

Government & Public Administration Career Cluster

1. Explain the purpose and functions of government and public administration and the application of democratic principles in the process of governmental and administrative policymaking.

GV 1.1: Explain the purpose and functions of government and public administration and the application of democratic principles in the process of governmental and administrative policymaking.

Sample Indicators:

- *Contrast how various societies have governed themselves.*

GV 1.2: Evaluate the alignment of institutions of government and public administration with the principles of U.S. and international law to guide policy development.

Sample Indicators:

- *Evaluate importance of individuals, public opinion, media, political parties, associations and groups in forming public policy.*
- *Describe the significance of diversity in the American political system.*
- *Recognize tension between constitutional ideals and realities of American political and social life.*

GV 1.3: Examine the levels of government and public administration to establish roles and relationships among federal, state and local governments.

Sample Indicators:

- *Explain the various forms of state and local governments, agencies and commissions.*
- *Compare the roles and relationships of federal, state and local government.*

GV 1.4: Analyze U.S. foreign policy to determine its effect on other countries.

Sample Indicators:

- *Analyze the effects of domestic politics on foreign policy.*
- *Evaluate circumstances in which the U.S. has politically influenced other nations.*
- *Evaluate circumstances in which other nations have influenced the politics and society of the U.S.*
- *Examine the purpose and function of international governmental organizations.*

2. Analyze the systemic relationships of government and public administration agencies.

GV 2.1: Examine the interrelated nature of complex international, national, state and local governmental and public administrative systems to serve the public interest.

Sample Indicators:

- *Compare organizational similarities.*
- *Contrast differences.*

- *Delineate intergovernmental and private contractor relationships.*
- *Educate the public about government systems and their functions.*

3. Describe health, safety and environmental management systems, as well as policies and procedures in government and public administration agencies.

GV 3.1: Assess workplace conditions with regard to safety and health.

Sample Indicators:

- *Identify the types of risk of injury/illness at work.*
- *Identify those who are susceptible to risk of injury/illness at work.*
- *Describe ways to positively impact occupational safety and health.*

GV 3.2: Assess workplace conditions with regard to safety and health.

Sample Indicators:

- *Develop and implement an emergency response plan for the workplace.*

GV 3.3: Assess workplace conditions with regard to safety and health.

Sample Indicators:

- *No Sample Indicators.*

GV 3.4: Implement emergency preparedness training for stakeholders for a safe environment.

Sample Indicators:

- *No Sample Indicators.*

4. Describe health, safety and environmental management systems, as well as policies and procedures in government and public administration agencies.

GV 4.1: Demonstrate the application of policy to ensure public well-being and environmental protection.

Sample Indicators:

- *Evaluate the roles of organizations that impact the well-being of the public and the environment.*
- *Form partnerships that ensure the best utilization of resources.*
- *Implement programs to protect the public and the environment.*
- *Ensure compliance.*

5. Describe career opportunities and the means to achieve those opportunities in each of the Government & Public Administration Career Pathways.

GV 5.1: Research and match career opportunities based upon their fit with personal career goals.

Sample Indicators:

- *Locate and interpret career information for at least one career cluster.*
- *Identify job requirements for career pathways.*
- *Identify educational and credentialing requirements for career cluster and pathways.*

GV 5.2: Match personal interests and aptitudes to careers when researching opportunities within the pathways.

Sample Indicators:

- *Identify personal interests and aptitudes.*
- *Identify job requirements and characteristics of selected careers.*
- *Compare personal interests and aptitudes with job requirements and characteristics of career selected.*
- *Modify career goals based on results of personal interests and aptitudes with career requirements and characteristics.*

GV 5.3: Develop a career plan for advancement in government and public administration careers.

Sample Indicators:

- *No Sample Indicators.*

6. Explain the administration of human, financial, material and information resources in government and public administration agencies.

GV 6.1: Apply accepted principles of financial management to administer budgets and programs.

Sample Indicators:

- *Prepare, justify and administer budgets.*
- *Integrate cost-benefit analyses to set priorities.*
- *Monitor expenditures in support of programs and policies.*
- *Incorporate cost-effective approaches.*

GV 6.2: Utilize effective human resource management skills to achieve agency goals.

