

Level 4

Accountability	Actively maintain high quality skills and cutting edge knowledge.
	Conduct quarterly in-progress reviews to monitor unit's progress towards meeting the organization's strategic goals.
	Delegate as much as you can along with the authority to do it. To do it effectively you must communicate, set timeframes and goals, and get out of the way.
	Disperse power and decision-making authority in keeping with levels of responsibility and knowledge.
	Establish expectations and oversee milestones and deliverables to ensure the success of multiple projects.
	Establish milestones and regularly monitor progress. Provide group and individual feedback on performance. Keep your focus on results constant and visible.
	Express thoughts in a clear and organized manner that accurately reflects the facts.
	Hold yourself accountable for achieving results within assigned deadlines.
	Track progress on individual project milestones and deliverables by holding regular Internal Process Reviews.
	Uses lessons learned to make program improvements.
	Work broadly with stakeholders to create a shared vision, balancing and reconciling various interests.
	Write convincingly for different audiences.
	Write your leadership "creed" and discuss it with your manager and employees.
Computer Literacy	Actively work to understand the use of new technology to support enhanced delivery of services and programs.
	Identify new ways to use information systems to access and manage data.
	Use software applications, Internet resources, and web-based solutions to develop new techniques to complete work.
Conflict Mgmt	Clarify issues that have caused conflict or concern.
	Learn to communicate displeasure or verbal/written warnings to employees. Communicate the problem clearly, the resolution, and the alternative of not resolving the issue.
Continual Learning	Complete 20 hours of annual leadership training.
	Complete a leadership competency assessment, including a CLIMB survey, Leadership Competency Assessment, Multi-Source Feedback instrument, etc.
	Continuously seek input on own strengths and weaknesses through formal and informal means. Seek and act on feedback from others.
	Create an open door policy to foster a culture in which employees feel comfortable seeking advice on work that may have ethical implications or consequences.
	Display willingness to learn from others, including subordinates and peers.
	Do a "postmortem" on a failed project.
	Find and benefit from a mentor. Seek out someone whom you respect and who has demonstrated a sound understanding of the politics, personalities, and informal networks associated with your organization.
	Keeps abreast of key organizational activities, policies, and priorities likely to affect operations or the program area.
	Monitor current trends or events (for example, economic, political, social, agricultural, educational, or employment trends or events) and applies the information as appropriate.
	Obtain professional certificate in functional area to hone technical skills.
	Participate in a professional Community of Practice to share knowledge of recent initiatives.
	Promote an active and dynamic customer focus throughout the organization, through performance expectations and use of processes that are participative, interactive and proactive.
	Read professional journals to keep current on trends and developments.
Seek feedback from others to avoid blind spots that can cause misunderstandings.	
Seek feedback on projects or assignments on a regular basis to avoid miscommunication and misunderstanding.	
Serve as a mentor.	
Subscribe to relevant newsletters to keep abreast of issues (potential or otherwise) that impact the Agency, e.g., "Government Executive."	

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	Take time out of every day to read key pieces of literature, journals and newspapers that cover events that can have a direct impact on your organization. Engage others in discussions about how these factors influence DLA's policies or systems.
Creativity/ Innovation	Before any change takes place, meet with team members to explain the change and how it will affect them.
	Develop a publicity campaign to educate customers about trends and developments in a functional area. Emphasize to team members the gains from current organizational change, rather than talking about potential losses. Listen carefully to others to understand their hesitations about going along with proposed changes and goals.
	Generate novel solutions to workforce problems by researching emerging industry practices.
	Identify potential new markets and customers.
	Negotiate to provide services to new markets/customer.
	Pilot new processes to evaluate them before implementation.
	Prepare Best Business Practices for senior leadership on how a component can apply best practices to improve operation of a program
	Regularly encourage team members to think "outside the box." Ask everyone to look for novel and nontraditional solutions to problems.
Customer Service	Benchmark industry best practices in customer support.
