U.S. Department of Energy

General Competencies

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A **competency** is defined by the Office of Personnel Management (OPM) as a measurable pattern of knowledge, skills, abilities, behaviors, and other characteristics that are needed to perform work roles or occupational functions successfully. Competencies are developed, attained, and sustained through training, rotational and developmental assignments, experience (both professional and personal), education, and self development. Attainment of a certain level of competency is assessed based on demonstrated abilities to apply the competency in different situations and/or circumstances. Attainment is based not just on performance in a role over time, nor is it necessarily directly tied to grade.

Competencies are the personal and professional attributes that are critical to successful performance. Experience and training that strengthen and demonstrate the competencies will enhance an employee's overall qualifications for career advancement. As such, a Competency-Centric Learning and Development Framework addresses the Department of Energy's (DOE's) talent challenges to develop a "continuously high performing competent organization" while promoting value-added, needs-driven training. A key element of the competency-centric approach is to identify competency gaps and align them with learning and development opportunities.

Competencies should:
- Define expectations, not tasks
- Provide clarity through measurable and/or observable knowledge, skills, abilities, characteristics and behaviors
- Provide maximum flexibility to respond as job functions, roles, and technology evolve
- Describe the work of an organization
- Are frequently grouped together into competency models

> A competency model is a collection of competencies that together define successful performance in a particular work setting. Competency models can be developed for specific jobs, job groups, organizations, occupations or industries.

Knowledge, Skills and Abilities (KSAs) Compared to Competencies

For a number of years, federal jobs have been described in terms of knowledge, skills and abilities (KSAs) which typically focus on technical capabilities for the job. Research has shown that competencies go beyond the technical requirements and also include the "soft skills" that are so critical to an individual's success on the job. Thus, competencies define the "whole person" and provide the important distinctions for job performance among all employees while also tapping into a more qualified talent pool. The federal government has begun to adopt the use of competencies – a practice used by the private sector as well as state and local governments – to define the job requirements and proficiency levels.

To further clarify the differences between the traditional KSAs and competencies, users of the competency model should think of KSAs as a subset or part of competencies. The remaining subset or part is comprised of those skills, behaviors and characteristics (called "soft skills") that motivate the person and impact on his/her accomplishment of the technical job tasks.   Competencies are often a simpler, broader way of describing the traditional KSAs and soft skills. Examples of how a user would define traditional KSAs in competency terms are:

KSA Description	Competency
1. Ability to draft written technical documents to support findings.	Written Communication
2. Ability to manage and resolve conflicts in a constructive manner.	Conflict Management
3. Ability to define a long-term view of an organization and formulate appropriate goals and objectives.	Vision
4. Knowledge of marketing opportunities for expansion of an organization's services.	Entrepreneurship
5. Ability to persuade others and build consensus through "give and take".	Influencing/Negotiating

GENERAL COMPETENCIES

Fundamental competencies are often referred to as universal or threshold competencies and consist of the following six competencies:

- Interpersonal Skills
- Oral Communication
- Integrity/Honesty
- Written Communication
- Continual Learning
- Public Service Motivation

Leadership qualifications define the categories needed to build a federal corporate culture that drives for results, serves customers, and builds successful teams and coalitions within and outside the organization. OPM has defined the following five categories:

1. Leading Change - the ability to bring about strategic change, both within and outside the organization, to meet organizational goals. Inherent to this qualification is the ability to establish an organizational vision and to implement it in a continuously changing environment.

2. Leading People - the ability to lead people toward meeting the organization's vision, mission, and goals. Inherent to this qualification is the ability to provide an inclusive workplace that fosters the development of others, facilitates cooperation and teamwork, and supports constructive resolution of conflicts.

3. Results Driven - the ability to meet organizational goals and customer expectations. Inherent to this qualification is the ability to make decisions that produce high-quality results by applying technical knowledge, analyzing problems, and calculating risks.

4. Business Acumen - the ability to manage human, financial, and information resources strategically.

5. Building Coalitions - the ability to build coalitions internally and with other Federal agencies, State and local governments, nonprofit and private sector organizations, foreign governments, or international organizations to achieve common goals.

Each of these five leadership qualifications has "**underlying competencies**" that more definitively describe the meaning and characteristics of the core categories. The "underlying competencies" for each of the five leadership qualifications are:

Leading Change
- Creativity and Innovation
- External Awareness
- Flexibility
- Resilience
- Strategic Thinking
- Vision

Leading People
- Conflict Management
- Leveraging Diversity
- Developing Others
- Team Building

Results Driven
- Accountability
- Customer Service
- Decisiveness
- Entrepreneurship
- Problem Solving
- Technical Credibility

Business Acumen
- Financial Management

- Human Capital Management
- Technology Utilization
- Workplace Safety
- Knowledge of DOE Business

Building Coalitions and Communication
- Partnering
- Political Savvy
- Influencing/Negotiating

Proficiency Level illustrations are provided with each competency to provide examples of on the job behavior which would support a rating at that grade level or pay plan. However, these are only examples, other observed behaviors can also fit the definition. Further, the person being assessed does not have to show all the behaviors – one can be sufficient to fit the definition.

There intent is to show a natural progression from the awareness to expert level as individuals advance in their careers. The proficiency levels are not to be viewed as "grades." The goal is for individuals and their direct supervisors to make consistent determinations against the proficiency level associated with their grade level.

Proficiency Level	GS/GM grade level	EK/EJ pay plan level
Awareness	1-4	(DOE not rating at this level)
Basic	5-8	1
Intermediate	9-12	2
Advanced	13-14	3
Expert	15	4-5

The behaviors below define each of the "underlying competencies" for the proficiency levels for which they apply. The descriptions of the "underlying competencies", when grouped together for the applicable competency, reflect the behaviors, knowledge, skills, and requirements for the fundamental competencies and each of the five leadership qualifications at the applicable proficiency levels.

