

# Supervisory Competency Model

U.S. Department of the Interior

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# Supervisory Competency Model

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## Supervisory Competency Model

### Supervisory Competency Model Study Summary

The DOI Office of Human Capital (OHC) conducted a Supervisory competency model study. The goal of this study was to identify the critical competencies and tasks for successful performance of supervisory work across the Department.

The results of this study establish a common set of supervisory tasks and competencies across the Department, which can be used to create assessment and selection techniques and tools and establish common practices and terminology for recruitment, performance management, workforce planning, training, and employee development. The results of this study are not specific to any particular occupational series or grade level, but rather the role of supervisor at any level. **The competencies identified through this study can be combined with competencies identified for a specific occupational series to describe the knowledge, skills, and abilities needed for supervisory work in that series.** This work provides DOI with current, validated information that can be used to ensure its supervisory workforce has the tools to meet future challenges.

Please reference the Competency Model Interpretive Guidance for assistance in interpreting and applying the results of this study.

## Supervisory Competency Model

**Table 1: Competencies for Supervisory Work**

The following general competencies are valid for assessment and selection, performance management, and other related human capital functions for the supervisory role across occupational series.

<ul style="list-style-type: none"><li>• Accountability</li><li>• Conflict Management</li><li>• Creative Thinking</li><li>• Customer Service</li><li>• Decisiveness</li><li>• Flexibility</li><li>• Integrity/Honesty</li><li>• Interpersonal Skills</li><li>• Leadership</li><li>• Learning</li></ul>	<ul style="list-style-type: none"><li>• Oral Communication</li><li>• Planning and Evaluating</li><li>• Problem Solving</li><li>• Public Service Motivation</li><li>• Resilience</li><li>• Strategic Thinking</li><li>• Team Building</li><li>• Technical Credibility</li><li>• Vision</li><li>• Writing</li></ul>
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## Supervisory Competency Model

**Table 2: Required Proficiency Levels**

Proficiency Level Scale Definitions		
Proficiency Level	General Competencies	Technical Competencies
5 = Expert	<ul style="list-style-type: none"> <li>• Applies the competency in exceptionally difficult situations</li> <li>• Serves as a key resource and advises others</li> </ul>	<ul style="list-style-type: none"> <li>• Applies the competency in exceptionally difficult situations</li> <li>• Serves as a key resource and advises others</li> <li>• Demonstrates comprehensive expert understanding of concepts and processes</li> </ul>
4 = Advanced	<ul style="list-style-type: none"> <li>• Applies the competency in considerably difficult situations</li> <li>• Generally requires little or no guidance</li> </ul>	<ul style="list-style-type: none"> <li>• Applies the competency in considerably difficult situations</li> <li>• Generally requires little or no guidance</li> <li>• Demonstrates understanding of concepts and processes</li> </ul>
3 = Intermediate	<ul style="list-style-type: none"> <li>• Applies the competency in difficult situations</li> <li>• Requires occasional guidance</li> </ul>	<ul style="list-style-type: none"> <li>• Applies the competency in difficult situations</li> <li>• Requires occasional guidance</li> <li>• Demonstrates understanding of concepts and processes</li> </ul>
2 = Basic	<ul style="list-style-type: none"> <li>• Applies the competency in somewhat difficult situations</li> <li>• Requires frequent guidance</li> </ul>	<ul style="list-style-type: none"> <li>• Applies the competency in somewhat difficult situations</li> <li>• Requires frequent guidance</li> <li>• Demonstrates familiarity with concepts and processes</li> </ul>
1 = Awareness	<ul style="list-style-type: none"> <li>• Applies the competency in simplest situations</li> <li>• Requires close and extensive guidance</li> </ul>	<ul style="list-style-type: none"> <li>• Applies the competency in simplest situations</li> <li>• Requires close and extensive guidance</li> <li>• Demonstrates awareness of concepts and processes</li> </ul>

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### Supervisory Competencies<sup>1</sup>

