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OFFICE OF THE JUDGE ADVOCATE GENERAL  
WASHINGTON NAVY YARD  
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IN REPLY REFER TO

JAG/COMNAVLEGSVCCOMINST 12410.1  
Ser 64/9U014

**AUG 10 2009**

JAG/COMNAVLEGSVCCOM INSTRUCTION 12410.1

From: Judge Advocate General  
Commander, Naval Legal Service Command

Subj: CIVILIAN EDUCATION, TRAINING, AND CAREER DEVELOPMENT

Ref: (a) Public Law 108-99 of 23 Jan 04  
(b) Executive Order 13160, 23 Jun 00  
(c) 5 C.F.R. 2638.703  
(d) 5 C.F.R. 2638.704  
(e) Title 5, Part III, Chapter 41, Sec 4107  
(f) Department of the Navy Civilian Human Resources  
Manual, Subchapter 410  
(g) Section 1112 of the National Defense  
Authorization Act for Fiscal Year 2002

Encl: (1) Competencies by Position Category

1. Purpose. To provide policy and guidance for civilian employee education, training, and career development programs for the Office of the Judge Advocate General (OJAG) and Naval Legal Service Command (NAVLEGSVCCOM). Recognizing the value of a competent, highly educated civilian workforce, this instruction implements an education/training program for civilian employees.

2. Background

a. A highly-educated, well-trained workforce is a critically important resource available to meet current and projected mission requirements. We are committed to developing the knowledge, skills, and competencies of our civilian workforce in the most productive, effective, and efficient manner to support our mission while ensuring we receive the best value for resources committed to civilian education/training.

b. Communication between supervisor and employee is critical to a successful education/training program. No two people are in a better position to understand the day-to-day requirements of a position and what is required to successfully perform the requirements of that position than the supervisor and employee. Education/training is a collaborative effort to ensure an employee is properly equipped to accomplish the command's mission. Both the

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employee and supervisor must have a thorough understanding of education/training policy.

3. Scope

a. Eligible Individuals. This instruction applies equally to all U.S., foreign national (FN) direct, and foreign national indirect civilian employees of the OJAG/NAVLEGSVCCOM. The provisions of this instruction do not extend to education/training for military personnel.

b. Applicability. This instruction applies equally to all eligible civilian employees. Recognizing the requirement to comply with country-specific laws, regulations and policies that apply to the education/training of FN civilian employees, Commanding Officers (COs) of overseas activities shall coordinate implementation of this instruction with the responsible FN Human Resources Office(s). COs shall make every effort to enable full participation of their FN civilian employees in the education/training programs established by this instruction to the fullest extent possible. Within 90 days of the effective date of this instruction, COs of overseas activities will report to the Civilian Education/Training Manager [see paragraph 7(b)] on the extent to which this instruction has been fully implemented identifying any legal or regulatory impediments thereto.

4. Definitions

a. Official Duties. Duties currently assigned to an employee or duties that he/she will be expected to perform in the future. Future duties are duties associated with a higher level position when the employee has competed and been selected for a position with known promotion potential because of a career ladder or other formal program designed for career advancement.

b. Training. Acquisition of knowledge, skills, and competencies as a result of the teaching of vocational or practical skills and knowledge that relate to specific work activities.

c. Education. Knowledge, skills, and judgment obtained by learning and instruction.

d. Career or Professional Development. Process of preparing employees for official duties and responsibilities. Developmental activities may include planned career progression programs, work assignments, e-learning, mentoring, and job rotation.

5. Policy. Civilian personnel are authorized to participate in education/training that will improve individual job performance and

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contribute to the mission and performance goals of the JAG Corps. OJAG/NAVLEGSVCCOM will invest sufficient resources to meet short-term and long-term education/training requirements, assess and ensure individual employee competency, provide planned career development opportunities, and ensure that employees are afforded the opportunity to acquire the career-field competencies at the appropriate time in their career progression. The investment in education, training, and career development is intended to enhance OJAG/NAVLEGSVCCOM's ability to execute mission requirements. It is not intended to support personal training goals that do not relate to the performance of OJAG/NAVLEGSVCCOM missions and functions.

a. OJAG/NAVLEGSVCCOM will comply with the requirements of references (a) through (g).

b. Additionally, this education, training, and career development program shall adhere to the following requirements:

(1) Employees will be selected for education, training and development programs on the basis of needs and requirements identified in performance appraisals, position function changes, formal career program requirements, agency issuances, strategic planning documents, and approved individual and organization development plans.

(2) This instruction authorizes education/training that improves individual performance and contributes to OJAG/NAVLEGSVCCOM mission and performance goals. The education/training must be related to the knowledge and skills required to fulfill the employee's official duties.

(3) Programs of professional development administered under this policy must be consistent with Merit System Principles. Identification and selection of employees for education, training, and development opportunities must be done fairly and equitably, without regard to political affiliation, race, color, religion, national origin, sex, disability, marital status, sexual orientation, status as a parent, or age.

#### 6. Priorities and Guidelines for Funding

a. Funding for employee education/training shall be authorized in accordance with the following priorities:

(1) Priority 1: Mission-Essential/Improve Unacceptable Performance: Core career field/foundational competency training related to the current job; education/training mandated by law, regulation, or policy directive; education/training considered essential to mission accomplishment; education/training arising

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from changes in duties or processes caused by changes in law, regulation or technology; and training to correct performance deficiencies.

(2) Priority 2: Optimize Current and Future Performance: Core competency education/training leading to improved productivity; education/training required to perform official duties; and education/training as part of an OJAG/NAVLEGSVCCOM formal education or career-development program.

