

LEVEL 1 - FUNDAMENTAL COMPETENCIES

CONTINUAL LEARNING

Competency Definition: Assesses and recognizes own strengths and weaknesses; pursues self-development. Uses challenges as opportunities to improve and become more effective. Pursues chances to stretch skills to further professional growth. Seeks ways to improve the capacity of others and the organization through knowledge sharing, mentoring, and coaching.

Proficiency Level Definitions	Proficiency Level Illustrations
Proficiency Level: 5	
<p>Leverages own strengths and uses weaknesses as opportunities to improve own capacity.</p> <p>Develops knowledge in multiple functional areas.</p> <p>Establishes training and development opportunities to enhance knowledge and experience.</p> <p>Mentors others to improve organizational capability.</p> <p>Models continual learning for others by engaging in ongoing learning activities.</p>	<p>Establishes opportunities for developmental assignments with interagency or multinational organizations.</p>
	<p>Hosts a forum series for organizational leaders to share institutional knowledge.</p>
	<p>Leverages past work experiences to work on an interagency task force.</p>
Proficiency Level: 3	
<p>Assesses areas of own strengths and weaknesses.</p> <p>Develops knowledge in another functional area.</p> <p>Seeks out training and development opportunities to enhance knowledge and experience.</p> <p>Coaches others to improve organizational capability.</p>	<p>Pursues detail assignments to enhance knowledge and experience.</p>
	<p>Attends training courses outside of own functional area to broaden knowledge of other areas.</p>
	<p>Supports employee's development by budgeting for annual employee training and development opportunities.</p>
Proficiency Level: 1	
<p>Recognizes areas of own strengths and weaknesses.</p> <p>Strengthens core functional knowledge.</p> <p>Enrolls in identified training and development opportunities to enhance knowledge and experience.</p> <p>Shares knowledge with others to improve organizational capability.</p> <p>Encourages others to engage in ongoing learning activities.</p>	<p>Obtains professional certificate in functional area to hone technical skills.</p>
	<p>Reads professional journals to keep current on trends and developments.</p>
	<p>Participates in a professional Community of Practice to share knowledge of recent initiatives.</p>

LEVEL 1 - FUNDAMENTAL COMPETENCIES

INTEGRITY/HONESTY

Competency Definition: Nurtures ethically-minded organizations through personal discipline, values, self-control and policies that reinforce ethical behavior. Demonstrates selflessness of action by doing the right thing regardless of personal and professional consequences. Behaves in an honest, fair, and ethical manner without regard to pressure from other authorities. Shows consistency in words and actions. Instills trust and confidence; models high standards of ethics.

Proficiency Level Definitions	Proficiency Level Illustrations
Proficiency Level: 5	
<p>Sets organizational ethical standards and policies.</p> <p>Creates a culture that embraces fair and consistent treatment of others.</p> <p>Inspires others to behave in a selfless, fair, honest, and ethical manner.</p>	<p>Sets a standard of providing a full and truthful response to leadership inquiries over failure to execute plans.</p>
	<p>Creates open door policy to foster a culture in which employees feel comfortable seeking advice on work that may have ethical implications or consequences.</p>
	<p>Shares experiences and "lessons learned" in confronting unethical dilemmas to inspire integrity in others.</p>
Proficiency Level: 3	
<p>Monitors others on adhering to ethical standards and policies.</p> <p>Advises others on fair and consistent treatment of others.</p> <p>Motivates others to behave in a selfless, fair, honest, and ethical manner.</p>	<p>Coaches subordinates in considering ethical implications to determine which course of action to take.</p>
	<p>Publishes quarterly newsletter to workforce reinforcing ethical standards.</p>
	<p>Identifies potential ethical violations and works with leadership to make sure that staff understand and follow applicable laws and regulations.</p>
Proficiency Level: 1	
<p>Adheres to ethical standards and policies.</p> <p>Treats others with fairness and consistency.</p> <p>Behaves in a selfless, fair, honest, and ethical manner.</p>	<p>Acknowledges the full contributions that others have made to work projects.</p>
	<p>Keeps sensitive employee information secure to maintain confidentiality.</p>
	<p>Safeguards employees who report unsafe work conditions to ensure they are not subject to retribution.</p>

LEVEL 1 - FUNDAMENTAL COMPETENCIES

INTERPERSONAL SKILLS

Competency Definition: Develops and maintains effective working relationships, especially in difficult situations. Engages and inspires others. Treats others with courtesy, sensitivity, and respect. Considers and responds appropriately to the needs and feelings of different audiences/situations/cultures. Actively solicits feedback. Exemplifies professionalism, tact and empathy. Builds trust and commitment.

Proficiency Level Definitions	Proficiency Level Illustrations
Proficiency Level: 5	
<p>Cultivates an open environment that fosters the maintenance of existing and development of effective new working relationships.</p> <p>Demonstrates courtesy, sensitivity, and respect in contentious working relationships and situations.</p> <p>Displays professionalism, tact, and empathy when working with diverse groups.</p> <p>Reshapes contentious relationships into amicable ones.</p>	<p>Fosters relationships with Component subject matter experts to gain consensus on revisions to the Department's acquisition process.</p>
	<p>Crafts consensus among Component senior leaders to establish consistent performance objectives for mission critical occupations where divergent views exist.</p>
	<p>Responds with sensitivity and respect when confronted by a distressed employee in a public forum.</p>
Proficiency Level: 3	
<p>Develops effective new working relationships.</p> <p>Demonstrates courtesy, sensitivity, and respect in challenging working relationships and situations.</p> <p>Displays professionalism, tact, and empathy when working with groups.</p> <p>Defuses contentious relationships.</p>	<p>Builds relationships with the resource management office to reduce processing time for Military Interdepartmental Purchase Requests (MIPRs).</p>
	<p>Offers assistance when a new colleague is having difficulty in meeting a project timeline.</p>
	<p>Conveys sensitivity in scheduling work to accommodate an employee's extended illness.</p>
Proficiency Level: 1	
<p>Maintains effective existing working relationships.</p> <p>Demonstrates courtesy, sensitivity, and respect in cooperative working relationships and situations.</p> <p>Displays professionalism, tact, and empathy in one-on-one situations.</p> <p>Minimizes the negative impact of contentious relationships.</p>	<p>Relays information with sensitivity and respect when conveying a coworker's sad news to others.</p>
	<p>Displays empathy when responding to an employee's request for information about a Base Realignment and Closure (BRAC) move decision affecting her job.</p>
	<p>Works amicably with coworkers to determine the most effective course of action to complete a short-term project.</p>

LEVEL 1 - FUNDAMENTAL COMPETENCIES

ORAL COMMUNICATION

Competency Definition: Demonstrates ability to clearly and effectively articulate, present, and promote varied ideas and issues (to include sensitive or controversial topics) before a wide range of audiences. Makes clear and convincing oral presentations. Listens effectively; clarifies information as needed.