Sample Indicators:

- *Assess current and future staffing needs based on goals and objectives.*
- *Select and manage a multi-cultural workforce.*

Foreign Service Career Pathway (GV-FOR)

1. Apply the knowledge acquired from history, law, geography, science, language studies, social sciences (including economic and political science), business, foreign policy and culture to perform diplomatic functions.

GV-FOR 1.1: Analyze current U.S. diplomacy/foreign policy concerns and create an informed solution to the issue.

Sample Indicators:

- *Examine the purpose and function of the U.S. State Department and other affiliate agencies.*
- *Arrange internships to enable future foreign service officers to acquire familiarity with the operations of the U.S. State Department and other foreign service agencies.*
- *Organize exchange programs to allow students to acquire familiarity with customs and cultures of other countries.*
- *Examine the history, culture, customs and diplomatic policies of a foreign nation.*
- *Illustrate how technology can be used to provide routine information and services to constituents.*
- *Participate in mock news interviews that address and respond to media personnel on matters of U.S. foreign policy raised in conjunction with visits of U.S. officials or in reaction to unanticipated events.*

2. Describe the laws, customs and current administrative practices of the United States and host countries used to manage administrative, social and policy matters.

GV-FOR 2.1: Evaluate the effectiveness of language and communication skills in the conduct of diplomatic operations.

Sample Indicators:

- *Use information and interpret facts to lead a discussion of U.S. and foreign efforts to promote peace and stability in regions of vital interest.*
- *Analyze and report on impact of American travelers and American popular culture on host country.*
- *Identify U.S. efforts to establish stable economic environments in developing countries.*
- *Research and analyze the leading foreign services issues in the U.S.*

GV-FOR 2.2: Describe the organizational strategies and theories applicable to the management of consular services.

Sample Indicators:

- *Identify the diplomatic and consular posts around the world.*

3. Describe the laws, customs and current administrative practices of the United States and host countries used to manage administrative, social and policy matters.

GV-FOR 3.1: Understand the impact of immigration laws (U.S. and host countries) on the issuance of immigrant and non-immigrant visas.

Sample Indicators:

- *Apply U.S. immigration laws and regulations to determine eligibility of individuals.*
- *Explain grounds for refusal of visas to applicants, lawyers, Congresspersons and other interested parties.*
- *Research documents and databases.*

GV-FOR 3.2: Utilizing problem solving skills, assist U.S. citizens and nationals with the resolution of problems arising from their presence in a host country.

Sample Indicators:

- *Develop and maintain network of key host-country contacts.*

4. Describe the application of host country laws, customs and effective administrative practices used to manage the conduct of diplomatic operations.

GV-FOR 4.1: Develop organizational strategies to oversee matters relating to transportation, logistics, human resources, real estate, financial management and procurement of information and other services necessary for the conduct of diplomacy.

Sample Indicators:

- *Negotiate with host government on reciprocity issues, taxation, diplomatic status and other matters affecting welfare, security and mission status.*
- *Procure goods and services.*

Governance Career Pathway (GV-GOV)

1. Employ research skills to gather and document factual information, analyze data and interpret statistics applicable to matters of public policy.

GV-GOV 1.1: Obtain data and information from sources recognized to be reliable.

Sample Indicators:

- *Extract ideas and materials from research library resources.*
- *Structure and conduct interviews with experts.*
- *Make objective and informed use of databases.*

GV-GOV 1.2: Analyze the reliability of data and information from available sources.

Sample Indicators:

- *Use systematic thinking to identify and contain the scope of the issue or problem at hand.*

GV-GOV 1.3: Use logical constructs to integrate and organize information.

Sample Indicators:

- *Synthesize information from multiple sources.*

2. Develop and articulate reasoned, persuasive arguments to support public policy options or positions.

GV-GOV 2.1: Prepare arguments using recognized patterns of discourse.

Sample Indicators:

- *Use classical and modern patterns of rhetoric.*
- *Set aside irrelevant, distracting, or digressive material.*

GV-GOV 2.2: Apply logical reasoning skills and experience to anticipate counter arguments.

