US Geological Survey

Office of Employee Development

~ Core Competency Model for Managers ~

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Part 1 – Executive Summary

Purpose:

In recent years the United States Geological Survey (USGS) has identified a need to implement a behaviorally-based Core-Competency Model for Managers (CCMM). This initiative is driven by the need to:

- Facilitate succession planning.
- Identify skills, knowledge and competencies of successful USGS managers.
- Establish ways to measure competencies and close gaps.
- Comply with Presidential Mandates.
- Meet OMB audit standards.
- Prepare staff to meet SES ECQ's.
- Align with DOI's move to competency management.

Internally, USGS employees at all levels articulated a desire for blending the agency's core science mandates and technical competence with effective/efficient management. The issue was brought to the Human Resources Leadership Team (HRLT) by managers within the USGS. The HRLT took this charge and began investigation and resolution. The Office of Employee Development (OED), in collaboration with its HR partners, began production of the Core Competency Model for Managers on August 26, 2003. Transition Fitness, LLC, an independent Organizational Development and Human Resource Management consultancy was retained to assist in the process.

Task:

OED tasked the CCMM working committee with the following mandates: (1) Prepare an agency-wide CCMM for each of the various management levels and titles (e.g. Supervisor, Middle and Senior Manager) based on OPM, SES ECQ Meta competencies and USGS Leadership Competencies and Guiding Principles for all employees, and (2) ensure that the model is:

- Aligned with agency and presidential level mandates.
- Incorporated in the USGS business reality.
- Populated with behavioral (i.e. clinical) language that is measurable.
- Validated with various stakeholder communities throughout the USGS.
- Populated with a suite of competencies that are core to the present and future managerial success of USGS.
- Aligned with the various USGS management levels by title.

Methodology:

Throughout the USGS CCMM development process, the USGS decision makers (CCMM Working and Steering Committees) have applied this general developmental framework:

1. Does it have **Mandate**? This refers to the overall strategic rationale for the model. In the case of CCMM there is a set of mandates deriving from the Bureau's needs to:

a. Have SES candidates meet ECQ's.

b. Increase effectiveness of persons in a managerial rotation.

c. Pass OMP audits.

d. Meet Presidential, Bureau and Departmental Mandates.

2. Does it have **Linkage**? Does the candidate Competency Model have a clear linkage to its Mandate(s)? In the case of CCMM that trail has been scrupulously maintained and advertised. The companion document *"Core Competency Model for Managers, Development History and References"* details the development and this linkage.

3. Does it have **Relevance**? Do the language and metrics of the model reflect how the competencies are actually manifest (or how executive management *wants* them to be manifest) throughout the organization. In the case of our work on CCMM, the surveys, focus groups and expert panels have been almost entirely focused on **relevance of language** while maintaining **linkage to mandates**.

4. Does it have **Utility**? The final test of value is can rank and file employees and their managers use the Model as a valuable tool in addressing their strategic and tactical needs both for operations and development. So, in addition to Mandate, Linkage and Relevance, can people actually DO something with the model?

Outcomes:

In the process of refining the CCMM, focus group participants and other stakeholders applied three test questions to guide and validate their work.

- Are these the right competencies and metrics?

- Are we in agreement with the language that describes them?

- Are any competencies or metrics missing?

The outcome of these efforts is a complete suite of 28 core competencies based on the OPM model that are thoroughly refined for linkage, relevance and utility throughout USGS and at all levels of management that are grouped by theme as follows:

- Six Core Competencies for USGS Managers:
    1. Integrity/ Honesty
    2. Interpersonal Skills
    3. Accountability
    4. Strategic Thinking
    5. Influencing/Negotiating
    6. Decisiveness
- Core Competencies for Managing Change:
    7. Flexibility
    8. Resilience
- Core Competencies for Managing Resources:
    9. Continual Learning
    10. Leveraging Diversity
    11. Technical Credibility
    12. Financial Management
    13. Human Resources Management

