

Competencies in Translation

NIH-HHS Mentoring Program

The HHS Mentoring Program anchors on development of HHS Leadership and Management Competencies. Meanwhile, NIH has launched its own Leadership and Management Competencies. Here is how they translate and correspond, in order to both take advantage of the HHS Program and develop an IDP (Independent Development Plan) that translates into NIH competencies at the same time.

For more information about NIH Competencies and your IC Competencies contact, visit <http://hr.od.nih.gov/competencies/>.

HHS Competency	NIH Equivalent
1. Creative thinking/innovation	-----
2. Flexibility	(in core competencies)
3. Resilience	(in core competencies)
4. Strategic Thinking	1. Change leadership 2. Establishing focus 3. Delegation
5. Vision	4. Vision
6. Conflict management	5. Conflict resolution
(in core)	6. Decision quality
7. Financial management	7. Financial acumen
8. Technology management	(in core)
9. Leveraging diversity	8. Leveraging diversity
10. Influencing/negotiating	-----
11. Team building	(in core)
12. Political savvy	9. Navigating the public sector
13. External awareness	9. Navigating the public sector
14. Human resource management 15. Interpersonal skills	10. Motivating others
14. Human resources management	11. Mentoring 12. Coaching
16. Entrepreneurship	(in core – initiative)
17. Technical Credibility	(in occup. specific)
18. Accountability	13. Risk management
19. Service motivation	-----
(in core)	14. Continuous development
20. Organizational systems awareness	(in core)
21. Self-direction	(in core)
22. Oral and written communication	15. (Communication in core) + also in some occupation- specific

23. Project management	16. Knowledge management
	17. Performance management

HHS and NIH Competencies: Descriptions

It is worth taking a look at the following website:

<http://hhsu.learning.hhs.gov/competencies/comps-index.asp>

It lays out the different layers of requirements of leadership and management competencies. It also goes in and points out definition and the key behaviors of all of their competencies. They even take their scale one step farther and in each competency define exactly how each competency level is demonstrated on the proficiency scale.

For example:

Leadership and Management Competency -- Interpersonal Skills

- Expert: Models, leads, trains, and motivates multiple levels of personnel to be excellent in interpersonal awareness.
- Advanced: Habitually uses non-verbal cues and body language to interpret others' feelings and respond to their unspoken concerns, acknowledges others' concerns in spite of disagreement, and approaches others about sensitive issues in non-threatening ways.
- Intermediate: Usually uses non-verbal cues and body language to interpret others' feelings and respond to their unspoken concerns, acknowledges others' concerns in spite of disagreement, and approaches others about sensitive issues in non-threatening ways.
- Basic: Sometimes listens attentively and responds to peoples' concerns and feelings, asks questions to clarify them, and plans and prepares by anticipating others' reactions.
- Awareness: Demonstrates common knowledge or understanding of interpersonal awareness, but may avoid or miss opportunities to elicit, notice, interpret, and anticipate others' concerns and feelings.

CORE HHS Competencies

1. **Results Driven** - Focuses on desired results, and sets and achieves challenging goals.
2. **Customer Service** - Commits to satisfying internal and external customers.
3. **Decision Making** - Makes decisions in a timely manner.
4. **Collaboration/Partnering** - Establishes and maintains relationships for the purpose of achieving business goals.
5. **Problem Solving** - Accurately assesses problems and effectively and efficiently arrives at excellent solutions.
6. **Written Communication** - Express oneself clearly in business writing.
7. **Oral Communication** - Delivers clear, effective communication and takes responsibility for understanding others.
8. **Continuous Development** - Builds professional skills and competencies and improves work processes.
9. **Diversity** - The ability to recognize each person's differences and utilize those differences to increase the organization's effectiveness.
10. **Integrity** - Gains the trust of others by taking responsibility for own actions and telling the truth.

