

# US Geological Survey

*~ Core Competency Model for Managers ~*

*Relevance of Competency Metrics  
On-Line Survey Results*

July, 2004



transition fitness

## Executive Summary

This document is a compilation of the results from an on-line survey of USGS managers at the Supervisor, Middle and Senior Manager levels listed below. Executive levels were not surveyed.

Management Level	USGS Titles <sup>1</sup>
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

The survey first asked respondents to identify their Discipline area, Regional assignment and Management level. Respondents were then presented with a series of 28 Competencies<sup>2</sup> and their definitions and asked to identify what Behavioral Metrics associated with the Competency applied to them in their current position. Respondents were also given the opportunity to comment on each of the Competencies. The comments are not included in this version of the document. The intent of the survey is to understand (1) what behaviors are appropriate to the CCMM and (2) if any of the behaviors are particularly applicable to specific management levels.

It is worth noting for the sake of clarity that the Competencies are numbered 4 through 31 which reflects order in which they appeared as questions in the Survey.

In order to assist in evaluating the results, whenever 65% or more respondents (i.e. ~ 1 standard deviation) identified a metric as applicable to them, that score is highlighted in yellow.

<sup>1</sup> 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.

<sup>2</sup> The Competency model is based on the OPM language for SES ECQ's. The definitions have been slightly adapted to better reflect USGS.

## Statistics and Demographics

Launch Date	6/8/2004
Close Date	6/28/2004
Email Invites	1051
Visits	795
Partials	146
Completes	493

Headquarters	58	12%
Eastern	163	33%
Central	154	31%
Western	118	24%

Water	232	47%
Geology	74	15%
Geography	51	10%
Biology	77	16%
Administration	59	12%

First-Line	189	38%
Middle	212	43%
Senior	92	19%

<b>Overall</b>	<b>Water</b>	<b>Geology</b>	<b>Geography</b>	<b>Biology</b>	<b>Administration</b>	<b>Totals</b>
Headquarters	7	11	3	5	32	58
Eastern	100	18	16	22	7	163
Central	70	19	26	26	13	154
Western	55	26	6	24	7	118
Totals	232	74	51	77	59	493

<b>By Region</b>	<b>First-Line</b>	<b>Middle</b>	<b>Senior</b>	<b>Totals</b>
Headquarters	16	26	16	58
Eastern	57	74	32	163
Central	65	66	23	154
Western	51	46	21	118
Totals	189	212	92	493

<b>By Discipline</b>	<b>First-Line</b>	<b>Middle</b>	<b>Senior</b>	<b>Totals</b>
Water	89	105	38	232
Geology	27	26	21	74
Geography	27	18	6	51
Biology	27	36	14	77
Administration	19	27	13	59
Totals	189	212	92	493

<b>4: CONTINUAL LEARNING</b>					
Grasps the essence of new information. Masters new technical and business knowledge. Recognizes own strengths and weaknesses. Pursues and invests self-development. Encourages feedback from others. Seeks opportunities to master new knowledge. Sets own goals and takes initiative in implementations. Achieves required and timely results which are accepted by stakeholders.	<b>Management Levels</b>				
	<b>All Levels</b>		<b>Senior</b>	<b>Mid</b>	<b>First</b>
	<b>Rank<sup>3</sup></b>	<b>493<sup>4</sup></b>	<b>92<sup>5</sup></b>	<b>212<sup>6</sup></b>	<b>189<sup>7</sup></b>
4.1: Creates a learning network or environment.	17	84.80%	85.87%	85.38%	83.07%
4.2: Participates in professional, management or community activities, or multi-functional committees.	26	80.50%	89.13%	85.85%	69.84%
4.3: Seeks self-development opportunities.	24	81.50%	80.43%	80.66%	82.54%

<sup>3</sup> Rank represents the overall position of the Behavioral Metric among the list of 230+ in the survey

<sup>4</sup> Total respondents

<sup>5</sup> Total Senior Manager respondents

<sup>6</sup> Total Middle Manager respondents

<sup>7</sup> Total First-level Supervisor respondents

<b>5: CREATIVITY &amp; INNOVATION</b>					
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.	<b>Management Levels</b>				
	<b>All Levels</b>	<b>Senior</b>	<b>Mid</b>	<b>First</b>	
	<b>Rank</b>	<b>493</b>	<b>92</b>	<b>212</b>	<b>189</b>
5.1: Adapts technology for a new application.	104	62.30%	45.65%	63.68%	68.25%
5.2: Develops and implements new programs that meet bureau or customer needs.	60	70.60%	86.96%	73.11%	59.26%
5.3: Develops innovative communication technique for a product or service.	159	44.80%	56.52%	46.70%	36.51%
5.4: Makes a suggestion that results in improvement of an organizational unit's processes, products or services.	20	83.60%	82.61%	86.32%	80.42%
5.5: Makes suggestions that have an impact on other organizations or the public.	116	58.80%	66.30%	62.74%	50.26%
5.6: Manages work requiring development of improved processes, products or services for the organization.	47	74.80%	81.52%	76.89%	68.78%
5.7: Performs work requiring development of improved processes, products or services.	125	56.80%	45.65%	56.60%	61.90%
5.8: Reduces steps in a work process that result in time and/or cost savings.	60	70.60%	65.22%	73.11%	69.84%