	Create liaisons to customers whose responsibility will be to constantly communicate customer needs, issues, and other feedback.
	Develop strategic partnership with customers over long-term to further refine deliverables (e.g., test plans and test reports for weapons systems)
	Discuss commitment to customer service in weekly staff meetings.
	Emphasize the importance of the "internal customers" as well as the "external customers." Ensure employees know who their internal and external customers are.
	Establish descriptions of professional customer service behavior and communication. Ask everyone to comply.
	Give employees the opportunity to visit customers in order to maintain two-way communication and build partnerships.
	Periodically have one of your team members interview critical customers on overall satisfaction or better ways to serve.
	Promote an active and dynamic customer focus throughout the organization, through performance expectations and use of processes that are participative, interactive and proactive.
	Regularly evaluate customer satisfaction levels to track improvements and to gauge any reactions to changes in performance throughout service delivery processes.
Decisiveness	Understand how various government services are linked and use partnering to achieve the greatest benefit to the customer.
	Utilize climate/culture surveys to gauge the mindset of internal customers—what is important to them. Develop strategies to improve service to internal customers.
	Establish milestones and regularly monitor progress. Provide group and individual feedback on performance.
	Keep your focus on results constant and visible.
	Prioritize work and change those priorities as situations shift.
	Allow employees to volunteer for assignments and expand their positions.
	Assess employee performance to identify skills gaps.
	Assign different employees to lead teams.
	Assign your employees work on special projects that have high visibility. It helps them to interact with others and better understand the organization.
	Be a mentor to a less experienced supervisor or manager who could benefit from your wisdom and guidance. You have an important role to play in developing and mentoring others in preparation for the next generation of leaders.
	Check in periodically with team members to see if they are on the right track or have suggestions or recommendations to improve your product or service.

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Developing Others	Construct opportunities for team leaders you supervise to mentor new employees.
	Create an open door policy to foster a culture in which employees feel comfortable seeking advice on work that may have ethical implications or consequences.
	Cross-train your employees so absences from the office do not result in poor customer service.
	Delegate as much as you can along with the authority to do it. To do it effectively you must communicate, set timeframes and goals, and get out of the way.
	Demonstrate empathy with others and help others understand differing perspectives.
	Develop/sponsor projects that utilize team members drawn from other areas of the organization to foster organizational commitment and cooperation.
	Discuss vision with your staff. Promote and engage in group discussion, brainstorming, and roundtable processes to help develop and maintain commitment to the vision of your own organization and that of DLA.
	Disperse power and decision-making authority in keeping with levels of responsibility and knowledge.
	Encourage people to take on assignments that make the best use of their skills and abilities, and/or develop individual breadth and depth of knowledge and experiences.
	Find and benefit from a mentor. Seek out someone whom you respect and who has demonstrated a sound understanding of the politics, personalities, and informal networks associated with your organization.
	Give employees the opportunity to shadow you on important tasks or in meetings.
	Identify career opportunities, training programs, and developmental assignments that are available in your organization. Communicate this information to your co-workers.
	Develop and maintain a list of available resources accessible to each co-worker.
	Identify team members who are encountering performance problems or falling short of goals. Meet with them individually to identify root performance causes, brainstorm solutions, and offer assistance.
	Provide learning opportunities. Review your current workload and assess which teaming related tasks could be delegated to a subordinate.
	Delegated to a subordinate.
	Routinely and publicly thank others for their efforts. Acknowledge work done by others.
	Routinely describe the impact and implications of decisions to teams and work groups.
	Routinely invite and involve direct reports in the unit planning process.
	Entrepreneurship
Serve as a mentor.	
Share information received in higher level staff meetings with team members to build trust and commitment.	
Take the IDP process seriously. Work with your staff on developing a realistic, competency-based IDP. Plan for time and money to enable your employees to execute their IDPs.	
Work with employees individually or in a team to promote their professional development	
Attend technology fairs to gather information on how advances can be applied to the workplace.	