14. Technology Management
- Core Competencies for Managing Conflict:
    15. Conflict Management
    16. Problem Solving
- Core Competencies for Organizational Citizenship:
    17. Team Building
    18. Customer Service
    19. Partnering
    20. Political Savvy
- Remaining Core OPM Competencies:
    21. Creativity & Innovation
    22. External Awareness
    23. Service Motivation
    24. Vision
    25. Planning & Evaluating
    26. Entrepreneurship
    27. Oral Communication
    28. Written Communication

Next Steps:

This document and the companion *"Core Competency Model for Managers, Development History and References"* represent the final deliverable in the CCMM development initiative. OED and the CCMM Working Committee envision next steps in the integration, deployment and utilization of the CCMM to be:

- Migration of the CCMM language and metrics into the current OARS Skills Database and Assessment Tool and ultimately the new Learning Management System (LMS)

- Establishment of linkage from the elements of CCMM to relevant training and development protocols

- Assembling an inventory of CCMM-related development opportunities for USGS managers and supervisors.

- Posting of the CCMM on the USGS OED website.

- Development and deployment (both pilot and production) of :
    o On-line self assessment (for personal consideration about development interests).
    o On-line manager assessment (for comparison with self assessment and dialog about development).
    o On-line 360 assessments (for broader based assessment about development opportunity and accomplishment).
    o Systems for accumulation of statistical data by various Bureau demographics for establishment of baselines, benchmarks and trends.

It is anticipated that OED will continue to advance the integration, deployment and utilization of the CCMM throughout USGS with the help, cooperation and guidance of the CCMM Steering Committee, the HRLT and the ELT.

Part 2 – Tables

Table 1 - Management Levels Showing Example Titles for Each Level

Management Level	USGS Titles [1]
Supervisor	Team Leader, Task Lead, Supervisor
Middle Manager	Project Chief, Branch Chief, Section Chief, Sub-District Chief
Senior Manager	Science Center Director, Team Chief Scientist, District Chief, Office Chief, Cost Center Manager
Executive	SL, SES

Table 2 – Scope and Complexity by Management Level

Management Level	Scope	Complexity
Supervisor	• Organizational unit or localized function (e.g., program segment, limited population of agency/corporate customers or local stakeholder groups)	• Implements • Sets own goals and takes initiative in implementing ideas • Uses automation and information
Middle Manager	• Organization within an agency/corporation, its staff, higher-level management, peers, internal and external customers and stakeholders, including local unions and officials	• Plans • Sets own goals and takes initiative in implementing ideas • Manages and uses information
Senior Manager	• Agency/corporate activities and work of other agencies/corporations, or the public • Staff of part of a major organization, peers, higher-level executives within the agency/corporation, multiple internal and external customers and stakeholders	• Develops strategies • Sets own goals and takes initiative in implementing ideas • Recognizes, Manages and Advocates
Executive	• Major organization, peers, higher-level executives within the agency/corporation, multiple internal	• Leads with vision • Sets own goals and takes

[1] The titles listed here are believed to be broadly inclusive of those used throughout USGS. It is possible that some local nomenclature variations may exist within the management levels described.

Management Level	Scope	Complexity
	and external customers and stakeholders • Agency-wide/corporate-wide, industry-wide, Government-wide, national or international impact. (e.g., legislatures, interest groups, national unions/employee associations, professional associations, the public)	initiative in implementing ideas • Furthers, Builds, Maintains and Updates

Scope: Span of control; Number of people affected by results of work, program, project, product; and, whether it directly affects customers, stakeholders.

Complexity: Routine/repetitive vs. tailored/customized; Amount of guidance or standards that exist; Amount of coordination required among individuals or work units; Number and variety of sources consulted; Degree to which work is subjected to revision/change; Multiple demands - projects and responsibilities; and Duration of project.