<b>6: EXTERNAL AWARENESS</b>					
Identifies and remains up-to-date on matters that are critical to the continual development of the organization. Understands where the organization is headed and how to make a contribution. Uses this information in making program decisions.	<b>Management Levels</b>				
	<b>All Levels</b>	<b>Senior</b>	<b>Mid</b>	<b>First</b>	
	<b>Rank</b>	<b>493</b>	<b>92</b>	<b>212</b>	<b>189</b>
6.1: Develops and maintains partnerships with other organizations.	30	79.30%	95.65%	81.60%	68.25%
6.2: Has contacts and membership in professional/technical associations.	92	63.70%	79.35%	69.81%	48.68%
6.3: Performs developmental assignments.	142	50.10%	55.43%	48.58%	48.68%
6.4: Keeps abreast of policies and priorities that affect the organization.	9	88.40%	92.39%	87.74%	86.77%
6.5: Maintains contacts with external customers and local stakeholders.	14	86.20%	93.48%	86.79%	81.48%
6.6: Serves as bureau representative in outside meetings or activities.	90	63.90%	88.04%	70.75%	43.92%
6.7: Reviews/edits correspondence, reports, and policy documents to ensure consistency with organizational policy and priorities.	58	71.00%	79.35%	78.77%	57.67%
6.8: Serves as an expert consultant to outside organizations.	170	42.20%	57.61%	43.40%	32.80%
6.9: Serves as an officer in a professional, technical or management association.	217	25.40%	35.87%	29.25%	15.34%
6.10: Sponsors various means of information exchange for stakeholders.	152	46.20%	67.39%	45.28%	36.51%
6.11: Understands the national policy-making and implementation process.	148	47.90%	80.43%	47.17%	32.28%
6.12: Seeks input from interest groups and public to formulate policy.	202	32.30%	59.78%	30.66%	20.11%

<b>7: FLEXIBILITY</b>					
Is open to change and new ideas. Adapts behavior and work methods in response to new information, changes or obstacles. Adjusts rapidly to new or changing situations. Remains calm under pressure.	<b>Management Levels</b>				
	<b>All Levels</b>	<b>Senior</b>	<b>Mid</b>	<b>First</b>	
	<b>Rank</b>	<b>493</b>	<b>92</b>	<b>212</b>	<b>189</b>
7.1: Handles emergencies for a program.	57	71.40%	68.48%	75.00%	68.25%
7.2: Handles a constant series of emergencies for several programs.	201	33.30%	47.83%	35.85%	22.75%
7.3: Makes successful career changes by working in different organizational functions.	186	38.70%	52.17%	37.26%	33.33%
7.4: Maintains organization's productivity, quality and morale during change.	11	88.00%	94.57%	89.15%	83.07%



<b>8: RESILIENCE</b>					
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). Accepts responsibility for mistakes. Demonstrates belief in one's own abilities, ideas, and self-worth. Maintains a positive view of self, even during difficult times. Maintains a healthy balance between personal life and work.	<b>Management Levels</b>				
	<b>All Levels</b>		<b>Senior</b>	<b>Mid</b>	<b>First</b>
	<b>Rank</b>	<b>493</b>	<b>92</b>	<b>212</b>	<b>189</b>
8.1: Defines priorities, rebalances resources, and determines how best to accomplish priorities using team resources appropriately.	4	90.70%	92.39%	90.09%	89.95%
8.2: Focuses work group on handling challenges through problem solving strategies.	46	75.30%	77.17%	73.58%	75.66%
8.3: Maintains organizational effectiveness, service levels, stability and morale of an organization during change or crisis.	21	83.20%	92.39%	85.38%	75.66%
8.4: Presents information in the most positive light to encourage acceptance by members of the organization.	60	70.60%	68.48%	71.23%	70.37%
8.5: Projects an infectious energy and optimism in the face of adversity that influences organizational members and helps them to handle uncertainty and persevere.	108	61.90%	71.74%	62.26%	56.08%
8.6: Seeks alliances with others, e.g. peers, mentors, coach, to develop a support system for dealing with crisis.	47	74.80%	82.61%	74.53%	70.90%
8.7: Uses the organizational system and determines a course of action to deal with crises.	72	67.70%	79.35%	69.34%	59.79%

<b>9: SERVICE MOTIVATION</b>					
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.	<b>Management Levels</b>				
	<b>All Levels</b>	<b>Senior</b>	<b>Mid</b>	<b>First</b>	
	<b>Rank</b>	<b>493</b>	<b>92</b>	<b>212</b>	<b>189</b>
9.1: Anticipates and integrates customer needs and expectations into the service delivery process or product development for an organization.	34	78.10%	84.78%	81.60%	70.37%
9.2: Seeks to improve the quality of products, processes and services for an organization.	7	89.00%	85.87%	90.09%	88.89%
9.3: Ensures improvement of quality of products and services through staff training, process reengineering, peer review or other internal/external experts.	37	77.50%	80.43%	77.36%	75.66%
9.4: Establishes and implements a business strategy for an organization with a customer and market focus that results in measurable improvements in customer satisfaction.	175	41.80%	66.30%	41.98%	29.10%
9.5: Establishes processes for assessing variations in the quality of products and services for an organization.	186	38.70%	41.30%	43.87%	31.22%
9.6: Participates in client interaction and customer service training.	147	48.10%	53.26%	47.64%	45.50%

<b>10: STRATEGIC THINKING</b>					
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.	<b>Management Levels</b>				
	<b>All Levels</b>		<b>Senior</b>	<b>Mid</b>	<b>First</b>
	<b>Rank</b>	<b>493</b>	<b>92</b>	<b>212</b>	<b>189</b>
10.1: Assists organizational management developing strategic plans.	71	68.00%	82.61%	70.28%	57.67%
10.2: Anticipates new, changed, or conflicting demands for programs and/or services, seeks information, and takes action.	44	76.30%	89.13%	78.30%	67.20%
10.3: Applies understanding of past situations to anticipate and deal with threats and opportunities.	21	83.20%	89.13%	84.91%	77.78%
10.4: Assembles resources to collaboratively champion and effect change.	92	63.70%	72.83%	69.81%	51.85%
10.5: Communicates strategic goals to individual stakeholders to gain support for change.	88	64.30%	79.35%	66.51%	53.97%
10.6: Converts organization-wide strategies and policy direction into action items within areas of responsibility.	115	59.00%	75.00%	62.26%	47.09%
10.7: Develops strategies to integrate organizational strengths into the bureau's mission and minimize or eliminate organizational weaknesses.	181	40.00%	60.87%	42.92%	25.93%
10.8: Thinks strategically when implementing processes or procedures within the unit.	39	77.10%	81.52%	79.25%	71.96%