Table 2: Required Proficiency Levels of Supervisory Competencies	
<b>Accountability</b>	<b>5</b>
<b>Conflict Management</b>	<b>5</b>
<b>Creative Thinking</b>	<b>4</b>
<b>Customer Service</b>	<b>5</b>
<b>Decisiveness</b>	<b>5</b>
Developing Others	4
Entrepreneurship	4
External Awareness	3
Financial Management	4
<b>Flexibility</b>	<b>5</b>
Human Capital Management	4
Influencing/Negotiating	4
<b>Integrity/Honesty</b>	<b>5</b>
<b>Interpersonal Skills</b>	<b>5</b>
<b>Leadership</b>	<b>5</b>
<b>Learning</b>	<b>4</b>
	4
<b>Oral Communication</b>	<b>5</b>
Organizational Awareness	4
Partnering	4
<b>Planning and Evaluating</b>	<b>4</b>
Political Savvy	3
<b>Problem Solving</b>	<b>4</b>
<b>Public Service Motivation</b>	<b>4</b>
<b>Resilience</b>	<b>5</b>
<b>Strategic Thinking</b>	<b>4</b>
<b>Team Building</b>	<b>4</b>
<b>Technical Credibility</b>	<b>4</b>
Technology Management	3
<b>Vision</b>	<b>4</b>
<b>Writing</b>	<b>4</b>

<sup>1</sup> Competencies in bold are validated for use for assessment and selection purposes. Competencies not in bold were identified for inclusion for the study, but did not meet one or more of the assessment and selection cut-offs (e.g., needed for successful performance, but not on the first day on the job). Those competencies may still be used to support training and developmental needs for supervisory work.

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**Table 3: Behavioral Examples for Competencies**

Competency Name	Definitions
<b>Accountability</b>	<p><b>Holds self and others accountable for measurable high-quality, timely, and cost-effective results. Determines objectives, sets priorities, and delegates work. Accepts responsibility for mistakes. Complies with established control systems and rules.</b></p> <ul style="list-style-type: none"> <li>• <i>Takes responsibility for results and work products</i></li> <li>• <i>Ensures work is completed on time and at the level of quality required</i></li> <li>• <i>Understands the rules and regulations of the work performed and ensures compliance with them</i></li> <li>• <i>Demonstrates responsibility with important materials, critical processes, or confidential information</i></li> </ul>
<b>Conflict Management</b>	<p><b>Manages and resolves conflicts, grievances, confrontations, or disagreements in a constructive manner to minimize negative personal impact.</b></p> <ul style="list-style-type: none"> <li>• <i>Ensures disagreements between two or more parties remains civil</i></li> <li>• <i>Effectively uses conflict resolution techniques to allow for productive discussion of potential solutions between disagreeing parties</i></li> <li>• <i>Addresses grievances or disagreements and brokers accord and respect</i></li> </ul>
<b>Creative Thinking</b>	<p><b>Uses imagination to develop new insights into situations and applies innovative solutions to problems; designs new methods where established methods and procedures are inapplicable or are unavailable.</b></p> <ul style="list-style-type: none"> <li>• <i>Creates a work environment that encourages creative thinking and innovation</i></li> <li>• <i>Explores new ideas, methodologies, and alternatives to reach outcomes</i></li> <li>• <i>Introduces new concepts or strategies that significantly improve or revise the way work is performed</i></li> <li>• <i>Suggests or proposes alternative ways to view or define problems; is not constrained by conventional thinking and established approaches</i></li> <li>• <i>Combines ideas in unique ways or makes connections between disparate ideas</i></li> </ul>
<b>Customer Service</b>	<p><b>Works with clients and customers (that is, any individuals who use or receive the services or products that your work unit produces, including the general public, individuals who work in the agency, other agencies, or organizations outside the Government) to assess their needs, provide information or assistance, resolve their problems, or satisfy their expectations; knows about available products and services; is committed to providing quality products and services.</b></p> <ul style="list-style-type: none"> <li>• <i>Commits to serving the public and understands their advisory role</i></li> <li>• <i>Utilizes outreach, needs assessment, evaluation, and other marketing skills to identify and anticipate customer needs and provide exemplary customer service</i></li> <li>• <i>Understands diverse customer groups, their perspectives, issues and needs</i></li> <li>• <i>Works to ensure customers' needs are met, even when those needs are outside of the typical role of the position</i></li> <li>• <i>Identifies and develops metrics to assess customer service satisfaction</i></li> <li>• <i>Continuously improves products and services</i></li> </ul>



