Core Leadership Competencies for APHIS

The U.S. Office of Personnel Management (OPM) has identified 28 Core Competencies that are considered to be the foundation for success in each of the Executive Core Qualifications. APHIS has aligned those competencies with the Leadership Roadmap. Each leadership level on the Roadmap lists the competencies that are critical at that level and some common learning experiences that can be used to develop the competency.

The APHIS Leadership Roadmap illustrates the progressive nature of the leadership competencies through five levels of leadership: 1) All Employees; 2) Project Manager and Team Leader; 3) Supervisor; 4) Manager; and 5) Executive – with competencies at each level serving as the foundation for the next leadership level.

ALL EMPLOYEES

The APHIS Leadership Roadmap highlights ten essential competencies at this level. When you look at the competencies listed on the Roadmap, you should be proficient in the ones listed at your level and below. The competencies listed just above your level are the ones you should be starting to develop. Competencies which fall under the all employees category include:

Continual Learning:
Assesses and recognizes own strengths and weaknesses. Pursues self development.

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

Flexibility:
Is open to change and new information; rapidly adapts to new information, changing conditions, or unexpected obstacles.

Integrity/Honesty:
Behaves in an honest, fair, and ethical manner. Shows consistency in words and actions. Creates a culture that fosters high standards of ethics.

Interpersonal Skills:
Treats others with courtesy, sensitivity, and respect. Considers and responds appropriately to the needs and feelings of different people in different situations.

Oral Communication:
Makes clear and convincing oral presentations to individuals and groups. Listens effectively. Clarifies information as needed. Facilitates open communication.

Problem Solving:

Identifies and analyzes problems. Weighs relevance and accuracy of information. Generates and evaluates alternative solutions. Makes recommendations.

Public Service Motivation:

Shows a commitment to serve the public. Enables others to acquire the tools and support they need to perform well. Influences others toward a spirit of service and meaningful contributions to mission accomplishment.

Resilience:

Deals effectively with pressure. Remains optimistic and persistent, even under adversity. Recovers quickly from setbacks.

Written Communication:

Writes in a clear, concise, organized, and convincing manner for the intended audience.

PROJECT MANAGERS AND TEAM LEADERS

The APHIS Leadership Roadmap highlights four essential competencies at the Project Manager and Team Leader level. Competencies which fall under this category include:

Decisiveness:

Makes effective and timely decisions, even when data are limited or solutions produce unpleasant consequences. Perceives the impact and implications of decisions.

Influencing/Negotiating:

Persuades others. Builds consensus through give and take. Gains cooperation from others to obtain information and accomplish goals.

Technical Credibility:

Understands and appropriately applies principles, procedures, requirements, regulations, and policies related to specialized expertise.

Team Building:

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

SUPERVISORS

The APHIS Leadership Roadmap highlights five essential competencies at the Supervisory level. Competencies which fall under this category include:

Accountability:
Holds self and others accountable for measurable high-quality, timely, and cost-effective results. Determines objectives, sets priorities, and delegates work. Accepts responsibility for mistakes. Complies with established control systems and rules.

Conflict Management:
Encourages creative tension and differences of opinions. Anticipates and takes steps to prevent counter-productive confrontations. Manages and resolves conflicts and disagreements in a constructive manner.

Developing Others:
Develops the ability of others to perform and contribute to the organization by providing ongoing feedback and by providing opportunities to learn through formal and informal methods.

Human Capital Management:
Builds and manages workforce based on organizational goals, budget considerations, and staffing needs. Ensures that employees are appropriately recruited, selected, appraised, and rewarded. Takes action to address performance problems. Manages a multi-sector workforce and a variety of work situations.

Leveraging Diversity:
Fosters an inclusive workplace where diversity and individual differences are valued and leveraged to achieve the vision and mission of the organization.

MANAGERS

The APHIS Leadership Roadmap highlights six essential competencies at the Management level. Competencies which fall under this category include:

Creativity and Innovation:
Develops new insights into situations. Questions conventional approaches. Encourages new ideas and innovations. Designs and implements new or cutting edge programs/processes.

Financial Management:
Understands the organization's financial processes. Prepares, justifies, and administers the program budget. Oversees procurement and contracting to achieve desired results. Monitors expenditures and uses cost-benefit thinking to set priorities.

Partnering:
Develops networks and builds alliances. Collaborates across boundaries to build strategic relationships and achieve common goals.

Political Savvy:
Identifies the internal and external politics that impact the work of the organization. Perceives organizational and political reality and acts accordingly.

Strategic Thinking:
Formulates objectives and priorities, and implements plans consistent with the long-term interests of the organization in a global environment. Capitalizes on opportunities and manages risks.

Technology Management:
Keeps up-to-date on technological developments. Makes effective use of technology to achieve results. Ensures access to and security of technology systems.

EXECUTIVES

The APHIS Leadership Roadmap highlights three essential competencies at the executive level. Competencies which fall under this category include:

Entrepreneurship:
Positions the organization for future success by identifying new opportunities. Builds the organization by developing or improving products or services. Takes calculated risks to accomplish organizational objectives.

External Awareness:
Understands and keeps up-to-date on local, national, and international policies and trends that affect the organization and shape stakeholders' views. Aware of the organization's impact on the external environment..

Vision:
Takes a long-term view and builds a shared vision with others; acts as a catalyst for organizational change. Influences others to translate vision into action.