<b>11: VISION</b>					
Is open to change and new ideas. Adapts behavior and work methods in response to new information, changes or obstacles. Adjusts rapidly to new or changing situations. Remains calm under pressure.	<b>Management Levels</b>				
	<b>All Levels</b>	<b>Senior</b>	<b>Mid</b>	<b>First</b>	
	<b>Rank</b>	<b>493</b>	<b>92</b>	<b>212</b>	<b>189</b>
11.1: Handles emergencies for a program.	57	71.40%	68.48%	75.00%	68.25%
11.2: Champions and improves what organization does best.	76	66.70%	85.87%	70.28%	52.91%
11.3: Champions organizational change to adapt to changing conditions.	86	64.50%	81.52%	69.34%	50.26%
11.4: Communicates vision to all levels in the organization.	130	55.00%	71.74%	60.85%	39.68%
11.5: Ensures that organization's vision and values address all constituents.	165	43.20%	68.48%	44.34%	29.10%
11.6: Identifies organization's strengths in terms of current customer/market place needs.	114	59.40%	71.74%	64.62%	47.09%
11.7: Develops strategies to build on organization's strengths.	95	63.10%	84.78%	67.45%	47.09%
11.8: Initiates improvements in a process, product or service.	36	77.70%	78.26%	79.25%	75.13%
11.9: Initiates efforts to form peer groups to improve quality of work life.	185	39.10%	54.35%	36.32%	34.39%
11.10: Obtains state-of-the-art equipment and resources to accomplish organization's mission	86	64.50%	68.48%	66.51%	59.79%
11.11: Participates in task forces, committees, focus groups, ad-hoc groups, or special projects to move organizational unit toward organization's vision	82	65.50%	77.17%	66.51%	58.20%
11.12: Takes responsibility for creating a strategic vision for the organization	168	42.60%	76.09%	42.92%	25.40%

<b>12: PLANNING &amp; EVALUATING</b>					
Determines and establishes objectives and strategies. Identifies required resources and develops plans for carrying out the work in a timely manner. Coordinates with other parts of the organization to accomplish goals. Monitors and evaluates progress and outcomes of operational plans to ensure that program and policies are being implemented and adjusted as necessary to accomplish the organization's mission. Anticipates potential threats or opportunities.	<b>Management Levels</b>				
	<b>All Levels</b>		<b>Senior</b>	<b>Mid</b>	<b>First</b>
	<b>Rank</b>	<b>493</b>	<b>92</b>	<b>212</b>	<b>189</b>
12.1: Assesses feasibility of work assignments or a project component	27	80.30%	76.09%	83.96%	77.78%
12.2: Schedules work assignments	42	76.70%	52.17%	75.00%	89.95%
12.3: Sets work priorities	15	86.00%	73.91%	85.38%	92.06%
12.4: Directs work of a project team or work unit	32	78.90%	52.17%	80.19%	89.95%
12.5: Assesses policy and program feasibility	102	62.50%	80.43%	64.15%	51.32%
12.6: Coordinates activities with other organizations within the bureau	88	64.30%	85.87%	62.74%	55.03%
12.7: Develops fiscal year operating agenda	74	67.30%	79.35%	71.70%	56.08%
12.8: Directs preparation of organizational plans with short-and long-range objectives	126	56.60%	79.35%	58.02%	43.39%
12.9: Ensures that program, financial and performance measures are integrated	102	62.50%	72.83%	68.87%	49.74%
12.10: Evaluates program performance and project accomplishment	63	70.20%	81.52%	72.64%	61.38%
12.11: Implements data collection for assessing results-oriented performance measures	142	50.10%	46.74%	52.83%	48.15%
12.12: Initiates and guides development of strategic plans for organization	189	37.90%	72.83%	39.62%	18.52%
12.13: Integrates strategic plan into program and policy plans	157	45.00%	72.83%	46.23%	29.63%
12.14: Prepares program/project plans with short-and long-range objectives	101	62.70%	73.91%	67.92%	50.79%

<b>13: CONFLICT MANAGEMENT</b>					
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. Ensures that security procedures are in place to prevent and respond to disruptive individuals.	<b>Management Levels</b>				
	<b>All Levels</b>		<b>Senior</b>	<b>Mid</b>	<b>First</b>
	<b>Rank</b>	<b>493</b>	<b>92</b>	<b>212</b>	<b>189</b>
13.1: Consults and coordinates with union officials or employee relations staff to resolve employee grievances	160	44.60%	58.70%	43.40%	38.62%
13.2: Consults with stakeholders outside the bureau on issues before making decisions	191	37.10%	58.70%	41.98%	20.63%
13.3: Investigates and resolves complaints from a stakeholder	72	67.70%	79.35%	72.17%	56.61%
13.4: Keeps employees informed and monitors their concerns about work-related issues	6	90.10%	89.13%	90.57%	89.42%
13.5: Recognizes potential and takes appropriate for violence in the workplace	98	62.90%	72.83%	63.68%	56.61%
13.6: Resolves complaints/grievances and minimizes negative impact on the organization	43	76.50%	86.96%	77.36%	69.84%
13.7: Resolves conflicts among employees and work units over work schedules/assignments	25	80.70%	66.30%	84.91%	82.54%
13.8: Works with employee associations or union officials to address issues	225	19.50%	28.26%	17.92%	16.40%

