

# LEVEL 1 - FUNDAMENTAL COMPETENCIES

## CONTINUAL LEARNING

**Competency Definition:** Assesses and recognizes own strengths and weaknesses; pursues self-development. Uses challenges as opportunities to improve and become more effective. Pursues chances to stretch skills to further professional growth. Seeks ways to improve the capacity of others and the organization through knowledge sharing, mentoring, and coaching.

Proficiency Level Definitions	Proficiency Level Illustrations
<b>Proficiency Level: 5</b>	
Leverages own strengths and uses weaknesses as opportunities to improve own capacity.	Establishes opportunities for developmental assignments with interagency or multinational organizations.
Develops knowledge in multiple functional areas.	Hosts a forum series for organizational leaders to share institutional knowledge.
Establishes training and development opportunities to enhance knowledge and experience.	
Mentors others to improve organizational capability.	
Models continual learning for others by engaging in ongoing learning activities.	Leverages past work experiences to work on an interagency task force.
<b>Proficiency Level: 3</b>	
Assesses areas of own strengths and weaknesses.	Pursues detail assignments to enhance knowledge and experience.
Develops knowledge in another functional area.	Attends training courses outside of own functional area to broaden knowledge of other areas.
Seeks out training and development opportunities to enhance knowledge and experience.	
Coaches others to improve organizational capability.	Supports employee's development by budgeting for annual employee training and development opportunities.
<b>Proficiency Level: 1</b>	
Recognizes areas of own strengths and weaknesses.	Obtains professional certificate in functional area to hone technical skills.
Strengthens core functional knowledge.	
Enrolls in identified training and development opportunities to enhance knowledge and experience.	Reads professional journals to keep current on trends and developments.
Shares knowledge with others to improve organizational capability.	Participates in a professional Community of Practice to share knowledge of recent initiatives.
Encourages others to engage in ongoing learning.	

## LEVEL 1 - FUNDAMENTAL COMPETENCIES

### INTEGRITY/HONESTY

**Competency Definition:** Nurtures ethically-minded organizations through personal discipline, values, self-control and policies that reinforce ethical behavior. Demonstrates selflessness of action by doing the right thing regardless of personal and professional consequences. Behaves in an honest, fair, and ethical manner without regard to pressure from other authorities. Shows consistency in words and actions. Instills trust and confidence; models high standards of ethics.

Proficiency Level Definitions	Proficiency Level Illustrations
<b>Proficiency Level: 5</b>	
<p>Sets organizational ethical standards and policies.</p> <p>Creates a culture that embraces fair and consistent treatment of others.</p> <p>Inspires others to behave in a selfless, fair, honest, and ethical manner.</p>	<p>Sets a standard of providing a full and truthful response to leadership inquiries over failure to execute plans.</p>
	<p>Creates open door policy to foster a culture in which employees feel comfortable seeking advice on work that may have ethical implications or consequences.</p>
	<p>Shares experiences and "lessons learned" in confronting unethical dilemmas to inspire integrity in others.</p>
<b>Proficiency Level: 3</b>	
<p>Monitors others on adhering to ethical standards and policies.</p> <p>Advises others on fair and consistent treatment of others.</p> <p>Motivates others to behave in a selfless, fair, honest, and ethical manner.</p>	<p>Coaches subordinates in considering ethical implications to determine which course of action to take.</p>
	<p>Publishes quarterly newsletter to workforce reinforcing ethical standards.</p>
	<p>Identifies potential ethical violations and works with leadership to make sure that staff understand and follow applicable laws and regulations.</p>
<b>Proficiency Level: 1</b>	
<p>Adheres to ethical standards and policies.</p> <p>Treats others with fairness and consistency.</p> <p>Behaves in a selfless, fair, honest, and ethical manner.</p>	<p>Acknowledges the full contributions that others have made to work projects.</p>
	<p>Keeps sensitive employee information secure to maintain confidentiality.</p>
	<p>Safeguards employees who report unsafe work conditions to ensure they are not subject to retribution.</p>

## LEVEL 1 - FUNDAMENTAL COMPETENCIES

### INTERPERSONAL SKILLS

**Competency Definition:** Develops and maintains effective working relationships, especially in difficult situations. Engages and inspires others. Treats others with courtesy, sensitivity, and respect. Considers and responds appropriately to the needs and feelings of different audiences/situations/cultures. Actively solicits feedback. Exemplifies professionalism, tact and empathy. Builds trust and commitment.