PROFICIENCY LEVELS & GENERAL PROFICIENCY LEVEL DEFINITIONS

Proficiency Level	General Proficiency Level Definitions (apply to each competency in conjunction with competency-specific proficiency level illustrations)
Awareness	- Requires close and extensive guidance - Limited knowledge of, or an understanding of fundamental techniques and concepts - Focus is on learning
Basic	- Experience gained in a classroom and/or experimental scenarios or as a trainee on-the-job - Needs help when performing this skill - Focus is on developing through on-the-job experience - Understands and can discuss terminology, concepts, principles, and issues in this competency area - Utilizes the full range of reference and resource materials in this competency area
Intermediate	- Able to successfully complete tasks in this competency as requested - Help from an expert may be required from time to time, but you can usually perform the skill independently - Focus is on applying and enhancing knowledge or skill - Applies this competency area to situations occasionally while needing minimal guidance to perform successfully - Understands and can discuss the application and implications of changes to processes, policies, and procedures in this competency area
Advanced	- Performs the actions associated with this skill without assistance - Recognized within your immediate organization as "a person to ask" when difficult questions arise regarding this skill - Focus is on broad organizational/professional issues - Consistently provides practical/relevant ideas and perspectives on process or practice improvements which may easily be implemented - Capable of coaching others in the application of this competency by translating complex nuances relating to the specific competency area into easy to understand terms - Participates in senior level discussions in this competency area - Assists in the development of reference and resource materials in this competency area
Expert	- Known as an expert in this area and can provide guidance, troubleshoot, and answer questions related to this area of expertise and the field where the skill is used - Focus is strategic - Demonstrates consistent excellence in applying this competency area across multiple projects and/or organizations - Considered the "go to" person in this area within DOE and/or outside organizations - Creates new applications for and/or leads the development of reference and resource materials for this competency area - Able to diagram or explain the relevant process elements and issues in relation to organizational issues and trends in sufficient detail during discussions and presentations, to foster a greater understanding among internal and external colleagues, stakeholders, and customers

Proficiency Verbs*

Awareness	Basic	Intermediate	Advanced	Expert
Suggests	Classifies	Differentiates	Improves	Implements
Contributes	Develops	Allocates	Monitors	Assesses
Duplicates	Practices	Organizes	Manages	Justifies
Attends	Provides	Proposes	Presents	Testifies
Understands	Conveys	Updates	Justifies	Compares
Comprehends	Advises	Transforms	Expands	Rationalizes
Supports	Interprets	Explains	Analyzes	Defends
Listens	Assists	Conducts	Oversees	Administers
Drafts	Writes	Reviews	Edits	Clarifies
Summarizes	Creates	Amends	Evaluates	Publicizes
Responds	Answers	Determines	Corrects	Resolves
Participates	informs	Prepares	Encourages	Motivates
Utilizes	Identifies	Adapts	Streamlines	Reforms
Describes	Discusses	Investigates	Designs	Values
Retains	Adjusts	Establishes	Instills	Champions
Maintains	Alters	Illustrates	Defends	Promotes
Recognizes	Modifies	Advances	Prioritizes	Cultivates
Gathers	Documents	Incorporates	Applies	Leads
Reproduces	Defines	Formulates	Plans	Employs
Lists	Categorizes	Coordinates	Partners	Delegates
Labels	Synthesizes	Calculates	Solves	Advances
Names	Guides	Influences	Negotiates	Persuades
Orders	Chooses	Assembles	Appraises	Argues
Schedules	Indicates	Contrasts	Judges	Predicts
Recalls	Restates	Questions	Selects	Rates

* Proficiency verbs (action words) are solely intended as a guide to encourage consistency and skill progression across competencies

Fundamental Competencies

Interpersonal Skills - Treats others with courtesy, sensitivity, and respect. Considers and responds appropriately to the needs and feelings of different people in different situations. Perceives, assesses, and positively influences one's own and other individuals' emotions.

Awareness	Basic	Intermediate	Advanced	Expert
Shows awareness of own emotions in work situations	Understands impact of emotions on others	Treats others with courtesy and sensitivity	Establishes a high level of trust and makes self accessible to staff at all levels	Clarifies and defends organization's work effectively while Interacting with public interest groups with opposing viewpoints
Responds with courtesy to coworkers' inquiries and requests for assistance	Assists new coworkers effectively integrate into the organization	Corrects coworker's mistakes in a courteous manner to encourage a cohesive work environment	Encourages staff to voice their perspective on organizational policies and procedures and presents their concerns to direct supervisor or high-level agency officials	Resolves highly sensitive and complex issues in a consistently open and approachable manner
Listens appropriately to the needs and feelings of coworkers	Alters approach to an assignment based on an honest assessment of team members' hesitation	Advises coworkers on effective approaches to improve team synergy	Solves an internal office dispute by tailoring the response based on careful consideration of the individuals involved	Promotes open and honest lines of communication and cultivates a sense of unity and respect among staff

Oral Communication - Makes clear and convincing oral presentations. Listens effectively; clarifies information as needed.				
Awareness	**Basic**	**Intermediate**	**Advanced**	**Expert**
Understands the need to communicate in a clear and concise manner	Conveys information effectively to further discussions on key initiatives	Coordinates discussion on approaches to accomplish objectives and summarizes the necessary actions and next steps	Conducts presentations and briefings to stakeholders or high-level agency officials	Defends complex information articulately when meeting with stakeholders or key executives regarding a high-visibility issue
Summarizes information regarding policy changes	Informs and explains policy to affected parties	Explains information clearly and concisely to ensure team alignment to the agenda and desired outcomes	Presents, explains, and justifies agency positions and proposals to staff and stakeholders	Testifies before Congress or high-level agency officials on the impact of a catastrophe or significant issue
Updates supervisor on project status in a consistent and logical manner	Provides status updates to management team during quarterly division meetings	Explains benefits to management team to gain acceptance of programmatic changes	Justifies analyses and defends recommendations to officials and stakeholders	Leads discussions on a sensitive or complex subject and synthesizes staff input in a clear and concise matter

Integrity/Honesty - Behaves in an honest, fair, and ethical manner. Shows consistency in words and actions. Models high standards of ethics.