<b>14: LEVERAGING DIVERSITY</b>					
Recruits, develops, and retains a diverse high quality workforce in an equitable manner. Leads and manages an inclusive workplace that maximizes the talents of each person to achieve sound business results. Respects, understands, values and seeks out individual differences to achieve the vision and mission of the organization. Develops and uses measures and rewards to hold self and others accountable for achieving results that embody the principles of diversity. Accomplishes any affirmative action goals. Considers special needs of stakeholders in developing and implementing programs. Obtains input from diverse stakeholders. Promotes the use of family friendly personnel policies.	<b>Management Levels</b>				
	<b>All Levels</b>		<b>Senior</b>	<b>Mid</b>	<b>First</b>
	<b>Rank</b>	<b>493</b>	<b>92</b>	<b>212</b>	<b>189</b>
14.1: Analyzes statistics to identify under represented groups and works with program officials to implement diversity	217	25.40%	39.13%	25.47%	17.99%
14.2: Develops and implements plans for assessing concerns and needs of persons with disabilities	200	33.50%	47.83%	33.96%	25.40%
14.3: Develops and implements alternatives to downsizing	189	37.90%	57.61%	40.09%	25.40%
14.4: Makes workforce diversity a performance criterion for supervisors	205	31.60%	59.78%	33.96%	14.81%
14.5: Participates in diversity councils or activities	221	23.30%	32.61%	24.53%	16.93%
14.6: Monitors, evaluates, and promotes diversity program	161	44.40%	64.13%	46.23%	32.28%
14.7: Strengthens service delivery for a diverse customer base	210	30.00%	38.04%	32.08%	23.28%
14.8: Implements diversity policies	118	58.60%	73.91%	63.68%	44.97%
14.9: Recognizes diversity as a business strategy	68	69.40%	78.26%	69.34%	64.55%
14.10: Furthers awareness of diversity as a business strategy	173	42.00%	61.96%	45.28%	28.04%

<b>15: INTEGRITY/HONESTY</b>					
Instills mutual trust and confidence. Initiates and sustains action to accomplish 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.	<b>Management Levels</b>				
	<b>All Levels</b>		<b>Senior</b>	<b>Mid</b>	<b>First</b>
	<b>Rank</b>	<b>493</b>	<b>92</b>	<b>212</b>	<b>189</b>
15.1: Chairs organizational committee/task force to improve operations, products, services, or the quality of work life for employees	222	21.50%	34.78%	24.06%	11.64%
15.2: Gives employees latitude to plan and perform work	2	92.10%	91.30%	91.51%	92.59%
15.3: Uses rewards to recognize employees for a job well done	5	90.50%	91.30%	90.57%	89.42%
15.4: Identifies and develops promotion potential in subordinates	8	88.60%	92.39%	89.15%	85.71%
15.5: Initiates development of a strategic plan for an organization	193	36.50%	67.39%	37.26%	20.11%
15.6: Maintains open communication	1	92.70%	94.57%	91.98%	92.06%
15.7: Motivates employees by sharing credit for successful accomplishments	3	90.90%	93.48%	90.09%	89.95%
15.8: Participates in leadership development program	139	52.10%	73.91%	53.30%	39.68%
15.9: Serves as a formal or informal mentor for staff	33	78.30%	83.70%	79.72%	73.54%
15.10: Serves as a leader or officer in a professional, technical, management or community association	196	35.70%	46.74%	40.57%	24.34%



<b>16: TEAM BUILDING</b>					
<p>Inspires, motivates, and guides others toward goal accomplishments. Develops and sustains cooperative working relationships. Encourages and facilitates cooperation and open communication within their team environments and throughout the organization. Builds networks and alliances. Engages in cross-functional activities. Collaborates across boundaries. Honors commitments. Gains cooperation from others to obtain information and accomplish goals. Develops leadership in others through coaching, mentoring, rewarding, and guiding employees. Promotes team work at all levels. Cooperates with others to accomplish goals.</p>	<b>Management Levels</b>				
	<b>All Levels</b>		<b>Senior</b>	<b>Mid</b>	<b>First</b>
	<b>Rank</b>	<b>493</b>	<b>92</b>	<b>212</b>	<b>189</b>
16.1: Creates and administers appraisal and reward systems that reinforce team work	98	62.90%	72.83%	65.09%	55.03%
16.2: Demonstrates commitment to team work by delegating authority to teams, providing resources, and reinforcing team contributions	30	79.30%	89.13%	81.60%	71.43%
16.3: Demonstrates knowledge of team management, team effectiveness skills and how to work with a diverse group of people	50	74.40%	77.17%	77.36%	69.31%
16.4: Attends Quality Management or group facilitation courses	214	27.40%	25.00%	30.19%	24.87%
16.5: Ensures the use of cross-functional teams to increase organizational effectiveness	149	47.50%	65.22%	50.00%	35.45%
16.6: Fosters team identity	120	58.40%	60.87%	58.49%	56.61%
16.7: Includes customers and suppliers or other stakeholders on teams to improve the quality of products and services	170	42.20%	52.17%	44.81%	33.86%
16.8: Organizes work so that it can be done more efficiently by teams	104	62.30%	55.43%	59.91%	67.72%
16.9: Participates as a team member at the executive/management level	110	61.30%	81.52%	67.92%	43.39%
16.10: Promotes team work within the organization by assigning work to teams rather than individuals when appropriate	118	58.60%	77.17%	59.91%	47.62%
16.11: Provides/ensures training in effective team functioning	176	41.60%	55.43%	42.45%	33.33%