Proficiency Level Definitions	Proficiency Level Illustrations
<b>Proficiency Level: 5</b>	
<p>Cultivates an open environment that fosters the maintenance of existing and development of effective new working relationships.</p> <p>Demonstrates courtesy, sensitivity, and respect in contentious working relationships and situations.</p> <p>Displays professionalism, tact, and empathy when working with diverse groups.</p> <p>Reshapes contentious relationships into amicable ones.</p>	<p>Fosters relationships with Component subject matter experts to gain consensus on revisions to the Department's acquisition process.</p>
	<p>Crafts consensus among Component senior leaders to establish consistent performance objectives for mission critical occupations where divergent views exist.</p>
	<p>Responds with sensitivity and respect when confronted by a distressed employee in a public forum.</p>
<b>Proficiency Level: 3</b>	
<p>Develops effective new working relationships.</p> <p>Demonstrates courtesy, sensitivity, and respect in challenging working relationships and situations.</p> <p>Displays professionalism, tact, and empathy when working with groups.</p> <p>Defuses contentious relationships.</p>	<p>Builds relationships with the resource management office to reduce processing time for Military Interdepartmental Purchase Requests (MIPRs).</p>
	<p>Offers assistance when a new colleague is having difficulty in meeting a project timeline.</p>
	<p>Conveys sensitivity in scheduling work to accommodate an employee's extended illness.</p>
<b>Proficiency Level: 1</b>	
<p>Maintains effective existing working relationships.</p> <p>Demonstrates courtesy, sensitivity, and respect in cooperative working relationships and situations.</p> <p>Displays professionalism, tact, and empathy in one-on-one situations.</p> <p>Minimizes the negative impact of contentious relationships.</p>	<p>Relays information with sensitivity and respect when conveying a coworker's sad news to others.</p>
	<p>Displays empathy when responding to an employee's request for information about a Base Realignment and Closure (BRAC) move decision affecting her job.</p>
	<p>Works amicably with coworkers to determine the most effective course of action to complete a short-term project.</p>

# LEVEL 1 - FUNDAMENTAL COMPETENCIES

## ORAL COMMUNICATION

**Competency Definition:** Demonstrates ability to clearly and effectively articulate, present, and promote varied ideas and issues (to include sensitive or controversial topics) before a wide range of audiences. Makes clear and convincing oral presentations. Listens effectively; clarifies information as needed.

Proficiency Level Definitions	Proficiency Level Illustrations
<b>Proficiency Level: 5</b>	
<p>Leverages extensive oral communication techniques based on situation and audience to articulate a message.</p> <p>Persuades and inspires others by making clear and convincing presentations to a wide range of audiences.</p> <p>Presents, promotes, and clarifies DoD's position to broad and diverse audiences outside own organization.</p> <p>Orally presents complex and/or controversial information to large numbers of or high-level stakeholders.</p> <p>Listens effectively to others and clarifies misunderstandings.</p>	<p>Testifies to Congressional committee on the impact of projected retirements to gain support for critical human capital strategy investments.</p>
	<p>Articulates an organization's position, persuasively, at an interagency panel discussion to improve transference of classified information.</p>
	<p>Briefs budget submission and justifies affected personnel and manpower decisions to Component senior leadership.</p>
<b>Proficiency Level: 3</b>	
<p>Adjusts oral communication techniques based on situation and audience to articulate a message.</p> <p>Persuades others by making clear and convincing oral presentations.</p> <p>Presents, promotes, and clarifies ideas and issues to others in own organization.</p> <p>Orally presents complex information to moderately large groups or mid-level stakeholders.</p> <p>Listens effectively to others and responds appropriately.</p>	<p>Presents a persuasive rationale to colleagues on a plan that would reduce vehicle maintenance downtime.</p>
	<p>Facilitates organization off-site meeting to foster open discussion among employees.</p>
	<p>Prepares and presents an Intranet webinar about a new recruitment and on-boarding process for new employees.</p>
<b>Proficiency Level: 1</b>	
<p>Uses fundamental oral communication techniques to articulate a message.</p> <p>Informs others by making clear and convincing oral presentations.</p> <p>Presents, promotes, and clarifies ideas and issues to others in own work unit.</p> <p>Orally presents routine information to small groups.</p> <p>Listens effectively to others and understands</p>	<p>Explains implications of budget changes to a project director.</p>
	<p>Shares ideas with team members at meetings to facilitate group discussion.</p>
	<p>Listens without interruption and encourages others to express their views during meetings.</p>

