

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

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
Proficiency Level: 5	
<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>
Proficiency Level: 3	
<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>
Proficiency Level: 1	
<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
Proficiency Level: 5	
<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>
Proficiency Level: 3	
<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>
Proficiency Level: 1	
<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
Proficiency Level: 5	
<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>
Proficiency Level: 3	
<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>
Proficiency Level: 1	
<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
Proficiency Level: 5	
<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.
Proficiency Level: 3	
<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.
Proficiency Level: 1	
<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
Proficiency Level: 5	
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.	
Proficiency Level: 3	
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.
Proficiency Level: 1	
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.	Understands organization's strategy for responding to domestic disasters.
Makes recommendations to improve organizational readiness.	

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
Proficiency Level: 5	
<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.
Proficiency Level: 3	
<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.
Proficiency Level: 1	
<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
Proficiency Level: 5	
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.	
Proficiency Level: 3	
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.	
Proficiency Level: 1	
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
Proficiency Level: 5	
<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.
Proficiency Level: 3	
<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.
Proficiency Level: 1	
<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
Proficiency Level: 5	
<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>
Proficiency Level: 3	
<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>
Proficiency Level: 1	
<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
Proficiency Level: 5	
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.	
Proficiency Level: 3	
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.
Proficiency Level: 1	
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
Proficiency Level: 5	
<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>
Proficiency Level: 3	
<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>
Proficiency Level: 1	
<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 2 COMPETENCIES

ACCOUNTABILITY

Competency Definition: Fosters and ensures an environment that administers all resources in a manner that instills public trust while accomplishing the mission. Monitors progress and evaluates outcomes to improve organizational efficiency and effectiveness. Holds self and others accountable for measurable high-quality, timely, and cost-effective results. Determines objectives, sets priorities, and ensures sound management processes and procedures are in place, ensuring that national interests are well served. Accepts responsibility for mistakes. Complies with established control systems and rules.

Proficiency Level Definitions	Proficiency Level Illustrations
Proficiency Level: 5	
Determines requirements for accountability measures that are incorporated into performance standards.	Sets standards for documenting and justifying organizational manpower positions.
Sets clear goals and quality control standards for program management.	Establishes review process of deliverables to ensure cost effective, timely, and quality deliverables.
Evaluates the efficient use of all resources to ensure organizational stewardship.	Establishes durable performance metrics for greater accountability.
Proficiency Level: 3	
Incorporates accountability measures and holds employees accountable for meeting performance standards.	Keeps accurate records of vendor deadlines, performance, and deliverables to monitor the contract.
Sets clear goals and quality control standards for project management.	Monitors team member's progress toward meeting performance standards.
Monitors the efficient use of all resources against stated requirements to ensure organizational stewardship.	Tracks progress on individual project milestones and deliverables by holding regular Internal Process Reviews.
Proficiency Level: 1	
Accepts responsibility for actions and holds self accountable for meeting performance standards.	Informs staff of required changes to complete documents and projects.
Sets clear goals and quality control standards for work products.	Establishes project management protocols for efficient use of resources.
Uses all resources efficiently.	Takes responsibility by admitting to and correcting errors in work products.

LEVEL 2 COMPETENCIES

DECISIVENESS

Competency Definition: Makes well-informed, effective, and timely decisions, whether data are limited or vast, or solutions produce unpleasant consequences; perceives the impact and implications of decisions. Analyzes critically, synthesizing patterns among diverse systems and looking at interdependencies. Gauges unintended consequences. Uses sound judgment to simultaneously integrate and weigh situational constraints, risks, and rewards.

Proficiency Level Definitions	Proficiency Level Illustrations
Proficiency Level: 5	
Makes well informed decisions involving precedent-setting issues.	Uses a forecasting model to resolve conflicting data to determine workforce requirements.
Involves multiple stakeholders and considers the implications of their viewpoints when making decisions.	Analyzes all relevant information and makes decisions on implementation of new knowledge management-system even when others are opposed.
Makes effective decisions even when presented with conflicting information.	
Manages risk to realize potential benefits.	Decides on current organizational resource and execution strategies using historical budget analyses.
Commits to appropriate decisions that may have	
Proficiency Level: 3	
Makes well informed decisions involving new issues.	Allocates resources to meet project milestones based on cost-benefit analysis.
Consults with stakeholders and considers implications of their viewpoints when making decisions.	Makes decisions after considering consequences of delaying one high-priority project to complete another one on time.
Makes effective decisions even when presented with limited, incomplete, or inadequate information.	
Analyzes risk against potential benefits.	Considers the impact that new building security procedures will have on employees before making a decision on implementation.
Commits to appropriate decisions that may have positive as well as unpleasant consequences.	
Proficiency Level: 1	
Makes well informed decisions involving routine issues.	Considers staff requests when determining work schedules.
Considers stakeholders' viewpoints when making decisions.	Determines the best format for project report based on samples of other final reports.
Makes effective decisions when comprehensive data are available for a full analysis.	
Considers risk against potential benefits.	Develops a "decision tree" matrix to facilitate team involvement in the decision making process.
Commits to appropriate decisions that are expected to have positive consequences	