Proficiency Level Definitions	Proficiency Level Illustrations
Proficiency Level: 5	
<p>Leverages extensive oral communication techniques based on situation and audience to articulate a message.</p> <p>Persuades and inspires others by making clear and convincing presentations to a wide range of audiences.</p> <p>Presents, promotes, and clarifies DoD's position to broad and diverse audiences outside own organization.</p> <p>Orally presents complex and/or controversial information to large numbers of or high-level stakeholders.</p> <p>Listens effectively to others and clarifies misunderstandings.</p>	<p>Testifies to Congressional committee on the impact of projected retirements to gain support for critical human capital strategy investments.</p> <p>Articulates an organization's position, persuasively, at an interagency panel discussion to improve transference of classified information.</p> <p>Briefs budget submission and justifies affected personnel and manpower decisions to Component senior leadership.</p>
Proficiency Level: 3	
<p>Adjusts oral communication techniques based on situation and audience to articulate a message.</p> <p>Persuades others by making clear and convincing oral presentations.</p> <p>Presents, promotes, and clarifies ideas and issues to others in own organization.</p> <p>Orally presents complex information to moderately large groups or mid-level stakeholders.</p> <p>Listens effectively to others and responds appropriately.</p>	<p>Presents a persuasive rationale to colleagues on a plan that would reduce vehicle maintenance downtime.</p> <p>Facilitates organization off-site meeting to foster open discussion among employees.</p> <p>Prepares and presents an Intranet webinar about a new recruitment and on-boarding process for new employees.</p>
Proficiency Level: 1	
<p>Uses fundamental oral communication techniques to articulate a message.</p> <p>Informs others by making clear and convincing oral presentations.</p> <p>Presents, promotes, and clarifies ideas and issues to others in own work unit.</p> <p>Orally presents routine information to small groups.</p> <p>Listens effectively to others and understands</p>	<p>Explains implications of budget changes to a project director.</p> <p>Shares ideas with team members at meetings to facilitate group discussion.</p> <p>Listens without interruption and encourages others to express their views during meetings.</p>

LEVEL 1 - FUNDAMENTAL COMPETENCIES

PUBLIC SERVICE MOTIVATION

Competency Definition: Shows a commitment to serve the public. Ensures that actions meet public needs; aligns organizational objectives and practices with public interests.

Proficiency Level Definitions	Proficiency Level Illustrations
Proficiency Level: 5	
<p>Aligns organizational objectives and practices with public needs and interests.</p> <p>Sets policies for responsible management of public resources.</p> <p>Inspires a commitment to public service.</p>	Leverages and commits resources to hire wounded veterans.
	Establishes Component policy to sponsor public service initiatives.
	Links budget to applicable performance objectives to hold workforce accountable for prudent expenditures of public funds.
Proficiency Level: 3	
<p>Ensures that projects and programs meet public needs and interests.</p> <p>Identifies improved ways to manage public resources.</p> <p>Encourages a commitment to public service.</p>	Encourages employees to support the Combined Federal Campaign program.
	Prioritizes employee recruitment efforts to best serve overall public good.
	Recognizes employees for their contributions and commitment to public service by articulating how the contributions link to public interest.
Proficiency Level: 1	
<p>Performs work to meet public needs and interests.</p> <p>Serves as responsible steward of public resources.</p> <p>Expresses a personal commitment to public service.</p>	Researches products before purchasing to determine best value for the Government.
	Manages work and projects to ensure that products and services are delivered on time and within budget.
	Understands and communicates public service implications of projects.

LEVEL 1 - FUNDAMENTAL COMPETENCIES

WRITTEN COMMUNICATION

Competency Definition: Writes to convey information in a clear, concise, organized, and convincing manner for the intended audience, using correct English grammar, punctuation, and spelling. Expresses thoughts persuasively and uses effective modes to reinforce message retention.

Proficiency Level Definitions	Proficiency Level Illustrations
Proficiency Level: 5	
Persuades and inspires the intended audience using written messages.	Author a DoD Directive that prescribes landmark policies for a major program.
Sets standards for writing documents in an accurate, clear, and concise manner ensuring use of correct grammar, punctuation, and spelling.	Writes compelling scripts for a senior leader's presentations to external stakeholders.
Approves documents for appropriate content and format and compliance with organizational guidelines.	Finalizes written Congressional testimony for organization's political appointee.
Prepares written documents that express DoD policy positions and viewpoints for dissemination to audiences internal and external to DoD.	
Proficiency Level: 3	
Persuades the intended audience which may be resistant using written messages.	Prepares daily Intranet messages to enhance staff communications.
Edits written documents to ensure they are written in an accurate, clear, and concise manner using correct grammar, punctuation, and spelling.	Prepares persuasive and concise options in an executive summary for decision package sent to senior leaders.
Reviews documents for appropriate content and format and compliance with organizational guidelines.	Revises draft letter for Service Chief to send to Secretary of Defense and makes substantive improvements.
Prepares analytical written documents that are intended to persuade or justify a recommendation to	
Proficiency Level: 1	
Recognizes areas of own strengths and weaknesses.	Obtains professional certificate in functional area to hone technical skills.
Strengthens core functional knowledge.	Reads professional journals to keep current on trends and developments.
Enrolls in identified training and development opportunities to enhance knowledge and experience.	
Shares knowledge with others to improve organizational capability.	Participates in a professional Community of Practice to share knowledge of recent initiatives.
Encourages others to engage in ongoing learning activities.	

LEVEL 1 - ADDITIONAL COMPETENCIES

COMPUTER LITERACY

Competency Definition: Demonstrates skill in using job-relevant information systems and/or software applications, such as word processing, spreadsheets, automated research tools, database applications, and the Internet.

Proficiency Level Definitions	Proficiency Level Illustrations
Proficiency Level: 5	
<p>Capitalizes on the use of information systems to access and manage data.</p> <p>Uses software applications, Internet resources, and web-based solutions to develop new techniques to complete work.</p>	Establishes IT mission requirement and works with IT division to ensure appropriate computer software programs are available for the organization.
	Develops a strategy for leveraging Internet website capability to improve communication throughout organization.
	Meets with industry experts to understand how new collaboration tool technology could be used to improve the organization's communication strategies.
Proficiency Level: 3	
<p>Identifies new ways to use information systems to access and manage data.</p> <p>Uses software applications, Internet resources, and web-based solutions to implement new techniques to complete work.</p>	Attends software trade show and identifies products that would improve the quality of the organization's deliverables.
	Develops guidelines related to Internet portal accounts to promote electronic collaborations.
	Develops an interactive web page to introduce and market new product line.
Proficiency Level: 1	
<p>Uses information systems to access and manage data.</p> <p>Uses software applications, Internet resources, and web-based solutions to complete work.</p>	Uses the Internet to research best practices.
	Uses interactive software program to prepare quarterly Command productivity reports.
	Uses workforce information systems to identify and track changes in workforce demographics.

LEVEL 1 - ADDITIONAL COMPETENCIES

CUSTOMER SERVICE

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

Proficiency Level Definitions	Proficiency Level Illustrations
Proficiency Level: 5	
Defines broad-based strategies to meet the needs of customers within and outside of DoD and makes it a high priority.	Analyzes a changing environment and anticipates impact of customer needs.
Anticipates future product and service needs of customers.	Establishes customer service task force to develop process improvement strategies.
Defines new or improved practices and strategies to improve customer service.	Designs a comprehensive customer service communication plan to address current and future customer needs.
Solicits customer feedback and implements steps to prevent similar problems or issues from occurring in the future for all customers.	
Proficiency Level: 3	
Develops project plans, goals, and objectives to meet the needs of customers within and beyond the organization.	Develops corrective actions to address customer service concerns.
Ensures products and services meet customer needs.	Develops training program that prepares employees to conduct quality assurance checks on the organization's products and services.
Implements new or improved practices and strategies to improve customer service.	Analyzes information from customers, employees, and internal reports to evaluate the level of customer satisfaction and provides information to senior management.
Solicits customer feedback and takes steps to prevent similar problems or issues from occurring with other customers.	
Proficiency Level: 1	
Follows established practices to meet customer needs.	Meets with customers to identify needs and obtain feedback on the services team members provide.
Delivers quality products and services to customers.	Responds to customer complaints within 24-48 hours of receipt of complaint.
Identifies areas where practices can be changed to improve customer service.	
Solicits customer feedback and takes steps to address problems or issues.	Uses the results of a customer satisfaction survey to target efforts to improve services.

