

## Competency Descriptions

### **Leading Change**

- External Awareness
- Strategic Thinking
- Creativity/Innovation
- Vision

### **Leading People**

- Developing Others
- Leveraging Diversity
- Team Building

### **Results Driven**

- Decisiveness
- Accountability
- Customer Service
- Problem Solving

### **Business Acumen**

- Financial Management
- Technology Management
- Human Capital Management

### **Building Coalitions**

- Political Savvy
- Influencing/Negotiating

### **Enterprise-wide Perspective**

- Joint Perspective
- National Security



## Leading Change

| EXTERNAL AWARENESS  |   |  |
|---|---|--|
| <p>DoD Definition: Actively seeks to understand other's 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.</p> |   |  |
| Proficiency Levels  | Examples of Work Experience/Work Assignments  | Examples of Training and Education   |
| Baseline  | <ul style="list-style-type: none"> <li>• Work on internal projects that focus on issues local to the organization and surrounding environment</li> <li>• Experience in a Field Operating Agency</li> <li>• Assess strategic planning and program guidance documents [Quadrennial Defense Review, Fleet Readiness Plan, and strategic plans and goals] for component/organization</li> </ul>   | <ul style="list-style-type: none"> <li>• <a href="#">Leadership for a Democratic Society, Federal Executive Institute Seminar for Executives on Legislative Operations, Government Affairs Institute, Georgetown University White House Fellows Program</a></li> </ul>   |
| Proficient  | <ul style="list-style-type: none"> <li>• Assignment to inter-agency workforce (i.e., own organization and other organization) to track congressional, state, or national level issues</li> <li>• Represent command and present awards at events</li> <li>• Create contacts with Congressional staffers who affect own programs and what their concerns are</li> </ul>   | <ul style="list-style-type: none"> <li>• <a href="#">Strategic Thinking, Navy Executive Development Program Aspen Institute</a></li> <li>• Leading Change in Government Seminar, Federal Executive Institute</li> <li>• Testifying Before Congressional Committees, Capitol Hill Workshop</li> </ul>   |
| Mastery   | <ul style="list-style-type: none"> <li>• Assignment testifying before a committee of Congress, Presidential Commission, or Congressional Commission</li> <li>• Work with state or international organization on international issues and goals (also, emergency responders' Hurricane Katrina, Haiti earthquake)</li> <li>• Co-author strategic planning and program guidance documents (e.g., Quadrennial Defense Review, Fleet Readiness Plan)</li> </ul> | <ul style="list-style-type: none"> <li>• Defense Policy Seminar (DPS)</li> <li>• DoD National Security Studies Program</li> <li>• <a href="#">The Constitution and Contemporary Public Sector Leadership - Horizons Series</a></li> <li>• <a href="#">Federal Executive Institute Science and Technology Policy Issues, Brookings Executive Education</a></li> </ul> |



**STRATEGIC THINKING**

DoD 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 Levels | Examples of Work Experience/Work Assignments   | Examples of Training and Education   |
|--------------------|--|--|
| Baseline           | <ul style="list-style-type: none"> <li>• Formulate organizational plans consistent with parent organization's strategic plans</li> <li>• Plan future direction of own organization to better meet objectives (e.g., develop strategy to automate existing manual logistics tracking processes)</li> <li>• Communicate and execute an established strategic plan of a command or organization (e.g., office relocation plan)</li> </ul> | <ul style="list-style-type: none"> <li>• Performance Budgeting Seminar, Eastern Management Development Center</li> <li>• Strategic HR Management, Eastern and Western Management Development Centers</li> <li>• Seminar in Defense Strategic Planning, National Defense University</li> </ul>  |
| Proficient         | <ul style="list-style-type: none"> <li>• Leadership role in managing a strategic objective with internal and external stakeholders (e.g., establishes plan to "in-source" previously contracted roles)</li> <li>• Participate on agency-wide working/planning groups Lead the development and implementation of a campaign plan for an organization</li> </ul>   | <ul style="list-style-type: none"> <li>• Joint Executive Management (JEM) Program, UNC Chapel Hill</li> <li>• Strategic Thinking and Management for Competitive Advantage, Wharton Executive Education</li> <li>• Strategic Management of Regulatory and Enforcement Agencies, Harvard Kennedy School Executive Education</li> </ul> |
| Mastery            | <ul style="list-style-type: none"> <li>• Lead the development (as a primary author) and integration of campaign plans across multiple organizations to gain greater efficiencies and success</li> <li>• Implement change management strategies to transform organizational vision into measurable outcomes</li> <li>• Participate on DoD-wide working/planning groups (e.g., DEAB)</li> </ul>  | <ul style="list-style-type: none"> <li>• <a href="#">Leadership at the Peak, Center for Creative Leadership</a></li> <li>• Executive Leadership for America, Brookings Executive Education</li> <li>• Enterprise Leadership Seminar, University of Virginia Darden School of Business</li> </ul>                                     |



