Integrity/Honesty	Low	Medium	High	Low
Interpersonal Skills	Low	Medium	Medium	Medium

Competency	Occupational Questionnaire	Structured Interview	Biodata	Cognitive Ability Test
Oral Communication	Medium	High	Medium	Low
Organizational Awareness	Low	High	Low	Low
Partnering	Low	High	Medium	Low
Planning and Evaluating	Low	High	Medium	Low
Problem Solving	Low	High	Medium	High
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
Technical Competence	High	High	Low	Low
Writing	Low	Low	Medium	Low

Competency	Job Knowledge Test	Personality Inventory	Situational Judgment Test	Work Sample
Oral Communication	Low	Low	Low	High
Organizational Awareness	Medium	Low	Low	Low
Partnering	Low	Medium	High	Medium

Planning and Evaluating	Medium	Medium	Low	High
Problem Solving	Low	Low	Medium	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
Technical Competence	High	Low	Medium	High
Writing	Low	Low	Low	High

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 GS-0028 – Environmental Protection Specialist	
• Biology • Compliance • Conservation Biology • Data Interpretation • Ecology	• Environmental Compliance • Hazardous Materials • History and Archaeology • Technical Documentation

Appendix A: Environmental Protection Specialist 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.
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.
Creative Thinking	Uses imagination to develop new insights into situations and applies innovative solutions to problems; designs new methods where established methods and procedures are inapplicable or are unavailable.
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.
Developing Others	Develops the ability of others to perform and contribute to the organization by providing ongoing feedback and by providing opportunities to learn through formal and informal methods.
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.
Information Management	Identifies a need for and knows where or how to gather information; organizes and maintains information or information management systems.

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.
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.
Problem Solving	Identifies problems; determines accuracy and relevance of information; uses sound judgment to generate and evaluate alternatives, and to make recommendations.
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).

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. Determines objectives and sets priorities; anticipates potential threats or opportunities.
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: Environmental Protection Specialist 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.
Compliance	Knowledge of procedures for assessing, evaluating, and monitoring programs or projects for compliance with Federal laws, regulations, and guidance.
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 and policies to determine actions and develop and 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 or human actions on natural systems, processes, and biota.
Environmental Compliance	Knowledge of environmental compliance concepts, principles, and practices applicable to a full range of duties to resolve pollution problems associated with solid and hazardous waste operations, domestic and industrial wastewater disposal and water supply operations, air pollution parameters, asbestos, lead, pesticides and other contaminants associated with service operations, and their associated environmental liabilities.
Hazardous Materials	Knowledge of hazardous materials and waste and their uses, interactions, dangers, production, handling, storage, and disposal.
History and Archaeology	Knowledge of historical events and their causes, indicators, and impact on particular civilizations and cultures, and of preservation and archival techniques.
Technical Documentation	Knowledge of procedures for developing technical and operational support documentation.

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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.

Appendix C: Environmental Protection Specialist Study Tasks

1	Participates in hazardous materials reviews.
2	Coordinates and consults with local Tribal Councils, State and Federal agencies, government officials, special interest groups, and members of the general public concerned with the environment.
3	Maintains relations with professional and public relations contacts with conservation organizations, public land user groups, advisory boards, and other affected parties.
4	Conducts follow-up actions to releases and spills such as recovery and mitigation.
5	Coordinates research projects and preparation of grants, agreements, and/or contracts for hazardous materials cleanup, site remediation, and environmental assessments.
6	Provides input to reports and Environmental Site Assessments (ESAs) for acquisition of sites where there may be potential contaminants or disposal activities.
7	Serves as a member of a field/district office interdisciplinary team dealing with hazardous waste cleanup or environmental protection.
8	Identifies, analyzes, and makes recommendations to resolve conventional environmental or compliance problems and situations covered by established precedents and procedures.
9	Conducts studies and gathers and maintains data to provide scientific information for validating organizational decisions.
10	Serves as subject matter expert (SME) related to the laws pertaining to floodplain management.
11	Modifies policies and procedures to comply with changes to federal and state applicable laws and regulations regarding environmental and cultural compliance.
12	Provides the surface water and riparian area background information and analysis for environmental documents in accordance with the National Environmental Protection Act.
13	Develops surface water and riparian area objectives and mitigation measures for livestock grazing allotments and various surface disturbance activities (e.g., range improvements, rights-of-ways, locatable mineral mining, coal mining, and oil/gas development).
14	Explains methodology, management strategies, and data collection and analysis techniques to both professional and non-technical publics.
15	Influences, persuades, and resolves conflicts among stakeholders.
16	Develops innovative or improved methods/techniques to address discrepancies between scientific resource information and policy requirements.

