

Proficiency Model - District Conservationist (GS-9/11 and 12)

1/2003 version

Subject	Present	Michigan	Local	Available Training Methods	References
	KSA level	Required KSA level	Required KSA level		

Operations Management Skills

Management Theories

Management Styles and Effective Use	Knowledge of management theory history, common management theories, management styles, and effective use of theories.	4	5	Managing for Excellence (NEDC 000010)
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Management Planning

Business Plans	Able to develop an effective Annual Business Plan including setting objectives, setting goals, setting action items and monitoring implementation to adjust plan when needed to accomplish objectives. Able to use the Integrated Accountability System to monitor progress toward implementing the Business Plan.	4	5	How to Run a Field Office (MI)
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Goals	Able to input and maintain goals in	4	4	How to Run a Field Office (MI) OJT
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Daily Management of the Field Office

Accountability	Able to accurately input daily accomplishments into PRMS and TCAS.	5	5	How to Run a Field Office (MI) OJT
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Casefiles	Able to properly document a conservation plan including creating a new case file, conservation notes, and practice certification.	4	5	OJT	- National Planning Procedures Handbook, Part 600.3 - 450-GM, Part 407 Documentation, Certification and Spot-Checking
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		9/11	12			
Contracting/ Procurement Procedures	Able to identify the different types of cost-share contracts used for landowners as tools to promote applicable programs (WRP, PL-566, CRP, EQIP, WHIP, etc.) as incentives to landowners to provide total farm planning.	4	5			-Current Farm Bill Legislation -Program manuals -120 GM, Part 404 -Watershed Plan
	Able to develop contracts using practices approved for cost share and the terms attached to each program for proper administration.					
	Able to monitor status of contract implementation and modify as appropriate.					
	Able to complete annual status reviews and easement monitoring reports in a complete and timely manner.					
Office Resources	Able to effectively manage office space, supplies, equipment (including IT), and vehicles.	4	5		Computer Security Awareness (NEDC 000016)	
Records and Directives	Understands and maintains manuals, handbooks, and guides including the General Manual, Field Office Technical Guide, etc. Knows what important references are available on the web and is able to locate and use them.	4	5		OJT	- 120-GM, Part 403, Subpart A - 450-GM, Part 401 Technical Guides, Subpart A
Scheduling	Knowledge of policy and procedure for setting work schedule. Able to effectively schedule time and resources to achieve planned objectives.	4	5		How to Run a Field Office (MI) Time Management: Planning Your Day (gov online 43022)	- 360-GM, Part 427 and 430

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Time Management	Able to effectively use time to achieve planned objectives.	4	5		How to Run a Field Office (MI) Organizational Skills: Time Management (gov online 43004) Coping with Stress (gov online PD0114)	
A. Quality Assurance - Local	Able to perform quality assurance of local activities on a day-to-day basis in order to ensure that field staff performance is in accordance with NRCS policy and procedures.	4	5		How to Run a Field Office (MI) Excellence in Service: Fundamentals for Managers (gov online 44004)	
B. Quality Assurance - Area/state/national	Understands area, state and national quality assurance program in order to effectively participate in all scheduled reviews.	3	3			
C. Integrated Accountability System	Is able to use the Integrated Accountability System (IAS) in order to ensure that data entered is accurate. Able to obtain, analyze, understand, and use the reports available from the IAS.	4	5		How to Run a Field Office (MI)	-GM Title 250, Paart 404, Subpart D -GM Title 340 -Field Operations Training Manual -Enhanced Integrated Accountability System/ TCAS Manual -PRMS, TCAS, and IAS web sites
D. External Appraisals	Aware of policy regarding external appraisals (Office of Inspector General, General Accounting Office, COR/FSA reviews, etc.)	3	3			

Evaluation

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Human Resource Development Skills

Supervision

Awards and Recognitions	Understands NRCS policy regarding awards and recognitions and how to use them as a tool in managing employee performance.	3	4			- 360-GM, Part 414
Benefits	Knowledge of FERS/CSRS retirement system, health and life insurance, Thrift Savings Program (TSP), Employee Assistance Program (EAP), and other employee benefits in order to make informed decisions regarding participation.	4	5		How to Run a Field Office (MI)	- GM-360, Parts 416, 417 and 420 - www.opm.gov
Career System	Understands the NRCS career system and is able to counsel employees regarding their opportunities within the agency.	3	4		Supervising for Excellence (NEDC 000011)	
Disciplinary Actions	Understands NRCS policy regarding disciplinary actions. Able to describe appropriate disciplinary actions for common situations that arise in a field office.	3	4			
Employee Development	Able to jointly develop an Employee Development Plan with employees. This includes identifying current Knowledge, Skills and Abilities (KSAs); obtaining and evaluating training; and tracking progress toward achieving KSAs.	3	4		Supervising for Excellence (NEDC 000011)	- 360-GM, Part 410 - Michigan NRCS Training Handbook
Employee Selection	Understands NRCS policy regarding employee selection and is able to explain it to others.	3	4			
Equal Opportunity/ Civil Rights	Able to explain and demonstrate understanding of USDA Civil Rights/EEO policy in relation to equal treatment of employees and customers in relation to	5	5		Civil Rights Compliance in Program Delivery (NEDC 000002) Sexual Harrassment: What Managers Should Know (Service)	-GM Title 230 -NRCSA and USDA Offices of Civil Rights web sites -Michigan Outreach Materials