LEVEL 1 - ADDITIONAL COMPETENCIES

FLEXIBILITY

Competency Definition: Is open to change and new information; rapidly adapts to new information, changing conditions and strategy, or unexpected obstacles, processes, and requirements.

Proficiency Level Definitions	Proficiency Level Illustrations
Proficiency Level: 5	
<p>Anticipates new information or situation and adapts to create opportunities.</p> <p>Initiates change to maximize favorable results.</p>	<p>Anticipates possible legislation changes that could impact the organization's budget for the upcoming fiscal year and has a fall back position should the legislation be passed.</p>
	<p>Leverages new information on emerging threats and revises national security requirements.</p>
	<p>Anticipates the impact that technological advances will have on the workforce and communicates changes to ensure workforce buy-in.</p>
Proficiency Level: 3	
<p>Identifies new information or situations and adapts to unexpected changes.</p> <p>Builds upon change and leverages it to increase efficiency and effectiveness.</p>	<p>Identifies impact new policy will have in determining employee benefits and makes appropriate adjustments.</p>
	<p>Performs unit climate assessment to gauge change processes to improve the work environment</p>
	<p>Revises organization's tuition assistance program to target emerging language skills gaps.</p>
Proficiency Level: 1	
<p>Accepts and adapts to new information or situations.</p> <p>Incorporates change and makes necessary adjustments.</p>	<p>Redistributes tasks to accommodate the temporary loss of an employee who has been deployed.</p>
	<p>Reprioritizes staff workload to meet new deadlines for a critical report.</p>
	<p>Adjusts the time for team meetings to accommodate participation of team members in different time zones.</p>

LEVEL 1 - ADDITIONAL COMPETENCIES

PROBLEM SOLVING

Competency Definition: Identifies and analyzes problems; weighs relevance and accuracy of information; seeks/generates and evaluates alternative perspectives/solutions; makes timely/effective recommendations, based on potential implications of findings or conclusions. Critically evaluates to identify the causes of problems, and chooses courses of action that balance the interests of the mission and stakeholders.

Proficiency Level Definitions	Proficiency Level Illustrations
Proficiency Level: 5	
<p>Identifies solutions to precedent setting problems and implements recommendations for resolution.</p> <p>Creates an environment that encourages new approaches to solve problems.</p> <p>Anticipates potential problems and their implications.</p> <p>Weighs potential solutions by researching and analyzing information from multiple sources.</p>	<p>Anticipates problems in developing a plan to implement telework across the organization to comply with Congressional mandate.</p>
	<p>Consults as subject matter expert on issues with integration of a weapon system on a platform to determine best course of action.</p>
	<p>Establishes appropriate problem resolution strategy to address an organization's systemic problem.</p>
Proficiency Level: 3	
<p>Identifies solutions to new problems and makes recommendations for resolution.</p> <p>Improves current approaches to solve problems.</p> <p>Recognizes the cause of current problems and their implications.</p> <p>Weighs potential solutions by analyzing available information.</p>	<p>Identifies and applies a management problem solving model to solve issues with competency goals.</p>
	<p>Conducts focus groups to determine the cause of skills gaps at the journeyman level and develop a strategy to close gaps.</p>
	<p>Identifies problems with tracking suspenses and creates automated system to resolve problems.</p>
Proficiency Level: 1	
<p>Identifies solutions to routine problems and makes recommendations for resolution.</p> <p>Utilizes current approaches to solve problems.</p> <p>Identifies current problems and their implications.</p> <p>Weighs potential solutions by considering available information.</p>	<p>Reviews quarterly budget data and identifies potential budget shortfalls for Operation and Maintenance for the third quarter.</p>
	<p>Determines impact of staffing shortage and proposes to supervisor a short-term solution until positions are filled.</p>
	<p>Works with supervisor to develop a process to improve the flow of information up and down the chain of command.</p>

LEVEL 1 - ADDITIONAL COMPETENCIES

RESILIENCE

Competency Definition: Deals effectively with pressure, ambiguous and emerging conditions, and multiple tasks; remains optimistic and persistent, even under adversity or uncertainty. Recovers quickly from setbacks. Anticipates changes and learns from mistakes.

Proficiency Level Definitions	Proficiency Level Illustrations
Proficiency Level: 5	
Anticipates change to maintain productivity in an uncertain environment.	Overcomes entrenched Service identity by leading DoD cultural shift to the Enterprise-wide Perspective.
Transforms mistakes and failures into sources of strength and opportunity.	Conducts organizational All Hands meeting to provide clarity regarding lessons learned from highly-visible project that did not go well.
Balances multiple competing demands in an adverse, very time sensitive and uncertain environment.	Leads relief operations with no notice in response to a natural disaster.
Retains an optimistic attitude in face of persistent risk, pressure, and adversity.	
Proficiency Level: 3	
Identifies change to maintain productivity in an uncertain environment.	Restructures Service training and development programs and staffing in the wake of new legislation.
Learns from mistakes and failures and makes appropriate adjustments.	Modifies tactics by adding local outreach program to allay community concerns over the organization's annual emergency response exercise.
Prioritizes and executes multiple tasks in an adverse and time sensitive environment.	
Retains an optimistic attitude in face of risk and pressure.	Uses negative results from an organizational survey to make overdue changes and take appropriate action.
Proficiency Level: 1	
Accepts changes to maintain productivity.	Facilitates a training session on short notice.
Accepts mistakes and failures and adapts quickly to situations that do not go as planned.	Projects an optimistic attitude in the face of corrections to errors.
Executes multiple tasks in an environment with tight deadlines.	
Retains an optimistic attitude under pressure.	Maintains productivity and a positive attitude while responding to multiple taskers with short suspense dates.

LEVEL 1 - ADDITIONAL COMPETENCIES

TECHNICAL CREDIBILITY

Competency Definition: Understands and appropriately applies principles, procedures, requirements, regulations, and policies related to specialized expertise. Remains current with technology, tools, trends, and evolving practices in area of expertise.