Generate novel solutions to workforce problems by researching emerging industry practices.	
Identify potential new markets and customers.	
Negotiate to provide services to new markets/customer.	
Attend Command's briefings and information sessions to improve understanding of "big picture" external issues that could affect the work environment.	
Attend senior-level Joint Professional Military Education outside of Component to develop an Enterprise-wide perspective.	
Create contacts with Congressional staffers who affect own programs and what their concerns are	
Demonstrate that you can work successfully within a wide range of environments and contexts (physical, virtual, small and large groups, organizational methods, processes and cultures.)	
Experience in a Joint contingency operation/deployment	
Maintain a current understanding of the political, social, technological, economic and demographic environment which shape and influence the issues and goals of the organization.	

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External Awareness	Reach out to key stakeholders to ensure their perspectives are taken into account during planning phases, and enlist their support for the resulting plan.
	Regularly encourage team members to think “outside the box.” Ask everyone to look for novel and nontraditional solutions to problems.
	Represent the Department or Component on interagency task forces.
	Subscribe to relevant newsletters to keep abreast of issues (potential or otherwise) that impact the Agency, e.g., “Government Executive.”
	Take time out of every day to read key pieces of literature, journals and newspapers that cover events that can have a direct impact on your organization. Engage others in discussions about how these factors influence DLA’s policies or systems.
	Utilize climate/culture surveys to gauge the mindset of internal customers—what is important to them. Develop strategies to improve service to internal customers.
Financial Management	Approve Program Decision Memoranda (PDMs) and Program Objective Memoranda (POMs)
	Create and analyze Program Decision Memoranda (PDMs) and Program Objective Memoranda (POMs)
	Defend financial decisions to OMB, OSD, and Congress
	Define and measure progress against key performance indicators that are credible, measurable, and linked to the agency's strategic plans.
	Develop financial plan for a budget cycle
	Experience with capital funding
	Experience with mission funding
	Manage multiple systems (e.g., IT systems) in a non optimal budget situation
	Operate with senior leadership to make trade-offs in the budget
	Prepare justification to OMB and GAO about the expenditure of funds and plans for future expenditures
	Prepare, send, and justify budgets for specific programs and processes
	Prioritize project funding, allocate resources, and be accountable for allocated resources
	Suggest improvements that result in savings of money, time, supply or labor costs.
Translate resource requirements into budget estimates to be submitted as part of the budget request.	
Flexibility	Before any change takes place, meet with team members to explain the change and how it will affect them. Emphasize to team members the gains from current organizational change, rather than talking about potential losses. Listen carefully to others to understand their hesitations about going along with proposed changes and goals.
	Encourage a workplace culture that welcomes and values new thought, different perspectives, and non-conventional approaches.
	Establish expectations and oversee milestones and deliverables to ensure the success of multiple projects.
	Maintain an outcomes orientation and encourage flexible approaches to achieving these outcomes.
	Prioritize work and change those priorities as situations shift.
	Redistribute tasks to accommodate the temporary loss of an employee who will be absent for a period of time due to deployment, illness, or rotational assignment.
	Regularly demonstrate the ability to adjust to multiple demands, new information, unexpected obstacles, ambiguity and change by adjusting priorities and requirements so as to meet deadlines without the display of adverse negative behaviors.
	Reprioritize staff workload to meet new deadlines for a critical report.
	Seek feedback on projects or assignments on a regular basis to avoid miscommunication and misunderstanding.
	Take corrective action as needed, shift direction and redirect efforts when changes are implemented.
	Work cooperatively with others.
	Conduct analysis regarding workforce demographics, retirement, needed skill sets, and training programs
	Consider and project human capital management issues for ten years out
Consider and project human capital management issues for the current year and the next five years	
Cross-train your employees so absences from the office do not result in poor customer service.	

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Human Capital Management	Develop an informal recognition or appreciation process/system for use within your immediate work unit and between peers. Discuss this proposal with your supervisor for implementation.	