Awareness	Basic	Intermediate	Advanced	Expert
Supports a culture of open and honest communication	Provides supervisor with accurate information about an important assignment and outlines changes in an candid manner	Establishes a climate of trust by admitting own mistakes and taking responsibility for one's actions	Communicates honestly with employees regarding potential changes affecting the organization to ensure staff are treated fairly	Cultivates a climate of openness and honesty and does not penalize responsible dissent
Interacts with colleagues in a respectful and consistent manner	Demonstrates a willingness to discuss openly one's input on work assignments in an honest and straightforward manner	Investigates issues and takes corrective action, as appropriate	Monitors potential ethical problems and wrong-doing among employees and responds appropriately	Refuses to acquiesce to inappropriate personal requests for favors, political pressure, or promise of gain
Establishes integrity through timely completion of assignments	Demonstrates reliability by proactively communicating the status of commitments	Provides candid feedback on the long-term viability of a project	Improves the level of trust among staff by leading by example and establishing a culture of mutual respect	Values staff feedback to adjust office priorities and address new agency-wide change in direction

Written Communication - Writes in a clear, concise, organized, and convincing manner for the intended audience.				
Awareness	**Basic**	**Intermediate**	**Advanced**	**Expert**
Summarizes recommendations made in a staff meeting	Writes daily briefs and program guidelines for direct supervisor review and approval	Prepares and writes documents outlining programmatic changes	Leads effort to write and revise regulations to address statutory changes	Publishes and defends advanced research findings and guidelines
Maintains checklist to track project status	Develops and drafts press releases, ensuring important issues are addressed	Formulates and writes reports and position papers outlining various viewpoints	Reviews technical reports, edits materials, and provides suggestions to improve clarity while ensuring documents are targeted to the intended audience	Writes, reviews, and promotes whitepapers on key agency objectives for use by high-level agency officials
Contributes to the success of a team by taking and distributing concise and accurate meeting minutes	Creates, updates, and refines office content on agency's website	Creates promotional materials and support documentation for an outreach campaign to promote a new product or service	Prepares memorandum to agency officials detailing the office's position on a critical issue	Writes budget narratives and issue papers that make convincing arguments to support continuous or new programmatic funding

Continual Learning - Assesses and recognizes own strengths and weaknesses; pursues self-development.				
Awareness	**Basic**	**Intermediate**	**Advanced**	**Expert**
Recognizes opportunities for self-development	Solicits periodic feedback to continually improve quality of own work	Recognizes areas needing improvement and takes training to increase skills	Engages in systematic, self-directed training and development activities	Pursues leadership development opportunities including training, coaching, and mentoring aligned with the strategic needs of the agency
Understands the need to learn from others through proactive questioning	Attends professional conferences to maintain technical knowledge	Completes rotational assignment by meeting own developmental goals and aligning learning with organizational strategies	Applies key concepts obtained through management training to improve staff effectiveness	Champions continual learning opportunities that support the agency's mission
Takes training courses and applies concepts to daily work activities	Works with supervisor to identify learning opportunities to develop an individual development plan (IDP)	Seeks opportunities to improve technical skills and Incorporates new knowledge to improve products and services	Promotes and encourages staff to take advantage of self assessment and developmental opportunities	Leads an agency wide taskforce to identify skill gaps among staff and advances cost effective solutions to reduce these gaps

Public Service Motivation - Shows a commitment to serve the public. Ensures that actions meet public needs; aligns organizational objectives and practices with public interests.

Awareness	Basic	Intermediate	Advanced	Expert
Listens to stakeholder input and informs leadership about their concerns	Synthesizes feedback from stakeholders regarding a new policy or product to improve implementation	Partners with stakeholders to develop action plans and innovative approaches to address their concerns	Cultivates relationships with stakeholders to validate usefulness of proposed products and services	Implements and leads programs to address critical stakeholder requirements
Responds promptly and accurately to public inquiries	Modifies established procedures on a regular basis to ensure they are consistent with public interests	Prepares funding documentation in accordance with procedures to ensure public resources are utilized appropriately	Demonstrates a commitment to serve the public by ensuring that organizational objectives and practices are aligned with public interests	Elicits employees' commitment to serve the public good in responding to a disaster or a major economic event
Understands the Department's mission and how daily work activities support the mission	Follows policies and procedures that reduce risks and improve outcomes in support of the mission	Adapts policies and procedures to reduce risks and improve outcomes in support of the mission	Advances approaches that reduce cost, streamline procedures, or reduce regulatory burden while protecting the public's long-term interest and investment	Values public service by promoting a culture that places the public's interest above personal gain

Leading Change

Creativity and Innovation - Develops new insights into situations; questions conventional approaches; encourages new ideas and innovations; designs and implements new or cutting edge programs/processes.				
Awareness	**Basic**	**Intermediate**	**Advanced**	**Expert**
Welcomes new approaches and is open to adapting new procedures/processes	Displays creativity by deviating from traditional methods in implementing a procedure/process	Reevaluates current procedures/ processes and implements improvements to ensure an efficient, effective, and streamlined approach	Encourages others to find ways to improve the office's long-standing procedures/ processes	Devises new methods, procedures, processes, and approaches having agency-wide impact
Supports innovative ideas generated by others	Seeks opportunities to expand and/or apply creative thinking and innovation skills	Advances creative ideas by establishing a willingness to consider suggestions from coworkers and team members	Inspires commitment, team spirit, pride and trust to bring out the best in others	Leads others to achieve high performance and engagement by creating a positive work environment that fosters new ideas
Participates in initiatives to improve efficiency and effectiveness	Works collaboratively with coworkers to develop creative solutions to address an issue	Organizes and leads cross-divisional work group to coordinate a project using a creative process to identify best practices	Studies and implements best practices and benchmarks for more creative ways of carrying out program responsibilities	Teaches, coaches, mentors and/or leads others in exploring creative approaches to assigned work and identifying best practices