Sample Indicators:

- *Recognize differing political, social, ideological, philosophical and other perspectives.*
- *Subject supposed facts, statistical claims and other information to rigorously skeptical tests.*

GV-GOV 2.3: Use carefully selected images and figures of speech for reinforcing arguments.

Sample Indicators:

- *Employ vivid imagery.*
- *Use figures of speech imaginatively but coherently.*
- *Conform to accepted ethical standards in use of the material.*

3. Select and apply appropriate political processes to gain consensus for the resolution of differing opinions and positions.

GV-GOV 3.1: Recognize and address sources of conflict among constituents, constituent groups and governing-body peers to maintain discussion.

Sample Indicators:

- *Identify interests associated with various individuals and groups and their representatives.*
- *Assess tolerance of individuals and groups for consideration of alternatives.*
- *Employ mediation techniques.*
- *Envision and offer alternative proposals that keep the discussion from collapsing.*

GV-GOV 3.2: Utilize consensus-building skills to promote respect for ethical principles.

Sample Indicators:

- *Maximize openness of decision-making or problem-solving process.*

GV-GOV 3.3: Develop debate and negotiation skills.

Sample Indicators:

- *Describe the roles of debate and negotiation in the political process.*
- *Recognize negotiable and non-negotiable points.*

4. Advocate to gain support for new laws, regulations, ordinances, programs or procedures; alternatively, advocate to gain support to reform or revoke existing laws, regulations, ordinances, programs or procedures.

GV-GOV 4.1: Apply persuasive techniques to convince individuals or groups to take desired actions or not take undesired actions.

Sample Indicators:

- *Deliver compelling arguments regarding issues or proposals.*
- *Make effective media presentations.*
- *Employ kinesthetic sensitivity and emotional intelligence to process reactions and responses and adjust appeals accordingly.*
- *Increase or reduce expectations of individuals or groups to coincide with desired timeliness of actions or inactions without losing support of individuals or groups.*
- *Motivate staff.*
- *Avoid ethical pitfalls.*

GV-GOV 4.2: Speak publically to a broad constituency, handle media, make effective presentations and act in a diplomatic manner when dealing with people.

Sample Indicators:

- *No Sample Indicators.*

National Security Career Pathway (GV-SEC)

1. Instruct persons who will perform tasks relating to national homeland security.

GV-SEC 1.1: Examine national, state and local agencies responsible for homeland security.

Sample Indicators:

- *Identify the general mission areas of homeland security.*
- *Review homeland security presidential directives.*

GV-SEC 1.2: Implement education and training activities to enable individuals and groups to perform missions.

Sample Indicators:

- *Provide experiences performing missions for which training is to be provided.*
- *Prepare units of instruction that recognize mission priorities.*
- *Use mission objectives to explain the purposes of training.*

GV-SEC 1.3: Integrate training activities that enhance the use of oral and written communication skills to accurately convey and critically analyze technical information.

Sample Indicators:

- *Prepare in-class presentations and writing activities.*

2. Describe the appropriate duties, responsibilities and authority of a national security agency's personnel at all levels.

GV-SEC 2.1: Apply knowledge of tables of organization and other administrative systems to assign tasks and responsibilities for achievement of maximum effectiveness.

Sample Indicators:

- *Recognize goals and objectives of organization.*
- *Align personnel assignments with job demands.*

GV-SEC 2.2: Provide counseling and training/retraining to correct deficiencies affecting individual or organizational performance.

Sample Indicators:

- *Use available counseling and training resources.*

GV-SEC 2.3: Understand the organizational chain of command and follow command protocols when carrying out national security tasks.

Sample Indicators:

- *Compare the roles and relationships of federal, state and local governments in chain of command.*

GV-SEC 2.4: Evaluate performance to decide personnel recommendations.

Sample Indicators:

- *Discuss evaluation systems and standards of the organization.*

3. Describe the leadership characteristics necessary to ensure compliance with rules of engagement and applicable ethical standards.

GV-SEC 3.1: Provide training to ensure that all personnel are familiar with rules of engagement and other applicable ethical standards.