	Develop short and long-term strategies to create a quality workplace designed to attract, acquire and retain quality talent.	
	Develop strategic human capital plans	
	Ensure employee's workload is evenly distributed so all can keep up with customer requests.	
	Ensure that employee performance objectives are linked to the organization's goals.	
	Ensure the work area promotes a safe and secure environment for all employees by posting, explaining, and encouraging safety and health guidelines including an updated evacuation plan.	
	Experience as a second line supervisor	
	Fill current positions and ensure employees have the skill sets needed for the present and future	
	Gather and analyze data (e.g., recruitment data, technical health assessment data)	
	Give positive recognition to people soon after every suggestion is made. Acknowledge people for putting in suggestions, no matter what the quality of the suggestion might be.	
	Identify performance gaps and take steps to close gaps	
	Leverage investments in training and development to achieve agency results.	
	Manage an organization downsizing	
	Meet with employees throughout the year to evaluate organization's progress and performance	
	Participate on a selection panel	
	Participate on a selection panel. Learn about Behavioral Based Interviewing and assist your supervisor in developing interview questions.	
	Provide recommendations and ensure employees participate in training courses and developmental opportunities	
	Recognize accomplishments in a meeting environment.	
	Recruit and retain people of integrity, talent, commitment to service and diversity of perspective.	
	Routinely assess the quality of the workplace environment and the culture.	
	Stand up a new organization	
	Transform an underperforming organization	
	Work with employees individually or in a team to promote their professional development	
	Influencing/ Negotiating	Ask for the point of view of others whenever appropriate. Avoid working in isolation. The opinions of others can help you.
		Build key relationships with individuals in the field (for employees stationed at headquarters) by working on an activity related to a critical part of an organization's business
		Build positive relationships throughout the immediate workgroup and with key members of other workgroups.
Demonstrate belief in the concept of human dignity; treating all others with respect and fairness, and openly, consistently challenging bias, intolerance or incivility.		
Know and use effective body language and tone of voice that convey the right attitude, respect and knowledge.		
Lead project that requires detailed negotiations		
Routinely and publicly thank others for their efforts. Acknowledge work done by others.		
Routinely assess the quality of the workplace environment and the culture.		
Seek mentoring from a successful SES member who works in a complex organization to understand key relationships and how to maintain them		
Serve as project lead to upgrade a new system and achieve consensus among stakeholders within DoD or own organization		
Work on a project that involves a small focused project area with few external stakeholders or participants		
Work on a project with external stakeholders and customers within the government		
Work on an internal group or project within own organization		
Work on task force of groups of members from more than four organizations (broad-based work within an organization)		

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	Work on task force or with group of members or interests of two to four organizations (all organizations are aligned in the same way)
	Work with external stakeholders (e.g., Congressional, state delegations, partners with private sector organizations)
Integrity/Honesty	Create an open door policy to foster a culture in which employees feel comfortable seeking advice on work that may have ethical implications or consequences.
	Create an organizational culture that fosters high standards of ethics, service and honor.
	Demonstrate belief in the concept of human dignity; treating all others with respect and fairness, and openly, consistently challenging bias, intolerance or incivility.
	Discuss ethical problems with your work team. Pick a current event and look for ethical missteps. How could managers have avoided these? How can an organization prevent becoming a culture of unethical behavior? Identify potential ethical violations and work with leadership to make sure that staff understand and follow applicable laws and regulations.
	Keep organizational and/or personal information confidential when required and/or appropriate.
	Serve as a role model, inspiring others to emulate integrity, honest, justice, respect and civility.
	Set a personal example of soliciting and considering diverse viewpoints and ideas as a regular part of doing work.
	Share experiences and "lessons learned" in confronting unethical dilemmas to inspire integrity in others.
	Talk to your team members about their values. Discuss how they differ from yours and the organization and how they are similar.
