



**Field Human Resource (HR) Specialist  
CAREER GUIDE**

**June 2008**



**Transportation  
Security  
Administration**

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# Summary Profile — Field HR Specialist

## Major Responsibilities

1. Benefits
2. Disciplinary and Adverse Actions
3. EEO/Affirmative Action
4. Hiring
5. HR Consulting
6. Model Workplace
7. Payroll
8. Performance Management\*
9. Personnel Actions
10. Training Airport Managers and Staff
11. Workman's Compensation Program

## Critical General Competencies

- |                               |                           |
|-------------------------------|---------------------------|
| 1. Accountability             | 8. Interpersonal Skills   |
| 2. Attention to Detail        | 9. Multitasking           |
| 3. Customer Service           | 10. Oral Communication    |
| 4. Decision Making            | 11. Problem Solving       |
| 5. Directives and Regulations | 12. Teamwork              |
| 6. Flexibility                | 13. Time Management       |
| 7. Integrity/Honesty          | 14. Written Communication |

## Critical Technical Competencies

- |                               |                           |
|-------------------------------|---------------------------|
| 1. Communication and Training | 4. Employee Relations     |
| 2. Compensation               | 5. HR Information Systems |
| 3. Employee Benefits          | 6. Recruitment/Placement  |

\*Responsibility was added after the survey.

# Major Responsibilities and Activities — Field HR Specialist

Activities under each responsibility appear in descending order from most important to least important

## 1. Benefits

- a) Responds to employee questions regarding process to update benefits due to major change (e.g., marriage, addition of child, etc.).
- b) Pursues employee requests for assistance with HR Service Provider when response is not provided in a timely manner.
- c) Coordinates benefits open season activities which may include health benefits informational fairs and/or providing brochures, forms, etc.

## 2. Disciplinary and Adverse Actions

- a) Provides advice and assistance to management regarding appropriate disciplinary and adverse actions.
- b) Engages local counsel, as needed, in verifying/approving airport's chosen action.
- c) Assists in preparation of proposed and final disciplinary/adverse action letters to employees.

## 3. EEO/Affirmative Action

- a) Acts as an advisor to management when EEO or affirmative action questions or issues arise.
- b) Interacts with Headquarters and the Office of Civil Rights, as appropriate.
- c) Acts as an informational resource to employees who have EEO or affirmative action issues.

## 4. Hiring

- a) Coordinates or manages local hiring program(s) to include requesting certificates, scheduling candidates for interview, preparing job offers, arranging for and conducting new employee orientation, and ensuring all required paperwork is completed.
- b) Researches staffing issues and provides advice to management regarding current TSA policy and procedures.

## 5. HR Consulting

- a) Serves as the FSD's and FSD Staff's resident HR consultant.
- b) Provides technical interpretations and guidance on HR matters such as labor relations, FMLA, FOIA, VLTP, PASS, etc.
- c) Responds to a range of HR inquiries involving routine to complex actions, and contacts senior agency HR contacts for assistance in addressing difficult and unusual HR issues.
- d) Maintains familiarity with and applies a good working knowledge of HR policies and programs.

## 6. Model Workplace

- a) Acts as point-of-contact for employees regarding Model Workplace issues.
- b) Supports Model Workplace programs.
- c) Supports Cooperative Problem Solving and Integrated Conflict Management System processes, as needed.\*

\* Responsibility was added after the focus groups.

# Major Responsibilities — Field HR Specialist

Activities under each responsibility appear in descending order from most important to least important

## 7. Payroll

- a) Assists payroll function by working with Headquarters or National Finance Center (NFC) to resolve difficult or complex payroll issues.
- b) Provides support to Headquarters on payroll impacting initiatives such as mass promotion or performance awards.
- c) Contacts supervisors/managers to ensure payroll is being prepared correctly and resolves any identified discrepancies.

## 8. Performance Management\*

- a) Advises management of performance improvement plans.
- b) Forwards employee records to new airports when transfers occur.
- c) Acts as a resource on performance metrics when needed.

## 9. Personnel Actions

- a) Ensures the accuracy and timely submission of personnel requests and other HR actions.
- b) Prepares personnel actions associated with Office of Workers Compensation Program (OWCP) (e.g., termination, LWOP, light/limited duty).
- c) Monitors LWOP-US employees to ensure accurate and timely processing of return to duty actions.
- d) Interacts with Headquarters' Staffing and Advisory Services team and supporting contractors to ensure actions taken are supported and meet TSA requirements.

## 10. Training Airport Managers and Staff

- a) Provides guidance to managers when working with HR related issues including: benefits, hiring, personnel or disciplinary actions, worker's compensation, payroll, Model Workplace, or other HR related activities.
- b) Works with airport managers and staff to educate them on HR policies and procedures.

## 11. Workers' Compensation Program

- a) Advises employees and managers regarding OWCP requirements including forms to file, deadlines, and processing of payroll, leave, continuation of pay, and limited/light duty options.
- b) Monitors cases as required regarding progress of claimant, anticipated return, medical documentation, etc.
- c) Works with Department of Labor to coordinate claims and notify employees on disposition of claim.