Part 3 – Core Competency Model for USGS Managers

Original Six Core Competencies:

INTEGRITY/HONESTY
Instills mutual trust and confidence. Initiates and sustains action to accomplish scientific goals by guiding, motivating and gaining the confidence of others. Creates a culture that fosters high standards of ethics. Behaves in a fair and ethical manner toward others. Demonstrates a sense of corporate responsibility and commitment to public service. Achieves voluntary commitment to shared values and goals. Adapts leadership style to different situations.[2]

- Sets and demonstrates high standards of respect for people, the integrity of the scientific process, and appropriate use of property and fiscal resources

- Encourages and respects various perspectives regarding issues, challenges and opportunities

- Is fair and open (i.e. transparent) with regard to promotions, work assignments, performance appraisals, training, rewards and recognition

- Displays trust in employees as appropriate to plan and perform work and stands behind the work they produce

- Is honest in communication with people

- Gives credit to people who deserve it

- Accepts personal responsibility, especially when things go wrong

- Focuses on self-understanding and improvement

- Encourages others and has the courage to speak honestly about problems

- Does what they say they will do

- Takes appropriate action to address ethical, conduct or performance issues

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[2] "Leadership Style" refers to knowing when authoritative, affiliative, democratic, pace setting, coaching, or other leadership styles are appropriate based on the needs of the employee and the situation. Use of the term "style" may need further discussion.

INTERPERSONAL SKILLS
Establishes and maintains constructive and cooperative interpersonal relationships with others to accomplish the organization's mission. Considers and responds to the needs, feelings and capabilities of different people in different situations. Effectively communicates, to all levels: managers, peers, customers, partners, and employees. Exercises effective listening skills, clarifying information as needed and facilitates an open exchange of ideas. Adapts approach to different people and situations.

- Establishes effective working relationships with internal and external Groups
- Effectively promotes programs, products and services of the organization
- Responds appropriately and in a timely manner to concerns of employees, customers and partners
- Uses open communication and provides regular constructive feedback
- Appropriately uses a variety of facilitation, communication or other interpersonal skills and tools based on the urgency and importance of the issue
- Relates and deals with empathy and respect to a diversity of people
- Holds confidences
- Presents information honestly and encourages courses of action that will be best for the organization
- Creates environment where all employees are able to act appropriately without fear of retribution

ACCOUNTABILITY
Holds self accountable and can be relied upon to ensure that projects within areas of responsibility are completed in a timely manner. Assures that effective controls are developed and maintained to ensure the integrity of their charge and performance of the organization. Identifies how organizational or program results will be measured. Applies merit principles to hold self and others accountable for rules and responsibilities. Monitors programs and/or activities and takes corrective actions when necessary. Encourages others to take ownership of work, products, services and results.

- Ensures the integrity of scientific data and other work-related data
- Holds self and others accountable for high scientific, business and ethical standards
- Takes personal responsibility for own actions
- Takes action to reward employees for excellent service to the USGS and its customers
- Ensures appropriate attention to holding employees accountable for upholding the guiding principles of the USGS. http://training.usgs.gov/Leadership/guideprinc.html
- Counsels, disciplines, and when necessary, removes employees for poor performance or conduct issues to ensure the efficiency and effectiveness of the staff
- Continuously works to manage resources and deliver the highest quality products or services in a timely manner within available funding
- Makes decisions and judgments that are in the best interest of the larger bureau goals over project, local organization, or personal interests
- Establishes appropriate measures of success (e.g. performance standards, GPRA, etc.) and holds self and others accountable in regular evaluations against those measures
- Actively works to ensure a positive work environment with good morale and high productivity

STRATEGIC THINKING
Formulates effective strategies to address organizational goals that are consistent with the overall mission of the bureau. Researches, interprets, provides analysis and reports on long-term customer/client trends for the purpose of formulating policy and strategy. Determines objectives and sets priorities. Understands organizational strengths and weaknesses. Anticipates potential threats or opportunities that address long-term customer and stakeholder needs and concerns. Demonstrates courage to speak and act in the best interest of the organization's future potential. Uses information from various measures in strategic thinking and planning.
- Manages the continuum from Strategic Planning to Tactical Implementation   - Identifies activities to achieve short- and long-term goals and needs   - Anticipates emerging scientific and societal trends and leads the organization to address them   - Integrates lessons learned into strategic planning   - Increases and strengthens the applicability of scientific work to significant societal issues   - Uses a diversity of ideas, opinions, approaches and people to develop organizational strategy   - Challenges assumptions and reexamines long-held beliefs and practices   - Takes the time to research and understand current directions and initiatives and honestly shares the intent of those initiatives with employees and colleagues to constructively engage them as appropriate

INFLUENCING/NEGOTIATING
Develops networks and coalitions. Gains cooperation from others to obtain information and accomplish goals. Negotiates to find mutually acceptable solutions. Builds consensus through give and take.