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	<ul style="list-style-type: none"> <li><i>Works and plans strategically, using a systems perspective to anticipate developing customer issues and needs and to provide timely solutions that focus on long-term benefits</i></li> </ul>
<b>Decisiveness</b>	<p><b>Makes well-informed, effective, and timely decisions even when data are limited or solutions produce unpleasant consequences; perceives the impact and implications of decisions.</b></p> <ul style="list-style-type: none"> <li><i>Ensures decisions are made in a timely manner</i></li> <li><i>Determines the relevancy of information and processes information efficiently</i></li> <li><i>Reaches conclusions and decides on a path forward even when the decision may be unpopular or produce less than ideal results</i></li> <li><i>Evaluates the impact of decisions on the organization and related processes, procedures, or products</i></li> <li><i>Exercises sound judgment in the absence of necessary information or data</i></li> </ul>
<b>Flexibility</b>	<p><b>Is open to change and new information; adapts behavior or work methods in response to new information, changing conditions, or unexpected obstacles; effectively deals with ambiguity.</b></p> <ul style="list-style-type: none"> <li><i>Effectively adjusts strategies or course of action in response to changing conditions</i></li> <li><i>Makes quality decisions when faced with ambiguous situations</i></li> <li><i>Is willing to incorporate new information into decision making process</i></li> <li><i>Adapts behavior to overcome challenges</i></li> </ul>
<b>Integrity/Honesty</b>	<p><b>Contributes to maintaining the integrity of the organization; displays high standards of ethical conduct and understands the impact of violating these standards on an organization, self, and others; is trustworthy.</b></p> <ul style="list-style-type: none"> <li><i>Takes pride in exhibiting personal and organizational integrity and honesty</i></li> <li><i>Acts in a just, fair, and ethical manner and encourages ethical behavior among others, even when risky to do so</i></li> <li><i>Inspires trust and confidence among stakeholders through reliability, authenticity, and accountability</i></li> </ul>

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<b>Interpersonal Skills</b>	<p><b>Shows understanding, friendliness, courtesy, tact, empathy, concern, and politeness to others; develops and maintains effective relationships with others; may include effectively dealing with individuals who are difficult, hostile, or distressed; relates well to people from varied backgrounds and different situations; is sensitive to race, gender, disabilities, and other individual differences.</b></p> <ul style="list-style-type: none"> <li>• <i>Shows respect for the values and ideas of others, even when not agreeing with them</i></li> <li>• <i>Empathizes with the concerns of others</i></li> <li>• <i>Demonstrates tact and courtesy when interacting with associates</i></li> <li>• <i>Is proactive in defusing arguments among peers</i></li> <li>• <i>Seeks feedback from others to avoid blind-spots that can cause misunderstandings</i></li> <li>• <i>Explores issues with the team; shares information; solicits ideas' uses participative decision-making processes</i></li> </ul>
<b>Leadership</b>	<p><b>Influences, motivates, and challenges others; adapts leadership styles to a variety of situations.</b></p> <ul style="list-style-type: none"> <li>• <i>Evaluates the needs of a situation and modifies leadership style to optimize results</i></li> <li>• <i>Listens to the needs of others and advocates for and provides needed resources for teams to accomplish their goals</i></li> <li>• <i>Inspires others to achieve results and work capably through both words and behaviors</i></li> <li>• <i>Is honest but tactful when discussing performance, challenges, or conflicts with others</i></li> <li>• <i>Uses a variety of techniques to positively influence behaviors and decisions of others</i></li> </ul>
<b>Learning</b>	<p><b>Uses efficient learning techniques to acquire and apply new knowledge and skills; uses training, feedback, or other opportunities for self-learning and development.</b></p> <ul style="list-style-type: none"> <li>• <i>Is proactive in seeking out new knowledge</i></li> <li>• <i>Devotes time to building new skillsets or further developing existing skillsets</i></li> <li>• <i>Understands instructions or assignments without much need for additional explanation or clarification</i></li> <li>• <i>Is open to constructive feedback on performance</i></li> <li>• <i>Rarely makes the same mistake more than once</i></li> <li>• <i>Effectively applies new knowledge or skills in applied environments</i></li> </ul>
<b>Oral Communication</b>	<p><b>Expresses information (for example, ideas or facts) to individuals or groups effectively, taking into account the audience and nature of the information (for example, technical, sensitive, controversial); makes clear and convincing oral presentations; listens to others, attends to nonverbal cues, and responds appropriately.</b></p> <ul style="list-style-type: none"> <li>• <i>Speaks honestly, effectively and with integrity</i></li> <li>• <i>Makes convincing, articulate, and accurate oral presentations using non-verbal and vocal qualities that support the verbal spoken message</i></li> <li>• <i>Effectively uses various communication channels, including meetings, presentations and briefings</i></li> <li>• <i>Actively considers, plans for, and reacts appropriately to the audience and the contextual environment in order to minimize barriers to understanding</i></li> </ul>