\* Competency and behaviors were added after the focus groups.

# Broad-based Development Assignments — Field HR Specialist

Activities appear in descending order from most frequently cited as valuable to least frequently cited as valuable in each category

## 1. TSA Classroom Training, Conferences and Meeting

- Employee Relations Boot Camp
- Introduction To Human Resources
- Managing Civil Rights

## 2. TSA Online Learning Center (OLC) Training Offerings

- Handling Conflict with Others
- Getting Results through Communication
- Review Merit Principles, Freedom Of Information And Privacy Acts
- Techniques for Better Time Management
- Writing to Reach an the Audience
- Customers, Conflict, and Confrontation
- Effectively Communicating in Teams
- Working with Internal Customers
- Presentation Resources Available to You
- Presenting Your Case
- Generating Creative and Innovative Ideas

## 3. Other Training, Conferences and Meetings

- Conferences on new developments in Employee Relations
- Conferences on new developments in Human Capital
- HR & EEO In The Federal Workplace Training
- Retirement Seminar Training
- Processing Personnel Actions
- Conflict Management Essentials
- Basic Employee Relations (USDA)
- EEO for Federal Employees (USDA)
- Human Resources Management: Introduction (USDA)
- Managing Attendance & Leave (USDA)
- Conferences on new developments in Staffing
- Leadership/Professional Training: Managing Multiple Priorities (USDA)
- Clear Writing Through Critical Thinking (USDA)
- Conducting TSA Administrative Inquiries
- The Role of the Human Resources Specialist in Organizational Change (USDA)
- Leadership/Professional Training: Time Management (USDA)
- Decision Making and Problem Solving (USDA)

## Broad-based Development Assignments — Field HR Specialist

Activities appear in descending order from most frequently cited as valuable to least frequently cited as valuable in each category

- Ethics Training
- Interpersonal Communications (USDA)
- Mediating Employee Disputes (USDA)
- Managing & Measuring Performance (USDA)

# Broad-based Development Assignments — Field HR Specialist

Activities appear in descending order from most frequently cited as valuable to least frequently cited as valuable

## 4. On-the-Job Development Activities

- Job Shadowing — Ask to observe the activities of someone in a position that interests you to learn more about the skills required.
- Special Assignments — Ask to work on an assignment with a colleague who is proficient in a competency you want to acquire.
- Details — Ask to participate in a detail to a larger airport, if working at smaller airport, or to other HR specialty areas.
- Professional Associations — Join an association related to your goals and attend conferences. Share what you learn with your colleagues. Actively participate in association committees to gain skills and visibility with other professionals.
- Special Projects — Ask to participate in a special project that addresses an issue of importance to airport or TSA overall.
- Personal Improvement — Read books, articles and professional journals and apply what you learn on the job.
- Mentors — Ask to be mentored by AO or AFSD.
- Information Interviewing — Interview people in positions that you are considering to help narrow down your choices and learn about the skills that are necessary.
- Cross-functional Assignments — Volunteer to lead or participate in cross-functional committees, teams, and/or service projects (e.g., working on an awards committee).

# Competencies and Behaviors — Field HR Specialist

Behaviors for each competency appear in descending order from most important to least important

## Critical General Competencies

### 1. Accountability

- a) Holds self and others accountable for implementing TSA's HR related policies and programs.
- b) Ensures that personnel actions requests, LWOP, OWCP, and other HR responsibilities are completed in a timely manner.
- c) Monitors all outstanding actions and updates employees on a regular basis.

### 2. Attention to Detail

- a) Investigates all avenues of information (Headquarters, other airports) to ensure accurate and complete resolution to questions or issues.
- b) Double-checks the accuracy of information to ensure high-quality and precise work products.

### 3. Customer Service

- a) Readily readjusts priorities to respond to pressing and changing HR issues.
- b) Balances the interests of a variety of clients including managers and their employees, other government agencies (e.g., Department of Labor), and Headquarters.
- c) Provides timely and regular updates to employees, managers, or stakeholders on HR issues or inquiries.
- d) Asks airport managers, employees, and stakeholders for feedback to identify areas for improvement in HR operations.
- e) Focuses on ensuring the best possible outcome for TSA employees.

### 4. Decision Making

- a) Utilizes all resources available (Headquarters, HR Service Provider, other airport staff) to make sound and well-informed decisions.
- b) Accepts responsibility for the consequences of own decisions.
- c) Perceives the impact and implications of decisions.
- d) Makes effective and timely decisions, even when data are limited or solutions produce unpleasant consequences.

## Competencies and Behaviors — Field HR Specialist

Behaviors for each competency appear in descending order from most important to least important

### 5. Interpretation and Application of Directives and Policy

- a) Applies knowledge of policies, directives, and regulations (security and non-security) that relate to TSA operations and programs.
- b) Provides guidance and/or implements policies that support TSA's operational needs.

### 6. Flexibility

- a) Adapts quickly to changing circumstances, regulations, directives, policies, or procedures.
- b) Is open to change and new information and adapts work processes and priorities accordingly.
- c) Adjusts rapidly to new situations warranting attention and resolution.