HHS Leadership and Management Competencies

1. **Creativity/Innovation** - Fosters and initiates new ideas, methods and solutions.
2. **Flexibility** - Responds quickly to change and easily considers new approaches.
3. **Resilience** - The ability to respond professionally in stressful and difficult situations.
4. **Strategic Thinking** - Uses an understanding of competitive position to develop both short and long term strategy.
5. **Vision** - Develops, articulates, and implements a vision that leads the organization towards its mission.
6. **Conflict Management** - Uses a variety of approaches to manage and resolve concerns, disagreement, and conflict.
7. **Financial Management** - The ability to estimate, justify, and manage appropriate funding levels to support mission accomplishment.
8. **Technology Management** - The ability to improve performance by integrating new and existing technology into the workplace.
9. **Leveraging Diversity** - Fosters an inclusive workplace where diversity and individual differences are valued and leveraged to achieve the vision and mission of the organization.
10. **Influencing/Negotiating** - Effectively impacts organizations, persuades, and gains the support of others.
11. **Team Building** - Provides direction and leadership to help teams achieve goals and operate cooperatively and cohesively.
12. **Political Savvy** - Understands and utilizes the dynamics of power, organization, and decision making to achieve objectives.
13. **External Awareness** - The ability to identify and integrate key external factors into daily work activities. Analytical being tied to a particular environment.
14. **Human Resources Management** - The ability to apply effective human resources practices in recruitment, selection, affirmative action, labor and employee management, and employee well-being programs.
15. **Entrepreneurship** - Creates and acts on business opportunities based on calculated risks.
16. **Technical Credibility** - Demonstrates a depth of judgment, knowledge and technical skill important for the position.
17. **Accountability** - Sets challenging goals, tracks progress towards them, solves performance problems, and demonstrates urgency and drive towards achieving them.
18. **Service Motivation** - The ability to model a high standard of quality and commitment to serving the public.
19. **Organizational Systems Awareness** - Understands and utilizes organizational dynamics to achieve objectives.
20. **Self-Direction** - Proactively identifies and acts on problems and opportunities.
21. **Project Management** - Project Management is the process of creating and maintaining an environment that guides a project to its successful completion.
22. **Interpersonal Skills** - Considers and responds appropriately to the needs, feelings, and capabilities of different people in different situations.
23. **Performance Management** - Monitors and evaluates performance against goals, and makes adjustments to achieve goals.

NIH Core Competencies

1. **Communication** - delivers clear, effective communication and takes responsibility for understanding others.
2. **Ethics** - conducts business in a professional and ethical manner consistent with agency and governmental standards.
3. **Knowledge Sharing** - uses formal, informal, and systematic methods to impart information to others that increases organizational effectiveness.
4. **Service Orientation** - commits to satisfying internal and external customers.
5. **Teamwork** - works together with others and helps others to work cooperatively to accomplish objectives.
6. **Continuous Learning and Self-Development** - proactively investigates new perspectives, attitudes, and behaviors, and takes steps to evaluate and improve performance.
7. **Flexibility** - adapts quickly to change and easily considers new approaches.
8. **Initiative** - proactively identifies opportunities and issues and acts to capitalize or resolve them.
9. **Resilience** - functions effectively and maintains performance and self-control under pressure or adversity.
10. **Continuous Improvement** - ensures work meets or exceeds standards and identifies and implements ways to make job tasks or processes more efficient.
11. **Leveraging Technology** - proactively seeks out ways to leverage technology to optimize organizational and individual performance.
12. **Organizational Awareness** - understands and utilizes organizational dynamics to achieve objectives.
13. **Problem Solving** - accurately assesses problems and effectively arrives at excellent solutions.

NIH Leadership and Management Competencies

1. **Change Leadership** - takes responsibility for leading, directing, and managing organizational change.
2. **Establishing Focus** - aligns personnel and other resources in a manner consistent with organizational vision and objectives.
3. **Knowledge Management** - establishes and provides on-going support of knowledge management processes and tools in order to ensure continued organizational viability and progress toward vision.
4. **Navigating the Public Sector** - understands the workings of the Federal Government and how to achieve results in this environment.
5. **Vision** - builds and shares a compelling view of the direction, or sense of purpose of the organization, to engage and motivate others toward a common goal.
6. **Coaching** - guides others to make the most of their available skills.
7. **Conflict Resolution** - uses a variety of approaches to manage and resolve concerns, disagreement, and conflict.
8. **Continuous Development** - builds professional skills and competencies of self and others.
9. **Delegation** - delegates responsibility as appropriate.
10. **Leveraging Diversity** - leads and manages an inclusive workplace that maximizes the talents of each person to achieve the vision and mission of the organization.
11. **Mentoring** - helps others, regardless of reporting relationship, to acquire the awareness, confidence, and resources necessary to fulfill their potential.
12. **Motivating Others** - inspires others' commitment to their work and organizational excellence.

13. **Performance Management** - develops and implements strategies that optimize individual performance within the organization.
14. **Decision Quality** - makes sound decisions that take into account objectives, risks, implications, and Agency and governmental regulations.
15. **Financial Acumen** - maintains and applies a broad understanding of financial management principals to ensure decisions are fiscally sound and responsible.
16. **Risk Management** - plans and implements measures that will avoid, overcome or compensate for elements of risk.