	Be approachable in your office and out. Be a sounding board if someone needs to discuss an idea or a problem. Walk around, ask questions, and show interest and concern.
	Be positive. Adopt a "can-do" attitude in meetings, particularly when your team encounters obstacles. Focus on identifying alternative solutions, rather than on the impediments you face.
	Collaborate with others, sharing plans, information and resources.
	Continuously seek input on own strengths and weaknesses through formal and informal means. Seek and act on feedback from others.
Interpersonal Skills	Demonstrate broad insights into emotional intelligence and skill in building and sustaining relationships.
	Demonstrate empathy with others and help others understand differing perspectives.
	Disperse power and decision-making authority in keeping with levels of responsibility and knowledge.
	Facilitate organization off-site meeting to foster open discussion among employees.
	Handle difficult people and tense situations with diplomacy and tact.
	Identify team members who are encountering performance problems or falling short of goals. Meet with them individually to identify root performance causes, brainstorm solutions, and offer assistance.
	Know and use effective body language and tone of voice that convey the right attitude, respect and knowledge.
	Routinely and publicly thank others for their efforts. Acknowledge work done by others.
	Routinely encourage the open exchange of ideas and information through action during group meetings and individual exchanges.
	Seek feedback from others to avoid blind spots that can cause misunderstandings.
	Share information received in higher level staff meetings with team members to build trust and commitment.
	Stay composed, positive, civil and unflappable even in trying moments.
	Understand and utilize the effectiveness of "management by walking around" as a communication strategy.
	Work cooperatively with others.
	Anticipate in OSD or Joint Staff (policy development for Joint matters)
Assignment at COCOM or Combat Support Agency	

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Joint Perspective	Assignment with Combined Command
	Attend briefings on National Security Strategy policy development to improve knowledge of national security issues.
	Attend Command's briefings and information sessions to improve understanding of "big picture" external issues that could affect the work environment.
	Attend senior-level Joint Professional Military Education outside of Component to develop an Enterprise-wide perspective.
	Engage in national security planning with other departments and agencies
	Enroll in Professional Military Education to learn about different services and their role in educating students on national security.
	serve in positions designated as Civilian Expeditionary Workforce
	Experience in a Joint contingency operation/deployment
	Hold All-Hands meeting to clearly communicate vision and its alignment with Departmental priorities to garner support.
	Maintain network of DoD colleagues in the same technical field to share lessons learned.
	-Membership on DoD wide corporate advisory bodies
	Represent the Department or Component on interagency task forces.
	Serve a tour on a joint or combined staff
	Serve as a full-time faculty member at an accredited joint school.
Set technical direction and goals for work that aligns with DLA's Strategic Plan, Director's Guidance.	
Set up a new JOINT program office	
Use knowledge of DoD's mission, roles, and service cultures and their effects to facilitate the work of others.	
Work on I an interagency task force	
Leveraging Diversity	Arrange reasonable accommodation to individual differences to ensure the full potential of different persons (including those with disabilities).
	Demonstrate empathy with others and help others understand differing perspectives.
	Develop/sponsor projects that utilize team members drawn from other areas of the organization to foster organizational commitment and cooperation.
	Display willingness to learn from others, including subordinates and peers.
	Encourage a workplace culture that welcomes and values new thought, different perspectives, and non-conventional approaches.
	Have regular meetings to foster teamwork.
	Initiate contact with a variety of individuals to network and obtain varied perspectives on current issues and tasks.
	Set a personal example of soliciting and considering diverse viewpoints and ideas as a regular part of doing work.
Understand how cultures differ in approaches to time, authority, physical space, friendship and individualism and how these differences impact work behavior Demonstrate this knowledge through actions in work practices.	
National Security Perspective	Assignment to an organization dedicated to policy on terrorist tactics, counter-terrorism, and special weapons
	Attend briefings on National Security Strategy policy development to improve knowledge of national security issues.