Sample Indicators:

- *Master rules of engagement.*
- *Master U.S. and international laws, treaties and conventions applicable to military or other security agency conduct.*
- *Practice compliance with laws and regulations affecting national security missions.*

GV-SEC 3.2: Take necessary action to remove violators from engagement and enforcement disciplinary action as prescribed by law.

Sample Indicators:

- *Exercise working familiarity with international laws, treaties and conventions.*
- *Exercise working familiarity with procedures of U.S. and international military, maritime, criminal and civil law.*
- *Apply laws, rules or standards to appropriate situations.*
- *Recognize actions in violation of laws, rules and standards.*

GV-SEC 3.3: Create an environment that fosters respect for ethical practices.

Sample Indicators:

- *Conduct discussions of ethical issues raised by current events.*

- *Practice standards of confidentiality.*
- *Analyze and discuss case studies relating to ethical conduct and conflict of interest.*

4. Collect and analyze information from within and outside the United States to assess threats and opportunities regarding national security.

GV-SEC 4.1: Use appropriate procedures to analyze critical infrastructure protection activities.

Sample Indicators:

- *Discuss the reliability of various information sources.*

GV-SEC 4.2: Evaluate intelligence information to brief commanders and other qualified personnel and recommend priorities for further intelligence activity.

Sample Indicators:

- *Gain familiarity with the target entities physically, psychologically, culturally and militarily.*
- *Define the specific goals and intentions of foreign entities relevant to the mission.*
- *Study foreign troop and equipment movements.*
- *Direct aerial and satellite observations.*
- *Direct ground and sea surveillance.*
- *Analyze and present the data received.*
- *Prepare intelligence reports, maps and charts.*

GV-SEC 4.3: Explain the procedures required to protect channels of communication to maintain the integrity of intelligence operations.

Sample Indicators:

- *Identify detection and surveillance technology used to test for leaks.*
- *Identify the scope of threats to national security.*
- *Coordinate information with other national security agencies.*
- *Identify strategies to defend against the effects of emergency events.*

5. Develop strategies to defend against and respond to the effects of chemical, biological, radiological, nuclear (CBR-N) or other emergent events.

GV-SEC 5.1: Organize and present evidence to facilitate discovery and interpretation of actions of a potentially hostile nature.

Sample Indicators:

- *Operate signal intelligence equipment and understand its uses and limitations.*
- *Encrypt and decrypt signals.*
- *Analyze ciphering and telecommunications protocols for hidden information.*
- *Relate signal information to information from other agencies and contexts.*
- *Discern patterns of significance and organize data.*
- *Identify sources of transmissions.*

GV-SEC 5.2: Utilize information, equipment and tactics to defend self and other persons and resources from effects of CBR-N events and other emergent events.

Sample Indicators:

- *Make and implement plans for response to both hostile and unintended events.*
- *Secure equipment and supplies needed for protection against CBR effects.*
- *Access intelligence information to determine appropriate state of plan implementation.*
- *Continually access local and global intelligence, including information about weather and geophysical events.*
- *Maintain communications with other federal agencies/installations and with state and local authorities.*

Planning Career Pathway (GV-PLN)

1. Explain the planning process used to support the development and implementation of new and updated plans, programs and regulations for government and public administration agencies.

GV-PLN 1.1: Develop an annual operating plan that implements government and public administration agency plans as designed.

Sample Indicators:

- *Develop budgets that are aligned with the operational plan.*
- *Monitor plan budgets and progress.*

GV-PLN 1.2: Exhibit strong written and oral communications skills need to work effectively with public officials, staff and local citizens.

Sample Indicators:

- *Analyze information, recognize trends and apply the information to the preparation of technical reports.*
- *Communicate effectively with the public and convey planning issues to a variety of audiences.*
- *Maintain professional temperament in volatile or difficult situations.*

GV-PLN 1.3: Master management, budget and financial skills.

Sample Indicators:

- *Develop an understanding of principles and practices of planning.*

GV-PLN 1.4: Utilize creative problem-solving skills to solve vaguely defined practical problems.