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	<ul style="list-style-type: none"> <li>• <i>Explains complex information clearly and accurately, and seeks feedback to determine that understanding has occurred</i></li> <li>• <i>Acts as an effective facilitator in group or team settings</i></li> </ul>
<b>Planning and Evaluating</b>	<p><b>Organizes work, sets priorities, and determines resource requirements; determines short- or long-term goals and strategies to achieve them; coordinates with other organizations or parts of the organization to accomplish goals; monitors progress and evaluates outcomes.</b></p> <ul style="list-style-type: none"> <li>• <i>Sets difficult but obtainable goals, benchmarks, or milestones</i></li> <li>• <i>Determines resources required for successful completion of work and works with others to procure these resources</i></li> <li>• <i>Collaborates effectively with other components of the organization</i></li> <li>• <i>Establishes meaningful, observable metrics to track progress or evaluate performance</i></li> <li>• <i>Ensures a clear and appropriate division of labor among team members</i></li> </ul>
<b>Problem Solving</b>	<p><b>Identifies problems; determines accuracy and relevance of information; uses sound judgment to generate and evaluate alternatives, and to make recommendations.</b></p> <ul style="list-style-type: none"> <li>• <i>Examines problems and solutions with a long-term perspective</i></li> <li>• <i>Effectively leads others in the effort of developing, identifying, and formulating problem solving strategies consistent with organizational goals</i></li> <li>• <i>Uses logic to develop and implement innovative tools and techniques to resolve complex problems and issues</i></li> <li>• <i>Uses logic to resolve complex, unique, or unusual problems</i></li> <li>• <i>Consistently anticipates challenges that are not obvious to others</i></li> <li>• <i>Determines the relevance of information in reaching effective conclusions</i></li> <li>• <i>Formulates recommendations for the best course of action to address problems</i></li> </ul>
<b>Public Service Motivation</b>	<p><b>Shows a commitment to serve the public. Ensures that actions meet public needs; aligns organizational objectives and practices with public interests.</b></p> <ul style="list-style-type: none"> <li>• <i>Engenders enthusiasm for serving the public</i></li> <li>• <i>Operates at a high level of integrity to ensure avoiding unethical behavior and perceptions of unethical behavior</i></li> <li>• <i>Continuously searches for ways to improve processes and procedures and avoid wastefulness</i></li> <li>• <i>Draws connections between organizational initiatives or work and the needs of the American public</i></li> </ul>