## LEVEL 1 - FUNDAMENTAL COMPETENCIES

### PUBLIC SERVICE MOTIVATION

**Competency Definition:** Shows a commitment to serve the public. Ensures that actions meet public needs; aligns organizational objectives and practices with public interests.

Proficiency Level Definitions	Proficiency Level Illustrations
<b>Proficiency Level: 5</b>	
<p>Aligns organizational objectives and practices with public needs and interests.</p> <p>Sets policies for responsible management of public resources.</p> <p>Inspires a commitment to public service.</p>	Leverages and commits resources to hire wounded veterans.
	Establishes Component policy to sponsor public service initiatives.
	Links budget to applicable performance objectives to hold workforce accountable for prudent expenditures of public funds.
<b>Proficiency Level: 3</b>	
<p>Ensures that projects and programs meet public needs and interests.</p> <p>Identifies improved ways to manage public resources.</p> <p>Encourages a commitment to public service.</p>	Encourages employees to support the Combined Federal Campaign program.
	Prioritizes employee recruitment efforts to best serve overall public good.
	Recognizes employees for their contributions and commitment to public service by articulating how the contributions link to public interest.
<b>Proficiency Level: 1</b>	
<p>Performs work to meet public needs and interests.</p> <p>Serves as responsible steward of public resources.</p> <p>Expresses a personal commitment to public service.</p>	Researches products before purchasing to determine best value for the Government.
	Manages work and projects to ensure that products and services are delivered on time and within budget.
	Understands and communicates public service implications of projects.

# LEVEL 1 - FUNDAMENTAL COMPETENCIES

## WRITTEN COMMUNICATION

**Competency Definition:** Writes to convey information in a clear, concise, organized, and convincing manner for the intended audience, using correct English grammar, punctuation, and spelling. Expresses thoughts persuasively and uses effective modes to reinforce message retention.

Proficiency Level Definitions	Proficiency Level Illustrations
<b>Proficiency Level: 5</b>	
Persuades and inspires the intended audience using written messages.	Author a DoD Directive that prescribes landmark policies for a major program.
Sets standards for writing documents in an accurate, clear, and concise manner ensuring use of correct grammar, punctuation, and spelling.	Writes compelling scripts for a senior leader's presentations to external stakeholders.
Approves documents for appropriate content and format and compliance with organizational guidelines.	Finalizes written Congressional testimony for organization's political appointee.
Prepares written documents that express DoD policy positions and viewpoints for dissemination to audiences internal and external to DoD.	
<b>Proficiency Level: 3</b>	
Persuades the intended audience which may be resistant using written messages.	Prepares daily Intranet messages to enhance staff communications.
Edits written documents to ensure they are written in an accurate, clear, and concise manner using correct grammar, punctuation, and spelling.	Prepares persuasive and concise options in an executive summary for decision package sent to senior leaders.
Reviews documents for appropriate content and format and compliance with organizational guidelines.	Revises draft letter for Service Chief to send to Secretary of Defense and makes substantive improvements.
Prepares analytical written documents that are intended to persuade or justify a recommendation to an internal DoD audience.	
<b>Proficiency Level: 1</b>	
Understands alliances and defense relationships as related to the national security mission.	Attends briefings on National Security Strategy policy development to improve knowledge of national security issues.
Stays current on national security and foreign policy strategies.	Enrolls in Professional Military Education to learn about different services and their role in educating students on national security.
Recognizes operations of armed forces and their role in shaping war and peace.	
Makes recommendations to improve organizational readiness.	Understands organization's strategy for responding to domestic disasters.

## LEVEL 1 - ADDITIONAL COMPETENCIES

### COMPUTER LITERACY

**Competency Definition:** Demonstrates skill in using job-relevant information systems and/or software applications, such as word processing, spreadsheets, automated research tools, database applications, and the Internet.