	Attend Command's briefings and information sessions to improve understanding of "big picture" external issues that could affect the work environment.
	Attend senior-level Joint Professional Military Education outside of Component to develop an Enterprise-wide perspective.
	Congressional experience related to national security perspective
	Enroll in Professional Military Education to learn about different services and their role in educating students on national security.
	Experience in interagency intelligence fusion
Experience with non-DoD agency promoting national security	

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	International assignment related to national security
	Use knowledge of DoD's mission, roles, and service cultures and their effects to facilitate the work of others.
	Work on interagency task force whose objective is national security policy
Oral Communication	Consider and respond flexibly to the audience to maximize understanding.
	Ensure colleagues, supervisors and other key decision makers are kept well informed.
	Express thoughts in a clear and organized manner that accurately reflects the facts.
	Facilitate organization off-site meeting to foster open discussion among employees.
	Make a presentation at a knowledge-sharing event.
	Orally present complex and/or controversial information to large numbers of or high-level stakeholders.
	Persuade and inspire others by making clear and convincing presentations to a wide range of audiences.
	Seek feedback on projects or assignments on a regular basis to avoid miscommunication and misunderstanding.
	Understand and utilize the effectiveness of "management by walking around" as a communication strategy.
	Make a presentation at a knowledge-sharing event.
	Orally present complex and/or controversial information to large numbers of or high-level stakeholders.
	Persuade and inspire others by making clear and convincing presentations to a wide range of audiences.
Seek feedback on projects or assignments on a regular basis to avoid miscommunication and misunderstanding.	
Understand and utilize the effectiveness of "management by walking around" as a communication strategy.	
Use knowledge of DoD's mission, roles, and service cultures and their effects to facilitate the work of others.	
Work on interagency task force whose objective is national security policy	
Partnering	Build and use effective networks to obtain resources.
	Build positive relationships throughout the immediate workgroup and with key members of other workgroups.
	Collaborate with other components to identify requirements for new information management technology.
	Collaborate with others, sharing plans, information and resources.
	Create contacts with Congressional staffers who affect own programs and what their concerns are
	Create liaisons to customers whose responsibility will be to constantly communicate customer needs, issues, and other feedback.
	Develop professional relationships with colleagues inside and outside of the organization.
	Develop strategic partnership with customers over long-term to further refine deliverables (e.g., test plans and test reports for weapons systems)
	Maintain network of DoD colleagues in the same technical field to share lessons learned.
	Understand how various government services are linked and use partnering to achieve the greatest benefit to the customer.
	Work broadly with stakeholders to create a shared vision, balancing and reconciling various interests.
	Work on a project with external stakeholders and customers within the government
Assist others in understanding how political factors influence the organization's decision makers and policy makers	
Brief and testify at hearings to Congressional Committees	
Brief Congressional staffers on issues	
Build relationships with Congressional staffers (e.g., engaging one-on-one	

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Political Savvy	Detail assignment of at least 3-6 months in an organization such as OSD Policy or an agency outside of DoD (e.g., DHS, State, or HHS) to understand how government works in different departments and agencies
	Develop and package issues by recognizing how the issue is perceived by leaders and knowing the importance of timing
	Establish network of internal and external contacts from among a wide array of constituents to gather and leverage information.
	Exercise political compromise to disagree diplomatically while continuing to get the job done in collaboration with others
	Identify and gather information on situations that could have political impact on the organization to inform leadership.
	Lead interagency task force with other Federal departments and agency partners (e.g., FBI, State Department, Department of Homeland Security)
	Perform policy work based on knowledge of statutory proposals and how laws are formed
	Propose and draft legislation in headquarters level policy office
	Seek mentoring from a successful SES member who works in a complex organization to understand key relationships and how to maintain them
	Serve on assignment with another agency or department outside of DoD (e.g., State Department)
	Shepherd a change through a large functional piece of the department (e.g., regionalize Navy shore structure under a Regional Director) considering all stakeholders (e.g., Congress, human capital, local communities/schools, state and local governments)
	Understand how various government services are linked and use partnering to achieve the greatest benefit to the customer.