### 7. Integrity/Honesty

- a) Gives people honest and fair answers to difficult questions.
- b) Holds self and others accountable for meeting high standards of integrity.
- c) Demonstrates the courage to do the right thing in difficult situations.
- d) Leads by example through modeling desired practices and standards in own behavior.
- e) Delivers on commitments made to others.
- f) Admits own mistakes and takes action to address/resolve them.
- g) Avoids any action or situation that would give the appearance of unethical or inappropriate behavior.

## Competencies and Behaviors — Field HR Specialist

Behaviors for each competency appear in descending order from most important to least important

### 8. Interpersonal Skills

- a) Expresses interest in and an ability to relate effectively to all levels of TSA employees and stakeholders.
- b) Spends time with front-line employees to get to know them and build rapport and trust.
- c) Listens attentively to employee ideas, issues, and concerns and takes steps to address them.
- d) Makes self accessible and approachable to employees; utilizes open door policy.

### 9. Multitasking

- a) Manages a high volume of work by balancing competing deadlines and priorities.
- b) Maintains a high level of productivity despite continuous interruptions.
- c) Switches effectively between a variety of diverse tasks.

### 10. Oral Communication

- a) Listens and clarifies information to ensure complete understanding.
- b) Delivers difficult or sensitive information openly, honestly, and with empathy.
- c) Adjusts communication style and language to most effectively connect with different/diverse audiences and individuals.
- d) Shares information clearly, concisely, and frequently.
- e) Explains complex concepts (e.g., policies, procedures) clearly and at an appropriate level of detail.
- f) Maintains frequent appropriate level of contact with TSA management to keep them informed about important or controversial cases and situations.
- g) Facilitates an open exchange of ideas and fosters an atmosphere of open communication.
- h) Makes clear and convincing oral presentations to individuals or groups.
- i) Asks open-ended questions to further understand the issues and concerns of employees, managers, and stakeholders.

# Competencies and Behaviors — Field HR Specialist

Behaviors for each competency appear in descending order from most important to least important

## 11. Problem Solving

- a) Provides solutions to individual and organizational problems.
- b) Identifies and clearly defines issues or problems originating from airport employees, managers, or stakeholders.
- c) Asks probing questions to clarify situations and identify root causes of HR related issues or problems.
- d) Suspends judgment and maintains objectivity in situations until essential facts are gathered and analyzed.
- e) Distinguishes between relevant and irrelevant information to make fair and consistent decisions.

## 12. Teamwork

- a) Consistently develops and sustains cooperative working relationships.
- b) Works co-operatively with others to achieve shared goals.
- c) Fosters commitment, team spirit, pride and trust.
- d) Openly shares information, knowledge, and expertise with the team.
- e) Encourages and facilitates cooperation within the HR organization and with customer/stakeholder groups.
- f) Puts team goals ahead of individual/personal goals.

## 13. Time Management

- a) Stays on task despite constant interruptions.
- b) Demonstrates ability and willingness to focus attention on tasks that are more likely to meet goals.
- c) Uses tools and techniques to schedule and plan time to be most efficient and effective.

# Competencies and Behaviors — Field HR Specialist

Behaviors for each competency appear in descending order from most important to least important

## 14. Written Communication

- a) Expresses facts and ideas in writing in a succinct and organized manner.
- b) Documents HR-related issues in a clear and concise manner.
- c) Writes quickly and clearly in order to complete the reports and communications that are associated with the job.

## Critical Technical Competencies

### 1. Communication and Training

- a) Conducts training on HR related programs, policies, and/or procedures.
- b) Communicates to employees, managers, and stakeholders when changes to procedures and policies are implemented.

### 2. Compensation

- a) Utilizes compensation concepts, principles, and practices, including pay and leave administration and compensation flexibilities.
- b) Works with managers to ensure payroll is consistent with compensation principles and practices.

### 3. Employee Benefits

- a) Utilizes knowledge of HR concepts, principles, and practices related to retirement, insurance, injury compensation, and other employee benefits programs.
- b) Ensures employees, managers, and stakeholders are educated in all benefit related programs.
- c) Keeps employees, managers, and stakeholders up-to-date on any changes to their benefits.

### 4. Employee Relations

- a) Advises managers on appropriate courses of actions and documentation in areas of medical, disciplinary, and performance.
- b) Utilizes knowledge of laws, rules, regulations, case law, principles, and practices related to employee conduct, performance, and dispute resolution.

# Competencies and Behaviors — Field HR Specialist

Behaviors for each competency appear in descending order from most important to least important

## 5. HR Information Systems

- a) Utilizes HR management concepts, principles, and practices related to identifying and analyzing HR processes, translating functional requirements into technical requirements, and delivering and maintaining HR information.
- b) Utilizes HR Information Systems to store, maintain, and retrieve information easily and quickly.
- c) Provides HR-related information in a timely manner.

## 6. Recruitment/Placement

- a) Assists in the screening, interviewing, selecting, and orienting of new employees.
- b) Utilizes knowledge of HR concepts, principles, and practices related to identifying, attracting, and selecting individuals and placing them into positions to address changing organizational needs.
- c) Uses all available recruitment techniques to fill vacant positions.