Proficiency Level Definitions	Proficiency Level Illustrations
<b>Proficiency Level: 5</b>	
<p>Capitalizes on the use of information systems to access and manage data.</p> <p>Uses software applications, Internet resources, and web-based solutions to develop new techniques to complete work.</p>	Establishes IT mission requirement and works with IT division to ensure appropriate computer software programs are available for the organization.
	Develops a strategy for leveraging Internet website capability to improve communication throughout organization.
	Meets with industry experts to understand how new collaboration tool technology could be used to improve the organization's communication strategies.
<b>Proficiency Level: 3</b>	
<p>Identifies new ways to use information systems to access and manage data.</p> <p>Uses software applications, Internet resources, and web-based solutions to implement new techniques to complete work.</p>	Attends software trade show and identifies products that would improve the quality of the organization's deliverables.
	Develops guidelines related to Internet portal accounts to promote electronic collaborations.
	Develops an interactive web page to introduce and market new product line.
<b>Proficiency Level: 1</b>	
<p>Uses information systems to access and manage data.</p> <p>Uses software applications, Internet resources, and web-based solutions to complete work.</p>	Uses the Internet to research best practices.
	Uses interactive software program to prepare quarterly Command productivity reports.
	Uses workforce information systems to identify and track changes in workforce demographics.

## LEVEL 1 - ADDITIONAL COMPETENCIES

### CUSTOMER SERVICE

**Competency Definition:** Anticipates and meets the needs of both internal and external customers. Delivers high-quality products and services; is committed to continuous improvement.

Proficiency Level Definitions	Proficiency Level Illustrations
<b>Proficiency Level: 5</b>	
Defines broad-based strategies to meet the needs of customers within and outside of DoD and makes it a high priority.	Analyzes a changing environment and anticipates impact of customer needs.
Anticipates future product and service needs of customers.	Establishes customer service task force to develop process improvement strategies.
Defines new or improved practices and strategies to improve customer service.	Designs a comprehensive customer service communication plan to address current and future customer needs.
Solicits customer feedback and implements steps to prevent similar problems or issues from occurring in the future for all customers.	
<b>Proficiency Level: 3</b>	
Develops project plans, goals, and objectives to meet the needs of customers within and beyond the organization.	Develops corrective actions to address customer service concerns.
Ensures products and services meet customer needs.	Develops training program that prepares employees to conduct quality assurance checks on the organization's products and services.
Implements new or improved practices and strategies to improve customer service.	Analyzes information from customers, employees, and internal reports to evaluate the level of customer satisfaction and provides information to senior management.
Solicits customer feedback and takes steps to prevent similar problems or issues from occurring with other customers.	
<b>Proficiency Level: 1</b>	
Follows established practices to meet customer needs.	Meets with customers to identify needs and obtain feedback on the services team members provide.
Delivers quality products and services to customers.	Responds to customer complaints within 24-48 hours of receipt of complaint.
Identifies areas where practices can be changed to improve customer service.	
Solicits customer feedback and takes steps to address problems or issues.	Uses the results of a customer satisfaction survey to target efforts to improve services.

## LEVEL 1 - ADDITIONAL COMPETENCIES

### FLEXIBILITY

**Competency Definition:** Is open to change and new information; rapidly adapts to new information, changing conditions and strategy, or unexpected obstacles, processes, and requirements.

Proficiency Level Definitions	Proficiency Level Illustrations
<b>Proficiency Level: 5</b>	
<p>Anticipates new information or situation and adapts to create opportunities.</p> <p>Initiates change to maximize favorable results.</p>	Anticipates possible legislation changes that could impact the organization's budget for the upcoming fiscal year and has a fall back position should the legislation be passed.
	Leverages new information on emerging threats and revises national security requirements.
	Anticipates the impact that technological advances will have on the workforce and communicates changes to ensure workforce buy-in.
<b>Proficiency Level: 3</b>	
<p>Identifies new information or situations and adapts to unexpected changes.</p> <p>Builds upon change and leverages it to increase efficiency and effectiveness.</p>	Identifies impact new policy will have in determining employee benefits and makes appropriate adjustments.
	Performs unit climate assessment to gauge change processes to improve the work environment
	Revises organization's tuition assistance program to target emerging language skills gaps.
<b>Proficiency Level: 1</b>	
<p>Accepts and adapts to new information or situations.</p> <p>Incorporates change and makes necessary adjustments.</p>	Redistributes tasks to accommodate the temporary loss of an employee who has been deployed.
	Reprioritizes staff workload to meet new deadlines for a critical report.
	Adjusts the time for team meetings to accommodate participation of team members in different time zones.