	Work broadly with stakeholders to create a shared vision, balancing and reconciling various interests.
	Problem Solving
Assignment to evaluate risks and solve long-term problems	
Be approachable in your office and out. Be a sounding board if someone needs to discuss an idea or a problem. Walk around, ask questions, and show interest and concern.	
Check in periodically with team members to see if they are on the right track or have suggestions or recommendations to improve your product or service.	
Detail to a position involving "triage" situations (i.e., unplanned, but day-to-day situations)	
Experience as Lean Six Sigma (LSS) Black Belt	
Experience as Lean Six Sigma (LSS) Green Belt	
Identify team members who are encountering performance problems or falling short of goals. Meet with them individually to identify root performance causes, brainstorm solutions, and offer assistance.	
Lead a long-duration team at an International level	
Lead project that focuses on a multi-organizational problem	
Lead project that involves enterprise-level problems, projects, or initiatives	
Lead project that involves integration with DoD systems	
Lead project with authority to make critical decisions and stop work from progressing, if necessary	
Leverage own work from a previous program to another new program	
Participate on a project to resolve an inter-organizational problem with a broad scope that involves stakeholders within DoD but outside own organization	
Participate on a small intra-organization team with limited scope	
Prioritize work and change those priorities as situations shift.	
Project that crosses two or three different business lines, involves more than one business process, or is a multi-faceted process	
Project to determine the outcome of a specific program, project, or weapon	
Project without a defined path to the desired end state and requires one to "think outside the box"	
Serves on task forces with allies (i.e., NATO Research and Technology Organization (RTOs))	
Take corrective action as needed, shift direction and redirect efforts when changes are implemented.	

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	<p>Use surveys, needs assessments, focus groups, forums and listening sessions to gather information and understand perspectives on a problem.</p> <p>Use teaming to address complex problems which both affect and require attention from a number of individuals and groups.</p> <p>Work cooperatively with others.</p> <p>Work on a project or program specific to a subject area or narrow in focus with consequences that are well-recognized (i.e., a problem associated with advocacy from a Congressional member)</p>
Public Service Motivation	<p>Align organizational objectives and practices with public interests.</p> <p>Create an organizational culture that fosters high standards of ethics, service and honor.</p> <p>Demonstrate loyalty to the Government and citizens of the US by fulfilling the highest obligations of service.</p> <p>Recognize employees for their contributions and commitment to public service by articulating how the contributions link to public interest.</p> <p>Take personal responsibility for dealing with and/or correcting customer service issues and concerns; be efficient and responsive.</p> <p>Understand and communicate public service implications of projects.</p>
Resilience	<p>Anticipate impending crises. The best leaders have the ability to look around corners and anticipate problems and impending crises. When you see a crisis headed your way, take some quick actions to end it and to minimize the damage.</p> <p>Be positive. Adopt a “can-do” attitude in meetings, particularly when your team encounters obstacles. Focus on identifying alternative solutions, rather than on the impediments you face.</p> <p>Maintain productivity and a positive attitude while responding to multiple taskers with short suspense dates.</p> <p>Stay composed, positive, civil and unflappable even in trying moments.</p> <p>Use negative results from an organizational survey to make overdue changes and take appropriate action.</p> <p>Work cooperatively with others.</p>
Strategic Thinking	<p>Anticipate impending crises. The best leaders have the ability to look around corners and anticipate problems and impending crises. When you see a crisis headed your way, take some quick actions to end it and to minimize the damage.</p> <p>Build your annual goals and objectives around your Agency's strategic plan. Make sure they are realistic.</p> <p>Conduct quarterly in-progress reviews to monitor unit's progress towards meeting the organization's strategic goals.</p> <p>Develop a program action plan for implementation of organization's strategic goals.</p> <p>Identify potential new markets and customers.</p> <p>Set technical direction and goals for work that aligns with DLA's Strategic Plan, Director's Guidance.</p> <p>Tie projects to the Strategic Management Plan.</p>