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

Awareness	Basic	Intermediate	Advanced	Expert
Recognizes situations where a change in direction will impact external stakeholders	Gathers and interprets information to better understand stakeholders' views on a proposed new policy	Predicts the impact on stakeholders of a shift in programmatic direction	Establishes and defends procedural/regulation changes which are consistent with local, national, and international policies and trends	Promotes programmatic changes that take into account multiple, diverse views and needs of both internal and external stakeholders
Understands how other Departmental programs are interconnected and interrelated	Considers external policies and trends when reviewing correspondence, reports, and policy documents	Synthesizes complex information gathered from a variety of external sources and disseminates it to coworkers/staff	Reflects industry best practices in the development of office-wide policies and procedures	Examines and advances best practices to build an organizational infrastructure
Keeps up-to-date by reviewing journals, best practices, and industry trends	Keeps current on tools, processes, technology and key trends in field of expertise by reading, networking, attending courses, and experimenting with new approaches	Seeks a keen understanding of national and international emerging issues impacting the agency	Encourages staff to seek opportunities to improve their understanding of new policies and trends that impact the program	Stays abreast of key developments to effectively lead large and diverse organizations and looks for challenging learning opportunities

Flexibility - Openness to change and new information; adapts rapidly to new information, changing conditions, or unexpected obstacles.

Awareness	Basic	Intermediate	Advanced	Expert
Listens openly to suggestions on ways to improve one's work products	Adjusts project plan based on input from coworkers, supervisors, and stakeholders	Incorporates customer feedback in order to streamline processes or improve outcomes	Prioritizes staff assignments based on staff feedback and leadership priorities	Shifts programmatic goals and initiatives to align with administration and Congressional priorities
Adapts new approaches intended to streamline or better document an established process	Suggests ideas and new perspectives for consideration	Seeks to create a team atmosphere that welcomes and employs new perspectives and ideas	Oversees the implementation of approved changes and encourages early adaption	Champions staff recommendations and opinions that proactively improve outcomes
Comprehends responsibility for quality work products	Maintains productivity, quality of work, and morale in times of change	Meets with team to adjust and coordinate schedules to overcome an unexpected obstacle	Prioritizes, considers alternatives, and responds quickly and effectively to unexpected and rapidly changing conditions	Implements a successful action plan after a major organizational change

Resilience - Deals effectively with pressure; remains optimistic and persistent, even under adversity. Recovers quickly from setbacks. Identifies stress factors and applies learned coping skills to mitigate those factors.

Awareness	Basic	Intermediate	Advanced	Expert
Handles stressful situations without becoming defensive or irritated	Adjusts to adversity without getting overwhelmed	Perseveres on project despite changing objectives, deliverables, and deadlines	Reduces staff anxiety by remaining optimistic and calm during a crisis	Resolves stressful situations by leading team that identifies and mitigates the factors causing distress
Accepts organizational changes without becoming cynical and moody	Maintains composure when an unexpected setback occurs	Changes direction without showing frustration or becoming rattled	Manages change by effectively addressing concerns from employees that are resistant	Demonstrates persistence and leadership when providing rationale to staff during times of significant change
Understands the importance of remaining optimistic	Continues presentation to customer despite technical difficulties, such as audio-visual system setbacks	Adapts to setbacks by developing alternative approaches to determine the best course of action to achieve objectives	Shows compassion and sympathy to a staff member that is dealing with a stressful situation	Defends current policy direction developed by staff to high-level officials by explaining legal ramifications of suggested changes

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

Awareness	Basic	Intermediate	Advanced	Expert
Recognizes how strategic objectives are aligned with program/team goals	Tracks metrics to assess attainment of strategic performance measures	Establishes strategic performance measures that allow staff to continually assess and adjust program direction	Implements strategic objectives for the organization by anticipating future consequences and trends	Formulates effective strategies consistent with the business and competitive strategy of the Agency in a global economy
Understands how priorities are addressed in the strategic plan	Considers customer needs and trends in relation to the strategic plan	Advances strategic priorities and explains to coworkers how they augment the strategic plan	Conducts review of the program's mission and gathers information from relevant sources to support modifications to the strategic plan	Designs and defends approaches and procedures to establish a strategic plan supporting key national goals and objectives
Comprehends the program's long-term vision	Plans work towards long-term success, affordability and sustainability	Anticipates a demographic change in society and promotes a strategy to capitalize on new opportunities and/or reduce risks	Determines objectives and sets priorities; anticipates potential threats or opportunities	Establishes, promotes, modifies, and defends the Office's long-term vision