(3) Priority 3: Career Growth: Education/training related to employee career goals that supports the performance of OJAG/NAVLEGSVCCOM responsibilities and functions.

## 7. Responsibilities

a. Naval Justice School Board of Advisors (BOA). The Naval Justice School BOA will manage education/training funds based upon organizational needs and priorities.

b. Civilian Education/Training Manager (CETM). The Judge Advocate General will designate a Civilian Education/Training Manager who will:

(1) Manage the OJAG/NAVLEGSVCCOM Civilian Education/Training program.

(2) Represent civilian education and training interests and provide an annual assessment relative to investments being made in civilian education, training, and development activities at the annual meeting of the Naval Justice School BOA;

(3) Maintain and update at least annually enclosure (1), which provides information relative to critical competencies, knowledge, and skills for each civilian position category;

(4) Develop and maintain a knowledge base on Navy Knowledge Online (NKO) that provides information on training opportunities and "best values" in developing necessary competencies;

(5) Provide information and advice to civilian employees and supervisors on developing Individual Development Plans (IDPs);

(6) Chair the Civilian Education/Training Advisory Group (CETAG), which will meet quarterly by conference call or in person to identify and advise on education/training issues.

c. Assistant Judge Advocates General (AJAGs)/Commanding Officers (COs). AJAGs/COs will:

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(1) Be responsible for implementing and sustaining the education/training program in their codes/commands;

(2) Establish a Planning Board for Training (PB4T) which will meet at least quarterly to manage education/training funds and prioritize training requirements within their codes/commands;

(3) Designate a Civilian Education/Training Coordinator (CETC); and

(4) Submit an annual assessment of civilian education/training requirements to the CETM for presentation to the Naval Justice School BOA.

d. Planning Board for Training (PB4T). The PB4T will:

(1) Be responsible to the AJAGs/COs for developing within 90 days of the effective date of this instruction a code/command education/training program with the ultimate goal of well-trained and qualified personnel;

(2) Propose policies, methods, and procedures for the code/command education/training program;

(3) Establish immediate and long-range objectives for the code/command education/training program;

(4) Coordinate the code/command education/training activities; and

(5) Evaluate the code/command education/training program.

e. Civilian Education/Training Coordinator (CETC). The CETC will:

(1) Be responsible for code/command-level civilian education/training programs;

(2) Develop local partnering education/training opportunities within his/her geographic area;

(3) Participate in PB4T meetings; and

(4) Be a member of the CETAG participating in quarterly meetings. Purpose of participation is to advise CETM on regional civilian education/training issues.

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f. Supervisors. Civilian employee education, training and development are management functions. Supervisors at all levels are responsible for evaluating employee performance, reviewing current and anticipated mission requirements, and determining where education, training, and/or development can be used to bridge gaps between employee performance and mission demands. Supervisors are responsible for determining at least annually individual civilian education/training needs in conjunction with the performance appraisal process. Supervisors will ensure that education/training is achieved, applied, and evaluated by:

(1) Understanding the specific competencies, skills and knowledge that will be needed, in both the short term and long term, to accomplish OJAG/NAVLEGSVCCOM mission and functions;

(2) Identifying available education/training opportunities that will best serve the needs of the organization and the individual;

(3) Completing the Training Request, Standard Form (SF) 182, for an individual;

(4) Providing feedback to the CETC on the effectiveness and efficiency of the education, training, and development program; and

(5) Developing Individual Development Plans (IDPs) when appropriate.

g. Employees. As education/training is a collaborative effort between supervisors and employees, employees share in responsibility for their education, training, and development. Employees will:

(1) Familiarize themselves with the provisions of this instruction and adhere to the policies in requesting and participating in education/training courses/programs;

(2) Understand the specific competencies, skills and knowledge that will be needed, in both the short term and long term, to accomplish position responsibilities;

(3) Communicate their education, training and development needs and identify opportunities to their supervisor; and

(4) Provide feedback to their supervisor on the effectiveness and efficiency of the education, training, and development program.

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8. Academic Degree Training Program

a. Per references (e) and (f), funding for the purpose of obtaining an academic degree is authorized only for individuals participating in a planned, systematic, and coordinated professional development program. The program must be consistent with merit system principles and must meet all of the following criteria:

(1) The program consists of a sequenced set of instructions or assignments that clearly support organizational objectives;

(2) The program produces measureable improvement in either individual or organizational performance; and

(3) Financial support for the program is pre-planned rather than ad hoc.

b. The CETM will consolidate Academic Degree Training requirements for annual presentation to the Naval Justice School BOA.

(1) The CETM will identify OJAG/NAVLEGSVCCOM-wide requirements for Academic Degree Training.

(2) AJAGs/COs will identify local requirements for Academic Degree Training to the CETAG.

c. The BOA will determine if the need is justified and fund appropriately.

d. The CETM will chair an enterprise-wide Merit Selection Board approved by the Judge Advocate General/Commander, NAVLEGSVCCOM. The Merit Selection Board will announce any Academic Degree Training opportunities and select the most-qualified applicants for those opportunities.

9. Tuition Reimbursement

a. Tuition reimbursement recognizes organizational benefits of improving knowledge and skills through education at accredited institutions. Civilian employees are encouraged to continuously update and expand their knowledge and skills to enhance their performance and productivity through after-hours education courses. While education for the sole purpose of obtaining an academic degree is not permitted under this program, job-related college courses are covered. The specific courses must align with OJAG/NAVLEGSVCCOM mission and strategic goals. Requests must

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describe how the course relates to performance of the current job and/or to OJAG/NAVLEGSVCCOM's mission and how the acquired competencies will be used after course completion. Tuition reimbursement is limited to courses for which academic credit will be awarded.

b. This program is primarily for off-duty education, but the employee's AJAG/CO may approve attendance at classes scheduled during the workday utilizing appropriate leave or flexible scheduling of work hours so that the employee, to the maximum extent possible, is not in an on-duty pay status while attending the classes. Supervisors are encouraged to utilize applicable work schedule flexibilities (e.g., Compressed Work Schedule) to support this program. An employee may not earn compensatory time for time spent in after-hours education/training.

