

National Park Service
U.S. Department of the Interior
Commercial Services Program

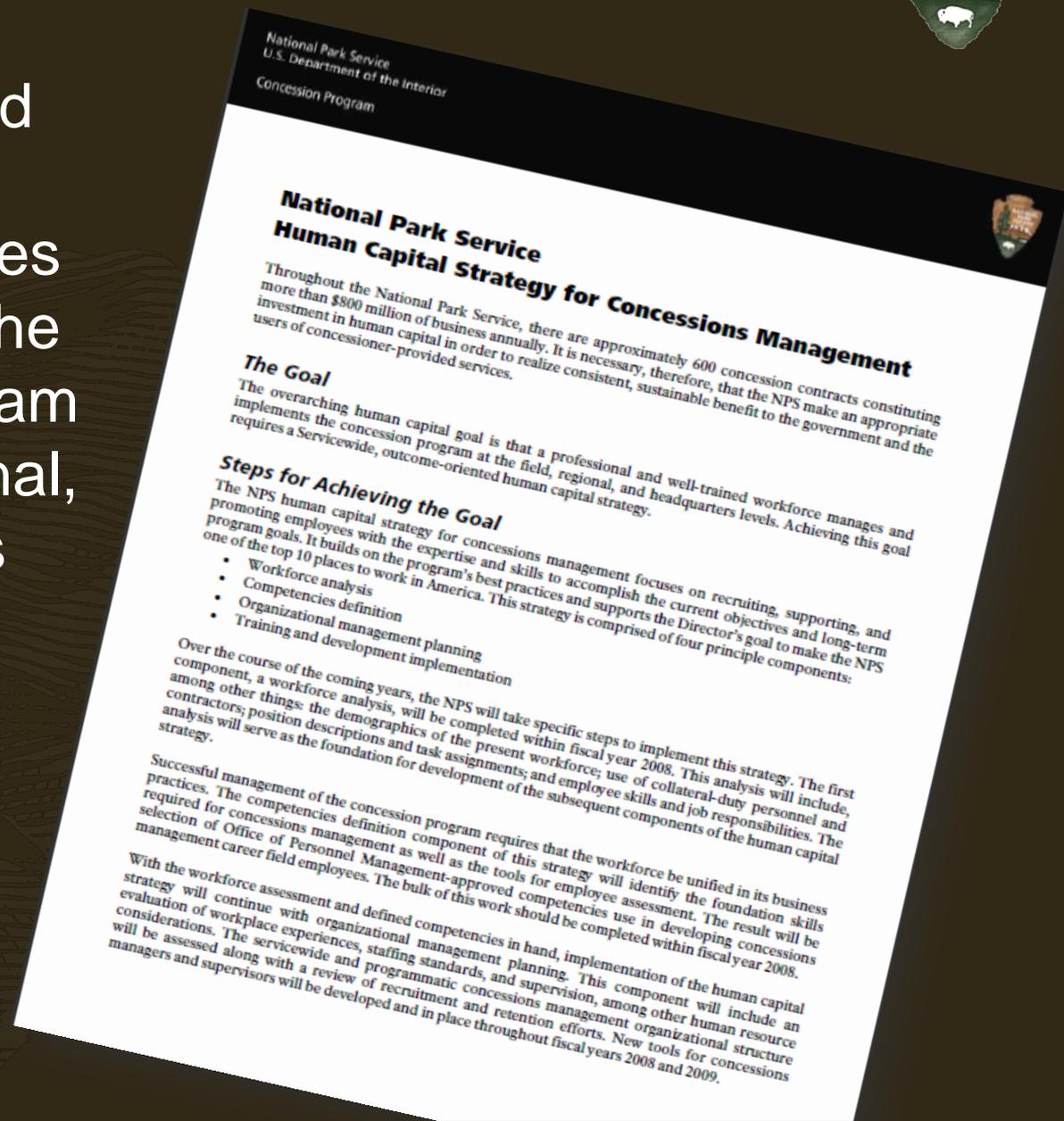


Human Capital Strategy Competency Development

Concessions Management Advisory Board
March 2010

The Principal Goal

- A professional and well-trained workforce manages and implements the concession program at the field, regional, and headquarters level



Strategy Objectives



- Develop commercial services workforce expertise and skills to meet current program needs and long-term program goals
- Address program staffing, standards, structure, and recruitment needs
- Advance Commercial Services career opportunities and career development
- Identify staff training requirements

Task Timeline



Workforce Analysis

September 2008 – July 2009



Competency Definition

July 2009 – April 2010



Organizational Management

March 2010 – September 2010*



Learning & Development

October 2010 – June 2011*

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Competency Definition

What is A Competency?