LEVEL 2 COMPETENCIES	
INFLUENCING/NEGOTIATING	
Competency Definition: In representing the organization, establishes and maintains relationships with key individuals/groups; understands what motivates them. Persuades others; builds consensus through give and take; gains cooperation from others to obtain information, find solutions, and accomplish goals.	
Proficiency Level Definitions	Proficiency Level Illustrations
Proficiency Level: 5	
<p>Inspires others to obtain information, find solutions, and accomplish goals.</p> <p>Brokers an agreement that is a win-win situation for both parties.</p> <p>Establishes new relationships with others both within and outside of the DoD.</p> <p>Gains cooperation from those with adversarial views where the issues are contentious or controversial.</p> <p>Creates an organizational climate that supports consensus building.</p>	<p>Meets with union representatives to negotiate a bargaining agreement that is acceptable to the government and the union.</p> <p>Persuades political appointees to support organization's plan to meet new legislative requirements.</p> <p>Conducts town hall meetings with employees affected by base realignment to seek their cooperation with closure timelines.</p>
Proficiency Level: 3	
<p>Motivates a group to obtain information, find solutions, and accomplish goals.</p> <p>Brokers a mutually acceptable agreement.</p> <p>Establishes new relationships with others in the work environment.</p> <p>Gains cooperation from others where the issues are contentious or controversial.</p> <p>Collaborates to build organizational consensus.</p>	<p>Meets with employees to allay their concerns about meeting new mission requirements.</p> <p>Negotiates a no-cost addendum to a current contract to refine one of the deliverables to resolve a contract dispute.</p> <p>Provides persuasive information to the Installation Commander on issues that impact mission priorities.</p>
Proficiency Level: 1	
<p>Motivates another individual to obtain information, find solutions, and accomplish goals.</p> <p>Brokers an agreement that is favorable to own position.</p> <p>Maintains relationships with others in the work environment.</p> <p>Gains cooperation from others where the issues are not contentious or controversial.</p> <p>Persuades others to build group consensus.</p>	<p>Encourages a team member to use Excel to prepare data reports more efficiently.</p> <p>Negotiates with another manager to share administrative support staff.</p> <p>Promotes the organization's work opportunities and benefits to local colleges to recruit college interns.</p>

LEVEL 2 COMPETENCIES

TEAMBUILDING

Competency Definition: Inspires and fosters team commitment, spirit, pride, and trust. Facilitates cooperation and motivates team members to accomplish group goals.

Proficiency Level Definitions	Proficiency Level Illustrations
Proficiency Level: 5	
<p>Recognizes the importance of teams and creates a culture that values team cohesiveness and shared vision to accomplish goals and mission requirements.</p> <p>Inspires a shared sense of team commitment, spirit, pride, and trust.</p> <p>Builds and leads teams with broad and diverse membership within and outside DoD.</p>	<p>Develops and institutionalizes a "brand" that captures Component values and displays it on all forms of communication.</p>
	<p>Establishes program to reward and recognize teams' mission accomplishments.</p>
	<p>Creates esprit de corps among working group members who are from different agencies to facilitate collaboration toward achieving stated goal.</p>
Proficiency Level: 3	
<p>Recognizes the importance of teams and fosters team commitment to accomplish goals and mission requirements.</p> <p>Promotes a sense of team commitment, spirit, pride, and trust.</p> <p>Builds teams that include employees from other work</p>	<p>Shares information received in higher level staff meetings with team members to build trust and commitment.</p>
	<p>Sets up cross-functional teams that work cohesively to achieve results.</p>
	<p>Leverages individual talent to maximize effectiveness of work group capabilities.</p>
Proficiency Level: 1	
<p>Recognizes the importance of teams and motivates team members to work as a group to accomplish goals and mission requirements.</p> <p>Sets an example of team commitment, spirit, pride, and trust.</p> <p>Builds teams comprised of employees in own work unit.</p>	<p>Conducts cross training with team members to enhance the understanding of individual and team responsibilities and tasks.</p>
	<p>Recognizes progress in accomplishment of team goals in key public venues to motivate team members.</p>
	<p>Models team pride by wearing lapel pins with the agency's emblem.</p>