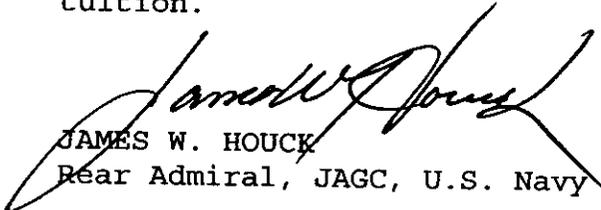
c. Regional Training Authorities (RTAs) will identify local requirements for Tuition Reimbursement to the CETAG. The CETM will consolidate Tuition Reimbursement requirements for presentation to the Naval Justice School BOA. The BOA will determine the overall program funding level and appropriate allocation of funding to the RTAs. RTAs will use their PB4Ts to prioritize and manage Tuition Reimbursement funds allocated to them by the BOA.

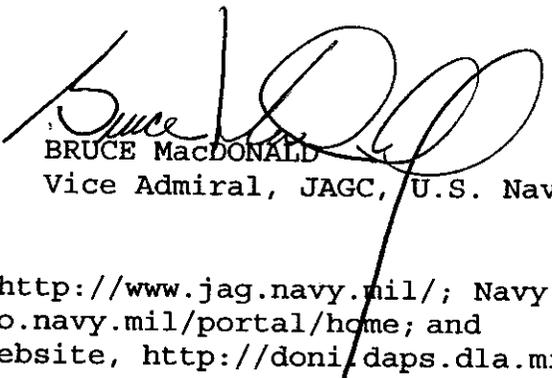
d. Employees will be reimbursed their tuition cost up to 100% of the full tuition cost upon course completion. The applicable percentage will be determined by the RTA prior to the start of the course. If waiting for reimbursement creates a financial hardship for the employee, the AJAG/CO can approve payment directly to the educational institution provided the school accepts the SF-182 form and agrees to bill the government.

e. Related costs such as textbooks, admission, graduation fees, parking fees, deferred payment fees, library fees, fees for student activities, student unions, travel, etc. will not be reimbursed.

f. Employees must complete the course with a grade of "C" or higher to be eligible for reimbursement. Audit or pass/fail registrations will not be reimbursed. Documentation of course completion shall be submitted to the CETC with a copy to the CETM within 45 calendar days after completion of the course, but prior to or concurrent with request for reimbursement. In the event that an employee fails to complete the course with a grade of "C" or higher, OJAG/NAVLEGSVCCOM has the right to recover from the employee any payments made directly to the educational institution pursuant to paragraph 9(d) above.

10. Continued-Service Agreement. Continued-service agreements are required when the education/training approved amounts to 80 hours or longer. If the education/training occurs during duty hours, the service obligation is three times the total number of duty hours during which the employee was in training. If the education/training is during non-duty hours, the service obligation is equal to the total number of non-duty hours during which the employee was in training, but in no case less than one month. Prior to starting the education/training, the employee must sign an agreement to continue in service after completion of the training. In the event that a continued-service agreement is broken, OJAG/NAVLEGSVCCOM has the right to recover a pro-rated share of the tuition.

  
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## Competencies by Position Category

### Attorneys (0905)

#### Knowledge

**Law and Government** – Knowledge of laws, legal codes, court procedures, precedents, government regulations, executive orders, agency rules, and the democratic political process.

**English Language** – Knowledge of the structure and content of the English language including the meaning and spelling of words, rules of composition, and grammar.

**Customer and Personal Service** – Knowledge of principles and processes for providing customer and personal services. This includes customer needs assessment, meeting quality standards for services, and evaluation of customer satisfaction.

#### Skills

**Reading Comprehension** – Understanding written sentences and paragraphs in work-related documents.

**Judgment and Decision Making** – Considering the relative costs and benefits of potential actions to choose the most appropriate one.

**Writing** – Communicating effectively in writing as appropriate for the needs of the audience.

**Critical Thinking** – Using logic and reasoning to identify the strengths and weaknesses of alternative solutions, conclusions or approaches to problems.

**Active Listening** – Giving full attention to what other people are saying, taking time to understand the points being made, asking questions as appropriate, and not interrupting at inappropriate times.

**Persuasion** – Persuading others to change their minds or behavior.

**Time Management** – Managing one's own time and the time of others.

**Negotiation** – Bringing others together and trying to reconcile differences.

**Speaking** – Talking to others to convey information effectively.

**Active Learning** – Understanding the implications of new information for both current and future problem-solving and decision-making.

## **Work Activities**

**Getting Information** – Observing, receiving, and otherwise obtaining information from all relevant sources.

**Updating and Using Relevant Knowledge** – Keeping up-to-date technically and applying new knowledge to your job.

**Resolving Conflicts and Negotiating with Others** – Handling complaints, settling disputes, and resolving grievances and conflicts, or otherwise negotiating with others.

**Making Decisions and Solving Problems** – Analyzing information and evaluating results to choose the best solution and solve problems.

**Provide Consultation and Advice to Others** – Providing guidance and expert advice to management or other groups on technical, systems-, or process-related topics.

**Communicating with Persons Outside Organization** – Communicating with people outside the organization, representing the organization to customers, the public, government, and other external sources. This information can be exchanged in person, in writing, or by telephone or e-mail.