<b>17: ACCOUNTABILITY</b>					
<p>Holds self accountable and reliable 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.</p>	<b>Management Levels</b>				
	<b>All Levels</b>		<b>Senior</b>	<b>Mid</b>	<b>First</b>
	<b>Rank</b>	<b>493</b>	<b>92</b>	<b>212</b>	<b>189</b>
17.1: Implements process and assesses feasibility of work assignments or a project component	95	63.10%	56.52%	66.51%	61.90%
17.2: Develops a framework for defining and collecting measurements of program outcomes and reporting results	166	43.00%	56.52%	45.75%	32.80%
17.3: Develops fiscal year operational plans and balanced performance measures and ensures that program, financial, and performance measures are integrated to assess and achieve strategic outcomes	129	55.40%	69.57%	60.38%	42.33%
17.4: Displays confidence in ability to achieve desired outcomes	16	85.80%	86.96%	84.43%	86.24%
17.5: Ensures effectiveness of accountability controls in the organization	128	56.00%	71.74%	56.60%	47.09%
17.6: Evaluates programs for effectiveness, efficiency, and outcomes	76	66.70%	82.61%	69.34%	55.56%
17.7: Ensures useful reports that identify/prioritize weaknesses/needs are regularly provided	164	43.60%	48.91%	45.28%	38.62%
17.8: Prepares project and program plans with short-and long-range measurable objectives	121	58.20%	61.96%	67.45%	45.50%
17.9: Provides regular constructive feedback to employees	12	87.00%	85.87%	84.91%	89.42%
17.10: Initiates corrections without delay as needed	29	79.70%	84.78%	78.30%	78.31%
17.11: Uses results-oriented performance measures	83	65.10%	64.13%	68.40%	61.38%

<b>18: CUSTOMER SERVICE</b>					
Exercises good judgment by making sound and well-informed decisions. 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. Makes effective and timely decisions. Is proactive and achievement oriented. Establishes and maintains effective relationships with customers and gains their trust and respect. 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. Uses information from various sources to assess and improve services or products.	<b>Management Levels</b>				
	<b>All Levels</b>		<b>Senior</b>	<b>Mid</b>	<b>First</b>
	<b>Rank</b>	<b>493</b>	<b>92</b>	<b>212</b>	<b>189</b>
18.1: Anticipates and integrates customer needs and expectations into the service delivery process or product development for an organization and makes immediate corrections to improve service	35	77.90%	84.78%	80.19%	71.43%
18.2: Assesses variations in the quality of products and services following an established systematic process	169	42.40%	44.57%	44.34%	38.62%
18.3: Communicates the value of continuous feedback by example	53	73.20%	72.83%	73.11%	73.02%
18.4: Establishes and implements a customer- and market-focused business strategy for the organization	188	38.30%	60.87%	41.51%	23.28%
18.5: Incorporates customer feedback and input into product development and service delivery	76	66.70%	83.70%	69.34%	55.03%
18.6: Seeks personal and unit training in client interaction and customer service techniques	204	31.80%	31.52%	34.91%	28.04%

<b>19: DECISIVENESS</b>					
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. Commits to action, even in uncertain situations. Makes sound and timely decisions necessary to carry out programs, ideas, systems or policies. Deals with complaints by taking appropriate action. Takes corrective action when needed.	<b>Management Levels</b>				
	<b>All Levels</b>		<b>Senior</b>	<b>Mid</b>	<b>First</b>
	<b>Rank</b>	<b>493</b>	<b>92</b>	<b>212</b>	<b>189</b>
19.1: Approves exceptions to established policies	74	67.30%	84.78%	69.81%	55.56%
19.2: Commits the organization to a course of action when negotiating with external stakeholders	152	46.20%	77.17%	49.53%	26.98%
19.3: Ends controversy before it creates an adverse effect on the organizational unit/team	51	74.20%	83.70%	75.94%	67.20%
19.4: Makes decisions for a project, team, work unit or organization about technical approach, method, work process, staff, equipment, facilities, or funds	18	84.20%	83.70%	85.38%	82.54%
19.5: Makes timely decisions for a major organization about program direction	155	45.60%	76.09%	52.36%	22.75%

<b>20: ENTREPRENEURSHIP</b>					
Identifies opportunities to develop and market new products and services within or outside of the organization. Is willing to take risks. Initiates actions that involve a deliberate risk to achieve a recognized 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. Champions innovation and works to overcome fears of failure. Promotes a culture of innovation and a willingness to try new things without fear of reprisal. Recognizes and accepts risk of failure in suggesting and developing innovations in or modifications to products or service delivery.	<b>Management Levels</b>				
	<b>All Levels</b>		<b>Senior</b>	<b>Mid</b>	<b>First</b>
	<b>Rank</b>	<b>493</b>	<b>92</b>	<b>212</b>	<b>189</b>
20.1: Actively seeks new and expanded opportunities to serve	80	66.30%	83.70%	71.23%	51.85%
20.2: Develops innovative communication techniques	173	42.00%	56.52%	43.87%	32.28%
20.3: Develops new options for delivery of services	135	53.10%	59.78%	59.91%	41.80%
20.4: Encourages team members to make innovative suggestions and to try new approaches within the work group	19	83.80%	88.04%	84.91%	79.89%
20.5: Invests time and resources to support development of new ways to increase level of service	85	64.90%	79.35%	68.87%	52.91%
20.6: Modifies work options to expand service potential	122	58.00%	58.70%	63.68%	50.79%