Sample Indicators:

- *Resolve issues of citizens and public officials.*

GV-PLN 1.5: Master techniques to involve a wide range of people in making decisions.

Sample Indicators:

- *Learn mediation and facilitator techniques.*

2. Develop a comprehensive and focused strategic planning process for government and public administration agencies to manage change.

GV-PLN 2.1: Partner with citizens, interest groups and public officials to develop a vision and generate quality-of-life standards and plans.

Sample Indicators:

- *Identify emerging trends and issues.*
- *Collect, analyze, organize and interpret data.*
- *Analyze problems and compare options.*
- *Model alternatives.*
- *Identify barriers to implementation.*
- *Identify strategies for reaching goals.*
- *Develop tactics for overcoming barriers.*

GV-PLN 2.2: Evaluate the effectiveness of the strategic plan on a continuous basis.

Sample Indicators:

- *Develop a planning calendar for future plans and revisions.*

GV-PLN 2.3: Identify team building tactics that encourage cooperation and minimize conflict.

Sample Indicators:

- *No Sample Indicators.*

3. Formulate plans and policies that meet the social, economic and physical needs of the public.

GV-PLN 3.1: Apply planning principles to make job, growth, population and revenue projections.

Sample Indicators:

- *Manage and modify planning process.*
- *Relate physical design to functioning of environment.*
- *Generate data on present and future needs.*
- *Analyze legal aspects of planning, including regulatory processes and techniques.*
- *Assist with drafting, analysis and refinement of regulations and procedures.*
- *Prepare special planning studies.*
- *Perform mapping and graphic functions.*

GV-PLN 3.2: Use analytical skills to forecast demographic and technological changes.

Sample Indicators:

- *Predict the interaction between economy, transportation, health and human services and land regulation and make recommendations for the future.*
- *Interpret and analyze local, state and federal governments' programs and processes and make recommendations for the future.*

Public Management & Administration Career Pathway (GV-MGT)

1. Describe the organization of a government or public administration department or agency.

GV-MGT 1.1: Examine public management and administrative function.

Sample Indicators:

- *Describe the various functions of public administrators.*

2. Design strategies to maximize the potential of a government or public administration department or agency to meet its vision, mission and goals.

GV-MGT 2.1: Infuse the organization's vision, mission and goals into all departmental activities.

Sample Indicators:

- *Identify skills and qualities needed for specific tasks.*
- *Gather diverse input from stakeholders to build consensus.*

GV-MGT 2.2: Use current human resource methodology to manage the organization.

Sample Indicators:

- *Recruit a diverse workforce.*
- *Help employees adapt behavior and work methods in response to workplace changes.*
- *Identify the elements of conflict resolution and implement strategies to minimize conflict.*
- *Simulate the required people skills to be more productive.*

GV-MGT 2.3: Research and analyze economic, political and social trends.

Sample Indicators:

- *Analyze data using appropriate technology tools.*
- *Conduct policy analysis.*
- *Develop survey instruments.*

3. Utilize fiscal management skills to manage budget and allocation processes to ensure that resources are applied in a manner consistent with the department or agency's vision, mission and goals.

GV-MGT 3.1: Utilize qualified professionals to validate facts and analyze proposals to ensure decisions are made with the benefit of reliable information.

Sample Indicators:

- *Obtain outside expertise as needed.*

GV-MGT 3.2: Implement measures of accountability to reassure all stakeholders about fairness.

Sample Indicators:

- *Make periodic reports to show funds have been used for designated purposes.*

GV-MGT 3.3: Explain the use of a budget in making political project and program decisions.

Sample Indicators:

- *Detail the public budgeting development process.*
- *List strategies for allocating resources consistent with the department/agency mission, goals and objectives.*

4. Facilitate the flow of ideas and information to keep the department or agency and its constituency informed of policies and operations.

GV-MGT 4.1: Create a departmental communication plan designed to inform the agency staff and the public about policies, operations and activities.