**Thinking Creatively** – Developing, designing, or creating new applications, ideas, relationships, systems, or products, including artistic contributions.

**Evaluating Information to Determine Compliance with Standards** – Using relevant information and individual judgment to determine whether events or processes comply with laws, regulations, or standards.

**Identifying Objects, Actions, and Events** – Identifying information by categorizing, estimating, recognizing differences or similarities, and detecting changes in circumstances or events.

**Analyzing Data or Information** – Identifying the underlying principles, reasons, or facts of information by breaking down information or data into separate parts.

## Paralegals (0950)

### Knowledge

**English Language** – Knowledge of the structure and content of the English language including the meaning and spelling of words, rules of composition, and grammar.

**Law and Government** – Knowledge of laws, legal codes, court procedures, precedents, government regulations, executive orders, agency rules, and the democratic political process.

**Clerical** – Knowledge of administrative and clerical procedures and systems such as word processing, managing files and records, stenography and transcription, designing forms, and other office procedures and terminology.

**Customer and Personal Service** – Knowledge of principles and processes for providing customer and personal services. This includes customer needs assessment, meeting quality standards for services, and evaluation of customer satisfaction.

**Administration and Management** – Knowledge of business and management principles involved in strategic planning, resource allocation, human resources modeling, leadership technique, production methods, and coordination of people and resources.

### Skills

**Reading Comprehension** – Understanding written sentences and paragraphs in work-related documents.

**Time Management** – Managing one's own time and the time of others.

**Active Listening** – Giving full attention to what other people are saying, taking time to understand the points being made, asking questions as appropriate, and not interrupting at inappropriate times.

**Writing** – Communicating effectively in writing as appropriate for the needs of the audience.

**Speaking** – Talking to others to convey information effectively.

**Active Learning** – Understanding the implications of new information for both current and future problem-solving and decision-making.

**Coordination** – Adjusting actions in relation to others' actions.

**Critical Thinking** – Using logic and reasoning to identify the strengths and weaknesses of alternative solutions, conclusions or approaches to problems.

**Monitoring** – Monitoring/Assessing performance of yourself, other individuals, or organizations to make improvements or take corrective action.

**Judgment and Decision Making** – Considering the relative costs and benefits of potential actions to choose the most appropriate one.

### **Work Activities**

**Getting Information** – Observing, receiving, and otherwise obtaining information from all relevant sources.

**Organizing, Planning, and Prioritizing Work** – Developing specific goals and plans to prioritize, organize, and accomplish your work.

**Interacting With Computers** – Using computers and computer systems (including hardware and software) to program, write software, set up functions, enter data, or process information.

**Communicating with Supervisors, Peers, or Subordinates** – Providing information to supervisors, co-workers, and subordinates by telephone, in written form, e-mail, or in person.

**Processing Information** – Compiling, coding, categorizing, calculating, tabulating, auditing, or verifying information or data.

**Documenting/Recording Information** – Entering, transcribing, recording, storing, or maintaining information in written or electronic/magnetic form.

**Establishing and Maintaining Interpersonal Relationships** – Developing constructive and cooperative working relationships with others, and maintaining them over time.

**Communicating with Persons Outside Organization** – Communicating with people outside the organization, representing the organization to customers, the public, government, and other external sources. This information can be exchanged in person, in writing, or by telephone or e-mail.

**Updating and Using Relevant Knowledge** – Keeping up-to-date technically and applying new knowledge to your job.

**Making Decisions and Solving Problems** – Analyzing information and evaluating results to choose the best solution and solve problems.

## **Legal Technician (0986)**

Perform secretarial duties utilizing legal terminology, procedures, and documents. Prepare legal papers and correspondence, such as summonses, complaints, motions, and subpoenas. May also assist with legal research.

### **Knowledge**

**Clerical** – Knowledge of administrative and clerical procedures and systems such as word processing, managing files and records, stenography and transcription, designing forms, and other office procedures and terminology.

**Law and Government** – Knowledge of laws, legal codes, court procedures, precedents, government regulations, executive orders, agency rules, and the democratic political process.

**English Language** – Knowledge of the structure and content of the English language including the meaning and spelling of words, rules of composition, and grammar.

**Customer and Personal Service** – Knowledge of principles and processes for providing customer and personal services. This includes customer needs assessment, meeting quality standards for services, and evaluation of customer satisfaction.

### **Skills**

**Reading Comprehension** – Understanding written sentences and paragraphs in work-related documents.

**Active Listening** – Giving full attention to what other people are saying, taking time to understand the points being made, asking questions as appropriate, and not interrupting at inappropriate times.

**Time Management** – Managing one's own time and the time of others.

**Writing** – Communicating effectively in writing as appropriate for the needs of the audience.

**Active Learning** – Understanding the implications of new information for both current and future problem-solving and decision-making.

**Speaking** – Talking to others to convey information effectively.

**Learning Strategies** – Selecting and using training/instructional methods and procedures appropriate for the situation when learning or teaching new things.

**Judgment and Decision Making** – Considering the relative costs and benefits of potential actions to choose the most appropriate one.

**Coordination** – Adjusting actions in relation to others' actions.

**Critical Thinking** – Using logic and reasoning to identify the strengths and weaknesses of alternative solutions, conclusions or approaches to problems.

## **Work Activities**

**Interacting With Computers** – Using computers and computer systems (including hardware and software) to program, write software, set up functions, enter data, or process information.

**Performing Administrative Activities** – Performing day-to-day administrative tasks such as maintaining information files and processing paperwork.