<b>21: PROBLEM SOLVING</b>					
Identifies, analyzes and solves 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. Finds ways to accomplish goals in spite of internal or external constraints.	<b>Management Levels</b>				
	<b>All Levels</b>		<b>Senior</b>	<b>Mid</b>	<b>First</b>
	<b>Rank</b>	<b>493</b>	<b>92</b>	<b>212</b>	<b>189</b>
21.1: Acts as trouble-shooter by discovering and eliminating causes of organizational or employee problems	38	77.30%	78.26%	79.25%	74.07%
21.2: Delegates appropriate authority and empowers managers to solve problems	104	62.30%	93.48%	72.17%	35.45%
21.3: Involves appropriate stakeholders in solving administrative or policy problems	157	45.00%	60.87%	47.64%	33.86%
21.4: Participates in task forces/committees to deal with problems	113	59.80%	71.74%	64.15%	48.68%
21.5: Reaches solutions among opposing parties including influential individuals or organized groups outside the bureau	194	36.10%	65.22%	33.02%	24.87%
21.6: Serves as a team leader/facilitator to solve work process issues	81	66.10%	67.39%	69.34%	61.38%
21.7: Solves administrative problems by asking staff to generate solutions	95	63.10%	79.35%	64.15%	53.44%
21.8: Determines the best way to implement new bureau policies or programs	144	49.70%	78.26%	49.06%	35.98%
21.9: Involves stakeholders in solving organizational and/or service problems	181	40.00%	58.70%	37.26%	33.33%

<b>22: TECHNICAL CREDIBILITY</b>					
Understands and appropriately applies procedures, requirements, regulations and policies related to areas of expertise. Is knowledgeable about the subject matter, procedures, requirements, regulations and policies related to area of responsibility. Provides expert advice. Maintains up to date technical expertise.	<b>Management Levels</b>				
	<b>All Levels</b>	<b>Senior</b>	<b>Mid</b>	<b>First</b>	
	<b>Rank</b>	<b>493</b>	<b>92</b>	<b>212</b>	<b>189</b>
22.1: Composes, reviews, or edits discipline related materials for inclusion in policy statements/technical reports	83	65.10%	77.17%	66.98%	56.61%
22.2: Demonstrates knowledge of basic concepts, facts and principles of particular subject matter domain	10	88.20%	85.87%	87.26%	89.95%
22.3: Maintains knowledge of latest technical/research developments in area of responsibility through formal or informal continuing education	53	73.20%	71.74%	75.94%	70.37%
22.4: Maintains up-to-date knowledge in area of expertise through membership or serving in a leadership role in a professional/technical association	167	42.80%	55.43%	47.64%	30.69%
22.5: Makes presentations at professional or interagency conferences in area of expertise and teaches class/gives seminar in area of expertise	137	52.90%	57.61%	58.02%	44.44%
22.6: Assembles technical expertise and develops plans to deal with change	110	61.30%	78.26%	62.74%	50.79%
22.7: Prepares issue papers, briefings or presentations demonstrating command of subject matter and familiarity with laws, regulations, and policies that affect the program area	152	46.20%	65.22%	50.47%	31.75%
22.8: Provides technical guidance to staff, determines project scope and benchmarks, and reviews progress/results for technical adequacy	56	72.20%	68.48%	75.00%	70.37%
22.9: Provides technical support to head of bureau during Congressional/legislative testimony and/or gives testimony	224	19.90%	46.74%	16.98%	9.52%
22.10: Serves as technical expert on an internal and/or external committee or task force	155	45.60%	52.17%	48.58%	38.62%

<b>23: FINANCIAL MANAGEMENT</b>					
Demonstrates broad understanding of principles of financial management and marketing expertise necessary to ensure appropriate funding levels. Prepares, justifies, and/or administers the budget for the program area. Uses cost-benefit thinking to set priorities. Monitors expenditures in support of programs and policies. Identifies cost-effective approaches. Manages procurement and contracting.	<b>Management Levels</b>				
	<b>All Levels</b>		<b>Senior</b>	<b>Mid</b>	<b>First</b>
	<b>Rank</b>	<b>493</b>	<b>92</b>	<b>212</b>	<b>189</b>
23.1: Conducts periodic assessment of management controls for an organization	206	31.20%	57.61%	28.77%	20.63%
23.2: Contributes to or prepares report identifying and prioritizing weaknesses/needs	195	35.90%	47.83%	35.38%	30.16%
24.3: Develops and implements plan to ensure adoption of recommendations of auditors/program evaluators	209	30.20%	50.00%	31.60%	18.52%
24.4: Ensures preparation of report identifying and prioritizing serious weaknesses and needed management control improvements	217	25.40%	42.39%	24.53%	17.46%
24.5: Ensures that all employees, managers and supervisors understand organizational Codes of Ethics	122	58.00%	78.26%	61.79%	43.39%
24.6: Makes appropriate use of and safeguards Government property records, financial and human resources	27	80.30%	85.87%	81.60%	75.66%
24.7: Uses various resources to assess existence and effectiveness of controls	180	40.20%	63.04%	40.57%	28.04%
24.8: Approves, monitors, reviews and tracks expenditures	40	76.90%	73.91%	83.49%	70.37%
24.9: Prepares and justifies a budget	58	71.00%	68.48%	77.36%	64.55%
24.10: Manages budget process	145	48.50%	53.26%	50.47%	43.39%
24.11: Oversees budget process	141	50.30%	79.35%	52.36%	33.33%
24.12: Monitors and controls financial resources	92	63.70%	81.52%	66.04%	51.85%