- Develops networks with key individuals or groups to produce products and/or services
- Uses facilitation, collaboration, and technical skills and knowledge to achieve science goals
- Effectively promotes the organization's mission and capabilities
- Represents the Bureau in negotiations with others
- Works with communities at all levels to meet their science and information needs
- Informs decision-making at local, regional and national levels
- Encourages innovation and risk taking to influence individual and team performance
- Promotes cooperation in all projects/ventures
- Brings opposing groups or individuals together in order to reconcile differences and accomplish organizational goals
- Applies effective negotiation techniques

DECISIVENESS
Exercises good judgment by making sound and well-informed decisions. Perceives the impact and implications of decisions. Makes effective and timely decisions. Is proactive and achievement oriented.

- Exercises good judgment about what decisions to make as well as when and how to make them
- Employs wide variety of techniques to generate ideas, knowledge, options and decisions
- Involves appropriate people in decision-making
- Encourages and creates an environment which values taking calculated risks when necessary to accomplish the mission
- Learns from past experience to make better decisions in the future
- Uses decision making style appropriate to circumstances
- Ensures that decisions are defensible, actionable and followed through
- Takes effective action, even in uncertain situations
- Makes sound and timely decisions necessary to carry out programs, ideas, systems or policies
- Deals with issues and complaints by taking appropriate corrective action when needed

Core Competencies – Organized by Theme

Theme 1: MANAGING CHANGE
FLEXIBILITY
Recognizes that we live and work in an increasingly complex and continually changing environment. Is open to change and new ideas while maintaining core goals and values. Adapts behavior and work methods in response to new information, changes or obstacles. Adjusts rapidly to new or changing situations. Acts with professionalism and integrity under pressure.

- Assists employees in understanding, accepting and adapting to change in a timely manner
- Maintains composure, perspective and focus when handling conflicting demands, multiple challenges, changes or emergencies
- Works to maintain organization's productivity, quality and morale during change
- Is receptive to challenges and willing to challenge assumptions and strongly held beliefs
- Tries new approaches to solve difficult problems
- Improves approaches based on analysis of both successes and failures

Theme 1: MANAGING CHANGE
RESILIENCE
Deals effectively with pressure. Maintains focus and intensity and remains optimistic, persistent and professional even under adverse, stressful or difficult situations. Recovers quickly from reversals and setbacks (e.g., identifies lessons learned, looks for other opportunities to succeed). Demonstrates belief in one's own abilities, ideas, and self-worth, even during difficult times. Encourages and supports a healthy balance between personal life and work.

- Maintains composure while effectively addressing multiple high priority issues
- Promotes an atmosphere of positive energy and optimism in the face of adversity.
- Presents information honestly and encourages constructive action
- Works to maintain organizational effectiveness, service levels, stability and morale
- Effectively uses available organizational systems, groups, procedures etc. to determine courses of action
- Accepts responsibility for mistakes and takes positive steps to improve

Theme 2: MANAGING RESOURCES
CONTINUAL LEARNING
Recognizes that new skills and knowledge are needed continually to keep pace with a rapidly changing work environment. Uses a wide variety of learning experiences to ensure individual and organizational competency.

- Allocates time and dollars for investment in training and development
- Uses LMS to capture all training and employee development activities
- Evaluates impact of the training in terms of organizational goals and needs
- Continually seeks self-development opportunities
- Integrates lessons learned into everyday activities
- Uses IDPs to set priorities and ensure employees have critical technical, supervisory, managerial and leadership skills
- Uses innovative approaches to provide a variety of learning opportunities to develop critical skills (mentoring, OJT, project budgeting, knowledge sharing, details, coaching, etc.)
- Strives to provide an average of 40 hours of training and development per year per FTE
- Regularly assesses employee skills and knowledge to determine training and development needs

Theme 2: MANAGING RESOURCES
LEVERAGING DIVERSITY
Leads and manages an inclusive workplace that maximizes the talents of each person to achieve sound business results. Recruits and develops a diverse high quality workforce in an equitable manner. Respects, understands, values and seeks out individual differences and similarities to strengthen work groups, achieve the vision and mission of the organization, and retain a high quality workforce. Develops and uses measures and rewards to hold self and others accountable for achieving results that embody the principles of diversity.