**Getting Information** – Observing, receiving, and otherwise obtaining information from all relevant sources.

**Communicating with Persons Outside Organization** – Communicating with people outside the organization, representing the organization to customers, the public, government, and other external sources. This information can be exchanged in person, in writing, or by telephone or e-mail.

**Communicating with Supervisors, Peers, or Subordinates** – Providing information to supervisors, co-workers, and subordinates by telephone, in written form, e-mail, or in person.

**Organizing, Planning, and Prioritizing Work** – Developing specific goals and plans to prioritize, organize, and accomplish your work.

**Documenting/Recording Information** – Entering, transcribing, recording, storing, or maintaining information in written or electronic/magnetic form.

**Performing for or Working Directly with the Public** – Performing for people or dealing directly with the public. This includes serving customers in restaurants and stores,

and receiving clients or guests.

**Monitoring and Controlling Resources** – Monitoring and controlling resources and overseeing the spending of money.

**Processing Information** – Compiling, coding, categorizing, calculating, tabulating, auditing, or verifying information or data.

## Claims Examiners (0998)

### Knowledge

**English Language** – Knowledge of the structure and content of the English language including the meaning and spelling of words, rules of composition, and grammar.

**Customer and Personal Service** – Knowledge of principles and processes for providing customer and personal services. This includes customer needs assessment, meeting quality standards for services, and evaluation of customer satisfaction.

**Law and Government** – Knowledge of laws, legal codes, court procedures, precedents, government regulations, executive orders, agency rules, and the democratic political process.

**Clerical** – Knowledge of administrative and clerical procedures and systems such as word processing, managing files and records, stenography and transcription, designing forms, and other office procedures and terminology.

**Mathematics** – Knowledge of arithmetic, algebra, geometry, calculus, statistics, and their applications.

### Skills

**Reading Comprehension** – Understanding written sentences and paragraphs in work-related documents.

**Judgment and Decision Making** – Considering the relative costs and benefits of potential actions to choose the most appropriate one.

**Active Listening** – Giving full attention to what other people are saying, taking time to understand the points being made, asking questions as appropriate, and not interrupting at inappropriate times.

**Time Management** – Managing one's own time and the time of others.

**Writing** – Communicating effectively in writing as appropriate for the needs of the audience.

**Critical Thinking** – Using logic and reasoning to identify the strengths and weaknesses of alternative solutions, conclusions or approaches to problems.

**Speaking** – Talking to others to convey information effectively.

**Active Learning** – Understanding the implications of new information for both current and future problem-solving and decision-making.

**Negotiation** – Bringing others together and trying to reconcile differences.

**Complex Problem Solving** – Identifying complex problems and reviewing related information to develop and evaluate options and implement solutions.

## **Work Activities**

**Getting Information** – Observing, receiving, and otherwise obtaining information from all relevant sources.

**Communicating with Persons Outside Organization** – Communicating with people outside the organization, representing the organization to customers, the public, government, and other external sources. This information can be exchanged in person, in writing, or by telephone or e-mail.

**Interacting With Computers** – Using computers and computer systems (including hardware and software) to program, write software, set up functions, enter data, or process information.

**Documenting/Recording Information** – Entering, transcribing, recording, storing, or maintaining information in written or electronic/magnetic form.

**Communicating with Supervisors, Peers, or Subordinates** – Providing information to supervisors, co-workers, and subordinates by telephone, in written form, e-mail, or in person.

**Making Decisions and Solving Problems** – Analyzing information and evaluating results to choose the best solution and solve problems.

**Establishing and Maintaining Interpersonal Relationships** – Developing constructive and cooperative working relationships with others, and maintaining them over time.

**Evaluating Information to Determine Compliance with Standards** – Using relevant information and individual judgment to determine whether events or processes comply with laws, regulations, or standards.

**Interpreting the Meaning of Information for Others** – Translating or explaining what information means and how it

can be used.

**Performing Administrative Activities** – Performing day-to-day administrative tasks such as maintaining information files and processing paperwork.

## Court Reporters (0986)

### Knowledge

**English Language** – Knowledge of the structure and content of the English language including the meaning and spelling of words, rules of composition, and grammar.

**Clerical** – Knowledge of administrative and clerical procedures and systems such as word processing, managing files and records, stenography and transcription, designing forms, and other office procedures and terminology.

**Law and Government** – Knowledge of laws, legal codes, court procedures, precedents, government regulations, executive orders, agency rules, and the democratic political process.

**Customer and Personal Service** – Knowledge of principles and processes for providing customer and personal services. This includes customer needs assessment, meeting quality standards for services, and evaluation of customer satisfaction.

### Skills

**Active Listening** – Giving full attention to what other people are saying, taking time to understand the points being made, asking questions as appropriate, and not interrupting at inappropriate times.

**Reading Comprehension** – Understanding written sentences and paragraphs in work-related documents.

**Time Management** – Managing one's own time and the time of others.

**Equipment Selection** – Determining the kind of tools and equipment needed to do a job.

**Monitoring** – Monitoring/Assessing performance of yourself, other individuals, or organizations to make improvements or take corrective action.

**Active Learning** – Understanding the implications of new information for both current and future problem-solving and decision-making.

**Learning Strategies** – Selecting and using training/instructional methods and procedures appropriate for the situation when learning or teaching new things.

**Writing** – Communicating effectively in writing as appropriate for the needs of the audience.

**Instructing** – Teaching others how to do something.

**Troubleshooting** – Determining causes of operating errors and deciding what to do about it.

### **Work Activities**

**Documenting/Recording Information** – Entering, transcribing, recording, storing, or maintaining information in written or electronic/magnetic form.