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<b>Resilience</b>	<p><b>Deals effectively with pressure; remains optimistic and persistent, even under adversity. Recovers quickly from setbacks.</b></p> <ul style="list-style-type: none"> <li>• <i>Achieves desired results in face of adversity</i></li> <li>• <i>Overcomes barriers to accomplish goals</i></li> <li>• <i>Stays positive in spite of setbacks</i></li> <li>• <i>Works successfully in high pressure environments</i></li> </ul>
<b>Strategic Thinking</b>	<p><b>Formulates effective strategies consistent with the business and competitive strategy of the organization in a global economy. Examines policy issues and strategic planning with a long-term perspective. Examines objectives and set priorities; anticipates potential threats or opportunities.</b></p> <ul style="list-style-type: none"> <li>• <i>Is aware of organizational and programmatic goals and seeks creative avenues to enhance goal achievement</i></li> <li>• <i>Considers overall structures, patterns, and cycles in the organization/systems, and uses assessment, analysis, and evaluation methodologies to define metrics and standards of performance</i></li> <li>• <i>Incorporates new processes and procedures into annual plans</i></li> <li>• <i>Identifies potential opportunities and barriers facing the organization's objectives and priorities</i></li> <li>• <i>Provides advice and guidance to resolve, implement, or manage program or policy issues that involve areas of uncertainty in approach or methodology</i></li> <li>• <i>Streamlines operations for maximum efficiency, automation, and effectiveness where appropriate</i></li> </ul>
<b>Team Building</b>	<p><b>Inspires and fosters team commitment, spirit, pride, and trust. Facilitates cooperation and motivates team members to accomplish group goals.</b></p> <ul style="list-style-type: none"> <li>• <i>Promotes an environment that supports and capitalizes upon [REDACTED] of viewpoints.</i></li> <li>• <i>Recognizes the importance of cooperation and seeks opportunities to collaborate across the organization to identify and solve interrelated challenges.</i></li> <li>• <i>Manages and resolves conflicts and disagreements in a positive and constructive manner.</i></li> <li>• <i>Motivates others and encourages others to do their best</i></li> <li>• <i>Looks for and uses new, creative ways to motivate others</i></li> <li>• <i>Maintains and communicates a positive, yet realistic outlook, in spite of organizational challenges in order to sustain morale</i></li> <li>• <i>Recognizes and tackles morale problems</i></li> <li>• <i>Uses a variety of approaches to energize and inspire others</i></li> </ul>
<b>Technical Credibility</b>	<p><b>Understands and appropriately applies principles, procedures, requirements, regulations, and policies related to specialized expertise.</b></p> <ul style="list-style-type: none"> <li>• <i>Demonstrates an understanding of technical knowledge in any program areas overseen</i></li> <li>• <i>Provides guidance to others on technical subject matter</i></li> <li>• <i>Foresees opportunities and barriers based on knowledge of technical subject matter</i></li> </ul>

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	<ul style="list-style-type: none"><li>• <i>Directs and advises the work of others based on specialized expertise in a technical subject matter</i></li></ul>
<b>Vision</b>	<p><b>Understands where the organization is headed and how to make a contribution; takes a long-term view and recognizes opportunities to help the organization accomplish its objectives or move toward the vision.</b></p> <ul style="list-style-type: none"><li>• <i>Takes a long-term view of the organization and its surrounding environment.</i></li><li>• <i>Anticipates factors or future trends shaping the organization to craft the vision.</i></li><li>• <i>Articulates a sense of purpose for the organization.</i></li><li>• <i>Influences/motivates others to translate the vision into action.</i></li><li>• <i>Conveys a shared, concrete vision of the desired state which provides the basis for formulating organizational strategies and goals.</i></li><li>• <i>Demonstrates an optimism and sense of urgency that inspires others to embrace the vision.</i></li></ul>
<b>Writing</b>	<p><b>Recognizes or uses correct English grammar, punctuation, and spelling; communicates information (for example, facts, ideas, or messages) in a succinct and organized manner; produces written information, which may include technical material that is appropriate for the intended audience.</b></p> <ul style="list-style-type: none"><li>• <i>Composes clear, concise, and logical documents or correspondence involving complex technical information</i></li><li>• <i>Consistently and effectively tailors written products to a wide range of audiences and for diverse purposes in order to achieve a desired outcome</i></li><li>• <i>Proofreads and edits the writing of others</i></li><li>• <i>Effectively explains complex technical material to a non-technical audience</i></li><li>• <i>Uses correct grammar, punctuation, and spelling</i></li><li>• <i>Writes in an organized fashion that is easy to understand</i></li></ul>

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**Table 4: General Competencies by Assessment Tool**

<b>Competency</b>	<b>Occupational Questionnaire</b>	<b>Structured Interview</b>	<b>Biodata</b>	<b>Cognitive Ability Test</b>
Accountability	Low	High	High	Low
Conflict Management	Low	High	Low	Low
Creative Thinking	Low	High	Medium	Medium
Customer Service	Low	High	Low	Low
Decisiveness	Low	Medium	Medium	Low
Flexibility	Low	High	Medium	Low
Integrity/Honesty	Low	High	Medium	Low
Interpersonal Skills	Low	High	Low	High
Leadership	Low	High	Medium	Low
Learning	Low	Medium	Medium	High