- Promotes an inclusive workplace by being respectful, fair and equitable in treatment of others by modeling the USGS Guiding Principles[3]
- Uses the Affirmative Employment Plan (AEP) to eliminate barriers to equal opportunity
- Provides reasonable accommodation for people with disabilities
- Is responsive and sensitive to individuals needs of employees
- Ensures that employees are free from discrimination, harassment, hostile work environment and reprisal
- Uses array of OPM hiring options to reach a diverse pool of candidates when able to hire
- Uses diverse skills, people, perspectives and approaches in daily operations to achieve business results
- Mentors and develops employees from different cultural, academic or racial background throughout their careers
- Implements the DOI diversity plan and participates in diversity activities

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[3] The USGS Guiding Principles are available at http://training.usgs.gov/leadership/guideprinc.html

Theme 2: MANAGING RESOURCES
TECHNICAL CREDIBILITY[4]
Widely regarded throughout the field as an expert who has developed over time through education and experience and uses that background to manage and communicate the technical work of the organization to advance the mission of the bureau.

- Embodies leadership qualities of honesty, integrity, wisdom, objectivity, intellectual rigor and broad perspective
- Demonstrates, maintains and communicates current knowledge of basic concepts, facts and principles of particular subject matter domain
- Demonstrated experience in successfully leading increasingly complex and rigorous technical endeavors
- Maintains high stature in community as evidenced by professional accomplishments and external recognition
- Inspires confidence in others by consistently presenting scientific and organizational information and its implications in an honest, objective and accurate manner
- Demonstrated ability to move the organization forward through educated and calculated risks based on an integrated understanding of the technical and political landscape
- Understands when to expand personal base of expertise and demonstrated ability to assimilate information in a new field
- Understands the organization its mission and direction in order to hire the right people, ask the right questions, establish and use QA/QC procedures to ensure credibility

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[4] The term Technical Credibility equals Professional Credibility

Theme 2: MANAGING RESOURCES
FINANCIAL MANAGEMENT[5]
Demonstrates broad understanding of principles of financial management, the cost of doing the job and the internal/external factors that influence resource availability to ensure balancing of resources with the workload appropriate to funding levels.
- Ensures effective management controls are in place and used to take appropriate action   - Manages and accounts for resources and costs   - Plans and justifies the resources for your area of responsibility   - Demonstrates the relationship between resources used and promised results   - Takes a long term view and balances resources in anticipation of future conditions   - Keeps current with relevant financial management standards and procedures   - Takes near term financial actions to address unexpected changes/needs

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[5] Based on JFMIP competencies of Planning, Budgeting, Execution and Evaluation

Theme 2: MANAGING RESOURCES
HUMAN RESOURCES MANAGEMENT
Leads, motivates and manages employees to achieve the organization's objectives, and creates a work environment in which employees are energized to perform at a high level. Ensures that people have the right skills, tools, information and authority to do their job. Provides an organizational vision which allows employees to see their role in the organization and works to achieve a common strategic direction.

- Uses Position Management[6] principles to design the organization to most effectively and efficiently meet organizational objectives
- Uses Workforce Planning techniques to assess current and future staffing needs based on organizational goals and budget realities and implements strategies to meet those needs
- Uses Merit System Principles[7] to recruit and select employees with the skills necessary to achieve organizational success
- Communicates regularly with employees to provide critical information, direction, coordination and guidance to equip them to do their jobs and ensure organizational outcomes
- Sets and communicates performance expectations to employees, provides feedback, and evaluates performance
- Holds employees accountable, rewards employees for high-level performance, counsels employees, and takes corrective action to address conduct and performance issues as soon as they are recognized
- Ensures employees have the skills to do their current job and cross training is provided for critical functions
- Supports training and development for career development and succession planning

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[6] Position Management considers the type of position, duties, relationship between positions, grade levels and types of appointment

[7] A listing of the merit system principles is available at www.opm.gov

transition fitness

Theme 2: MANAGING RESOURCES
TECHNOLOGY MANAGEMENT[8]
Understands the impact of technological changes on the organization and its mission. Develops and implements strategies to integrate appropriate technology into the workplace to manage and improve program effectiveness and employee performance. Stays informed about new technology and complies with related laws and mandates.