Teambuilding	<p>Before any change takes place, meet with team members to explain the change and how it will affect them.</p> <p>Demonstrate broad insights into emotional intelligence and skill in building and sustaining relationships.</p> <p>Develop/sponsor projects that utilize team members drawn from other areas of the organization to foster organizational commitment and cooperation.</p> <p>Give positive recognition to people soon after every suggestion is made. Acknowledge people for putting in suggestions, no matter what the quality of the suggestion might be.</p> <p>Have regular meetings to foster teamwork.</p> <p>Minimize stove piping, eliminate unproductive turf issues and other sources of disruptive competition among work groups.</p> <p>Publicly credit others who have contributed and performed well..</p> <p>Recognize accomplishments in a meeting environment.</p> <p>Routinely and publicly thank others for their efforts. Acknowledge work done by others.</p>

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	<p>Share information received in higher level staff meetings with team members to build trust and commitment.</p> <p>Use teaming to address complex problems which both affect and require attention from a number of individuals and groups.</p>
Technical Credibility	<p>Actively maintain high quality skills and cutting edge knowledge.</p> <p>Keeps abreast of key organizational activities, policies, and priorities likely to affect operations or the program area.</p> <p>Make a presentation at a knowledge-sharing event.</p> <p>Monitor current trends or events (for example, economic, political, social, agricultural, educational, or employment trends or events) and applies the information as appropriate.</p> <p>Participate in professional conferences to maintain functional expertise.</p> <p>Publish articles in organizational newsletter on topics in field of expertise.</p> <p>Publish articles in professional journals to share knowledge in field of expertise.</p>
Technology Management	<p>Actively work to understand the use of new technology to support enhanced delivery of services and programs.</p> <p>Attend technology fairs to gather information on how advances can be applied to the workplace.</p> <p>Collaborate with other components to identify requirements for new information management technology.</p> <p>Develop an informal recognition or appreciation process/system for use within your immediate work unit and between peers. Discuss this proposal with your supervisor for implementation.</p> <p>Ensure dissemination of IT policies and procedures to staff</p> <p>Forecast technology requirements for out years and long-term acquisition needs</p> <p>Help define system requirements in the Acquisition process beyond own functional area based on knowledge of own business</p> <p>Identify available technology and determine whether to adopt that technology by providing employees with experience working with that technology and evaluating how it can be used to accomplish their tasks</p> <p>Lead effort across functional and/or organizational lines to link information technology systems, making disparate systems interoperable</p> <p>Link IT investment decisions to strategic objectives and business plans.</p> <p>Participate in joint technology development programs and joint technology demonstrations</p> <p>Procure new systems according to procedures and current rules</p> <p>Provide input in the development of and determination of requirements for changing or new corporate systems</p> <p>Represent organization on Business Systems IT, Investment Review Board, or similar governance body</p> <p>Serve as milestone decision authority in acquisition process for a major automated information system</p> <p>Serve on governing body to set processes and procedures for how systems are used in terms of ethics, etiquette, and interface</p> <p>Use established automated information management systems to measure and improve organizational productivity.</p>
Vision	<p>Discuss vision with your staff. Promote and engage in group discussion, brainstorming, and roundtable processes to help develop and maintain commitment to the vision of your own organization and that of DLA.</p> <p>Hold All-Hands meeting to clearly communicate vision and its alignment with Departmental priorities to garner support.</p> <p>Routinely invite and involve direct reports in the unit planning process.</p> <p>Write your leadership "creed" and discuss it with your manager and employees.</p>
Written Communication	<p>Express thoughts in a clear and organized manner that accurately reflects the facts.</p> <p>Write convincingly for different audiences.</p> <p>Write your leadership "creed" and discuss it with your manager and employees.</p>