**Interacting With Computers** – Using computers and computer systems (including hardware and software) to program, write software, set up functions, enter data, or process information.

**Getting Information** – Observing, receiving, and otherwise obtaining information from all relevant sources.

**Organizing, Planning, and Prioritizing Work** – Developing specific goals and plans to prioritize, organize, and accomplish your work.

**Controlling Machines and Processes** – Using either control mechanisms or direct physical activity to operate machines or processes (not including computers or vehicles).

**Updating and Using Relevant Knowledge** – Keeping up-to-date technically and applying new knowledge to your job.

**Scheduling Work and Activities** – Scheduling events, programs, and activities, as well as the work of others.

**Communicating with Supervisors, Peers, or Subordinates** – Providing information to supervisors, co-workers, and subordinates by telephone, in written form, e-mail, or in person.

**Identifying Objects, Actions, and Events** – Identifying information by categorizing, estimating, recognizing differences or similarities, and detecting changes in circumstances or events.

**Processing Information** – Compiling, coding, categorizing, calculating, tabulating, auditing, or verifying information or data.

## **Management Analysts (0344)**

### **Knowledge**

**Customer and Personal Service** – Knowledge of principles and processes for providing customer and personal services. This includes customer needs assessment, meeting quality standards for services, and evaluation of customer satisfaction.

**Administration and Management** – Knowledge of business and management principles involved in strategic planning, resource allocation, human resources modeling, leadership technique, production methods, and coordination of people and resources.

**English Language** – Knowledge of the structure and content of the English language including the meaning and spelling of words, rules of composition, and grammar.

**Personnel and Human Resources** – Knowledge of principles and procedures for personnel recruitment, selection, training, compensation and benefits, labor relations and negotiation, and personnel information systems.

**Clerical** – Knowledge of administrative and clerical procedures and systems such as word processing, managing files and records, stenography and transcription, designing forms, and other office procedures and terminology.

**Sales and Marketing** – Knowledge of principles and methods for showing, promoting, and selling products or services. This includes marketing strategy and tactics, product demonstration, sales techniques, and sales control systems.

**Education and Training** – Knowledge of principles and methods for curriculum and training design, teaching and instruction for individuals and groups, and the measurement of training effects.

### **Skills**

**Critical Thinking** – Using logic and reasoning to identify the strengths and weaknesses of alternative solutions, conclusions or approaches to problems.

**Judgment and Decision Making** – Considering the relative costs and benefits of potential actions to choose the most appropriate one.

**Active Listening** – Giving full attention to what other

people are saying, taking time to understand the points being made, asking questions as appropriate, and not interrupting at inappropriate times.

**Coordination** – Adjusting actions in relation to others' actions.

**Time Management** – Managing one's own time and the time of others.

**Instructing** – Teaching others how to do something.

**Monitoring** – Monitoring/Assessing performance of your self, other individuals, or organizations to make improvements or take corrective action.

**Quality Control Analysis** – Conducting tests and inspections of products, services, or processes to evaluate quality or performance.

**Reading Comprehension** – Understanding written sentences and paragraphs in work-related documents.

**Operation and Control** – Controlling operations of equipment or systems.

### **Work Activities**

**Getting Information** – Observing, receiving, and otherwise obtaining information from all relevant sources.

**Communicating with Supervisors, Peers, or Subordinates** – Providing information to supervisors, co-workers, and subordinates by telephone, in written form, e-mail, or in person.

**Establishing and Maintaining Interpersonal Relationships** – Developing constructive and cooperative working relationships with others, and maintaining them over time.

**Analyzing Data or Information** – Identifying the underlying principles, reasons, or facts of information by breaking down information or data into separate parts.

**Organizing, Planning, and Prioritizing Work** – Developing specific goals and plans to prioritize, organize, and accomplish your work.

**Evaluating Information to Determine Compliance with Standards** – Using relevant information and individual judgment to determine whether events or processes comply with laws, regulations, or standards.

**Processing Information** – Compiling, coding, categorizing,

calculating, tabulating, auditing, or verifying information or data.

**Documenting/Recording Information** – Entering, transcribing, recording, storing, or maintaining information in written or electronic/magnetic form.

**Making Decisions and Solving Problems** – Analyzing information and evaluating results to choose the best solution and solve problems.

**Updating and Using Relevant Knowledge** – Keeping up-to-date technically and applying new knowledge to your job.

## **Budget Technician (0561)**

### **Knowledge**

**Mathematics** – Knowledge of arithmetic, algebra, geometry, calculus, statistics, and their applications.

**Clerical** – Knowledge of administrative and clerical procedures and systems such as word processing, managing files and records, stenography and transcription, designing forms, and other office procedures and terminology.

**Administration and Management** – Knowledge of business and management principles involved in strategic planning, resource allocation, human resources modeling, leadership technique, production methods, and coordination of people and resources.

**Economics and Accounting** – Knowledge of economic and accounting principles and practices, the financial markets, banking and the analysis and reporting of financial data.

**English Language** – Knowledge of the structure and content of the English language including the meaning and spelling of words, rules of composition, and grammar.

**Production and Processing** – Knowledge of raw materials, production processes, quality control, costs, and other techniques for maximizing the effective manufacture and distribution of goods.

### **Skills**

**Speaking** – Talking to others to convey information effectively.

**Active Listening** – Giving full attention to what other people are saying, taking time to understand the points being made, asking questions as appropriate, and not interrupting at inappropriate times.

**Critical Thinking** – Using logic and reasoning to identify the strengths and weaknesses of alternative solutions, conclusions or approaches to problems.

**Judgment and Decision Making** – Considering the relative costs and benefits of potential actions to choose the most appropriate one.