- **Competency:** An observable set of skills, knowledge, abilities, and other characteristics an individual needs to successfully perform work duties or occupational functions.
- **Competency Model:** A framework that describes the full range of competencies required to be successful in a particular occupation.
- **Behavioral Indicators:** Observable behaviors that individuals employ when they are demonstrating a particular competency.

How Do We Use Competencies?



- Competency models serve as the foundation for human capital management tools and initiatives
 - Position descriptions
 - Hiring and selection
 - Training
 - Career development
 - Performance management
 - Workforce planning

Competency Model



- The model covers competencies needed across the concessions management career field

- Each competency contains specific behavioral indicators for:
 - Location
 - Park
 - Region
 - WASO
 - Grade Level
 - Entry (GS 5 – 7)
 - Intermediate (GS 9 – 12)
 - Expert (GS 13 – 15)

Competency Definition Approach



July- December 2009

Literature
Review



Staff
Interviews



Draft
Competency
Model



Working
Group
Validation



Survey
Validation



Final
Competency
Model

January- March 2010

April 2010

Research & Development

Validation

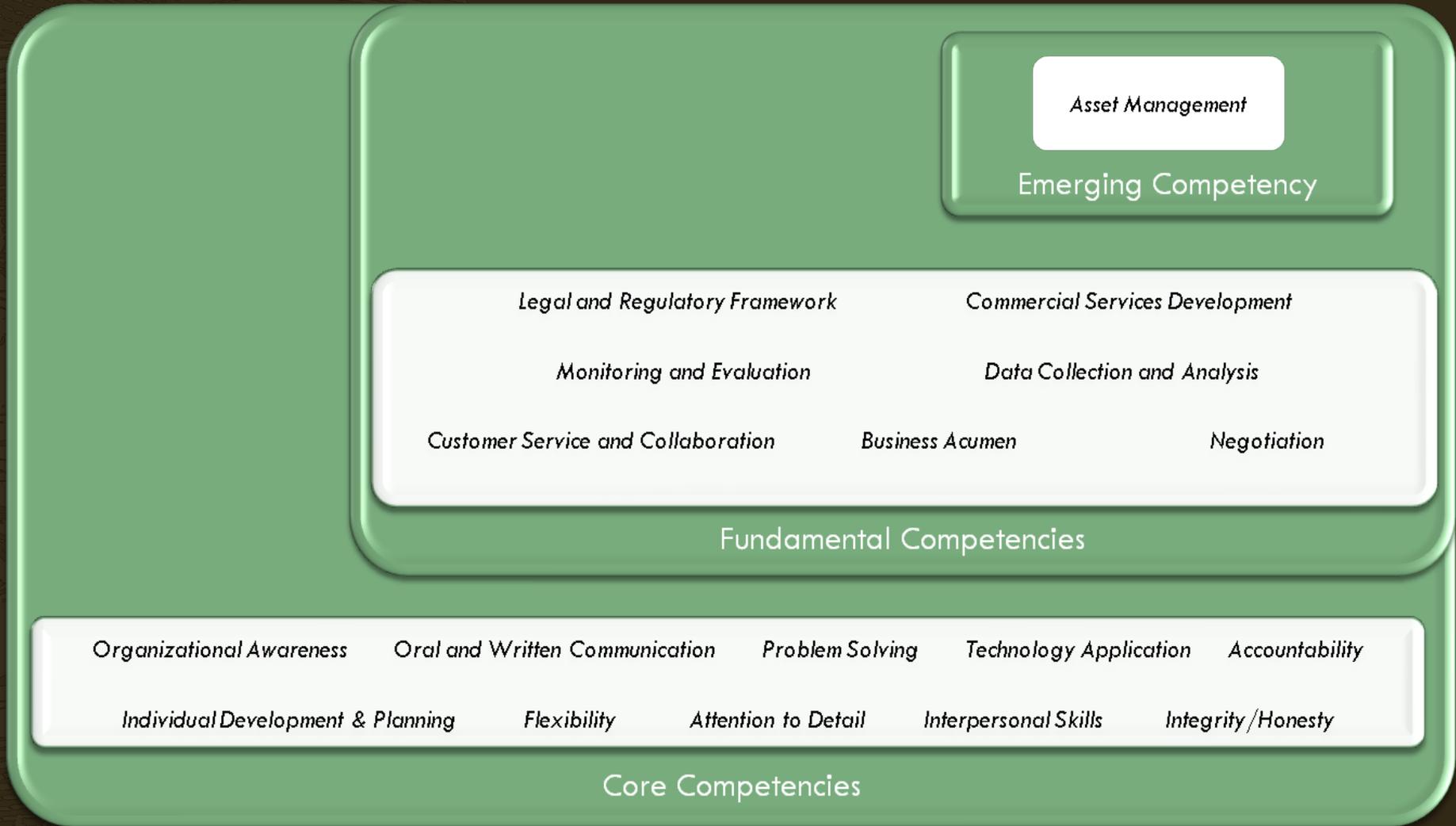
Four Competency Groupings



- General competencies applicable to all NPS employees:
 - Core competencies
 - Supervisory, managerial, and leadership competencies

- Occupational-specific competencies for concessions management:
 - Fundamental competencies
 - Emerging competencies

Concessions Management Model



Concessions Management Competencies



- Legal and Regulatory Framework
- Commercial Services Development
- Monitoring and Evaluation
- Data Collection and Analysis
- Customer Service and Collaboration
- Business Acumen
- Negotiation
- Asset Management*

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An Example Competency

An Example Competency



Data Collection and Analysis

Understands, develops, and applies research designs and methodologies in order to conduct studies and collect relevant data. Analyzes, evaluates, and interprets qualitative and quantitative data to aid decision-making and achieve results.

Knowledge, Skills, and Abilities

- Knowledge of general data analytic principles and techniques.
- Ability to determine specific information needed and identify the best approaches to obtain the data.
- Ability to organize and store information in an appropriate manner.
- Ability to use logic and reasoning to identify patterns, evaluate potential solutions, and solve problems.

Behavioral Indicators – Entry Level



Park	Region	WASO