Proficiency Level Definitions	Proficiency Level Illustrations
Proficiency Level: 5	
<p>Represents the organization in high level internal and external proceedings regarding the application of technical knowledge, procedures, and requirements in area of expertise.</p> <p>Safeguards against violations of laws, regulations, and policies related to the work of the organization.</p> <p>Guides and supports new developments in area of expertise.</p>	<p>Publishes articles in professional journals to share knowledge in field of expertise.</p>
	<p>Responds to press inquires regarding agency's position on environmental cleanup requirements for BRAC sites.</p>
	<p>Testifies as Agency's expert witness before a review board on budget execution.</p>
Proficiency Level: 3	
<p>Serves as a recognized subject matter expert within the organization on the application of technical knowledge, procedures, and requirements in area of expertise.</p> <p>Serves as point of contact for laws, regulations, and policies related to the work of the organization.</p> <p>Anticipates new developments in area of expertise.</p>	<p>Explains DoD budget process and regulations to employees in layman's terminology.</p>
	<p>Researches emerging trends in technology communication to incorporate into civilian force deployment plans.</p>
	<p>Publishes articles in organizational newsletter on topics in field of expertise.</p>
Proficiency Level: 1	
<p>Applies technical knowledge, procedures, and requirements in area of expertise.</p> <p>Complies with laws, regulations, and policies related to the work of the organization.</p> <p>Stays abreast of new developments in area of expertise.</p>	<p>Participates in professional conferences to maintain functional expertise.</p>
	<p>Monitors accuracy of entry-level employees' administrative work to determine whether employees are complying with the appropriate procedures.</p>
	<p>Performs technical tasks with competence so supervisor does not need to make corrections.</p>

LEVEL 2 COMPETENCIES

ACCOUNTABILITY

Competency Definition: Fosters and ensures an environment that administers all resources in a manner that instills public trust while accomplishing the mission. Monitors progress and evaluates outcomes to improve organizational efficiency and effectiveness. Holds self and others accountable for measurable high-quality, timely, and cost-effective results. Determines objectives, sets priorities, and ensures sound management processes and procedures are in place, ensuring that national interests are well served. Accepts responsibility for mistakes. Complies with established control systems and rules.

Proficiency Level Definitions	Proficiency Level Illustrations
Proficiency Level: 5	
<p>Determines requirements for accountability measures that are incorporated into performance standards.</p> <p>Sets clear goals and quality control standards for program management.</p> <p>Evaluates the efficient use of all resources to ensure organizational stewardship.</p>	<p>Sets standards for documenting and justifying organizational manpower positions.</p>
	<p>Establishes review process of deliverables to ensure cost effective, timely, and quality deliverables.</p>
	<p>Establishes durable performance metrics for greater accountability.</p>
Proficiency Level: 3	
<p>Incorporates accountability measures and holds employees accountable for meeting performance standards.</p> <p>Sets clear goals and quality control standards for project management.</p> <p>Monitors the efficient use of all resources against stated requirements to ensure organizational stewardship.</p>	<p>Keeps accurate records of vendor deadlines, performance, and deliverables to monitor the contract.</p>
	<p>Monitors team member's progress toward meeting performance standards.</p>
	<p>Tracks progress on individual project milestones and deliverables by holding regular Internal Process Reviews.</p>
Proficiency Level: 1	
<p>Accepts responsibility for actions and holds self accountable for meeting performance standards.</p> <p>Sets clear goals and quality control standards for work products.</p> <p>Uses all resources efficiently.</p>	<p>Informs staff of required changes to complete documents and projects.</p>
	<p>Establishes project management protocols for efficient use of resources.</p>
	<p>Takes responsibility by admitting to and correcting errors in work products.</p>

LEVEL 2 COMPETENCIES

DECISIVENESS

Competency Definition: Makes well-informed, effective, and timely decisions, whether data are limited or vast, or solutions produce unpleasant consequences; perceives the impact and implications of decisions. Analyzes critically, synthesizing patterns among diverse systems and looking at interdependencies. Gauges unintended consequences. Uses sound judgment to simultaneously integrate and weigh situational constraints, risks, and rewards.

Proficiency Level Definitions	Proficiency Level Illustrations
Proficiency Level: 5	
Makes well informed decisions involving precedent-setting issues.	Uses a forecasting model to resolve conflicting data to determine workforce requirements.
Involves multiple stakeholders and considers the implications of their viewpoints when making decisions.	Analyzes all relevant information and makes decisions on implementation of new knowledge management-system even when others are opposed.
Makes effective decisions even when presented with conflicting information.	
Manages risk to realize potential benefits.	Decides on current organizational resource and execution strategies using historical budget analyses.
Commits to appropriate decisions that may have	
Proficiency Level: 3	
Makes well informed decisions involving new issues.	Allocates resources to meet project milestones based on cost-benefit analysis.
Consults with stakeholders and considers implications of their viewpoints when making decisions.	Makes decisions after considering consequences of delaying one high-priority project to complete another one on time.
Makes effective decisions even when presented with limited, incomplete, or inadequate information.	
Analyzes risk against potential benefits.	Considers the impact that new building security procedures will have on employees before making a decision on implementation.
Commits to appropriate decisions that may have positive as well as unpleasant consequences.	
Proficiency Level: 1	
Makes well informed decisions involving routine issues.	Considers staff requests when determining work schedules.
Considers stakeholders' viewpoints when making decisions.	Determines the best format for project report based on samples of other final reports.
Makes effective decisions when comprehensive data are available for a full analysis.	
Considers risk against potential benefits.	Develops a "decision tree" matrix to facilitate team involvement in the decision making process.

LEVEL 2 COMPETENCIES	
INFLUENCING/NEGOTIATING	
Competency Definition: In representing the organization, establishes and maintains relationships with key individuals/groups; understands what motivates them. Persuades others; builds consensus through give and take; gains cooperation from others to obtain information, find solutions, and accomplish goals.	
Proficiency Level Definitions	Proficiency Level Illustrations
Proficiency Level: 5	
<p>Inspires others to obtain information, find solutions, and accomplish goals.</p> <p>Brokers an agreement that is a win-win situation for both parties.</p> <p>Establishes new relationships with others both within and outside of the DoD.</p> <p>Gains cooperation from those with adversarial views where the issues are contentious or controversial.</p> <p>Creates an organizational climate that supports consensus building.</p>	<p>Meets with union representatives to negotiate a bargaining agreement that is acceptable to the government and the union.</p> <p>Persuades political appointees to support organization's plan to meet new legislative requirements.</p> <p>Conducts town hall meetings with employees affected by base realignment to seek their cooperation with closure timelines.</p>
Proficiency Level: 3	
<p>Motivates a group to obtain information, find solutions, and accomplish goals.</p> <p>Brokers a mutually acceptable agreement.</p> <p>Establishes new relationships with others in the work environment.</p> <p>Gains cooperation from others where the issues are contentious or controversial.</p> <p>Collaborates to build organizational consensus.</p>	<p>Meets with employees to allay their concerns about meeting new mission requirements.</p> <p>Negotiates a no-cost addendum to a current contract to refine one of the deliverables to resolve a contract dispute.</p> <p>Provides persuasive information to the Installation Commander on issues that impact mission priorities.</p>
Proficiency Level: 1	
<p>Motivates another individual to obtain information, find solutions, and accomplish goals.</p> <p>Brokers an agreement that is favorable to own position.</p> <p>Maintains relationships with others in the work environment.</p> <p>Gains cooperation from others where the issues are not contentious or controversial.</p> <p>Persuades others to build group consensus.</p>	<p>Encourages a team member to use Excel to prepare data reports more efficiently.</p> <p>Negotiates with another manager to share administrative support staff.</p> <p>Promotes the organization's work opportunities and benefits to local colleges to recruit college interns.</p>