- Evaluates technologies and advocates their appropriate use to accomplish the mission
- Ensures technology is integral to accomplishing the mission through strategic planning and investments
- Ensures appropriate management of technology resources in compliance with organizational requirements
- Ensures technology management best practices including standards, integrity and compatibility
- Ensures compliance with mandated information technology security requirements

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[8] Also includes Information Management

Theme 3: MANAGING CONFLICT
CONFLICT MANAGEMENT
Develops and sustains cooperative working relationships. Manages conflicts effectively. Respectfully confronts and resolves issues and disagreements in a positive and constructive manner to minimize the negative impact of confrontations, complaints, grievances. Works with others to generate areas of agreement and joint action.
- Identifies root causes for potential harmful conflict and works to minimize, manage or remove them.   - Works with employee associations or union officials to address employee concerns   - Resolves conflicts among employees and work units using effective conflict management techniques   - Consults and coordinates with alternative dispute resolution officials, union officials or employee relations staff to resolve employee grievances   - Resolves formal complaints/grievances and minimizes negative impact on the organization   - Keeps employees informed and monitors their concerns about work-related issues   - Recognizes potential for and takes appropriate action to ensure that security procedures are in place to prevent violence and other disruption in the workplace   - Recognizes and takes appropriate action about mental health or substance abuse problems within the organization   - Investigates and resolves complaints from a stakeholder

Theme 3: MANAGING CONFLICT
PROBLEM SOLVING
Identifies, analyzes and solves problems. Distinguishes between real and perceived problems. Uses sound reasoning/logic to arrive at conclusions from a range of choices and/or competing viewpoints and alternatives. Finds alternative solutions to complex problems. Distinguishes between relevant and irrelevant information to make logical judgments.

- Acts as trouble-shooter by discovering, clarifying and eliminating causes of organizational or employee problems in line with organizational mission and goals

- Delegates appropriate authority and empowers managers to solve problems

- Finds ways to accomplish goals in spite of internal or external constraints

- Implements difficult, hard or unpopular solutions

- Involves appropriate stakeholders in solving organizational problems

- Participates and encourages participation in task forces/committees to deal with problems

- Reaches solutions among opposing parties including influential individuals or organized groups outside the bureau

- Serves as a team leader/facilitator to solve work process issues

- Solves problems by asking staff to generate solutions

- Determines the best way to implement new bureau policies or programs

- Researches and employs best practices to address problems

Theme 4: ORGANIZATIONAL CITIZENSHIP
TEAM BUILDING
Develops and sustains cooperative working relationships. Encourages and facilitates cooperation and open communication within team environments and throughout the organization. Builds collaboration across organizational boundaries. Gains cooperation from others to obtain information and accomplish goals. Promotes team work at all levels.

- Recognizes that teamwork is essential to accomplish the organization's mission
- Creates and administers appraisal and reward systems that reinforce teamwork
- Recognizes when formal teams are appropriate and demonstrates commitment to those teams by delegating authority, providing resources, and reinforcing team contributions
- Balances personal and group positions in support of the organizational mission
- Is willing to subordinate own wishes to the will of the team in support of the organizational mission
- Uses team management and team effectiveness skills to work with diverse groups of people
- Uses cross-functional teams to increase organizational effectiveness
- Includes customers and suppliers or other stakeholders on teams to improve the quality of products and services
- Provides/ensures training in effective team performance
- Builds effective networks and alliances