**CREATIVITY AND INNOVATION**

DoD 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 Levels | Examples of Work Experience/Work Assignments  | Examples of Training and Education  |
|--------------------|---|---|
| Baseline           | <ul style="list-style-type: none"> <li>• Serve on senior level working group and planning team to brainstorm new and creative ideas (e.g., reduce stress and improve resiliency for airmen and families)</li> <li>• Prepare Best Business Practices for senior leadership on how a component can apply best practices to improve operation of a program</li> <li>• Meet with other directorates in own organization routinely to discuss new solutions for improving quality of life</li> </ul>   | <ul style="list-style-type: none"> <li>• Leadership for a Democratic Society, Federal Executive Institute</li> <li>• Innovative Business Practices for the Public Sector, Brookings Executive Education</li> <li>• Implementing Improvement Strategies: Achieving Breakthrough Performance throughout Your Business, Massachusetts Institute of Technology</li> </ul> |
| Proficient         | <ul style="list-style-type: none"> <li>• Lead effort at the Major Command or Unified Combatant Command level for a new initiative (e.g., to develop an Internet-based information, referral, and service system to support off-base military personnel)</li> <li>• Work on an interagency task force with lead role in identifying efficiencies or devising improved business models</li> <li>• Use innovation tools (e.g., Continuous Process Improvement, Lean Six Sigma) to effect a major change with breakthrough results</li> </ul> | <ul style="list-style-type: none"> <li>• Building, Leading, and Sustaining the Innovative Organization, MIT Sloan Executive Education</li> <li>• Leading Through Constructive Conflict, Federal Executive Institute</li> <li>• Disney's Approach to Inspiring Creativity, Learning Tree International</li> </ul>  |
| Mastery            | <ul style="list-style-type: none"> <li>• Lead an SES task force regarding an unprecedented problem (e.g., PTSD, suicide prevention)</li> <li>• Participate in a strategic solution on a national security issue (e.g., missile defense being transitioned from niche shop to larger national security issue)</li> <li>• Teach and write articles on innovation in government</li> </ul>   | <ul style="list-style-type: none"> <li>• Creating Collaborative Solutions: Innovations in Governance, Harvard Kennedy School Executive Education</li> </ul>   |



| VISION   |   |   |
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| DoD 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 Levels   | Examples of Work Experience/Work Assignments  | Examples of Training and Education  |
| Baseline   | <ul style="list-style-type: none"> <li>• Develop the vision for a small scale program or office</li> <li>• Participate in strategic planning efforts and align with existing strategic plans</li> <li>• Gather forecasting outcomes or output across multiple organizations</li> </ul>  | <ul style="list-style-type: none"> <li>• The Executive Zenith - Horizons Series, Federal Executive Institute and the U.S. Military Academy at West Point's Center for Enhanced Performance Leadership for the 21st Century</li> <li>• Global Change Agents, Harvard Kennedy School Executive Education</li> <li>• <a href="#">Senior Leader Development Program, Marine Corps University</a></li> </ul> |
| Proficient   | <ul style="list-style-type: none"> <li>• Account for external pressures (e.g., economy and national events)</li> <li>• Work with senior leadership team to develop a shared vision with clear goals and measurable objectives</li> <li>• Communicate vision, plan, and expected outcomes to a larger workforce or at the organizational level</li> </ul>  | <ul style="list-style-type: none"> <li>• Vision and Leading Change, Brookings Executive Education</li> </ul>  |
| Mastery  | <ul style="list-style-type: none"> <li>• Create a strategic line of sight from current initiatives to potential future endeavors up to 10 years into the future</li> <li>• Consider other organizations, international partners (i.e., allied nations, emergent partner nations) in developing a geopolitical strategy</li> <li>• Articulate and communicate a vision for an agency or a major agency component, and implement it by institutionalizing a project, and measuring and adjusting over time</li> </ul> | <ul style="list-style-type: none"> <li>• Executive Leadership for America, Brookings Executive Education</li> <li>• Leading Organizational Change, Wharton Executive Education</li> <li>• Leaders Growing Leaders, Federal Executive Institute</li> </ul>   |