LEVEL 2 COMPETENCIES	
TEAMBUILDING	
Competency Definition: Inspires and fosters team commitment, spirit, pride, and trust. Facilitates cooperation and motivates team members to accomplish group goals.	
Proficiency Level Definitions	Proficiency Level Illustrations
Proficiency Level: 5	
<p>Recognizes the importance of teams and creates a culture that values team cohesiveness and shared vision to accomplish goals and mission requirements.</p> <p>Inspires a shared sense of team commitment, spirit, pride, and trust.</p> <p>Builds and leads teams with broad and diverse membership within and outside DoD.</p>	<p>Develops and institutionalizes a "brand" that captures Component values and displays it on all forms of communication.</p>
	<p>Establishes program to reward and recognize teams' mission accomplishments.</p>
	<p>Creates esprit de corps among working group members who are from different agencies to facilitate collaboration toward achieving stated goal.</p>
Proficiency Level: 3	
<p>Recognizes the importance of teams and fosters team commitment to accomplish goals and mission requirements.</p> <p>Promotes a sense of team commitment, spirit, pride, and trust.</p> <p>Builds teams that include employees from other work</p>	<p>Shares information received in higher level staff meetings with team members to build trust and commitment.</p>
	<p>Sets up cross-functional teams that work cohesively to achieve results.</p>
	<p>Leverages individual talent to maximize effectiveness of work group capabilities.</p>
Proficiency Level: 1	
<p>Recognizes the importance of teams and motivates team members to work as a group to accomplish goals and mission requirements.</p> <p>Sets an example of team commitment, spirit, pride, and trust.</p> <p>Builds teams comprised of employees in own work unit.</p>	<p>Conducts cross training with team members to enhance the understanding of individual and team responsibilities and tasks.</p>
	<p>Recognizes progress in accomplishment of team goals in key public venues to motivate team members.</p>
	<p>Models team pride by wearing lapel pins with the agency's emblem.</p>

LEVEL 3 COMPETENCIES

CONFLICT MANAGEMENT

Competency Definition: Anticipates and takes steps to prevent counterproductive confrontations. Manages and resolves conflict and disagreements in a constructive manner.

Proficiency Level Definitions	Proficiency Level Illustrations
Proficiency Level: 5	
<p>Sets expectations for an environment conducive to discussing differences in a professional and open manner to resolve problems.</p> <p>Foresees areas of potential conflict and proactively takes steps to prevent an unpleasant situation.</p> <p>Resolves intractable disputes objectively to permit the organization to run effectively.</p> <p>Devises and models strategies for comprises and reconciliation that satisfy all stakeholders.</p>	<p>Negotiates complex bargaining agreement with unions on telework policy to resolve disputed issues.</p>
	<p>Considers potential conflicts prior to meeting and manages conversation to minimize conflicts.</p>
	<p>Gauges how conflicted employees will react when they are notified of additional work requirements and involves them in developing the approach to manage workload.</p>
Proficiency Level: 3	
<p>Encourages others to discuss differences in a professional and open manner to resolve problems.</p> <p>Identifies and defuses which conflicts have the greatest potential for damage to the organization.</p> <p>Resolves long standing disputes objectively to permit the organization to run effectively.</p> <p>Devises and models strategies to address conflict.</p>	<p>Meets with employees to provide guidance on conflict management.</p>
	<p>Implements a program to resolve conflicts identified by organizational climate survey.</p>
	<p>Facilitates discussion between labor union and Labor Relations to minimize conflict between parties.</p>
Proficiency Level: 1	
<p>Discusses differences in a professional and open manner to resolve problems.</p> <p>Perceives where conflicts exist and assists in resolving them.</p> <p>Resolves routine disputes objectively to minimize negative impact and permit the organization to run effectively.</p> <p>Uses strategies to minimize or repair damage caused by conflict.</p>	<p>Listens openly and without bias to all sides of discussion on new product line.</p>
	<p>Distinguishes the difference between individual position versus organizational interest to reach a compromise on budget impasse.</p>
	<p>Discusses alternate work schedule conflicts in a tactful manner to reach a compromise.</p>

LEVEL 3 COMPETENCIES	
DEVELOPING OTHERS	
Competency Definition: Develops the ability of others to perform and contribute to the organization by inspiring and providing a learning environment of ongoing feedback and opportunities to learn through formal and informal methods, enabling employees to address skill gaps and realize their highest potential. Actively encourages and supports enhancement of a joint perspective.	
Proficiency Level Definitions	Proficiency Level Illustrations
Proficiency Level: 5	
Evaluates employees' progress on training and development plan to develop functional and leadership skills.	Presents strategies to top-level management for preventing future skills gaps.
Champions a learning organization and designates training and development resources.	Meets with organizational leaders to identify strategic employee development priorities.
Forecasts and addresses employees' future skills gaps.	Designs an organizational succession planning strategy to support talent management.
Proficiency Level: 3	
Creates training and development plan for employees to develop functional and leadership skills.	Initiates regular feedback sessions to review and update employee development plans to meet organizational and employee goals.
Prepares business case for new training and development resources to build a learning organization.	Makes training available to close employees' skills gaps.
Analyzes and addresses employees' current skills gaps.	Develops and justifies training budget to upper-level managers.
Proficiency Level: 1	
Provides training and development activities for employees to develop functional and leadership skills.	Advises employees on training opportunities that are available through the organization.
Makes use of existing training and development resources to build an effective work unit.	Assesses employee performance to identify skills gaps.
Identifies employees' current skills gaps.	Uses on-the-job training to develop team members.

LEVEL 3 COMPETENCIES

HUMAN CAPITAL MANAGEMENT

Competency Definition: Builds and manages workforce based on organizational goals, budget considerations, and staffing needs. Ensures that employees are appropriately recruited, selected, appraised, and rewarded; takes action to address performance-based deficiencies. Manages a multi-sector workforce and a variety of work situations.

Proficiency Level Definitions	Proficiency Level Illustrations
Proficiency Level: 5	
<p>Assesses current and future talent capacity and takes systematic approach to strengthening the talent pipeline to meet future needs.</p> <p>Institutes performance policies, including improvement strategies, to accomplish mission.</p> <p>Ensures adherence to the spirit and intent of merit system principles.</p> <p>Ensures a diverse multi-sector (civilian, military, contractors, etc.) staff is properly recruited, developed, and retained by subordinate supervisors and managers.</p>	<p>Establishes the parameters to provide awards to employees throughout the year.</p>
	<p>Identifies the organization's mission critical occupations and balances forecasted staffing requirements against budget constraints to support the mission.</p>
	<p>Realigns the organization's workforce based on current and future strategic priorities to ensure workforce is effectively utilized.</p>
Proficiency Level: 3	
<p>Fosters organizational planning to align individual capabilities to meet mission critical needs.</p> <p>Determines performance goals that hold self and others accountable for achieving results to accomplish mission.</p>	<p>Establishes career field development program in support of succession management planning.</p>
	<p>Evaluates quality of life initiatives to determine effectiveness of programs offered.</p>
	<p>Provides guidance on the organization's targeted recruitment strategy to fill mission critical positions.</p>
Proficiency Level: 1	
<p>Identifies current and future staffing needs to enhance performance.</p> <p>Manages staff performance to accomplish mission.</p> <p>Adheres to merit system principles.</p> <p>Recruits, develops, and retains a well-qualified staff.</p>	<p>Evaluates employees' performance and provides constructive feedback on an ongoing basis.</p>
	<p>Makes recommendations for changes in career development programs to the Command's senior leadership.</p>
	<p>Participates in job fairs to recruit new employees to the organization.</p>

LEVEL 3 COMPETENCIES

LEVERAGING DIVERSITY

Competency Definition: Fosters an inclusive workplace where diversity and individual differences are valued and leveraged to achieve the vision and mission of the organization. Seeks out diverse ideas, opinions and insights, respecting the values and perceptions of others. Examines biases and seeks insights to avoid stereotypical responses and behavior.