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

Awareness	Basic	Intermediate	Advanced	Expert
Participates in the establishment of a shared program vision by providing constructive input based on work experiences	Conveys agency mission and vision to stakeholders through directives, memorandums, and other communications	Explains agency mission and vision to coworkers/ employees while incorporating feedback on ways to best accomplish them	Establishes a vision for the program by conducting workshop with employees, human resources staff, and stakeholders	Champions commitment to the organization's mission and vision by embodying the honesty, integrity, ethics, courage, and personal accountability that engender trust and inspire belief, commitment, and action from others
Understands the program's goals and objectives and how they link to the agency mission and vision	Supports program goals and objectives by incorporating relevant aspects in work activities	Assists with setting, tracking, and reporting of program goals	Establishes program goals and builds consensus among staff by communicating a compelling sense of purpose	Administers long-term strategic plan by linking agency guidance to program goals and advancing approaches to improve overall efficiency and effectiveness
Contributes to the program's success by being optimistic and recognizing long-term possibilities	Generates and maintains support for a working group or team vision by inspiring and motivating team members	Identifies stakeholders concerns by conducting meetings and gathering feedback regarding organization's direction	Analyzes organizational strengths, weaknesses, and opportunities by developing plan to address areas needing improvement	Leads the development of a new organizational mission and vision by considering various viewpoints from internal and external sources

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Leading People

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

Awareness	Basic	Intermediate	Advanced	Expert
Responds appropriately to a disagreement with a co-worker or supervisor	Discusses a difference of opinion by meeting one-on-one with coworker or supervisor without letting it fester	Engages in productive confrontations by viewing them as opportunities, not competitions	Solves disagreements quickly by dealing with them directly and leading a consensus building process	Resolves conflicts arising at the agency level due to competing objectives, limited resources, or differing perspectives
Understands how to avoid getting into conflicts by accident	Modifies approach to an assignment based on feedback to ensure coworker and stakeholder support	Anticipates conflicts and proactively takes steps to address issues by meeting with the involved parties	Applies mediation techniques to address behavior issues among staff to ensure employees treat each other with respect	Mitigates staff concerns regarding agency-wide issues by investigating allegations and taking appropriate action
Controls one's emotions during a confrontation by avoiding getting visibly upset and taking it personally	Address disagreements in an open and honest manner	Alleviates conflict or concern by establishing common ground and getting cooperation	Negotiates tough agreements and settles disputes equitably	Operates well under pressure long enough to get a good deal for the organization

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

Awareness	Basic	Intermediate	Advanced	Expert
Participates in diversity awareness (EEO) training and demonstrates an openness to an inclusive workplace	Adheres to established diversity (EEO) policies, goals, objectives, and philosophies when performing everyday duties and responsibilities	Recognizes and utilizes skills of staff with diverse backgrounds to benefit the organization, clients, and coworkers	Builds a diverse staff with a variety of skills who function effectively to accomplish the mission of the organization	Cultivates a diverse and inclusive environment after a major reorganization which brings together different cultures, ideas, and experiences
Fosters a better work environment by valuing coworkers' view points	Adjusts team objectives by incorporating the views, values, and experiences of team members through a consensus building process	Addresses and corrects the use of inappropriate language, stereotypes, or actions which minimize the benefits of diversity	Develops a creative initiative focused on recognizing the various dimensions of diversity to encourage inclusiveness in the workplace	Promotes targeted recruiting efforts to develop a representative workforce that benefits from diverse strengths
Conveys a good attitude by being comfortable working with coworkers from various social and economical backgrounds	Recognizes when a coworker is acting inappropriately towards a colleague and reports the incident to leadership	Works effectively with all races, nationalities, cultures, disabilities, ages, and sexes	Manages people equitably	Values diversity as a significant factor in achieving the vision and mission of the organization

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

Awareness	Basic	Intermediate	Advanced	Expert
Understands that learning must be continuous and frequent to be effective	Contributes to coworkers understanding of a new office wide procedure or filing system	Provides constructive feedback, guidance, and reinforcement to coworkers and/or employees	Recommends tasks and developmental assignments to staff based on career interests and work unit needs	Designs, implements, and promotes leadership development opportunities for staff at all levels in the organization
Comprehends that long-term career development is largely one's own responsibility	Works with supervisor to identify learning opportunities and participates in the development of an individual development plan (IDP)	Promotes sharing and collaboration as an effective method of informal learning	Recognizes staff potential and guides employees in developing skills by recommending appropriate training and sources of information	Directs senior level working group to design training programs focused on skills necessary for meeting the agency's strategic goals and establishes metrics to measure impact
Recognizes opportunities to learn new skills	Seeks learning opportunities that stretches one's skills by taking on tasks outside of one's comfort zone	Assesses ongoing projects and provides coworkers with timely and consistent feedback regarding technical proficiencies and effectiveness	Encourages staff to undertake challenging and stretching (risky) tasks and assignments	Values talent development by emphasizing and encouraging the adaptation of personal behaviors and core competencies that can help the organization grow

	Team Building - Inspires and fosters team commitment, spirit, pride, and trust. Facilitates cooperation and motivates team members to accomplish group goals.			
Awareness	**Basic**	**Intermediate**	**Advanced**	**Expert**
Contributes to team unity by participating in the dialogue and demonstrating a sense of belonging	Shares skills and abilities within work group to facilitate completion of challenging team tasks	Engages entire team in the decision-making processes and shares wins and successes	Improves cohesiveness of a dysfunctional team by defining roles and responsibilities of each team member and establishing overall objectives	Leads a team to address controversial agency-wide legislative and regulatory policy issues
Listens to views of others	Informs team members of issues requiring resolution and considers their input	Organizes a team to design and implement requirements for new systems and procedures	Motivates agency-wide team by assigning work based on team member skill level and area of interest	Inspires interagency team to accomplish long-term strategic goals
Understands one's role and cooperates with team members to get work done	Works in a collaborative, inclusive, outcome-oriented manner with colleagues	Demonstrates leadership by dealing constructively with individual or organizational problems within or across teams	Spearheads the use of cross-functional teams to increase organizational effectiveness	Champions mentoring programs to support leadership development efforts