## Leading People

| DEVELOPING OTHERS  |  |  |
|--|--|--|
| <p>DoD 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.</p> |  |  |
| Proficiency Levels   | Examples of Work Experience/Work Assignments   | Examples of Training and Education   |
| Baseline   | <ul style="list-style-type: none"> <li>• Make adequate provision for resources spent on the best items</li> <li>• Set clear expectations with rewards and consequences for direct reports, as well as for them to roll down to other employees</li> <li>• Mentor employees and find the correct assignments for them as they progress in own organization and to other organizations</li> </ul>  | <ul style="list-style-type: none"> <li>• Strategic HR Management, Eastern and Western Management Development Centers</li> <li>• <a href="#">Transition Support, Navy Executive Development Program</a></li> <li>• Leader as Coach: Developing New Leaders, Brookings Executive Education</li> </ul>  |
| Proficient   | <ul style="list-style-type: none"> <li>• Manage training and development for a Total Force including civilians, military, and contractors</li> <li>• Expose others to what is happening at the strategic national level, such as Congress or multi-national issues</li> <li>• Conduct a study of alignment of employee background and skills compared to future needs (e.g., to fill future billets) to determine existing gaps and the appropriate training and development needed</li> </ul> | <ul style="list-style-type: none"> <li>• <a href="#">Driving Government Performance: Leadership Strategies that Produce Results, Harvard Kennedy School Executive Education</a></li> <li>• Innovation Leadership, Center for Creative Leadership and Continuum Strategic Thinking</li> <li>• Navy Executive Development Program</li> </ul> |
| Mastery  | <ul style="list-style-type: none"> <li>• Develop policy or guidance for employee development across all disciplines across an organization</li> <li>• Serve as a personal mentor to others in formal mentoring program on SES competencies</li> <li>• Institute a mentoring program in an organization</li> </ul>  | <ul style="list-style-type: none"> <li>• <a href="#">Leadership at the Peak, Center for Creative Leadership</a></li> <li>• Power and Leadership: Getting Below the Surface, University of Virginia Darden Executive Education</li> <li>• Creating and Leading High-Performing Teams, Wharton Executive Education</li> </ul>                |



| LEVERAGING DIVERSITY   |   |  |
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| DoD 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 Levels   | Examples of Work Experience/Work Assignments  | Examples of Training and Education   |
| Baseline   | <ul style="list-style-type: none"> <li>• Experience as a mentor or coach to employees internal and external to parent organization</li> <li>• Serve on SES Evaluation Panels as Equal Employment Opportunity certifier</li> <li>• Seek out employee feedback through methods such as 360 assessments</li> </ul>                                 | <ul style="list-style-type: none"> <li>• EXCEL Conference, Equal Employment Opportunity Commission Training Institute</li> <li>• Corporate Diversity &amp; Inclusion Conferences, The Conference Board</li> </ul>                    |
| Proficient   | <ul style="list-style-type: none"> <li>• Experience as a conflict resolution mediator</li> <li>• Participate in diversity outreach events</li> <li>• Implement numerous strategies to create a highly diverse workplace</li> </ul>  | <ul style="list-style-type: none"> <li>• Senior Executive Equal Opportunity Seminar (SEEOS), Defense Equal Opportunity Management Institute</li> <li>• Leading Through Constructive Conflict, Federal Executive Institute</li> </ul> |
| Mastery  | <ul style="list-style-type: none"> <li>• Experience as a featured speaker or panelist at diversity events</li> <li>• Establish policies and procedures for how to build a team to improve the inclusiveness and diversity in the organization</li> <li>• Recognize and accommodate cultural differences in work with other countries</li> </ul> | <ul style="list-style-type: none"> <li>• Leaders Growing Leaders, Federal Executive Institute</li> </ul>   |