<b>Competency</b>	<b>Job Knowledge Test</b>	<b>Personality Inventory</b>	<b>Situational Judgment Test</b>	<b>Work Sample</b>
Accountability	Low	Medium	Medium	Low
Conflict Management	Low	Medium	High	High
Creative Thinking	Low	Medium	Low	High
Customer Service	Low	Low	High	High
Decisiveness	Low	Medium	Medium	High
Flexibility	Low	High	Medium	High
Integrity/Honesty	Low	Medium	High	Low
Interpersonal Skills	Low	Medium	Medium	Medium
Leadership	Low	Medium	Medium	Medium
Learning	Low	Low	Low	Medium

<b>Competency</b>	<b>Occupational Questionnaire</b>	<b>Structured Interview</b>	<b>Biodata</b>	<b>Cognitive Ability Test</b>
Oral Communication	Medium	High	Medium	Low
Planning/Evaluating	Low	High	Medium	Low
Problem Solving	Low	High	Medium	High

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Public Service Motivation	Low	High	Low	Low
Resilience	Low	High	Medium	Low
Strategic Thinking	Low	High	Medium	Low
Team Building	Low	High	Low	Low
Technical Credibility	Medium	High	Low	Low
Vision	Low	High	Low	Low
Writing	Low	Low	Medium	Low

Competency	Job Knowledge Test	Personality Inventory	Situational Judgment Test	Work Sample
Oral Communication	Low	Low	Low	High
Planning/Evaluating	Medium	Medium	Low	High
Problem Solving	Low	Low	Medium	High
Public Service Motivation	Low	Medium	Low	Low
Resilience	Low	Medium	Low	Low
Strategic Thinking	Low	Low	Medium	Medium
Team Building	Low	Low	Medium	Low
Technical Credibility	High	Low	Medium	High
Vision	Low	Low	Low	Low
Writing	Low	Low	Low	High

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### Appendix A: Supervisory Competencies

Accountability	Holds self and others accountable for measurable high-quality, timely, and cost-effective results. Determines objectives, sets priorities, and delegates work. Accepts responsibility for mistakes. Complies with established control systems and rules.
Conflict Management	Manages and resolves conflicts, grievances, confrontations, or disagreements in a constructive manner to minimize negative personal impact.
Creative Thinking	Uses imagination to develop new insights into situations and applies innovative solutions to problems; designs new methods where established methods and procedures are inapplicable or are unavailable.
Customer Service	Works with clients and customers (that is, any individuals who use or receive the services or products that your work unit produces, including the general public, individuals who work in the agency, other agencies, or organizations outside the Government) to assess their needs, provide information or assistance, resolve their problems, or satisfy their expectations; knows about available products and services; is committed to providing quality products and services.
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.
Developing Others	Develops the ability of others to perform and contribute to the organization by providing ongoing feedback and by providing opportunities to learn through formal and informal methods.
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.
External Awareness	Identifies and understands economic, political, and social trends that affect the organization.
Financial Management	Prepares, justifies, and/or administers the budget for program areas; plans, administers, and monitors expenditures to ensure cost-effective support of



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	programs and policies; assess financial condition of an organization.
Flexibility	Is open to change and new information; adapts behavior or work methods in response to new information, changing conditions, or unexpected obstacles; effectively deals with ambiguity.
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.
Influencing/Negotiating	Persuades others to accept recommendations, cooperate, or change their behavior; works with others towards an agreement; negotiates to find mutually acceptable solutions.
Integrity/Honesty	Contributes to maintaining the integrity of the organization; displays high standards of ethical conduct and understands the impact of violating these standards on an organization, self, and others; is trustworthy.
Interpersonal Skills	Treats others with courtesy, sensitivity, and respect. Considers and responds appropriately to the needs and feelings of different people in different situations.
Leadership	Influences, motivates, and challenges others; adapts leadership styles to a variety of situations.
Learning	Uses efficient learning techniques to acquire and apply new knowledge and skills; uses training, feedback, or other opportunities for self-learning and development.
	Fosters a workplace where and are valued and leveraged to achieve the vision and mission of the organization.
Oral Communication	Expresses information (for example, ideas or facts) to individuals or groups effectively, taking into account the audience and nature of the information (for example, technical, sensitive, controversial); makes clear and convincing oral presentations;