Results Driven

Accountability - Determines objectives, sets priorities, and delegates work. Holds self and others accountable for measurable high-quality, timely, and cost-effective results - monitors and evaluates plans, focuses on results, and measures attainment of outcomes. Accepts responsibility for mistakes. Complies with established control systems and rules.				
Awareness	**Basic**	**Intermediate**	**Advanced**	**Expert**
Understands office priorities by focusing on mission-critical assignments	Interprets the impact of new guidelines and procedures mandated by leadership and reorganizes work priorities to ensure a timely and cost-effective implementation	Demonstrates accountability for meeting performance standards and expectations by quickly zeroing on critical tasks and putting trivial tasks aside	Presents position information across divisions to educate staff on respective duties, performance expectations, and consequent impact on accomplishment of agency goals	Clarifies to staff revised expectations and methods for achieving results in light of failed or delayed agency-level project
Recognizes opportunities to work on challenging assignments and holds self accountable for high-quality, timely and cost-effective results	Chooses to share relevant information and helps others understand the big picture	Empowers others by passing on the authority and allowing them to finish their own work	Delegates workload among staff to ensure key deliverables and responsibilities are accomplished in a timely manner	Champions a culture were direct reports are trusted to complete tasks and shares both responsibility and accountability broadly
Comprehends the importance of completing assigned tasks	Accepts responsibility when missed deadlines affect major project outcome	Monitors and evaluates program standards to ensure they are fully understood and utilized	Investigates claims of employee violations and encourages staff to take responsibility for actions	Administers and provides oversight of a new complex procedure which entrusts responsibility for compliance to various agencies or parties

Customer Service - Balances interests of a variety of clients, and readily readjusts priorities to respond effectively to pressing and changing demands for information, advice and assistance. Anticipates and meets the needs of clients; achieves quality end products; and commits to continuous improvement of services.

Awareness	Basic	Intermediate	Advanced	Expert
Responds to routine customer questions in a timely manner	Acts with customers in mind	Ascertains first-hand customer information and incorporates the feedback to improve products and services	Anticipates growing customer needs and expectations to continuously improve product development and service delivery	Champions employee and stakeholder driven ideas to improve services to high-level agency officials and implements organizational changes that lead to quality end products
Demonstrates a desire to meet the expectations of internal and external customers	Listens well to customers and recognizes situations where they need additional assistance	Addresses customer service deficiencies by involving coworkers to identify solutions	Establishes and maintains effective relationships with customers and gains their trust and respect	Promotes innovative customer service initiative which significantly improves quality and enhances customer satisfaction
Maintains accurate contact information on agency website and updates the site to reflect changes to services	Writes customer focused guidelines and user manuals	Leads a work group consisting of stakeholders and neutral parties to develop solutions to customer service barriers	Oversees customer satisfaction surveys, analyzes results, and makes necessary improvements	Implements organization-wide customer service initiative to raise employee skill levels to improve customer service

Decisiveness - Makes well-informed, effective, and timely decisions, even when data are limited or solutions produce unpleasant consequences; perceives the impact and implications of decisions.

Awareness	Basic	Intermediate	Advanced	Expert
Understands the importance of defining a problem before suggesting a solution	Determines the appropriate individuals to consult to make informed decisions	Evaluates available information before making decisions, even if faced with tight deadlines and pressure	Makes decisions that are viewed to be correct and accurate when judged over time based upon a mixture of analysis, wisdom, experience, and judgment	Sought out by other for advice and solutions
Suggests meeting agenda and topics for group decision making	Corrects course of action when new information indicates previous strategy will not succeed	Avoids jumping to conclusions based on prejudices, historical solutions or narrow perspective	Solves controversial workplace issue by prioritizing tasks, delegating responsibilities, and addressing criticism	Mitigates a crisis situation by determining and championing timely solutions to a variety of multifaceted problems
Collects and compiles research data	Interprets and deciphers applicable data and outlines a draft proposal	Reviews, composes, and develops action plans based on relevant data and stakeholder input	Analyzes action plans and incorporates governing policies and procedures	Implements action plans by advising affected parties of new guidance/specific outcomes and defending decisions

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

Awareness	Basic	Intermediate	Advanced	Expert
Comprehends the different cultures within the organization and how they interrelate	Identifies concepts to improve programs, products, or services	Formulates plan of action to identify new or improved business processes, products, or services	Takes calculated risks by creating new and innovative business lines	Promotes the development and implementation of innovative and cost effective new products and services
Understands the origin and reasoning behind key policies, practices, and procedures	Seeks feedback to refine products or services based on customer needs	Creates a new product, service, or policy based on requirements submitted by stakeholders	Knows how to get things done both through formal channels and informal networks	Implements an innovative strategic campaign to accomplish agency goals
Recognizes current or emerging technology tools, management business processes and services	Defines new service level opportunities and builds strategy with customer engagement	Investigates emerging technologies and makes recommendations to support the development of new or improved products or services	Conducts research and develops business proposals resulting in a high return on investment	Champions product improvements and services to accomplish high performing organizational goals

Problem Solving - Identifies and analyzes problems; weighs relevance and accuracy of information; generates and evaluates alternative solutions; makes recommendations.

Awareness	Basic	Intermediate	Advanced	Expert
Comprehends the need to define and analyze a problem before suggesting a solution	Avoids jumping to conclusions by seeking advice from a variety of sources	Reconciles conflicting, inaccurate and/or incomplete information before advancing a solution	Employs rigorous logic and methods to develop effective solutions to difficult problems	Improves organizational efficiency by developing, planning, and implementing a multi-tier solution to complex or unprecedented problems
Understands the importance of looking beyond the obvious by examining the complexity of an issue	Recognizes problems in work processes and uses judgment in selecting the appropriate solution	Conducts studies and performs analysis to support conclusions/recommendations to specific problems/situations	Resolves systemic barriers inhibiting the achievement of results by leading teams to conduct focus groups and develop solutions	Assesses and implements a remediation plan restoring stakeholder confidence in a critical agency program
Describes the cause of a workplace problem and recommends corrective action	Writes guidelines to clarify complex and/or controversial processes	Evaluates alternative solutions by developing a comprehensive business case for management to make informed decisions	Applies a wide range of qualitative and/or quantitative methods for the assessment and improvement of complex management processes and systems	Implements and administers new and ongoing program initiatives taking in account regulatory guidelines and solutions to ensure effective and cost efficient programs and services

Technical Credibility - Understands and appropriately applies current laws, policies, and best business practices related to a specialized expertise.