| TEAM BUILDING   |   |  |
|---|---|--|
| DoD Definition: Inspires and fosters team commitment, spirit, pride, and trust. Facilitates cooperation and motivates team members to accomplish group goals. |   |  |
| Proficiency Levels  | Examples of Work Experience/Work Assignments  | Examples of Training and Education   |
| Baseline  | <ul style="list-style-type: none"> <li>• Participate in structured conversations with team to assess progress</li> <li>• Encourage own workforce to support the vision and mission</li> <li>• Participate in a team across DoD</li> </ul>   | <ul style="list-style-type: none"> <li>• Team Development Seminar Week 1: Team Building, Eastern and Western Management Development Centers</li> <li>• The Accountability Sequence Training, The Oz Principal, Partners in Leadership</li> <li>• <a href="#">APEX Senior Executive Orientation Program, DoD</a></li> </ul>   |
| Proficient  | <ul style="list-style-type: none"> <li>• Build a team of colleagues across organizational sections with different skills sets to work toward a solution</li> <li>• Lead horizontal and vertical teams</li> <li>• Take a lead position in a new office</li> </ul>  | <ul style="list-style-type: none"> <li>• Leading Through Constructive Conflict, Federal Executive Institute</li> <li>• <a href="#">Capstone, National Defense University</a></li> <li>• Leadership in Chaos and Crisis - Horizons Series, Federal Executive Institute</li> <li>• <a href="#">Strategic Thinking, Navy Executive Development Program</a></li> </ul> |
| Mastery   | <ul style="list-style-type: none"> <li>• Develop a strategic plan with cross cutting organizational goals</li> <li>• Build working relationships with staff of House and Senate committees, Government Accountability Office, and Office of Management and Budget</li> <li>• Experience leading a group working towards ensuring service components and Veterans Affairs have compatible health care records</li> </ul> | <ul style="list-style-type: none"> <li>• Leaders Growing Leaders, Federal Executive Institute</li> <li>• High Performance Teams, Brookings Executive Education</li> <li>• Public Leadership 21C, Brookings Executive Education</li> </ul>  |





## Results Driven

| DECISIVENESS   |  |   |
|--|--|---|
| <p>DoD 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.</p> |  |   |
| Proficiency Levels   | Examples of Work Experience/Work Assignments   | Examples of Training and Education  |
| Baseline   | <ul style="list-style-type: none"> <li>Consider the internal ramifications of decisions</li> <li>Analyze qualitative and quantitative facts that support decisions</li> <li>Recognize when information is presented incorrectly or when recommendations are based on faulty assumptions</li> </ul> | <ul style="list-style-type: none"> <li>Senior Leader Development Program, Marine Corps University</li> <li>A Leader's Guide to Developing Resilience, Federal Executive Institute</li> <li>The Executive Zenith - Horizons Series, Federal Executive Institute and the U.S. Military Academy at West Point's Center for Enhanced Performance</li> </ul> |
| Proficient   | <ul style="list-style-type: none"> <li>Co-chair councils or committees within DoD</li> <li>Experience as a civilian deputy to a service component command or a direct reporting unit</li> <li>Utilize qualitative and quantitative data to make decisions</li> </ul>                               | <ul style="list-style-type: none"> <li>High Potentials Leadership Program, Harvard Business School</li> <li>Leadership in Chaos and Crisis - Horizons Series, Federal Executive Institute</li> <li><a href="#">Capstone, National Defense University</a></li> </ul>   |
| Mastery  | <ul style="list-style-type: none"> <li>Synthesize multiple courses of action to develop policy at the DoD Departmental level</li> <li>Endorse a decision that impacts national strategy</li> <li>Justify decisions to Congress, White House, Secretary of Defense</li> </ul>                       | <ul style="list-style-type: none"> <li><a href="#">Leadership at the Peak, Center for Creative Leadership</a></li> <li>Leadership Decision Making: Optimizing Organizational Performance, Harvard Kennedy School Executive Education</li> </ul>   |



| ACCOUNTABILITY   |   |   |
|--|---|---|
| <p>DoD 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.</p> |   |   |
| Proficiency Levels   | Examples of Work Experience/Work Assignments  | Examples of Training and Education  |
| Baseline   | <ul style="list-style-type: none"> <li>• Participate on a taskforce to improve the effectiveness or efficiency of a command</li> <li>• Conduct budget oversight for a small office or sub-organization</li> <li>• Use metrics (e.g., performance appraisals) to ensure efficiency, effectiveness, and mission outcomes</li> </ul>   | <ul style="list-style-type: none"> <li>• Strategic HR Management, Eastern and Western Management Development Centers</li> <li>• The Accountability Sequence Training, The Oz Principal, Partners in Leadership</li> <li>• Six Sigma Training/Certification</li> </ul>   |
| Proficient   | <ul style="list-style-type: none"> <li>• Assignment to a position with responsibility for multiple major programs or resource accounts</li> <li>• Lead the development of new metrics (e.g., resource management, timeliness, outcome towards mission) to effectively manage the organization</li> <li>• Lead a taskforce to improve efficiency and effectiveness across multiple command elements</li> </ul>   | <ul style="list-style-type: none"> <li>• <a href="#">Capstone, National Defense University</a></li> <li>• <a href="#">Managing The Flexible Workplace, Federal Executive Institute</a></li> <li>• Defense Resources Management Course, Defense Resources Management Institute</li> <li>• Naval Postgraduate School</li> </ul> |
| Mastery  | <ul style="list-style-type: none"> <li>• Experience as a Director of a large agency, field activity, or major command with multiple support organizations, with responsibility for managing a multitude of complex programs and resource accounts</li> <li>• Lead a taskforce to improve efficiency and effectiveness across the DoD level</li> <li>• Implement a performance management framework to measure effectiveness and drive continuous improvement</li> </ul> | <ul style="list-style-type: none"> <li>• Enhanced Defense Financial Management Training Course, DoD</li> </ul>  |