Proficiency Level Definitions	Proficiency Level Illustrations
Proficiency Level: 5	
<p>Inspires an organization to be inclusive and diverse where all views are voiced, respected, and considered.</p> <p>Leverages the diverse perspectives and talents of the workforce to improve organizational decision making processes.</p> <p>Models strategies for identifying and overcoming stereotypical perceptions, responses, and behaviors.</p> <p>Ensures an organizational climate that accommodates individual differences, fosters inclusion, and maximizes organizational talent and capability.</p>	Establishes organizational policies that foster an inclusive and diverse workforce.
	Initiates and evaluates climate survey to assess the perceptions of the organization's workforce with regard to diversity.
	Includes diversity goals and objectives in developing the organization's human capital strategic plan.
Proficiency Level: 3	
<p>Creates an inclusive and diverse environment where all views are respected and considered.</p> <p>Provides opportunities for inclusion of diverse perspectives and talents in the decision making process.</p> <p>Promotes strategies for overcoming stereotypical perceptions, responses, and behaviors.</p>	Encourages and seeks out diverse ideas and varied opinions.
	Implements programs toward attaining a balanced workforce of individuals with diverse backgrounds, experiences, and capabilities.
	Follows diversity training with team discussion of how to use the diverse talents of the team to be more productive.
Proficiency Level: 1	
<p>Respects and considers the views of others.</p> <p>Makes use of diverse perspectives and talents in the decision making process.</p> <p>Avoids stereotypical perceptions, responses, and behaviors.</p> <p>Modifies own behaviors to accommodate individual differences, foster inclusion, and maximize organizational talent and capability.</p>	Participates in cultural awareness events.
	Initiates contact with a variety of individuals to network and obtain varied perspectives on current issues and taskings.
	Joins teambuilding activities to promote understanding of individual differences and approaches to problem solving.

LEVEL 4 COMPETENCIES	
CREATIVITY AND INNOVATION	
Competency Definition: Develops new insights into situations; questions conventional approaches; encourages new ideas and innovations; designs and implements new or cutting edge programs/processes/solutions.	
Proficiency Level Definitions	Proficiency Level Illustrations
Proficiency Level: 5	
Champions an environment where new ideas and innovations are encouraged and rewarded.	Sponsors cross-functional teams to create new processes based on benchmarking for best practices.
Advocates for unconventional solutions to improve results.	Creates an organizational culture of continuous improvement by recognizing employees' creative solutions regardless of success.
Integrates diverse but complementary ideas.	Encourages the workforce to question processes and look beyond the status quo.
Proficiency Level: 3	
Rewards new ideas and innovations.	Pilots new processes to evaluate them before implementation.
Implements unconventional solutions to improve results.	Posts innovative ideas on the organization's internal website to obtain feedback.
Develops and matures new ideas.	Implements automated process that forwards quarterly financial reports to headquarters.
Proficiency Level: 1	
Seeks out new ideas and innovations.	Brainstorms new ideas with team members.
Recommends new solutions to improve results.	Tracks recent innovations and possible applications by subscribing to technical publications.
Questions status quo and is open to new ideas.	Generates novel solutions to workforce problems by researching emerging industry practices.

LEVEL 4 COMPETENCIES

ENTREPRENEURSHIP

Competency Definition: Positions the organization for future success by identifying new opportunities; builds the organization by developing or improving products or services. Identifies potential risks early and implements effective abatement or control measures. Takes calculated risks to accomplish organizational objectives. Defines evaluation criteria and continuously collects, assesses, shares and responds to data appropriately.

Proficiency Level Definitions	Proficiency Level Illustrations
Proficiency Level: 5	
Develops policies to achieve goals.	Determines business development opportunities to achieve organization's goals.
Creates an environment that supports the development of new products and services.	Develops a risk management strategy that promotes success of long-term entrepreneurial objectives.
Approves evaluation criteria to identify and mitigate risks associated with new endeavors.	
Approves standards to determine feasibility and an acceptable level of risk for opportunities.	Requires that all new programs be evaluated to determine the return on investment and benefits to the organization.
Proficiency Level: 3	
Develops strategies and processes to achieve goals.	Uses evaluation results to determine feasibility of a new service line.
Generates concepts for new products and services.	
Develops evaluation criteria to identify and mitigate risks associated with new endeavors.	Justifies new opportunity and its potential risk for major programs to Command's senior leadership.
Sets standards to determine feasibility and evaluation criteria for an acceptable level of risk for opportunities.	Creates long-term implementation plan to improve current processes for project development.
Proficiency Level: 1	
Develops methods to achieve goals.	Identifies potential risks of using new product or service to the Command's senior leadership early in the planning process.
Produces new products and services.	
Applies evaluation criteria to identify and mitigate risks associated with new endeavors.	Applies alternative method to produce new product in spite of potential risks.
Applies standards for determining feasibility and an acceptable level of risk for opportunities.	Conducts beta test on new computer software product to ensure product accuracy and functionality.

LEVEL 4 COMPETENCIES

FINANCIAL MANAGEMENT

Competency Definition: Understands the organization's financial processes. Prepares, justifies, and administers the program budget. Applies sound resource management principles, business/industry “best practices,” and applicable policies, regulations and laws to support operations. Aligns resources with policy and the strategic direction and priorities. Oversees procurement and contracting to achieve desired results. Monitors expenditures and uses cost-benefit thinking to set priorities.

Proficiency Level Definitions	Proficiency Level Illustrations
Proficiency Level: 5	
Aligns resources based on strategic direction and priorities.	Approves funding for the organization's strategic plan to close skills gaps in mission critical occupations.
Approves the program budget using sound financial management principles and best practices.	Conducts cost-benefit analyses to either insource or outsource the Component's information system upgrades.
Oversees expenditures according to applicable policies and procedures.	Ensures all budget requirements are linked to organization's mission to align resources.
Establishes financial management policies and procedures.	
Authorizes use of organization's procurement and contracting activities.	
Proficiency Level: 3	
Secures resources to meet organizational priorities.	Conducts quarterly budget reviews with employees to ensure timely obligation and execution of funds.
Justifies the program budget to higher level management using sound financial management principles and best practices.	Obtains funds for special projects by justifying resource requirements to the Command's senior leadership.
Monitors expenditures according to applicable policies and procedures.	
Implements financial management policies and procedures.	Establishes a checks and balances process to approve the Government Purchase Card expenses.
Directs use of organization's procurement and contracting activities.	
Proficiency Level: 1	
Uses resources based on established priorities.	Reviews employee travel vouchers in DTS to ensure established procedures are followed and expenses are appropriate.
Plans the program budget using sound financial management principles and best practices.	Applies training to ensure compliance with fiscal regulations and policies.
Tracks expenditures according to applicable policies and procedures.	
Adheres to financial management policies and procedures.	Translates resource requirements into budget estimates to be submitted as part of the budget request.
Follows guidelines when using organization's	

LEVEL 4 COMPETENCIES

PARTNERING

Competency Definition: Develops networks and builds alliances; collaborates across boundaries to build strategic relationships and achieve common goals.