## LEVEL 1 - ADDITIONAL COMPETENCIES

### PROBLEM SOLVING

**Competency Definition:** Identifies and analyzes problems; weighs relevance and accuracy of information; seeks/generates and evaluates alternative perspectives/solutions; makes timely/effective recommendations, based on potential implications of findings or conclusions. Critically evaluates to identify the causes of problems, and chooses courses of action that balance the interests of the mission and stakeholders.

Proficiency Level Definitions	Proficiency Level Illustrations
<b>Proficiency Level: 5</b>	
<p>Identifies solutions to precedent setting problems and implements recommendations for resolution.</p> <p>Creates an environment that encourages new approaches to solve problems.</p> <p>Anticipates potential problems and their implications.</p> <p>Weighs potential solutions by researching and analyzing information from multiple sources.</p>	<p>Anticipates problems in developing a plan to implement telework across the organization to comply with Congressional mandate.</p>
	<p>Consults as subject matter expert on issues with integration of a weapon system on a platform to determine best course of action.</p>
	<p>Establishes appropriate problem resolution strategy to address an organization's systemic problem.</p>
<b>Proficiency Level: 3</b>	
<p>Identifies solutions to new problems and makes recommendations for resolution.</p> <p>Improves current approaches to solve problems.</p> <p>Recognizes the cause of current problems and their implications.</p> <p>Weighs potential solutions by analyzing available information.</p>	<p>Identifies and applies a management problem solving model to solve issues with competency goals.</p>
	<p>Conducts focus groups to determine the cause of skills gaps at the journeyman level and develop a strategy to close gaps.</p>
	<p>Identifies problems with tracking suspenses and creates automated system to resolve problems.</p>
<b>Proficiency Level: 1</b>	
<p>Identifies solutions to routine problems and makes recommendations for resolution.</p> <p>Utilizes current approaches to solve problems.</p> <p>Identifies current problems and their implications.</p> <p>Weighs potential solutions by considering available information.</p>	<p>Reviews quarterly budget data and identifies potential budget shortfalls for Operation and Maintenance for the third quarter.</p>
	<p>Determines impact of staffing shortage and proposes to supervisor a short-term solution until positions are filled.</p>
	<p>Works with supervisor to develop a process to improve the flow of information up and down the chain of command.</p>

## LEVEL 1 - ADDITIONAL COMPETENCIES

### RESILIENCE

**Competency Definition:** Deals effectively with pressure, ambiguous and emerging conditions, and multiple tasks; remains optimistic and persistent, even under adversity or uncertainty. Recovers quickly from setbacks. Anticipates changes and learns from mistakes.

Proficiency Level Definitions	Proficiency Level Illustrations
<b>Proficiency Level: 5</b>	
Anticipates change to maintain productivity in an uncertain environment.	Overcomes entrenched Service identity by leading DoD cultural shift to the Enterprise-wide Perspective.
Transforms mistakes and failures into sources of strength and opportunity.	Conducts organizational All Hands meeting to provide clarity regarding lessons learned from highly-visible project that did not go well.
Balances multiple competing demands in an adverse, very time sensitive and uncertain environment.	Leads relief operations with no notice in response to a natural disaster.
Retains an optimistic attitude in face of persistent risk, pressure, and adversity.	
<b>Proficiency Level: 3</b>	
Identifies change to maintain productivity in an uncertain environment.	Restructures Service training and development programs and staffing in the wake of new legislation.
Learns from mistakes and failures and makes appropriate adjustments.	Modifies tactics by adding local outreach program to allay community concerns over the organization's annual emergency response exercise.
Prioritizes and executes multiple tasks in an adverse and time sensitive environment.	
Retains an optimistic attitude in face of risk and pressure.	Uses negative results from an organizational survey to make overdue changes and take appropriate action.
<b>Proficiency Level: 1</b>	
Accepts changes to maintain productivity.	Facilitates a training session on short notice.
Accepts mistakes and failures and adapts quickly to situations that do not go as planned.	Projects an optimistic attitude in the face of corrections to errors.
Executes multiple tasks in an environment with tight deadlines.	
Retains an optimistic attitude under pressure.	Maintains productivity and a positive attitude while responding to multiple taskers with short suspense dates.