| CUSTOMER SERVICE  |  |  |
|---|--|--|
| DoD Definition: Anticipates and meets the needs of both internal and external customers. Delivers high-quality products and services; is committed to continuous improvement. |  |  |
| Proficiency Levels  | Examples of Work Experience/Work Assignments   | Examples of Training and Education   |
| Baseline  | <ul style="list-style-type: none"> <li>• Leadership experience in an organization that provides customer services (e.g., acquisition/procurement organization's customer interfacing division)</li> <li>• Experience resolving policy interpretation issues for customers Implement existing processes and deliver products (e.g., test plans and test reports for weapons systems)</li> </ul>   | <ul style="list-style-type: none"> <li>• Six Sigma Training/Certification</li> <li>• Disney's Approach to Quality Service Training, Learning Tree International</li> <li>• Developing Customer-Focused Organizations, Eastern Management Development Center</li> </ul> |
| Proficient  | <ul style="list-style-type: none"> <li>• Assignment to redesign a product or service (e.g., command policies) in response to changing customer objectives</li> <li>• Lead an evaluation group (e.g., a "voice of the customer" integrated product/process team) to identify best practices to increase customer satisfaction</li> <li>• Implement ways to improve the quality of the products (e.g., test plans and test reports for weapons systems), deliver products in less time, and/or increase customer satisfaction</li> </ul> | <ul style="list-style-type: none"> <li>• Joint Executive Management (JEM) Program, UNC Chapel Hill</li> <li>• Building Relationships That Work, Wharton Executive Education</li> </ul>   |
| Mastery   | <ul style="list-style-type: none"> <li>• Experience in a leadership role in implementing a new product or service (e.g., policy changes) to improve command output</li> <li>• Develop strategic partnership with customers over long-term to further refine deliverables (e.g., test plans and test reports for weapons systems)</li> <li>• Establish a customer satisfaction program by developing methods and metrics to anticipate and track customer needs</li> </ul>  | <ul style="list-style-type: none"> <li>• Federal Regulatory Policy, Eastern Management Development Center</li> <li>• The Government Entrepreneur, Brookings Executive Education</li> </ul>   |



| PROBLEM SOLVING  |   |  |
|--|---|--|
| DoD 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 Levels   | Examples of Work Experience/Work Assignments  | Examples of Training and Education   |
| Baseline   | <ul style="list-style-type: none"> <li>• Work on a project or program specific to a subject area or narrow in focus with consequences that are well-recognized (i.e., a problem associated with advocacy from a Congressional member)</li> <li>• Participate on a small intra-organization team with limited scope</li> <li>• Assignment involving critical need (e.g., casualty) with a defined timeframe</li> </ul> | <ul style="list-style-type: none"> <li>• Conflict Resolution Skills, Western Management Development Center</li> <li>• Critical Thinking and Creative Problem Solving, The Learning Tree International</li> <li>• Critical Thinking: Solving the Right Problems, Brookings Executive Education</li> </ul> |
| Proficient   | <ul style="list-style-type: none"> <li>• Project that crosses two or three different business lines, involves more than one business process, or is a multi-faceted process</li> <li>• Participate on a project to resolve an inter-organizational problem with a broad scope that involves stakeholders within DoD but outside own organization</li> <li>• Experience as Lean Six Sigma Green Belt</li> </ul>        | <ul style="list-style-type: none"> <li>• Mastering Negotiation: Building Agreements Across Boundaries, Harvard Kennedy School Executive Education</li> </ul>   |
| Mastery  | <ul style="list-style-type: none"> <li>• Lead project that involves enterprise-level problems, projects, or initiatives</li> <li>• Leverage own work from a previous program to another new program</li> <li>• Serves on task forces with allies (i.e., NATO Research and Technology Organization)</li> </ul>   | <ul style="list-style-type: none"> <li>• Crisis Leadership Workshop, Eastern and Western Management Development Centers</li> <li>• <a href="#">Executive Summit, Brookings Executive Education</a></li> <li>• Executive Leadership for America, Brookings Executive Education</li> </ul>                 |