Proficiency Level Definitions	Proficiency Level Illustrations
Proficiency Level: 5	
<p>Collaborates with others outside of DoD organizations.</p> <p>Creates new partnerships to build strategic cross-functional relationships.</p> <p>Builds alliances with others who have an unexpected interest in the organization's goals and objectives.</p>	Develops partnerships with academic institutions to conduct research on best practices in human resources.
	Partners with Components to develop a collaborative process for strategic succession management across DoD.
	Convenes integrated task force to determine strategy for purchase of Joint Strike Fighter for DoD.
Proficiency Level: 3	
<p>Collaborates with others across other DoD organizations.</p> <p>Expands existing partnerships to build strategic relationships.</p> <p>Builds alliances with people who have an indirect interest in the organization's goals and objectives.</p>	Works with DoD leaders outside own organization to identify strategies to mitigate the impact of a furlough.
	Collaborates with Component's subject matter experts to identify functional competencies for mission critical occupations.
	Maintains network of DoD colleagues in the same technical field to share lessons learned.
Proficiency Level: 1	
<p>Collaborates with others across own organization.</p> <p>Maintains existing partnerships to build strategic relationships.</p> <p>Builds alliances with people who have a direct interest in the organization's goals and objectives.</p>	Collaborates with another division to develop a plan to meet an organization-wide reporting deadline.
	Creates relationships with others in own organization who have similar areas of responsibility to identify common training needs.
	Volunteers to work on a committee to plan an organization-wide holiday commemoration.

LEVEL 4 COMPETENCIES	
TECHNICAL CREDIBILITY	
Competency Definition: Understands and appropriately applies principles, procedures, requirements, regulations, and policies related to specialized expertise. Remains current with technology, tools, trends, and evolving practices in area of expertise.	
Proficiency Level Definitions	Proficiency Level Illustrations
Proficiency Level: 5	
<p>Represents the organization in high level internal and external proceedings regarding the application of technical knowledge, procedures, and requirements in area of expertise.</p> <p>Safeguards against violations of laws, regulations, and policies related to the work of the organization.</p> <p>Guides and supports new developments in area of expertise.</p>	<p>Publishes articles in professional journals to share knowledge in field of expertise.</p>
	<p>Responds to press inquires regarding agency's position on environmental cleanup requirements for BRAC sites.</p>
	<p>Testifies as Agency's expert witness before a review board on budget execution.</p>
Proficiency Level: 3	
<p>Serves as a recognized subject matter expert within the organization on the application of technical knowledge, procedures, and requirements in area of expertise.</p> <p>Serves as point of contact for laws, regulations, and policies related to the work of the organization.</p> <p>Anticipates new developments in area of expertise.</p>	<p>Explains DoD budget process and regulations to employees in layman's terminology.</p>
	<p>Researches emerging trends in technology communication to incorporate into civilian force deployment plans.</p>
	<p>Publishes articles in organizational newsletter on topics in field of expertise.</p>
Proficiency Level: 1	
<p>Applies technical knowledge, procedures, and requirements in area of expertise.</p> <p>Complies with laws, regulations, and policies related to the work of the organization.</p> <p>Stays abreast of new developments in area of expertise.</p>	<p>Participates in professional conferences to maintain functional expertise.</p>
	<p>Monitors accuracy of entry-level employees' administrative work to determine whether employees are complying with the appropriate procedures.</p>
	<p>Performs technical tasks with competence so supervisor does not need to make corrections.</p>

LEVEL 4 COMPETENCIES

EXTERNAL AWARENESS

Competency Definition: Actively seeks to understand others' cultural, religious, political, and societal norms and customs; builds language proficiency as required by the mission. Maintains an integrated understanding of Congressional and globalization factors that would influence defense, domestic and foreign policy and uses it in strategic and operational planning. Understands and keeps up-to-date on local, national, and international policies and trends that affect the organization and shape stakeholders' views; is aware of the organization's impact on the external environment.

Proficiency Level Definitions	Proficiency Level Illustrations
Proficiency Level: 5	
<p>Creates a culture that considers external and environmental factors and situations that impact the organization.</p> <p>Incorporates and communicates political, cultural, and economic trends that may influence strategy, decisions, or problem solving.</p> <p>Anticipates and develops solutions to address the impact of global environment and defense landscape.</p>	<p>Attends senior-level Joint Professional Military Education outside of Component to develop an Enterprise-wide perspective.</p>
	<p>Represents the Department or Component on interagency task forces.</p>
	<p>Conducts seminars at professional events on foreign policy issues and their impact on the organization.</p>
Proficiency Level: 3	
<p>Evaluates and communicates external and environmental factors and situations that impact the organization.</p> <p>Researches political, cultural, and economic trends that may influence strategy, decisions, or problem solving.</p> <p>Interprets and considers the impact of global environment and defense landscape.</p>	<p>Analyzes information obtained from staffs of local dignitaries to understand the organization's impact on the external environment.</p>
	<p>Attends seminars on political challenges to stay current on issues affecting the Department.</p>
	<p>Explains to the workforce the impact that external factors could have on the organization's mission.</p>
Proficiency Level: 1	
<p>Identifies external and environmental factors and situations that impact the organization.</p> <p>Monitors political, cultural, and economic trends that may influence decisions.</p> <p>Seeks out and reads relevant information with a global perspective that could impact defense landscape.</p>	<p>Gathers information on current external events that will impact area of responsibility.</p>
	<p>Attends Command's briefings and information sessions to improve understanding of "big picture" external issues that could affect the work environment.</p>
	<p>Reads current periodicals to stay current with political policies and issues.</p>

LEVEL 5 COMPETENCIES

JOINT PERSPECTIVE

Competency Definition: Has an in-depth understanding of how the Department of Defense operates and how Services, Components, stakeholders, partners, and customers integrate toward mission accomplishment. Applies Joint doctrine when planning, coordinating, and communicating the organization's policies and processes. Considers interoperability in communications, logistics, and information sharing so that systems are integrated across organizational lines. Reviews and applies concepts from applicable studies, laws, regulations, and policies, plans, programs, systems, criteria and standards related to joint capabilities, operations, or programs.

Proficiency Level Definitions	Proficiency Level Illustrations
Proficiency Level: 5	
Applies knowledge of DoD's mission, roles, and service cultures and their effects to ensure jointness.	Proposes adjustments to joint mission operation to avoid duplication of efforts.
Integrates knowledge of other Services' command structures and how the Components work together to improve effectiveness of joint operations.	Chairs joint working groups to formulate strategies for interoperable systems.
Analyzes the impact of applicable laws, regulations, and policies related to joint capabilities, operations, and programs.	
Determines and applies interoperability strategies and approaches to communication, logistics, and information sharing to ensure systems are integrated.	Coordinates legislative proposal with Components and Joint Staff to provide flexibility to finance joint missions.
Proficiency Level: 3	
Uses knowledge of DoD's mission, roles, and service cultures and their effects to facilitate the work of others.	Develops supplement to the organization's mission brief to explain the relationship to joint mission and doctrine.
Uses knowledge of other Services' command structures and how the Components work together to foster a joint awareness.	Coordinates joint working group to evaluate interoperability concerns for communications, radar, and weapons systems.
Draws on applicable laws, regulations, and policies related to joint capabilities, operations, and programs.	
Considers interoperability of communications, logistics, and information sharing to ensure systems are integrated across organizational lines.	Explains current guidance from the Joint Staff to the workforce.
Proficiency Level: 1	
Recognizes DoD's mission and roles.	Researches information in joint publications as it relates to the work unit to stay informed.
Is aware of how the Components work together.	
Understands applicable regulations and policies related to joint mission.	Reviews an analysis of joint doctrine requirements for the organization to understand joint capabilities.
Follows the appropriate chain of command across organizational lines.	Compares differences between organization's doctrine and joint doctrine to identify the differences.