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race, color, religion, sex, national origin, age or handicap. Able to explain USDA policy regarding sexual harassment. Able to provide proper guidance to employees or clients who state the wish to file a formal discrimination complaint.		9/11	12	(gov online 47004) Management Skills for the Diverse Work Force (gov online HR0335)	
Leave	Knowledge of earning rates, appropriate use, and approval requirements of annual leave, sick leave, family friendly leave, or other paid periods of absence from work. Able to appropriately request, use, approve, and record on T&A report.	4	5	How to Run a Field Office (MI)	- GM-360, Part 415
Performance Appraisals	Able to complete performance appraisals according to NRCS policy and to use them as a tool in managing employee performance.	3	4		- 360-GM, Part 409
Personnel Actions	Able to initiate appropriate personnel actions.	3	4		
Position Description & Classifications	Understands the purpose of position descriptions and classifications. Able to explain their position description to each employee supervised.	3	4		

Employee Rights and Responsibilities

Ethics and Conduct	Knowledge of appropriate use of NRCS resources and equipment (including computers), prohibited conduct, relationship to farm organizations, receipt of gifts, political activity, bribery, and conflicts of interest.	4	5		- www.nhq.nrcs.usda.gov/ethics - www.usda.gov/ethics
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General						
Conflict Resolution	Knows common sources of conflict and is able to follow appropriate resolution strategies.	4	4		Supervisor's Civil Rights Training (web based)??? Conquering Conflict Through Communication (gov online TEAM0214) Negotiating: The Negotiation Process (gov online 41082) Roadmap to Problem Solving (NEDC 000004)	
Interpersonal Communications	Able to identify the appropriate communication technique (letters, memos, email, voice mail, direct conversations) for a particular situation and use it effectively.	4	5		E-mail Etiquette: Writing Effective E-mail Messages (gov online 45233) Advancing Your Service Expertise (gov online CUST0104)	
Interpersonal Relationships	Understands own behavioral characteristics and management style. Able to examine behavioral characteristics of frequent work associates in order to deal effectively with them.	4	5		Supervising for Excellence (NEDC 000011) Effective Interpersonal Skills (NEDC 000007) Interpersonal Communication: Effective Communication (gov online 45002) Emotional Intelligence at Work (COMM0142)	
Problem Solving	Able to identify problems, formulate alternatives, and implement solutions to solve typical problems encountered by a District Conservationist.	4	5		Roadmap to Problem Solving (NEDC 000004) Decision Making and Problem Solving: Decision Making Fundamentals (gov online 46001)	

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<p>Public Information and Notification</p> <p>Able to use and follow NRCS information policy and general guidelines for public information responsibilities of NRCS employees. This includes Basic Purposes of Information Work, Kinds of Media, Kinds of Information Activities, and proper Clearance and Review.</p> <p>Able to furnish information on renewable natural resource conservation to magazines, newspapers, radio, television, and electronic media; respond promptly, courteously, and completely to public requests for information; take and use photographs, slides, and video for public information purposes; use NRCS information products appropriately; arrange meetings and make public presentations and talks; write articles and papers; and help conservation districts, other agencies, schools, and organizations in training educators through workshops, courses, and other methods of instruction in renewable natural resource conservation and management.</p>		4	5		NRCS Communications (MI0070)	-260 GM

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Conceptual Management Skills

Agency Relations

Working Relations with Conservation Districts	Able to develop and maintain effective working relations with CD employees and CD Boards of Directors.	4	5		Managing for Excellence (NEDC 000010)	NRCS Training Handbook Exhibit "A District Conservationist's Guide to Developing Successful Relations with the Conservation District Board of Directors"
						NRCS Training Handbook Exhibit "The First 100 Days as a New District Conservationist"
Working Relations with Other Agencies	Able to explain the mission, function, and history of NRCS. Able to explain the programs that NRCS administers.	5	5		Managing for Excellence (NEDC 000010)	
	Know the functions and responsibilities for partner agencies and how they relate to NRCS.					
	Able to integrate programs and assistance with other agencies to deliver technical assistance to customers effectively.					
Working Relations with Resource Conservation & Development Councils	Able to develop and maintain effective working relations with RC&D Councils	4	5		RC&D-Module	

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Public Relations

Outreach	Able to explain the meaning of disparity in delivery of service. Able to identify and serve underserved and minority clients and communities in the employee's service area. Able to create and provide useful articles, public service announcements, and information regarding NRCS programs to local media including media that targets underserved and minority audiences.	4	5			-GM Title 230, Part 405 -State Outreach Committee Business Plan
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Public Participation

Planning and Management	Able to plan and manage public participation activities including: recognizing publics, engaging the publics, and evaluating results. Includes Locally Led Workgroup activities.	4	4			
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Political Process

Federal	Understanding of federal legislative and executive powers. Knowledge of key leaders and power clusters.	3	3			
Local	Knowledge of local political groups, boards, special purpose districts, organizations, and their key leaders,	3	3			
State	Understanding of state legislative process. Knowledge of key leaders, lobbies, and power clusters.	3	3			

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Managing Change

Redirection	Able to constructively redirect resources, programs and support as priorities and initiatives change.	4	4		Frontline Leadership: Preparing to Lead (gov online 46101) Change Management: Adapting to Change (gov online 41012)	
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