**Reading Comprehension** – Understanding written sentences and paragraphs in work-related documents.

**Writing** – Communicating effectively in writing as appropriate for the needs of the audience.

**Time Management** – Managing one's own time and the time of others.

**Mathematics** – Using mathematics to solve problems.

**Active Learning** – Understanding the implications of new information for both current and future problem-solving and decision-making.

**Negotiation** – Bringing others together and trying to reconcile differences.

## **Work Activities**

**Communicating with Supervisors, Peers, or Subordinates** – Providing information to supervisors, co-workers, and subordinates by telephone, in written form, e-mail, or in person.

**Interacting With Computers** – Using computers and computer systems (including hardware and software) to program, write software, set up functions, enter data, or process information.

**Getting Information** – Observing, receiving, and otherwise obtaining information from all relevant sources.

**Communicating with Persons Outside Organization** – Communicating with people outside the organization, representing the organization to customers, the public, government, and other external sources. This information can be exchanged in person, in writing, or by telephone or e-mail.

**Organizing, Planning, and Prioritizing Work** – Developing specific goals and plans to prioritize, organize, and accomplish your work.

**Establishing and Maintaining Interpersonal Relationships** – Developing constructive and cooperative working relationships with others, and maintaining them over time.

**Making Decisions and Solving Problems** – Analyzing information and evaluating results to choose the best solution and solve problems.

**Processing Information** – Compiling, coding, categorizing, calculating, tabulating, auditing, or verifying information or data.

**Monitor Processes, Materials, or Surroundings** – Monitoring and reviewing information from materials, events, or the environment, to detect or assess problems.

**Performing Administrative Activities** – Performing day-to-day administrative tasks such as maintaining information files and processing paperwork.

## **Budget Analysts (0560)**

### **Knowledge**

**Economics and Accounting** – Knowledge of economic and accounting principles and practices, the financial markets, banking and the analysis and reporting of financial data.

**English Language** – Knowledge of the structure and content of the English language including the meaning and spelling of words, rules of composition, and grammar.

**Mathematics** – Knowledge of arithmetic, algebra, geometry, calculus, statistics, and their applications.

**Administration and Management** – Knowledge of business and management principles involved in strategic planning, resource allocation, human resources modeling, leadership technique, production methods, and coordination of people and resources.

**Clerical** – Knowledge of administrative and clerical procedures and systems such as word processing, managing files and records, stenography and transcription, designing forms, and other office procedures and terminology.

**Customer and Personal Service** – Knowledge of principles and processes for providing customer and personal services. This includes customer needs assessment, meeting quality standards for services, and evaluation of customer satisfaction.

**Law and Government** – Knowledge of laws, legal codes, court procedures, precedents, government regulations, executive orders, agency rules, and the democratic political process.

**Personnel and Human Resources** – Knowledge of principles and procedures for personnel recruitment, selection, training, compensation and benefits, labor relations and negotiation, and personnel information systems.

### **Skills**

**Critical Thinking** – Using logic and reasoning to identify the strengths and weaknesses of alternative solutions, conclusions or approaches to problems.

**Reading Comprehension** – Understanding written sentences and paragraphs in work-related documents.

**Speaking** – Talking to others to convey information effectively.

**Active Listening** – Giving full attention to what other people are saying, taking time to understand the points being made, asking questions as appropriate, and not interrupting at inappropriate times.

**Mathematics** – Using mathematics to solve problems.

**Judgment and Decision Making** – Considering the relative costs and benefits of potential actions to choose the most appropriate one.

**Complex Problem Solving** – Identifying complex problems and reviewing related information to develop and evaluate options and implement solutions.

**Management of Financial Resources** – Determining how money will be spent to get the work done, and accounting for these expenditures.

**Monitoring** – Monitoring/Assessing performance of yourself, other individuals, or organizations to make improvements or take corrective action.

**Writing** – Communicating effectively in writing as appropriate for the needs of the audience.

## **Work Activities**

**Getting Information** – Observing, receiving, and otherwise obtaining information from all relevant sources.

**Interacting With Computers** – Using computers and computer systems (including hardware and software) to program, write software, set up functions, enter data, or process information.

**Analyzing Data or Information** – Identifying the underlying principles, reasons, or facts of information by breaking down information or data into separate parts.

**Processing Information** – Compiling, coding, categorizing, calculating, tabulating, auditing, or verifying information or data.

**Communicating with Supervisors, Peers, or Subordinates** – Providing information to supervisors, co-workers, and subordinates by telephone, in written form, e-mail, or in person.

**Organizing, Planning, and Prioritizing Work** – Developing specific goals and plans to prioritize, organize, and accomplish your work.

**Making Decisions and Solving Problems** – Analyzing information and evaluating results to choose the best solution and solve problems.

**Establishing and Maintaining Interpersonal Relationships** – Developing constructive and cooperative working relationships with others, and maintaining them over time.

**Interpreting the Meaning of Information for Others** – Translating or explaining what information means and how it can be used.

**Identifying Objects, Actions, and Events** – Identifying information by categorizing, estimating, recognizing differences or similarities, and detecting changes in circumstances or events.

## **Public Affairs Specialist(1035)**

### **Knowledge**

**English Language** – Knowledge of the structure and content of the English language including the meaning and spelling of words, rules of composition, and grammar.

**Administration and Management** – Knowledge of business and management principles involved in strategic planning, resource allocation, human resources modeling, leadership technique, production methods, and coordination of people and resources.

**Law and Government** – Knowledge of laws, legal codes, court procedures, precedents, government regulations, executive orders, agency rules, and the democratic political process.