Awareness	Basic	Intermediate	Advanced	Expert
Interacts with staff to understand technical aspects of job duties	Conveys technically sound recommendations by gathering requirements from internal and external stakeholders	Applies expertise in technical subject area to advance the work of an organization or team	Advises staff on best business practices and solutions to complex problems, projects, or programs	Serves as expert consultant to external managers and leadership on organizational mission, priorities, and results
Understands the need to learn new skills and knowledge in technical area of expertise	Defines technical portions of agency guidelines for internal and external use	Uses technical expertise to identify and resolve conflicts between theories, procedures, requirements, regulations, and policies	Evaluates, incorporates, and communicates the latest developments in specialty area through agency guidelines and criteria	Leads the development of new approaches to resolve technical problems by applying expert knowledge in subject matter
Reviews legal forms and documents for completeness of required data	Keeps up-to-date about current and potential future policies, practices, trends, technology, laws, and information affecting the organization	Examines and validates data, identifying discrepancies and consolidating information into a status report	Formulates strategies to establish priorities and meet objectives	Champions the implementation of new procedures and practices and ensures their effectiveness

Business Acumen

Financial Management - Understands the organization's financial processes. Prepares, justifies, and administers the program or project budget. Oversees procurement and contracting to achieve desired results. Monitors expenditures and uses cost-benefit thinking to set priorities.				
Awareness	**Basic**	**Intermediate**	**Advanced**	**Expert**
Understands the organization's budget priorities and performance targets	Defines requested project budget to management in relation to program objectives	Assembles information to support performance-based budget planning and documentation to promote the efficient use of fiscal resources to achieve strategic priorities	Coordinates budget and performance related activities including developing budget narratives, tracking program performance, and establishing targets	Develops, justifies, and manages organization-wide budgets for annual projects and programs using cost-benefit techniques
Maintains documentation to assist with monitoring expenditures	Writes Statement of Works (SOWs) and prepares budget projections to justify the purchase of equipment, supplies, and/or consulting services	Considers implications of financial decisions and suggests methods for meeting needs of staff and the organization	Prepares and monitors office's annual operating budget, including travel, supply, and awards allocations	Defends the organization's funding priorities and resource allocations to both leadership and stakeholders
Ensures inventory accounting is accurate and complete	Follows established guidelines and procedures to justify funding for key initiatives	Conducts research to determine resource needs and funding priorities	Ensures financial commitments and deadlines are met by facilitating and assessing processes and by taking corrective action, as needed	Audits major acquisitions having agency-wide impact, presents findings, and recommends corrective actions

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

Awareness	Basic	Intermediate	Advanced	Expert
Understands one's performance plan and works with supervisor to track achievements	Assists with the development of performance plan and suggests creative approaches for tracking performance against goals	Provides positive feedback to high-performing staff and rewards exceptional performance	Develops and manages rewards system to recognize the impact of employee contributions to the organization	Develops new agency-wide incentive program to retain employees with functional expertise
Contributes to the success of the organization by demonstrating a willingness to work on a variety of projects	Recognizes deficiencies of human resources processes or tools and makes suggestions for improvements	Treats direct reports equitably and avoids giving preferential treatment	Demonstrates a nose for talent by making personnel decisions based upon promotion criteria, position requirements, and performance	Assembles talented staff by having the confidence to select strong people
Comprehends that long-term career development is largely one's own responsibility	Takes appropriate actions to address performance issues or developmental needs	Identifies creative strategies to recruit employees with the required skills and qualifications	Identifies mission critical occupations and associated competencies needed to perform organizational functions	Leads task force to analyze agency-wide staffing needs and develops strategy to address recruitment needs

Technology Utilization - Keeps up-to-date on technological developments. Makes effective use of technology to achieve results. Familiarity and effectiveness with the application of e-communications, including e-mail, wireless devices, text messaging, audio/video files, etc., including the exercise of proper e-mail etiquette and the use of standard, DOE provided, computer applications to meet work requirements and updates capabilities as needed. (Examples are Microsoft Word, Outlook, Access, Excel, PowerPoint, and corporate information systems.) Ensures access to and security of information technology (IT) systems.

Awareness	Basic	Intermediate	Advanced	Expert
Demonstrates a willingness to learn or adopt new technology	Creates tables, charts, and presentations with minimal assistance using DOE provided computer applications	Keeps up-to-date on technological developments and shows coworkers new and creative ways to use standard applications	Improves productivity by expanding the use of existing IT applications for use by clients and staff	Prioritizes and advances agency investment in IT applications and systems
Comprehends the Department's IT security policy and reinforces required IT security protocols in daily work activities	Applies technical expertise to improve the content in IT applications to ensure effective end-user results	Researches IT systems to meet specific program needs and alters processes to keep pace with new technological developments	Manages the implementation of a new electronic processing system in the agency	Identifies IT system shortcomings, researches options, and advocates a redesign and restructure of the process to implement improvements
Understands user requirements and logon protocol for a new IT system	Works with contractors to implement an IT system change to meet requirements of new legislative mandates	Advances IT solutions to streamline data collection, tracking, and reporting	Improves ability of agency to gather and act on data from stakeholders by overseeing the creation of online surveys and related IT tools	Reforms infrastructure and develops innovative IT business systems by leveraging expert IT knowledge and sharing information with staff