Theme 4: ORGANIZATIONAL CITIZENSHIP
CUSTOMER SERVICE
Is dedicated to meeting the expectations and requirements of internal and external customers. Gets first-hand customer information and uses it for improvements in products and services. Perceives the impact and implications of decisions and acts with customers in mind. Establishes and maintains effective relationships with customers and gains their trust and respect.
- Establishes and implements a customer- and market-focused business strategy for the organization   - Anticipates, seeks, and integrates customer needs and expectations into the service delivery process or product development   - Ensures the quality of products and services through Quality Assurance and Quality Control processes   - Continuously improves the quality of products, processes and services for an organization   - Provides measurable high quality service to a variety of clients/customers within a quality framework   - Seeks personal and unit training in client interaction and customer service techniques   - Uses information from various sources to assess and improve services or products

Theme 4: ORGANIZATIONAL CITIZENSHIP
PARTNERING
Effectively develops networks, builds alliances and collaborates with others. Finds common ground with a wide range of stakeholders. Utilizes contacts to build and strengthen internal and external support.
• Cultivates a broad network of diverse stakeholders, experts and decision makers to exchange ideas, rally support, share resources and participate in diverse partnerships • Assesses the strategic implications of partnering opportunities • Holds self and others accountable for partnership performance • Acts to preserve personal and organizational relationships, even under difficult or heated circumstances

Theme 4: ORGANIZATIONAL CITIZENSHIP
POLITICAL SAVVY
Ability to identify and keep current with the internal and external politics and issues that impact the work of the organization. Is sensitive to how people and organizations function. Anticipates the internal and external implications of statements or actions. Considers political and organizational reality, the media, and special interests in decision-making. Formulates appropriate approaches to each problem situation.
• Balances interests of the organizational unit with broader organizational and Government purposes and realities   • Understands who the key internal and external stakeholders are and keeps them informed of important situations   • Keeps personnel within own organization informed of political aspects of key issues   • Considers, and when appropriate, engages key internal and external stakeholders in decision making   • Builds support from influential parties for organizational initiatives   • Capitalizes on key opportunities to publicize organization's programs to influential parties   • Acts with professional dispatch and wisdom in sensitive political or media situations   • Recognizes when to compromise and when to remain firm to accomplish broader organizational objectives

Remaining OPM Competencies:

CREATIVITY & INNOVATION

Develops new insights into situations. Creates a work environment that encourages creative thinking and innovation. Originates designs, creates and implements new solutions to make organizational improvements.

- Develops and implements new programs that meet bureau or customer needs
- Makes a suggestion that results in improvement of an organizational unit's processes, products or services
- Performs work requiring development of improved processes, products or services
- Easily makes connections among previously unrelated notions
- Encourages brainstorming, experimentation and ideas that may seem unconventional
- Encourages calculated risk taking
- Creates a work environment of future visions
- Tends to be seen as original and value-added in brainstorming settings
- Recognizes and rewards creativity and innovation
- Finds creative ways to accomplish organizational mission despite continually dwindling resources

EXTERNAL AWARENESS
Identifies and remains current on external matters that are critical to the continual development of the organization and its science mission. Understands how external influences affect the organization. Understands how to make contributions that are relevant to the external community. Uses this information in making program decisions.

- Develops and maintains partnerships with other organizations, external customers and local stakeholders
- Keeps abreast of policies and priorities that affect the organization and its science mission
- Serves as bureau representative/consultant in outside meetings or activities including other agencies, professional, technical or management associations
- Understands the national policy-making and implementation process
- Seeks input from interest groups and public to formulate policy
- Maintains contact and membership in professional/technical associations

SERVICE MOTIVATION
Creates and sustains a team culture that encourages others to provide the quality of service essential to high performance. Balances interests of a variety of clients. Anticipates and meets the needs of clients. Applies quality management principles and processes for delivery of high-quality products and customer service. Strives for continuous improvement.
• Anticipates and integrates customer needs and expectations into the service delivery process or product development for an organization • Seeks to improve the quality of products, processes and services for an organization • Ensures improvement of quality of products and services through staff training, process reengineering, peer review or other internal/external experts • Establishes and implements a business strategy for an organization with a customer and market focus that results in measurable improvements in customer satisfaction • Establishes processes for assessing variations in the quality of products and services for an organization • Promotes use of the scientific method • Participates in client interaction and customer service training