<ul style="list-style-type: none">• Collects, compiles, and maintains qualitative and quantitative data related to commercial services (e.g., utilization statistics, correspondence, rate request data).• Inputs data into appropriate computer tracking systems and databases (e.g., SharePoint, FMSS, PMIS).• Searches for pertinent information using applicable computer-based databases (e.g., SharePoint, FMSS, PMIS).• Requests additional information and data when initial submission is not adequate.	<ul style="list-style-type: none">• Collects, compiles, and maintains regional data related to commercial services (e.g., utilization statistics, correspondence, rate request data).• Inputs data into appropriate computer tracking systems and databases (e.g., SharePoint, FMSS, PMIS).• Searches for pertinent information using applicable computer-based databases (e.g., SharePoint, FMSS, PMIS).• Requests additional information and data when initial submission is not adequate.	<ul style="list-style-type: none">• Collects, compiles, and maintains national data related to commercial services (e.g., utilization statistics, correspondence, rate request data).• Inputs data into appropriate computer tracking systems and databases (e.g., SharePoint, FMSS, PMIS).• Searches for pertinent information using applicable computer-based databases (e.g., SharePoint, FMSS, PMIS).• Requests additional information and data when initial submission is not adequate.

Behavioral Indicators – Intermediate Level



Park	Region	WASO
<ul style="list-style-type: none">• Reviews and evaluates information to ensure the operator’s actions comply with the terms and conditions of the contract.• Reviews quantitative and qualitative feedback from customers to identify trends and develop solutions.• Coordinates and/or conducts studies and analyses (e.g., market and financial feasibility studies, comparability studies) that inform decisions related to commercial services.• Analyzes concessioner data to verify claims made by concessioner(s).	<ul style="list-style-type: none">• Coordinates and/or conducts studies and analyses (e.g., market and financial feasibility studies, comparability studies) that inform decisions related to commercial services.• Analyzes concessioner data to evaluate claims made by concessioner(s).	<ul style="list-style-type: none">• Coordinates and/or conducts studies and analyses (e.g., market and financial feasibility studies, comparability studies) that inform decisions related to commercial services.• Analyzes concessioner data to evaluate concessioner claims.• Collects and reviews historical commercial services data to identify trends, inconsistencies, and areas for improvement.• Identifies and provides the means for additional data collection when sufficient data do not exist.• Supports all significant decisions or conclusions with data.

Behavioral Indicators – Expert Level



Park	Region	WASO
<ul style="list-style-type: none">• Prepares and/or reviews detailed reports that summarize study conclusions and data analysis techniques used to reach those conclusions.	<ul style="list-style-type: none">• Prepares and/or reviews detailed reports that summarize study conclusions and data analysis techniques used to reach those conclusions.	<ul style="list-style-type: none">• Develops data collection and analysis guidelines for park and regional use.• Prepares and/or reviews detailed reports that summarize study conclusions and data analysis techniques used to reach those conclusions.