## Business Acumen

| FINANCIAL MANAGEMENT   |  |   |
|--|--|---|
| <p>DoD Definition: Understands the organization's financial processes. Prepares, justifies, and administers the program budget. Applies sound resource management principles, business/industry's 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.</p> |  |   |
| Proficiency Levels   | Examples of Work Experience/Work Assignments   | Examples of Training and Education  |
| Baseline   | <ul style="list-style-type: none"> <li>Participate in major weapons systems acquisition</li> <li>Prepare, send, and justify budgets for specific programs and processes</li> <li>Create and analyze Program Decision Memoranda (PDMs) and Program Objective Memoranda (POMs)</li> </ul>  | <ul style="list-style-type: none"> <li>Performance Budgeting Seminar, Eastern Management Development Center</li> <li>The Federal Budget Process, Capital Hill Workshop</li> <li><a href="#">Fundamentals of Business Financial Management</a>, Defense Acquisition University</li> </ul>                                  |
| Proficient   | <ul style="list-style-type: none"> <li>Understand sub-components that impact the overall process, such as resource management directives</li> <li>Execute year end close-out procedures</li> <li>Prepare justification to Office of Management and Budget and Government Accountability Office about the expenditure of funds and plans for future expenditures</li> </ul> | <ul style="list-style-type: none"> <li>Chief Financial Officer Certification, National Defense University</li> <li>Fundamentals of Earned Value Management, Defense Acquisition University</li> <li>Finance and Accounting for Non-Financial Managers, University of Virginia, Darden School of Business</li> </ul>       |
| Mastery  | <ul style="list-style-type: none"> <li>Defend financial decisions to Office of Management and Budget, the Office of the Secretary of Defense, and Congress</li> <li>Lead a weapons system acquisition initiative (e.g., DoD 5000)</li> <li>Serve as Deputy Comptroller or Comptroller of an organization</li> </ul>  | <ul style="list-style-type: none"> <li>Certified Defense Financial Manager (CDFM), American Society for Military Comptrollers</li> <li>Government Financial Manager Certification (CGFM), Advancing Government Accountability</li> <li><a href="#">CFO Leadership Certificate</a>, National Defense University</li> </ul> |



| TECHNOLOGY MANAGEMENT  |  |  |
|--|--|--|
| DoD Definition: Identifies, evaluates, and assimilates information from among multiple streams and differentiates information according to its utility; utilizes information to adjust self, situational, or global awareness. Keeps up-to-date on technological developments. Makes effective use of technology to achieve results. Ensures access to and security of technology systems. |  |  |
| Proficiency Levels   | Examples of Work Experience/Work Assignments   | Examples of Training and Education   |
| Baseline   | <ul style="list-style-type: none"> <li>Identify available technology and determine whether to adopt that technology by providing employees with experience working with that technology and evaluating how it can be used to accomplish their tasks</li> <li>Provide input in the development of and determination of requirements for changing or new corporate systems</li> <li>Ensure dissemination of IT policies and procedures to staff</li> </ul>     | <ul style="list-style-type: none"> <li>Approval to Operate: Information System Certification and Accreditation, National Defense University</li> <li>Science, Technology, and Public Policy, Eastern and Western Management Development Centers</li> </ul>   |
| Proficient   | <ul style="list-style-type: none"> <li>Help define system requirements in the Acquisition process beyond own functional area based on knowledge of own business</li> <li>Integrate systems beyond own functional area and build packages and systems that are linked or feed into other systems</li> <li>Lead effort across functional and/or organizational lines to link information technology systems, making disparate systems interoperable</li> </ul> | <ul style="list-style-type: none"> <li>Building an IT Business Case (BBC), National Defense University</li> <li>Chief Information Officer Certificate Program, CIO 2.0 Roles and Responsibilities, National Defense University</li> <li>Effective Writing in the Federal Government, Eastern and Western Management Development Centers</li> </ul> |
| Mastery  | <ul style="list-style-type: none"> <li>Represent organization on Business Systems IT, Investment Review Board, or similar governance body</li> <li>Forecast technology requirements for out years and long-term acquisition needs</li> <li>Serve on governing body to set processes and procedures for how systems are used in terms of ethics, etiquette, and interface</li> </ul>  | <ul style="list-style-type: none"> <li>CBL : Cyber law, National Defense University</li> <li>Digital Government, Brookings Executive Education</li> </ul>  |