<b>24: HUMAN RESOURCES MANAGEMENT</b>					
Supports and implements human resource policies that ensure accomplishment of organizational goals through effective recruitment, selection, training, performance appraisal, recognition and corrective/disciplinary action. Maintains good labor relations and complies with Government-wide regulations and policies. Assesses current and future staffing needs based on organizational goals and budget realities. Uses merit principles to ensure staff are appropriately selected, developed, utilized, appraised, and rewarded. Takes corrective action. Makes sound hiring and capital resource decisions and to address training and development needs. Encourages employee development. Ensures that staff are trained to perform back-up duties and critical job functions.	<b>Management Levels</b>				
	<b>All Levels</b>		<b>Senior</b>	<b>Mid</b>	<b>First</b>
	<b>Rank</b>	<b>493</b>	<b>92</b>	<b>212</b>	<b>189</b>
24.1: Actively participates in cooperative labor-management initiatives	227	14.00%	26.09%	13.68%	7.94%
24.2: Develops and manages downsizing initiatives	226	18.50%	43.48%	16.04%	8.47%
24.3: Takes action to counsel, discipline or remove employees	40	76.90%	86.96%	82.55%	65.08%
24.4: Develops/implements alternatives to disciplinary actions	116	58.80%	76.09%	62.26%	46.03%
24.5: Develops basic policies concerning relationships with unions, employee groups or associations	228	9.10%	17.39%	8.49%	5.29%
24.6: Establishes job requirements, recruits and screens individuals for selection/placement	51	74.20%	79.35%	79.25%	65.61%
24.7: Prepares staffing plans defining skills and projecting number of staff needed	67	69.60%	81.52%	72.64%	59.79%
24.8: Sets performance objectives for groups and evaluates managerial performance	150	47.30%	73.91%	50.00%	30.69%
24.9: Supervises staff or leads a project team	12	87.00%	81.52%	88.21%	87.83%

<b>25: TECHNOLOGY MANAGEMENT</b>					
Understands the impact of technological changes on the organization and appropriately integrates technology into the workplace. Develops strategies using new technology to manage and improve program effectiveness and system security and accessibility. Stays current and informed about new automation and technology. Demonstrates basic computer skills.	<b>Management Levels</b>				
	<b>All Levels</b>		<b>Senior</b>	<b>Mid</b>	<b>First</b>
	<b>Rank</b>	<b>493</b>	<b>92</b>	<b>212</b>	<b>189</b>
25.1: Ensures that supervisors and employees acquire up-to-date technology skills	55	72.60%	83.70%	78.30%	60.32%
25.2: Initiates strategic investments in computer technology and latest software	131	54.40%	77.17%	56.60%	40.21%
25.3: Makes information technology an integral part of the strategic planning process	126	56.60%	79.35%	59.43%	41.80%
25.4: Promotes the development of champions to guide technology improvements in the organization	184	39.60%	61.96%	42.92%	24.34%
25.5: Uses automated financial, management information and communication systems	70	68.20%	77.17%	71.23%	59.79%
25.6: Uses information technology and automated equipment	23	81.70%	80.43%	84.43%	78.84%
25.7: Manages information technology and automated equipment	211	29.60%	42.39%	32.55%	19.58%
25.8: Advocates the use of information technology and automated equipment	64	69.80%	79.35%	71.23%	62.96%
25.9: Builds, maintains and updates organization-wide information management capabilities	222	21.50%	38.04%	20.28%	14.29%
25.10: Encourages management and staff to stay current and informed about new automation and technology	64	69.80%	89.13%	71.70%	57.67%

<b>26: INFLUENCING /NEGOTIATING</b>					
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. Uses persuasion to change the decisions, opinions, attitudes and behaviors of others. Brings opposing groups or individuals together in order to reconcile differences and accomplish organizational goals. Applies effective negotiation techniques. Identifies and works with key individuals who may be affected by the organization.	<b>Management Levels</b>				
	<b>All Levels</b>		<b>Senior</b>	<b>Mid</b>	<b>First</b>
	<b>Rank</b>	<b>493</b>	<b>92</b>	<b>212</b>	<b>189</b>
26.1: Acts as an official representative in negotiations with officials of foreign governments	230	6.90%	21.74%	3.77%	2.65%
26.2: Collaborates with key individuals to obtain resources and/or services, facilitate programs or partnerships, implement a new controversial program or initiative and commits resources appropriate to the task to resolve issues	162	44.20%	76.09%	45.75%	26.46%
26.3: Develops and utilizes networks with key individuals or groups within or outside the bureau	124	57.80%	84.78%	62.74%	38.62%
26.4: Negotiates grants or contracts to provide reimbursable services to another organization	199	34.10%	63.04%	33.96%	19.58%
26.5: Promotes organization's program through contacts with executive and legislative decision-makers, Board of Directors, or constituents	215	26.40%	61.96%	24.53%	10.58%
26.6: Promotes organization by publicizing, or showcasing accomplishments, products and services or meets with members of the press to gain support for organization's policies	177	41.40%	75.00%	41.51%	24.34%
26.7: Represents agency/corporation in negotiations with other intra- or inter-organizational committees/agencies/corporations or national unions to build consensus	212	28.00%	60.87%	25.47%	14.29%
26.8: Represents the organization in negotiations with employee associations/unions	230	6.90%	15.22%	4.25%	5.29%
26.9: Works with influential members of the community to further organization's goals	207	31.00%	66.30%	28.77%	15.87%

<b>27: INTERPERSONAL SKILLS</b>					
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.	<b>Management Levels</b>				
	<b>All Levels</b>		<b>Senior</b>	<b>Mid</b>	<b>First</b>
	<b>Rank</b>	<b>493</b>	<b>92</b>	<b>212</b>	<b>189</b>
27.1: Serves on or chairs an organization/bureau-wide labor-management committee	233	5.30%	8.70%	5.66%	2.65%
27.2: Administers policies which are unpopular, and coordinates policy or position with critics or detractors or establishes rapport with a detractor or critic in representing organizational policies or interests	208	30.80%	58.70%	28.77%	19.05%
27.3: Maintains an effective working relationship with legislative staff or regulatory agency	213	27.60%	60.87%	25.94%	12.70%
27.4: Markets products and services to potential customers and resolves complaints of dissatisfied customers	163	44.00%	66.30%	49.06%	26.98%
27.5: Participates in intra/inter-disciplinary work teams	131	54.40%	71.74%	57.08%	42.33%
27.6: Participates in problem-solving with individuals representing competing interests or represents the organization	151	47.10%	75.00%	49.53%	30.16%
27.7: Performs ceremonial functions	217	25.40%	59.78%	23.58%	10.05%
27.8: Provides successful group facilitation	178	41.00%	66.30%	41.51%	27.51%
27.9: Consults with external groups which are vitally affected by the organization	183	39.80%	68.48%	41.04%	23.81%
27.10: Represents the organization at meetings with industry groups or other outside groups on controversial issues	197	35.30%	63.04%	37.74%	18.52%