Sample Indicators:

- *Make periodic reports on the status of projects and fund usage.*
- *Restate complex technical information or issues into language the general public can understand.*
- *Use verbal skills effectively to explain, justify, or discuss public issues.*
- *Use presentation techniques effectively to handle difficult interviews and situations.*

5. Create plans that utilize department or agency expertise to help elected officials and others identify, implement and achieve common goals and objectives.

GV-MGT 5.1: Devise equitable and effective plans to respond to public needs.

Sample Indicators:

- *Obtain relevant data from reliable sources.*
- *Apply pertinent research and analytical methodology.*

GV-MGT 5.2: Identify and study barriers to implementation of plans to find ways to overcome the barriers or revise the plans as appropriate.

Sample Indicators:

- *Assess impact of probable changes on the public.*

6. Use analysis, planning and fiscal services to fund department or agency priorities.

GV-MGT 6.1: Plan and implement operations necessary to sustain existing programs for the authorized time period.

Sample Indicators:

- *Prepare and administer budgets.*
- *Operate accounting systems in compliance with standards for government agency accounting.*
- *Disburse monies.*
- *Prepare financial reports.*
- *Arrange for audits as directed.*

GV-MGT 6.2: Interpret financial requirements of existing, planned and contemplated programs or program options.

Sample Indicators:

- *Estimate costs according to standards for government accounting.*
- *Propose options over a range of cost requirements.*
- *Analyze government resources to find possibilities for new or increased funding of programs.*
- *Estimate short-term and long-term funding demands.*

7. Describe ethical and fiscally responsible procurement systems and procedures used to meet department or agency needs.

GV-MGT 7.1: Establish plans and schedules for the acquisition of goods and services.

Sample Indicators:

- *Assist internal customers with research of market potential to fulfill procurement requirements.*
- *Develop event schedules for the public announcement of procurement requirements.*
- *Allocate people, equipment and resources to fulfill plans and meet customer and business requirements.*
- *Recommend process changes to improve vendor reliability and performance.*
- *Supervise the preparation and preservation of reports and other procurement documents required by law or policy or desired by management.*

8. Prepare procurement requirements, procedures and solicitations for bids or proposals.

GV-MGT 8.1: Implement procedures that ensure all responsible, qualified procurement sources have access to sufficient information to prepare responsive bids, proposals, or offers.

Sample Indicators:

- *Determine means of public announcement that will elicit interest from qualified sources.*
- *Identify and assist sources that match stated socioeconomic criteria.*

9. Evaluate bids and proposals consistent with the requirements of the procurement process.

GV-MGT 9.1: Establish and announce evaluation criteria to ensure fairness.

Sample Indicators:

- *Manage evaluation process to ensure each bid, proposal, or offer is evaluated completely in terms of all relevant criteria.*

GV-MGT 9.2: Supervise negotiations and other interactions with bidders and vendors to ensure fair and equitable treatment.

Sample Indicators:

- *Clearly delineate parties' responsibilities.*

10. Describe the oversight of awarded contracts to ensure the ethical and optimal use of public funds.

GV-MGT 10.1: Monitor contractor performance to modify or terminate contracts as necessary.

Sample Indicators:

- *Determine need for technical assistance with contract administration and assign or obtain services of qualified personnel.*

11. Describe laws and policies that are used to protect or disclose information.

GV-MGT 11.1: Implement security procedures to prevent misuse of privileged information.

Sample Indicators:

- *Maintain thorough familiarity with records maintenance and retention requirements and know sources of policies.*
- *Explain policy background and rationale to persons denied access to certain public information.*
- *Establish reliable controls to prevent unauthorized access to, or release of, privileged information.*
- *Maintain integrity of secure records environment.*
- *Afford the public equal opportunity of access to all open records.*
- *Provide open access to public records and information in a timely manner.*

12. Develop strategies that encourage a creative and innovative environment in a government or public administration department or agency.

GV-MGT 12.1: Research and develop new innovative solutions.

Sample Indicators:

- *Model behavior that encourages a sense of responsibility and commitment.*

GV-MGT 12.2: Model behaviors that effect organizational change.