HUMAN CAPITAL MANAGEMENT

DoD 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 Levels | Examples of Work Experience/Work Assignments  | Examples of Training and Education   |
|--------------------|---|--|
| Baseline           | <ul style="list-style-type: none"> <li>• Fill current positions and ensure employees have the skill sets needed for the present and future</li> <li>• Provide recommendations and ensure employees participate in training courses and developmental opportunities</li> <li>• Gather and analyze data (e.g., recruitment data, technical health assessment data)</li> </ul> | <ul style="list-style-type: none"> <li>• Developing Customer-Focused Organizations, Eastern Management Development Center</li> <li>• Strategic HR Management, Eastern and Western Management Development Centers</li> <li>• Managing Teams, University of Virginia, Darden School of Business</li> </ul> |
| Proficient         | <ul style="list-style-type: none"> <li>• Conduct analysis regarding workforce demographics, retirement, needed skill sets, and training programs</li> <li>• Meet with employees throughout the year to evaluate organization's progress and performance</li> <li>• Build relationships with internal and external HR divisions</li> </ul>                                   | <ul style="list-style-type: none"> <li>• Joint Executive Management (JEM) Program, UNC Chapel Hill</li> <li>• Capital Capital: Creating a Gifted Workforce, Brookings Executive Education</li> </ul>   |
| Mastery            | <ul style="list-style-type: none"> <li>• Develop strategic human capital plans</li> <li>• Transform an underperforming organization</li> <li>• Manage an organization downsizing</li> </ul>   | <ul style="list-style-type: none"> <li>• Management Development Seminar II: Leading Organizations, Eastern Management Development Center</li> <li>• Managing Technological Change, Carnegie Mellon Assessment Certification Workshop (360), Center for Creative Leadership</li> </ul>                    |



## Building Coalitions

| POLITICAL SAVVY  |   |  |
|--|---|--|
| DoD 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 Levels   | Examples of Work Experience/Work Assignments  | Examples of Training and Education   |
| Baseline   | <ul style="list-style-type: none"> <li>• Exercise political compromise to disagree diplomatically while continuing to get the job done in collaboration with others</li> <li>• Detail assignment of at least 3-6 months in an organization such as the Office of the Secretary of Defense Policy or an agency outside of DoD (e.g., DHS, State, or HHS) to understand how government works in different departments and agencies</li> <li>• Propose and draft legislation in headquarters level policy office</li> </ul>  | <ul style="list-style-type: none"> <li>• Leadership for a Democratic Society, Federal Executive Institute</li> <li>• National Security Policy Seminar, Eastern Management Development Center</li> <li>• Dynamics of Public Policy, Eastern Management Development Center</li> </ul>  |
| Proficient   | <ul style="list-style-type: none"> <li>• Shepherd a change through a large functional piece of the department (e.g., regionalize Navy shore structure under a Regional Director) considering all stakeholders (e.g., Congress, human capital, local communities/schools, state and local governments)</li> <li>• Develop and package issues by recognizing how the issue is perceived by leaders and knowing the importance of timing</li> <li>• Tour in international affairs, such as assignment or detail in the Office of the Secretary of Defense Policy regarding an international issue</li> </ul> | <ul style="list-style-type: none"> <li>• <a href="#">Driving Government Performance: Leadership Strategies that Produce Results, Harvard Kennedy School Executive Education</a></li> <li>• <a href="#">Capstone, National Defense University</a></li> <li>• Gaining Clarity About Political Organizations: Dispelling the Negativity of Organizational Politics, Center for Creative Leadership</li> </ul> |
| Mastery  | <ul style="list-style-type: none"> <li>• Serve as Principal Deputy for a political appointee, Undersecretary, or Assistant Secretary</li> <li>• Lead delegations to the Hill</li> <li>• Serve on assignment with another agency or department outside of DoD (e.g., State Department)</li> </ul>  | <ul style="list-style-type: none"> <li>• Center for Global Leadership Series: Leadership for a Global Society, Federal Executive Institute</li> <li>• Leadership Decision Making: Optimizing Organizational Performance, Harvard Kennedy School Executive Education</li> <li>• Federal Regulatory Policy, Eastern Management</li> </ul>  |