<b>28: ORAL COMMUNICATION</b>					
Makes clear and convincing oral presentations to individuals or groups at all levels. Listens effectively and clarifies information as needed. Facilitates an open exchange of ideas and fosters an atmosphere of open communication. Responds to stakeholders on the key functions and policies of the organization. Explains organization's policies/work assignments/activities. Explains and defends complex or sensitive information about the organization's activities, goals and policies.	<b>Management Levels</b>				
	<b>All Levels</b>		<b>Senior</b>	<b>Mid</b>	<b>First</b>
	<b>Rank</b>	<b>493</b>	<b>92</b>	<b>212</b>	<b>189</b>
28.1: Briefs/addresses 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	98	62.90%	91.30%	66.51%	44.44%
28.2: Chairs or serves on bureau-wide or interagency committee/task force	202	32.30%	60.87%	31.60%	18.52%
28.3: Conducts fact-finding hearings for boards, commissions	232	6.50%	16.30%	5.66%	2.12%
28.4: Explains/defends the organizations position/proposal/policy/practices to others	135	53.10%	83.70%	50.94%	40.21%
28.5: Explains technical/scientific/policy matters to non-technical audiences	76	66.70%	85.87%	66.51%	57.14%
28.6: Holds employee forums, make presentations, participates in, or speaks at professional or public meetings involving controversial subjects	178	41.00%	73.91%	43.40%	21.69%
28.7: Meets independently with members of the press to answer questions about the organization	216	25.60%	47.83%	25.94%	13.76%
28.8: Provides advice or assistance for those representing the organization	134	53.80%	80.43%	55.19%	38.62%
28.9: Testifies in legislative hearings	229	7.30%	19.57%	6.13%	2.12%

<b>29: PARTNERING</b>					
Effectively develops networks and builds alliances, engages in cross-functional activities. Collaborates across boundaries. Reconciles disagreements through reasoning and presentation of the fact. Honors commitments. Finds common ground with a wide range of stakeholders. Uses differences of opinion to build alternative solutions to problems or concerns. Manages competition between individuals or groups to eliminate barriers to building partnerships. Utilizes contacts to build and strengthen internal support. Recognizes when assistance is needed in accomplishing organizational objectives. Seeks out and shares appropriate information where necessary.	<b>Management Levels</b>				
	<b>All Levels</b>		<b>Senior</b>	<b>Mid</b>	<b>First</b>
	<b>Rank</b>	<b>493</b>	<b>92</b>	<b>212</b>	<b>189</b>
29.1: Actively reaches out to sustain regular contact with essential constituencies and stakeholders, within or outside the agency	107	62.10%	90.22%	66.98%	42.33%
29.2: Builds bureau-wide relationships and collaborative networks of constituents, stakeholders and decision makers	170	42.20%	69.57%	45.28%	24.87%
29.3: Builds strong relationships with the community to further the organization's goals and to build community trust and support	197	35.30%	60.87%	35.38%	22.22%
29.4: Maintains a cooperative relationship with a wide range constituencies in accomplishing complex organizational objectives	145	48.50%	77.17%	54.25%	27.51%
29.5: Maintains regular contact with others to maintain networks and exchange activities and information for work unit	49	74.60%	88.04%	75.47%	66.67%
29.6: Reaches out to provide information and assistance to others across organizational lines	68	69.40%	86.96%	68.87%	60.85%

<b>30: POLITICAL SAVVY</b>					
<p>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 organization with broader organizational and Government purposes and realities. Acts with professional dispatch and wisdom in sensitive political or media situations. Recognizes when to compromise and when to remain firm to accomplish broader organizations objectives.</p>	<b>Management Levels</b>				
	<b>All Levels</b>		<b>Senior</b>	<b>Mid</b>	<b>First</b>
	<b>Rank</b>	<b>493</b>	<b>92</b>	<b>212</b>	<b>189</b>
30.1: Involves key players, internal and external to the organization in making decisions	138	52.30%	84.78%	54.25%	33.86%
30.2: Keeps organizational personnel informed of important decisions concerning work unit and/or situations or key stakeholder	64	69.80%	89.13%	71.23%	58.20%
30.3: Recognizes opportunities to publicize organization's programs through a variety of methods	131	54.40%	92.39%	55.66%	33.86%
30.4: Solicits support from influential parties for organizational initiatives	192	36.90%	68.48%	34.91%	23.28%
30.5: Understands who the key stakeholders are and keeps them informed of important situations	112	60.20%	85.87%	64.15%	42.86%

<b>31: WRITTEN COMMUNICATION</b>					
Expresses facts and ideas in writing in a clear, convincing and organized 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.	<b>Management Levels</b>				
	<b>All Levels</b>		<b>Senior</b>	<b>Mid</b>	<b>First</b>
	<b>Rank</b>	<b>493</b>	<b>92</b>	<b>212</b>	<b>189</b>
31.1: Written communication is of a routine nature	45	76.10%	76.09%	74.06%	77.78%
31.2: Written communication is complex	90	63.90%	81.52%	71.23%	46.56%
31.3: Written communication is sensitive	140	51.50%	75.00%	52.83%	38.10%
31.4: Written communication is critical	108	61.90%	90.22%	60.85%	48.68%