**Customer and Personal Service** – Knowledge of principles and processes for providing customer and personal services. This includes customer needs assessment, meeting quality standards for services, and evaluation of customer satisfaction.

**Education and Training** – Knowledge of principles and methods for curriculum and training design, teaching and instruction for individuals and groups, and the measurement of training effects.

**Foreign Language** – Knowledge of the structure and content of a foreign (non-English) language including the meaning and spelling of words, rules of composition and grammar, and pronunciation.

**Sales and Marketing** – Knowledge of principles and methods for showing, promoting, and selling products or services. This includes marketing strategy and tactics, product demonstration, sales techniques, and sales control systems.

**Mathematics** – Knowledge of arithmetic, algebra, geometry, calculus, statistics, and their applications.

**Clerical** – Knowledge of administrative and clerical procedures and systems such as word processing, managing files and records, stenography and transcription, designing forms, and other office procedures and terminology.

**Economics and Accounting** – Knowledge of economic and accounting principles and practices, the financial markets, banking and the analysis and reporting of financial data.

## Skills

**Speaking** – Talking to others to convey information effectively.

**Time Management** – Managing one's own time and the time of others.

**Writing** – Communicating effectively in writing as appropriate for the needs of the audience.

**Active Listening** – Giving full attention to what other people are saying, taking time to understand the points being made, asking questions as appropriate, and not interrupting at inappropriate times.

**Reading Comprehension** – Understanding written sentences and paragraphs in work-related documents.

**Coordination** – Adjusting actions in relation to others' actions.

**Critical Thinking** – Using logic and reasoning to identify the strengths and weaknesses of alternative solutions, conclusions or approaches to problems.

**Persuasion** – Persuading others to change their minds or behavior.

**Service Orientation** – Actively looking for ways to help people.

**Social Perceptiveness** – Being aware of others' reactions and understanding why they react as they do.

## Work Activities

**Establishing and Maintaining Interpersonal Relationships** – Developing constructive and cooperative working relationships with others, and maintaining them over time.

**Getting Information** – Observing, receiving, and otherwise obtaining information from all relevant sources.

**Communicating with Persons Outside Organization** – Communicating with people outside the organization, representing the organization to customers, the public, government, and other external sources. This information can be exchanged in person, in writing, or by telephone or e-mail.

**Making Decisions and Solving Problems** – Analyzing information and evaluating results to choose the best solution and solve problems.

**Thinking Creatively** – Developing, designing, or creating new applications, ideas, relationships, systems, or products, including artistic contributions.

**Interacting With Computers** – Using computers and computer systems (including hardware and software) to program, write software, set up functions, enter data, or process information.

**Identifying Objects, Actions, and Events** – Identifying information by categorizing, estimating, recognizing differences or similarities, and detecting changes in circumstances or events.

**Performing for or Working Directly with the Public** – Performing for people or dealing directly with the public. This includes serving customers in restaurants and stores, and receiving clients or guests.

**Judging the Qualities of Things, Services, or People** – Assessing the value, importance, or quality of things or people.

**Communicating with Supervisors, Peers, or Subordinates** – Providing information to supervisors, co-workers, and subordinates by telephone, in written form, e-mail, or in person.

## Computer Programmers (2210)

### Knowledge

**Computers and Electronics** – Knowledge of circuit boards, processors, chips, electronic equipment, and computer hardware and software, including applications and programming.

**English Language** – Knowledge of the structure and content of the English language including the meaning and spelling of words, rules of composition, and grammar.

**Mathematics** – Knowledge of arithmetic, algebra, geometry, calculus, statistics, and their applications.

### Skills

**Programming** – Writing computer programs for various purposes.

**Critical Thinking** – Using logic and reasoning to identify the strengths and weaknesses of alternative solutions, conclusions or approaches to problems.

**Complex Problem Solving** – Identifying complex problems and reviewing related information to develop and evaluate options and implement solutions.

**Active Learning** – Understanding the implications of new information for both current and future problem-solving and decision-making.

**Reading Comprehension** – Understanding written sentences and paragraphs in work-related documents.

**Learning Strategies** – Selecting and using training/instructional methods and procedures appropriate for the situation when learning or teaching new things.

**Operations Analysis** – Analyzing needs and product requirements to create a design.

**Active Listening** – Giving full attention to what other people are saying, taking time to understand the points being made, asking questions as appropriate, and not interrupting at inappropriate times.

**Technology Design** – Generating or adapting equipment and technology to serve user needs.

**Troubleshooting** – Determining causes of operating errors and deciding what to do about it.

## **Work Activities**

**Interacting With Computers** – Using computers and computer systems (including hardware and software) to program, write software, set up functions, enter data, or process information.

**Organizing, Planning, and Prioritizing Work** – Developing specific goals and plans to prioritize, organize, and accomplish your work.

**Making Decisions and Solving Problems** – Analyzing information and evaluating results to choose the best solution and solve problems.

**Getting Information** – Observing, receiving, and otherwise obtaining information from all relevant sources.

**Updating and Using Relevant Knowledge** – Keeping up-to-date technically and applying new knowledge to your job.

**Communicating with Supervisors, Peers, or Subordinates** – Providing information to supervisors, co-workers, and subordinates by telephone, in written form, e-mail, or in person.

**Analyzing Data or Information** – Identifying the underlying principles, reasons, or facts of information by breaking down information or data into separate parts.

**Establishing and Maintaining Interpersonal Relationships** – Developing constructive and cooperative working relationships with others, and maintaining them over time.

**Documenting/Recording Information** – Entering, transcribing, recording, storing, or maintaining information in written or electronic/magnetic form.

**Processing Information** – Compiling, coding, categorizing, calculating, tabulating, auditing, or verifying information or data.