| INFLUENCING/NEGOTIATING  |   |   |
|--|---|---|
| DoD 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 Levels   | Examples of Work Experience/Work Assignments  | Examples of Training and Education  |
| Baseline   | <ul style="list-style-type: none"> <li>• Work on a project that involves a small focused project area with few external stakeholders or participants</li> <li>• Seek mentoring from a successful SES member who works in a complex organization to understand key relationships and how to maintain them</li> <li>• Build key relationships with individuals in the field (for employees stationed at headquarters) by working on an activity related to a critical part of an organization's business</li> </ul> | <ul style="list-style-type: none"> <li>• Facilitation Skills for Leaders, Eastern and Western Management Development Centers</li> <li>• Executive Communication Skills: Leading The Process of Change, Federal Executive Institute</li> <li>• Communicating Face to Face, Eastern and Western Management Development Centers</li> </ul> |
| Proficient   | <ul style="list-style-type: none"> <li>• Work on task force or with group of members of multiple organizations (all organizations are aligned in the same way)</li> <li>• Assignment to determine relative risk of various options, make recommendations, and modify as needed</li> <li>• Serve as project lead to upgrade a new system and achieve consensus among stakeholders within DoD or own organization</li> </ul>  | <ul style="list-style-type: none"> <li>• Federal Budgetary Policies and Processes, Eastern Management Development Center</li> <li>• Effective Writing in the Federal Government, Eastern and Western Management Development Centers</li> <li>• Joint Executive Management (JEM) Program, UNC Chapel Hill</li> </ul>                     |
| Mastery  | <ul style="list-style-type: none"> <li>• Work on task force of groups of members from multiple organizations (broad-based work within an organization, organizations not similarly aligned)</li> <li>• Lead project that requires detailed negotiations Implement a major change in an organization (e.g., new IT system)</li> </ul>  | <ul style="list-style-type: none"> <li>• <a href="#">Collaborating Across Organizational Boundaries, Federal Executive Institute</a></li> <li>• A Cosmic Experience for Executives - Horizons Series, Federal Executive Institute</li> </ul>  |



## Enterprise-wide Perspective

| JOINT PERSPECTIVE  |   |  |
|--|---|--|
| <p><b>DoD 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.</b></p> |   |  |
| Proficiency Levels   | Examples of Work Experience/Work Assignments  | Examples of Training and Education   |
| Baseline   | <ul style="list-style-type: none"> <li>• Membership on DoD wide corporate advisory bodies</li> <li>• Work on interagency task force</li> <li>• Work on cross-component programs (e.g., exchange program)</li> </ul>   | <ul style="list-style-type: none"> <li>• Vanguard Senior Executive Leadership Program</li> <li>• Joint Executive Management (JEM) Program, UNC Chapel Hill</li> <li>• Joint Professional Military Education Phase I (JPME I) course</li> </ul> |
| Proficient   | <ul style="list-style-type: none"> <li>• Participate in the Office of the Secretary of Defense or Joint Staff (policy development for Joint matters)</li> <li>• Participate in two or more services or DoD agencies (multi-Service perspective)</li> <li>• Serve a tour on a joint or combined staff</li> </ul> | <ul style="list-style-type: none"> <li>• JPME II: Joint and Combined Warfighting School, National Defense University</li> <li>• Capstone, National Defense University</li> </ul>   |
| Mastery  | <ul style="list-style-type: none"> <li>• Experience in a Joint contingency operation/deployment</li> <li>• Joint assignment with broad functional and geographic responsibility</li> <li>• Lead joint interagency activities, interagency planning and execution</li> </ul>                                     |  |



| NATIONAL SECURITY  |   |   |
|--|---|---|
| DoD 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. |   |   |
| Proficiency Levels   | Examples of Work Experience/Work Assignments  | Examples of Training and Education  |
| Baseline   | <ul style="list-style-type: none"> <li>• Congressional experience related to national security perspective</li> <li>• Assignment to Unified Combatant Command (COCOM) at the GS-14 or GS-15 grade level</li> <li>• Experience with non-DoD agency promoting national security</li> </ul>                                | <ul style="list-style-type: none"> <li>• Senior Manager Course in National Security, DoD National Security Studies Program</li> <li>• Executive Course on National and International Security, DoD National Security Studies Program</li> <li>• Defense Policy Seminar (DPS), DoD National Security Studies Program</li> </ul>  |
| Proficient   | <ul style="list-style-type: none"> <li>• Assignment to Joint Service billets</li> <li>• Deployment with Civilian Expeditionary Workforce at the SES level in a non-combat location</li> <li>• Assignment to an organization dedicated to policy on terrorist tactics, counter-terrorism, and special weapons</li> </ul> | <ul style="list-style-type: none"> <li>• Public Policy Analysis, Executive Education Program, Syracuse University Maxwell School</li> <li>• Seminar XXI: Foreign Politics, International Relations &amp; The National Interest, Massachusetts Institute of Technology Center for International Studies</li> <li>• New State Director Training, National Emergency Management Association</li> </ul> |
| Mastery  | <ul style="list-style-type: none"> <li>• International assignment related to national security</li> <li>• Assignment to the National Security Staff</li> <li>• Interaction with the Media and Non-Governmental Organizations at the executive level on national security issues</li> </ul>                              | <ul style="list-style-type: none"> <li>• <a href="#">National Response Plan: An Introduction, Federal Emergency Management Agency Emergency Response Institute</a></li> </ul>   |