Competency Development Final Steps



- Competencies finalized
- Validation survey conducted
- Model finalized and documentation completed

Implications for the Current Workforce



- Competencies can be used as a basis for:
 - Conducting a competency assessment to identify training and development needs
 - Revising standard position descriptions
 - Identifying training and development opportunities
 - Enhancing individual development plans with competency-related goals and development activities
 - Aligning required competencies with career paths, promotion standards, and related training and development activities to provide employees with career maps

Implications for the Future Workforce



- Moving forward, competencies can be used for:
 - Updating and refining all selection materials to ensure a focus on critical competencies for each hire
 - Informing the focus and development of a Commercial Services-specific onboarding program to assimilate and acculturate new hires into the Program
 - Identifying knowledge management and transfer activities to aid in succession planning
 - Guiding strategic workforce management activities and leadership decisions

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Human Capital Strategy Upcoming Tasks

Task 3: Organizational Management



- Staffing model
- Commercial services-specific onboarding program
- Standardized, competency-based position descriptions

POSITION DESCRIPTION (Please Read Instructions on the Back)

1. Agency Position No. _____

2. Reason for Submission: Reassignment New Other Other

3. Services: Night Field

4. Duty Station: Washington

5. Organizational Statements Reviewed: Yes No

6. OPM Certification No. _____

7. Fair Labor Standards Act: Exempt Nonexempt

8. Security Personnel: Yes No

9. Subject to IA Action: Yes No

10. Position Status: Competitive Noncompetitive

11. Position in 12 Series: 1-4 5-9 10-14

12. Competitive Level Code: _____

13. Competitive Level Code: _____

14. Agency Use: _____

15. Classified Grade by: _____

16. Office of Personnel Management: _____

17. Name of Employee (if vacant, specify): GS 1101 34

18. Organizational Title of Position (if different from official title): Supervisory Financial Analyst

19. Department, Agency, or Establishment: Department of the Interior

20. Branch Chief, Financial Analyst

21. Department, Agency, or Establishment: National Park Service

22. Branch Chief, Business Services

23. Assistant Director, Business Services

24. First Subdivision: _____

25. Social Subdivision: _____

26. Employee Review: This is an accurate description of the major duties and responsibilities of my position.

27. Supervisory Certification: I certify that this is an accurate statement of the major duties and responsibilities of this position and its organizational requirements, and that the position is necessary to carry out Government functions for which I am responsible. This certification is made with the knowledge that:

28. Typed name and Title of Immediate Supervisor: Do A. Pendery

29. Chief, Commercial Services Program

30. Typed name and Title of Higher-Level Supervisor or Manager (optional): _____

31. Signature: _____

32. Position Classification Standards Used in Classifying Grade: _____

33. Information for Employees: The standard application are available in the personnel office of the U.S. Office of Personnel Management. Information, appeals, and complaints on exceptions to personnel office of the U.S. Office of Personnel Management.

Cessions Management Specialist
GS-1101-09

Position Description – Concessions Management Specialist

A. Introduction
This position is located in a Support Office or a large National Park Service unit. The purpose of the position is to provide support to an extensive and complex concession operation.

B. Duties and Responsibilities
Serves as the central contact for concessions information in the concessions office, providing information such as reporting formats and deadlines, the status of various solicitations, required formats and provisions of contracts, procedures to be followed in competing for concessions contracts or applying for permits and the status of correspondence. Prepares regular and one-of-a-kind reports from information in the files and from knowledge of the status of various projects.

Ensures that reporting provisions of contracts and permits are met by concessioners within area of responsibility. Contacts unit Superintendents to discuss irregularities or incomplete reports or to request overdue reports.

Ensures that concessioners submit required affirmative action plans, and contacts park superintendents when reports are late.

Prepares reports such as quarterly Office of Minority Business Enterprise report indicating any concession opportunities available, offered to, or requested by minority operations during the period.

Prepares, or assists in preparation of, prospectuses and fact sheets, assembling and distributing them in accordance with required procedures.

Composes correspondence in response to inquiries and/or complaints of Departmental or Park Service officials, or Members of Congress, or Members of the public, on concession matters as assigned.

Task 4: Learning and Development



- Competency assessment
- Revised and updated training curricula and learning materials
- Career maps that link competencies to positions, promotion standards, and qualifications

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