Sample Indicators:

- *Learn change models used in the public sector.*

Regulation Career Pathway (GV-REG)

1. Describe enforcement of compliance with legal requirements and regulatory standards.

GV-REG 1.1: Perform inspections to investigate the degree of compliance with regulatory standards.

Sample Indicators:

- *Conduct dimensional, operational and process inspections.*
- *Measure compliance with standards, specifications and requirements.*
- *Monitor a variety of quality characteristics.*

GV-REG 1.2: Explore a variety of options to achieve compliance with regulatory standards.

Sample Indicators:

- *Conduct inquires and proceedings according to due process of law.*
- *Present documentation and make reports supportive of option or action taken.*
- *Monitor subsequent compliance.*
- *Implement corrective action protocols to ensure compliance or terminate noncompliance.*
- *Implement reasonable compliance measures (monitoring, auditing, reporting systems).*

GV-REG 1.3: Effectively communicate compliance and regulatory standards to all personnel.

Sample Indicators:

- *Develop training programs.*
- *Provide technical assistance to regulated entities and constituents.*

GV-REG 1.4: Evaluate options for achieving an acceptable degree of compliance.

Sample Indicators:

- *Research consequences of degrees of noncompliance.*
- *Investigate history and circumstances of violations.*
- *Secure expertise and make referrals as needed.*

Revenue & Taxation Career Pathway (GV-REV)

1. Examine evidence and ensure revenue compliance by interpreting applicable laws, applying appropriate investigative principles and following relevant procedures.

GV-REG 1.1: Utilize appropriate investigative techniques, devices and equipment to enhance investigations.

Sample Indicators:

- *Examine business, commercial, industrial and agency records.*
- *Recognize, collect and preserve evidence.*
- *Maintain surveillance.*
- *Observe and record facts about persons, objects and events.*
- *Use persuasive techniques to gain cooperation.*

GV-REG 1.2: Utilize laws and legal interpretations to support search, seizure and enforcement.

Sample Indicators:

- *Use subpoenas, weapons and other ethically and legally acceptable means for compelling cooperation.*
- *Respect prohibited matters and follow guides concerning invasion of privacy.*
- *Observe rules of evidence.*

GV-REG 1.3: Identify relevant investigative skills used to examine revenue compliance.

Sample Indicators:

- *Plan, organize and conduct interviews and investigations.*
- *Recognize, explore and exploit leads.*
- *Distinguish between relevant and irrelevant evidence and information.*
- *Accurately state and organize facts objectively, logically and concisely.*
- *Discover and recognize evidence of crimes and violations.*
- *Research the legal avenues used to pursue non-compliance with the tax codes.*

2. Acquire, analyze and disseminate information to facilitate clear and accurate communication with revenue and taxation stakeholders.

GV-REG 2.1: Document and report findings to promote factual understanding.

Sample Indicators:

- *Identify accounting problems.*
- *Analyze cost of deviation from standards.*
- *Coordinate work with others performing similar tasks.*
- *Prepare public information to minimize controversy.*
- *Coordinate technical support by subject-matter experts.*
- *Resolve problems related to assignment of information-gathering responsibilities.*
- *Organize information obtained.*

GV-REG 2.2: Disseminate information to ensure all stakeholders have equal opportunity to be informed.

Sample Indicators:

- *Understand role and authority of each party.*
- *Direct flow of information by appropriate means.*
- *Structure and conduct interviews.*

- *Coordinate meetings.*
- *Acquaint interested parties with available services.*
- *Provide authoritative advice to appropriate parties.*

3. Design, develop, operate and review data analysis systems and procedures to minimize and eliminate revenue-related financial problems.

GV-REG 3.1: Apply relevant principles of accounting, auditing, finance and law to resolve tax cases.

Sample Indicators:

- *Collect, analyze and interpret accounting data.*
- *Use data to identify matters to be resolved.*

GV-REG 3.2: Review noncompliant financial procedures and recommend improvements to ensure restitution for previous noncompliance.

Sample Indicators:

- *Recognize noncompliant practices.*
- *Recommend application of administrative and judicial remedies.*
- *Negotiate resolution of issues.*
- *Oversee collection activities.*
- *Produce reports to provide basis for handling similar cases or audits.*