VISION
Develops a shared vision of a desirable future state with others. Takes a long-term view and acts as a catalyst for organizational change. Influences others to translate vision into action. Formulates long-term goals that are consistent with key priorities and values. Redirects program activities in direction of a new strategic thrust. Sets priorities and establishes strategies for implementing vision.
• Anticipates new/changing demands for programs/services • Champions and improves what the organization does best • Champions organizational change to adapt to changing conditions • Communicates vision to all levels in the organization • Ensures that organization's vision and values address all constituents • Identifies organization's strengths in terms of current customer/market place needs • Develops strategies to build on organization's strengths • Initiates improvements in a process, product or service • Initiates efforts to form peer groups to improve quality of work life • Obtains state-of-the-art equipment and resources to accomplish organization's mission • Participates in task forces, committees, focus groups, ad-hoc groups, or special projects to move organizational unit toward organization's vision • Takes responsibility for creating a strategic vision for the organization

PLANNING & EVALUATING
Determines and establishes objectives and strategies for organization, projects and other activities. Identifies required resources and develops plans for carrying out the work in a timely manner. Oversees implementation of plans and assures that contingencies are appropriately addressed. Coordinates with others to accomplish goals. Monitors and evaluates progress and outcomes of operational plans.

- Develops short and long term plans and directs the work

- Integrates strategic plans into project, program and policy plans

- Anticipates potential threats or opportunities

- Identify available resources, tools and skills to prioritize and schedule work assignments

- Establishes performance objectives

- Coordinates planning and evaluating activities with appropriate stakeholders to eliminate overlap and optimize outcomes

- Continually balances competing and/or ill defined demands of scope, time, cost, quality, needs and expectations

- Plans for management of information and technologies

- Establishes and evaluates program performance and project accomplishments using integrated program and financial performance measures

ENTREPRENEURSHIP
Identifies opportunities to develop and market new products and services within or outside of the organization. Takes risks to achieve a recognized financial benefit or advantage. Is good at bringing the creative ideas of others to market. Has good judgment about which creative ideas and suggestions will work. Has a sense about managing the creative process of others. Can facilitate effective brainstorming.
• Recognizes that responsible risk taking is an acceptable and essential ingredient in developing innovations • Promotes a culture of innovation in alignment with the mission of the organization and rewards a willingness to try new things • Invests time and resources to support development of new ways to enhance program opportunities and increase the level of service • Encourages employees to make innovative suggestions and to try new approaches to building programs

ORAL COMMUNICATION
Makes clear and convincing oral presentations to individuals or groups at all levels. Listens actively and effectively and clarifies information as needed. Encourages and facilitates an open exchange of ideas and fosters an atmosphere of open communication.
- Makes clear and convincing oral presentations to internal and external groups on the key functions, policies, programs, and operations of the organization   - Effectively explains or defends organizational positions, proposals, policies or practices to others   - Effectively explains technical, scientific or policy matters to both technical and non-technical audiences   - Effectively communicates with internal or external audiences about sensitive or controversial issues   - Seeks training and support before meeting with members of the news media or Congress   - Effectively testifies in Congressional hearings as required by the position   - Listens to others and is able to assess audience needs and comprehension levels   - Able to coach and mentor employees by effective articulation of assignments and processes   - Speaks regularly to direct reports, both individually and as a group to share information

WRITTEN COMMUNICATION
Expresses facts and ideas in writing in a clear, convincing, organized and understandable manner. Communicates purpose in a succinct and organized manner, appropriate for context, time and place. Composes, reviews, edits and/or issues written materials for diverse audiences.

- Is able to write clearly and succinctly in a variety of communication settings and styles; can get messages across that have the desired effect

- Develops clear and convincing written documents for internal groups, local stakeholders, customers on the key functions and policies of the organization and higher-level management or other groups within the agency/corporation

- Effectively explains or defends in writing organizational positions, proposals, policies or practices

- Develops effectively written materials to translate technical, scientific or policy matters to non-technical audiences

- Develops clear written information, data and analysis to help others deal with complex issues or controversial subjects

- Responds appropriately in writing to stakeholders on the key functions and policies of the organization

- Seeks review of scientific and other critical written documents to ensure accuracy, clarity and understandability for the intended audience