## LEVEL 1 - ADDITIONAL COMPETENCIES

### TECHNICAL CREDIBILITY

**Competency Definition:** Understands and appropriately applies principles, procedures, requirements, regulations, and policies related to specialized expertise. Remains current with technology, tools, trends, and evolving practices in area of expertise.

Proficiency Level Definitions	Proficiency Level Illustrations
<b>Proficiency Level: 5</b>	
<p>Represents the organization in high level internal and external proceedings regarding the application of technical knowledge, procedures, and requirements in area of expertise.</p> <p>Safeguards against violations of laws, regulations, and policies related to the work of the organization.</p> <p>Guides and supports new developments in area of expertise.</p>	<p>Publishes articles in professional journals to share knowledge in field of expertise.</p>
	<p>Responds to press inquires regarding agency's position on environmental cleanup requirements for BRAC sites.</p>
	<p>Testifies as Agency's expert witness before a review board on budget execution.</p>
<b>Proficiency Level: 3</b>	
<p>Serves as a recognized subject matter expert within the organization on the application of technical knowledge, procedures, and requirements in area of expertise.</p> <p>Serves as point of contact for laws, regulations, and policies related to the work of the organization.</p> <p>Anticipates new developments in area of expertise.</p>	<p>Explains DoD budget process and regulations to employees in layman's terminology.</p>
	<p>Researches emerging trends in technology communication to incorporate into civilian force deployment plans.</p>
	<p>Publishes articles in organizational newsletter on topics in field of expertise.</p>
<b>Proficiency Level: 1</b>	
<p>Applies technical knowledge, procedures, and requirements in area of expertise.</p> <p>Complies with laws, regulations, and policies related to the work of the organization.</p> <p>Stays abreast of new developments in area of expertise.</p>	<p>Participates in professional conferences to maintain functional expertise.</p>
	<p>Monitors accuracy of entry-level employees' administrative work to determine whether employees are complying with the appropriate procedures.</p>
	<p>Performs technical tasks with competence so supervisor does not need to make corrections.</p>

## LEVEL 1 - ADDITIONAL COMPETENCIES

### NATIONAL SECURITY

**Competency Definition:** Understands the role of military leaders and armed forces in the development of national security and foreign policies; classical methods of maintaining peace; military-civilian relations in the developed and less developed states; the impact of rapid technological change and weaponry in international politics; and the role of the military in the shaping of war and peace.

Proficiency Level Definitions	Proficiency Level Illustrations
<b>Proficiency Level: 5</b>	
Develops methods and strategies that support international alliances and relationships to reduce and counter national security threats.	Provides substantive input into the development of the Secretary of Defense's National Military strategy and National Security strategy.
Contributes to the development of the organization's national security and foreign policy strategies.	Determines Component capability requirement against current capabilities for military operations to identify gaps.
Applies expert knowledge to support operations of armed forces and their role in shaping war and peace.	
Institutes actions and processes to improve organizational readiness.	Responds to Congressional inquiry on Component role for future peace-keeping missions.
<b>Proficiency Level: 3</b>	
Applies knowledge of alliances and defense relationships with other government agencies to reduce and counter national security threats.	Participates in interagency working group to determine capability to support Civilian Expeditionary Workforce requirements.
Monitors impact of national security and foreign policy strategies on the work of the organization.	Examines recent foreign policy strategy to explain the implications to staff.
Applies knowledge to support operations of armed forces and their role in shaping war and peace.	
Develops procedures to improve organizational readiness.	Uses research on the National Military strategy in preparation for a meeting regarding security threats.
<b>Proficiency Level: 1</b>	
Understands alliances and defense relationships as related to the national security mission.	Attends briefings on National Security Strategy policy development to improve knowledge of national security issues.
Stays current on national security and foreign policy strategies.	Enrolls in Professional Military Education to learn about different services and their role in educating students on national security.
Recognizes operations of armed forces and their role in shaping war and peace.	
Makes recommendations to improve organizational readiness.	Understands organization's strategy for responding to domestic disasters.