LEVEL 2 COMPETENCIES

JOINT PERSPECTIVE

Competency Definition: Has an in-depth understanding of how the Department of Defense operates and how Services, Components, stakeholders, partners, and customers integrate toward mission accomplishment. Applies Joint doctrine when planning, coordinating, and communicating the organization's policies and processes. Considers interoperability in communications, logistics, and information sharing so that systems are integrated across organizational lines. Reviews and applies concepts from applicable studies, laws, regulations, and policies, plans, programs, systems, criteria and standards related to joint capabilities, operations, or programs.

Proficiency Level Definitions	Proficiency Level Illustrations
Proficiency Level: 5	
<p>Applies knowledge of DoD's mission, roles, and service cultures and their effects to ensure jointness.</p> <p>Integrates knowledge of other Services' command structures and how the Components work together to improve effectiveness of joint operations.</p> <p>Analyzes the impact of applicable laws, regulations, and policies related to joint capabilities, operations, and programs.</p> <p>Determines and applies interoperability strategies and approaches to communication, logistics, and information sharing to ensure systems are integrated.</p>	Proposes adjustments to joint mission operation to avoid duplication of efforts.
	Chairs joint working groups to formulate strategies for interoperable systems.
	Coordinates legislative proposal with Components and Joint Staff to provide flexibility to finance joint missions.
Proficiency Level: 3	
<p>Uses knowledge of DoD's mission, roles, and service cultures and their effects to facilitate the work of others.</p> <p>Uses knowledge of other Services' command structures and how the Components work together to foster a joint awareness.</p> <p>Draws on applicable laws, regulations, and policies related to joint capabilities, operations, and programs.</p> <p>Considers interoperability of communications, logistics, and information sharing to ensure systems are integrated across organizational lines.</p>	Develops supplement to the organization's mission brief to explain the relationship to joint mission and doctrine.
	Coordinates joint working group to evaluate interoperability concerns for communications, radar, and weapons systems.
	Explains current guidance from the Joint Staff to the workforce.
Proficiency Level: 1	
<p>Recognizes DoD's mission and roles.</p> <p>Is aware of how the Components work together.</p> <p>Understands applicable regulations and policies related to joint mission.</p> <p>Follows the appropriate chain of command across organizational lines.</p>	Researches information in joint publications as it relates to the work unit to stay informed.
	Reviews an analysis of joint doctrine requirements for the organization to understand joint capabilities.
	Compares differences between organization's doctrine and joint doctrine to identify the differences.

LEVEL 2 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
Proficiency Level: 5	
<p>Develops methods and strategies that support international alliances and relationships to reduce and counter national security threats.</p> <p>Contributes to the development of the organization's national security and foreign policy strategies.</p> <p>Applies expert knowledge to support operations of armed forces and their role in shaping war and peace.</p> <p>Institutes actions and processes to improve organizational readiness.</p>	Provides substantive input into the development of the Secretary of Defense's National Military strategy and National Security strategy.
	Determines Component capability requirement against current capabilities for military operations to identify gaps.
	Responds to Congressional inquiry on Component role for future peace-keeping missions.
Proficiency Level: 3	
<p>Applies knowledge of alliances and defense relationships with other government agencies to reduce and counter national security threats.</p> <p>Monitors impact of national security and foreign policy strategies on the work of the organization.</p> <p>Applies knowledge to support operations of armed forces and their role in shaping war and peace.</p> <p>Develops procedures to improve organizational readiness.</p>	Participates in interagency working group to determine capability to support Civilian Expeditionary Workforce requirements.
	Examines recent foreign policy strategy to explain the implications to staff.
	Uses research on the National Military strategy in preparation for a meeting regarding security threats.
Proficiency Level: 1	
<p>Understands alliances and defense relationships as related to the national security mission.</p> <p>Stays current on national security and foreign policy strategies.</p> <p>Recognizes operations of armed forces and their role in shaping war and peace.</p> <p>Makes recommendations to improve organizational readiness.</p>	Attends briefings on National Security Strategy policy development to improve knowledge of national security issues.
	Enrolls in Professional Military Education to learn about different services and their role in educating students on national security.
	Understands organization's strategy for responding to domestic disasters.