Workplace Safety - Demonstrates safe work practices appropriate for the position and work environment.				
Awareness	**Basic**	**Intermediate**	**Advanced**	**Expert**
Understands applicable safety rules and regulations	Demonstrates responsibility for maintaining a safe work environment	Explains worksite safe practices and communicates warnings to fellow workers	Encourages employee's ideas to improve workplace safety	Standardizes worksite safety instructions into SOP's and provides adequate training and equipment
Recognizes tasks requiring specific safety training	Practices safe work habits; follows all safety rules and regulations	Follows the organization's reporting processes for accidents	Encourages employees to Identify and eliminate hazards	Assesses incidents and recommends department-wide improvements
Adheres to all Departmental and job specific security rules and regulations	Stays up-to-date on all relevant Departmental safety and security directives and maintains certifications, where required	Conducts a disciplined and systematic review of the Department's safety and security regulatory model, including all Office of Health, Safety, and Security directives	Encourages staff to maintain the highest standards of safe and secure operations at Departmental facilities	Leads Departmental efforts to ensure rigorous and informed oversight of high hazard operations or high-value security assets

Knowledge of DOE Business - Understands and supports the various business lines of the Department. Knows how position and organizational functions foster, relate and connect to the Department's mission.

Awareness	Basic	Intermediate	Advanced	Expert
Understands DOE's and Department's services and priorities	Understands how one's job impacts national or department results	Ensures that everyone understands each other's roles and responsibilities and how they relate to department results	Aligns staff goals with those of the Department	Cultivates among staff a solid understanding of DOE's mission and departmental services and priorities
Responds promptly and accurately to inquiries about DOE business	Demonstrates understanding of how DOE functions and organizations interact to form a whole	Appreciates and addresses the political dynamics that exist inside and outside the organization	Considers the interrelationships of DOE organizations and functions when diagnosing problems	Clarifies to staff the interrelationships between departments and functions when developing solutions to problems
Supports the daily activities of the organization, with an understanding of how actions impact the success of the agency	Identifies activities that provide value in accomplishing activities that support the mission	Formulates processes that accomplish established goals of the agency	Analyzes program functions with staff for effectiveness and adherence to strategic priorities	Implements the local strategic plan, ensuring that it is aligned to the Department's mission

Building Coalitions

Partnering - Develops networks and builds alliances; collaborates across boundaries to build strategic relationships and achieve common goals.				
Awareness	**Basic**	**Intermediate**	**Advanced**	**Expert**
Meets regularly with supervisor to identify recurring issues	Interprets stakeholder input when developing strategies to ensure mutually agreeable initiatives	Builds consensus with partners by considering input and promoting trust between various parties	Collaborates with headquarters, regional offices, and key stakeholders to implement new initiatives	Advances a culture of partnering by ensuring staff develop strong working relationships with other offices
Assists with the logistics efforts to plan a multi-agency event	Maintains network of stakeholders for collection and sharing of information	Coordinates with partners regarding new strategies to ensure consistent communication	Partners with various parties by sharing information and resources across multiple levels to establish new programs	Develops, publicizes, and garners support for programs and policies by meeting with key officials, executives, unions, employees, and other interested parties
Contributes to building better relationships by establishing sound working relationships with coworkers from other offices	Identifies outside resources to support common goals by fostering alliance across and within organizations	Gains buy in from key leaders and staff within the organization to ensure support for work objectives and team initiatives	Prioritizes tasks among staff to meet strategic goals that require collaboration efforts	Partners with key officials from various offices and agencies to advance strategic goals

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

Awareness	Basic	Intermediate	Advanced	Expert
Recognizes political issues that may impact work assignments	Maneuvers through political issues effectively	Addresses controversial political issues by conducting research and considering best practices	Evaluates political implications by considering different courses of action on a key issue	Clarifies political issues to staff and effectively works with the administration and Congress to receive legislative approval
Comprehends organizational policies and directives	Interprets news items that have an impact on the organization	Alters policies based on new directives by political leaders in the agency	Establishes a clear vision for the organization by meeting with staff to ensure agency-wide initiatives are understood	Leads reorganization of an agency by meeting with stakeholders to understand perspectives and reach consensus on organization-wide plan
Understands the administrations key initiatives and management principles	Incorporates key policy terms into press releases, website pages, and guidance to stakeholders	Adapts priorities to fit new political reality after a change in administration	Reviews and edits white papers and other key guidance to ensure the content is aligned with the administration's policies	Champions the administration's key initiatives by motivating staff and managing change

Influencing/Negotiating - Persuades others; builds consensus through give and take; gains cooperation from others to obtain information and accomplish goals.

Awareness	Basic	Intermediate	Advanced	Expert
Settles a difference of opinion with a coworker without generating animosity	Meets with coworkers and supervisor to build consensus on the design of a new product or service	Represents the office in reaching compromises on an multi-office project without damaging relationships	Negotiates with leaders for changes to organization based on feedback from subordinates	Leads a team of experts to provide advice on, and build credibility for, a multi-level negotiation process
Participates willingly in consensus building	Conveys factual information to support one's point of view when persuading team members to adopt a new approach	Persuades supervisor to change his/her position or approach to better fit a situational need without damaging the relationship	Convinces office leadership to change a procedure to improve effectiveness	Influences agency leadership to adopt a new approach for obtaining an agency goal
Recognizes the need to gather the necessary documentation to justify a request for additional resources	Develops trust among various parties involved in a negotiation process	Obtains buy-in for a project by using open and honest communication and by carefully listening to coworkers input	Encourages an employee to seek professional assistance for a personal issue that affects work performance	Convinces colleagues and management to accept recommendations involving substantive agency resources and changes in established practice