LEVEL 5 COMPETENCIES	
NATIONAL SECURITY	
<p>Competency Definition: Understands the role of military leaders and armed forces in the development of national security and foreign policies; classical methods of maintaining peace; military-civilian relations in the developed and less developed states; the impact of rapid technological change and weaponry in international politics; and the role of the military in the shaping of war and peace.</p>	
Proficiency Level Definitions	Proficiency Level Illustrations
Proficiency Level: 5	
<p>Develops methods and strategies that support international alliances and relationships to reduce and counter national security threats.</p> <p>Contributes to the development of the organization's national security and foreign policy strategies.</p> <p>Applies expert knowledge to support operations of armed forces and their role in shaping war and peace.</p> <p>Institutes actions and processes to improve organizational readiness.</p>	<p>Provides substantive input into the development of the Secretary of Defense's National Military strategy and National Security strategy.</p>
	<p>Determines Component capability requirement against current capabilities for military operations to identify gaps.</p>
	<p>Responds to Congressional inquiry on Component role for future peace-keeping missions.</p>
Proficiency Level: 3	
<p>Applies knowledge of alliances and defense relationships with other government agencies to reduce and counter national security threats.</p> <p>Monitors impact of national security and foreign policy strategies on the work of the organization.</p> <p>Applies knowledge to support operations of armed forces and their role in shaping war and peace.</p> <p>Develops procedures to improve organizational readiness.</p>	<p>Participates in interagency working group to determine capability to support Civilian Expeditionary Workforce requirements.</p>
	<p>Examines recent foreign policy strategy to explain the implications to staff.</p>
	<p>Uses research on the National Military strategy in preparation for a meeting regarding security threats.</p>
Proficiency Level: 1	
<p>Understands alliances and defense relationships as related to the national security mission.</p> <p>Stays current on national security and foreign policy strategies.</p> <p>Recognizes operations of armed forces and their role in shaping war and peace.</p> <p>Makes recommendations to improve organizational readiness.</p>	<p>Attends briefings on National Security Strategy policy development to improve knowledge of national security issues.</p>
	<p>Enrolls in Professional Military Education to learn about different services and their role in educating students on national security.</p>
	<p>Understands organization's strategy for responding to domestic disasters.</p>

LEVEL 5 COMPETENCIES

POLITICAL SAVVY

Competency Definition: Identifies the internal and external politics that impact the work of the organization. Perceives organizational and political reality and acts accordingly. Uses diplomacy in dealing with issues involving others.

Proficiency Level Definitions	Proficiency Level Illustrations
Proficiency Level: 5	
<p>Anticipates changes in the internal and external political environment and how they may affect the work of the organization.</p> <p>Balances the impact of various aspects of organizational and political reality and acts accordingly.</p> <p>Leverages influence and formal and informal authority with diplomacy to accomplish objectives.</p>	<p>Maximizes power bases to build support and approval for new line of business.</p>
	<p>Establishes network of internal and external contacts from among a wide array of constituents to gather and leverage information.</p>
	<p>Identifies and gathers information on situations that could have political impact on the organization to inform leadership.</p>
Proficiency Level: 3	
<p>Interprets how the internal and external political environment affects the work of the organization.</p> <p>Identifies the impact of organizational and political reality and acts accordingly.</p> <p>Manages influence and formal authority with diplomacy to accomplish objectives.</p>	<p>Draws on the influence of second-line supervisor to rally all available staff to meet an imminent deadline.</p>
	<p>Weighs the authority of various stakeholders when presenting a concept for a new program.</p>
	<p>Employs diplomacy to obtain employee buy-in on implementation of a new database.</p>
Proficiency Level: 1	
<p>Determines how the internal and external political environment relates to own work.</p> <p>Is aware of the impact of organizational and political reality and acts accordingly.</p> <p>Uses own influence and formal authority with diplomacy to accomplish objectives.</p>	<p>Uses informal organizational relationships to expedite time for graphics department to print a new brochure.</p>
	<p>Maintains knowledge of Component points of contact that are interested in a training program for future collaboration.</p>
	<p>Identifies persons within work unit who have opposing viewpoints to co-opt their support.</p>

LEVEL 5 COMPETENCIES

STRATEGIC THINKING

Competency Definition: Formulates objectives and priorities, and implements plans consistent with the long-term interests of the organization in a global environment that takes into consideration the environment, resources, capabilities, constraints, and organizational goals and values. Capitalizes on opportunities and manages risks and contingencies, recognizing the implications for the organization and stakeholders.

Proficiency Level Definitions	Proficiency Level Illustrations
Proficiency Level: 5	
Strategizes new direction for major mission areas to meet evolving goals and objectives.	Creates 10-year sustainment plan for major weapons system.
Assesses DoD's future capabilities to create opportunities and manage risks.	Leads executive steering group to define human capital strategic planning objectives for the next 10-15 years.
Ascertaines and uses information regarding national global environment to develop strategic plans.	Develops a risk mitigation plan for a complex procurement to prepare for contingencies.
Proficiency Level: 3	
Develops plan to implement new direction for major mission areas to meet evolving goals and objectives.	Sets program milestones and priorities to execute the Future Year Defense Plan (FYDP).
Assesses organization's future capabilities to create opportunities and manage risks.	Develops a program action plan for implementation of organization's strategic goals.
Identifies and uses information regarding internal and external influences and trends to set organizational priorities that meet goals established in the strategic plan.	Develops organizational workforce planning initiatives that maximize workforce contribution.
Proficiency Level: 1	
Translates and implements plan with new direction to meet evolving goals and objectives.	Organizes work to meet unit and organizational goals and objectives.
Assesses work unit's future capabilities to create opportunities and manage risks.	Prioritizes projects and identifies resources required to meet organizational goals and objectives.
Identifies how internal and external influences and trends impact goals and priorities that are related to the strategic plan.	Conducts quarterly in-progress reviews to monitor unit's progress towards meeting the organization's strategic goals.

LEVEL 5 COMPETENCIES

VISION

Competency Definition: Communicates a clear mission and set of values, providing guideposts for decision-making and action. Takes a long-term view and builds a shared vision with others; acts as a catalyst for organizational change. Influences others to translate vision into action.

Proficiency Level Definitions	Proficiency Level Illustrations
Proficiency Level: 5	
<p>Formulates and communicates a vision that supports the overarching DoD vision and sets direction to achieve it.</p> <p>Leads staff to align and embrace the DoD vision and strategy.</p> <p>Inspires others to take action toward implementing the DoD vision.</p>	<p>Conducts an off-site with senior leadership to determine actions required to achieve the Component's vision.</p>
	<p>Holds All Hands meeting to clearly communicate vision and its alignment with Departmental priorities to garner support.</p>
	<p>Rallies support for the vision by creating organizational brand that visually conveys the vision.</p>
Proficiency Level: 3	
<p>Provides input to developing a vision that supports the overarching DoD vision.</p> <p>Provides direction to employees on how their responsibilities and performance goals support the DoD vision.</p> <p>Motivates others to commit to the DoD vision.</p>	<p>Provides recommendations to senior leadership on how to build an organizational vision that is linked to the DoD vision.</p>
	<p>Ensures that employee performance objectives are linked to the organization's goals.</p>
	<p>Holds team meetings to discuss application of the vision to the team's work.</p>
Proficiency Level: 1	
<p>Contributes to achieving the DoD vision.</p> <p>Understands how work unit's responsibilities and performance goals support the DoD vision.</p> <p>Encourages others to act upon the DoD vision.</p>	<p>Displays vision statement in work area to build commitment.</p>
	<p>Assigns specific work to team members based on the vision to internalize commitment to the vision.</p>
	<p>Encourages employee-generated ideas on how to implement the vision.</p>