17	Monitors environmental cleanup activities and condition of properties in park/unit for compliance with Federal, state and local laws, regulations, and policies.
18	Develops public involvement strategy and facilitates public hearings and workshops.

19	Attends professional organization's meetings, training courses, and symposia to keep abreast of new environmental impact assessment methods and environmental law and policy developments.
20	Coordinates, prepares, or assists in the writing of environmental documentation for construction and other projects as assigned.
21	Determines compliance pathway for a wide variety of planning efforts and projects, including categorical exclusions, environmental assessments, and environmental impacts statements.
22	Develops and implements integrated environmental programs, including development of budgets, assessment of existing conditions and future needs, development of cost-saving strategies and efficiencies, and reduction of environmental impact and presents program plans to higher authorities either orally or in writing.
23	Stays current on evolving environmental trends, laws, regulations, and precedent court cases in order to alert management and recommend program and policy actions.
24	Conducts and coordinates studies related to environmental concerns in assigned areas, including water, air, noise, underground storage tanks, waste management, and pesticide use and control.
25	Analyzes problems in the field of compliance, including techniques used to study the parks' environmental status and the effectiveness of planned and ongoing environmental protection solutions.
26	Prepares and/or oversees preparation of compliance documents.
27	Represents the organization's position on controversial environmental issues to other state and federal agency representatives, special interest groups, news media, and the general public.
28	Negotiates cooperative agreements and memoranda of understanding with special interest groups and industry operators.
29	Develops responses to Congress and other requests for information about the surface disturbance, surface protection, and related land use issues.
30	Provides technical assistance to regional and field station personnel regarding complex industrial and domestic waste and pollution problems involving multimedia environmental concerns to ensure environmental compliance.
31	Recommends actions required to abate violations and achieve or improve environmental performance that may require the use of newly developed processes and/or technologies.
32	Recommends design features to correct any substandard specification that bears on environmental aspects of a project.
33	Coordinates with project engineers regarding details of conceptual plans and specifications for rehabilitated and new construction projects for conformance with federal, state, and local requirements.
34	Assists project engineers with environmental compliance program requirements, such as spill prevention control and countermeasure plans, and lead based paint, asbestos, and radon surveys.

35	Develops scopes of work and cost estimates for contracts to prepare technical studies, provide environmental management services, and perform technical review.
36	Prepares, consolidates, reviews, and completes environmental compliance audit reports.
37	Conducts field station environmental compliance audits.
38	Communicates complex environmental regulatory information to management personnel to facilitate resolution of compliance issues and advocates for funding if needed.
39	Enters data and maintains environmental compliance records in a data management system, updating information as compliance issues are resolved.
40	Provides technical advice to regional and field station personnel regarding the clean-up of releases of hazardous substances to the environment.
41	Oversees the conduct of remedial investigations, feasibility studies, or similar studies to determine the nature and extent of contamination, to develop and evaluate remedial alternatives for cleaning up contamination, to develop cost estimates for cleaning up contamination, to identify a preferred alternative, and/or to gather all data necessary to support a feasibility study.
42	Oversees the conduct of feasibility or engineering/cost analysis studies to develop and evaluate remedial alternatives for cleaning up contamination.
43	Develops cost estimates to support small- to large-scale clean-up actions and assists in development of funding requests.
44	Develops and updates service-wide policy, standards, and procedures for the effective implementation of the service's environmental compliance program.
45	Develops and reviews a wide array of draft service manual chapters, fact sheets, and electronic data collection tools, designed to improve efficiency and effectiveness of the service's environmental compliance program.