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	listens to others, attends to nonverbal cues, and responds appropriately.
Organizational Awareness	Knows the organization's mission and functions, and how its social, political, and technological systems work and operates effectively within them; this includes the programs, policies, procedures, rules, and regulations of the organization.
Partnering	Develops networks and builds alliances; collaborates across boundaries to build strategic relationships and achieve common goals.
Planning and Evaluating	Organizes work, sets priorities, and determines resource requirements; determines short- or long-term goals and strategies to achieve them; coordinates with other organizations or parts of the organization to accomplish goals; monitors progress and evaluates outcomes.
Political Savvy	Identifies the internal and external politics that impact the work of the organization. Perceives organizational and political reality and acts accordingly.
Problem Solving	Identifies problems; determines accuracy and relevance of information; uses sound judgment to generate and evaluate alternatives, and to make recommendations.
Public Service Motivation	Shows a commitment to serve the public. Ensures that actions meet public needs; aligns organizational objectives and practices with public interests.
Resilience	Deals effectively with pressure; remains optimistic and persistent, even under adversity. Recovers quickly from setbacks.
Strategic Thinking	Formulates effective strategies consistent with the business and competitive strategy of the organization in a global economy. Examines policy issues and strategic planning with a long-term perspective. Determines objectives and sets priorities; anticipates potential threats or opportunities.
Team Building	Inspires and fosters team commitment, spirit, pride, and trust. Facilitates cooperation and motivates team members to accomplish group goals.

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Technical Credibility	Understands and appropriately applies principles, procedures, requirements, regulations, and policies related to specialized expertise.
Technology Management	Keeps up-to-date on technological developments. Makes effective use of technology to achieve results. Ensures access to and security of technology systems.
Vision	Understands where the organization is headed and how to make a contribution; takes long-term view and recognizes opportunities to help the organization accomplish its objectives or move toward the vision.
Writing	Recognizes or uses correct English grammar, punctuation, and spelling; communicates information (for example, facts, ideas, or messages) in a succinct and organized manner; produces written information, which may include technical material that is appropriate for the intended audience.

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### Appendix B

#### Supervisory Tasks and Functional Areas

##### Customer Service

1	Directs individuals, problems, questions, or complaints to the proper person or place.
2	Responds to requests or resolves complaints from individuals.
3	Provides information about or promotes opportunities, services, or resources.
4	Asks individuals for suggestions or feedback on the performance of products or services.
5	Modifies products or services based on suggestions or feedback from others.

##### Decision Making, Problem Solving, and Negotiation

6	Recommends improvements or solutions to problems or determines appropriate actions.
7	Gives official approval or disapproval for actions, requests, or recommendations.
8	Makes improvements, solves problems, or takes corrective action when problems arise.
9	Negotiates with individuals or organizations to resolve conflicts, disputes, or grievances, or to reach an agreement or solution.

##### Financial Functions

10	Forecasts money, material, or staffing needs.
11	Prepares budget, cost estimates, or justifications for funding for projects, programs, or activities.
12	Presents budget estimates or requests to higher management.
13	Reviews and approves, disapproves, or adjusts funding requests.
14	Authorizes or schedules payment of monies.
15	Monitors budget.

## Supervisory Competency Model

### Human Resources/Human Relations

16	Promotes or develops and maintains good working relationships with key individuals or groups.
17	Collaborates with others or works on teams to accomplish work-related activities.
18	Coordinates the activities of individuals inside or outside of the organization.
19	Motivates others.
20	Reviews others' work.
21	Informs supervisor or other officials of issues or problems.
22	Attends training, workshops, seminars, or participates in other developmental assignments.
23	Assesses training or developmental needs of staff.
24	Serves as a mentor to staff.
25	Schedules work assignments, sets priorities, and coordinates the work of staff.
26	Manages attendance and leave of staff, including approval of sick and annual leave requests.
27	Provides career development opportunities to staff.
28	Provides technical supervision of program or project work.
29	Develops position descriptions and performance standards.
30	Evaluates and provides feedback on others' performance.
31	Provides recognition and rewards for effective or outstanding performance.
32	Resolves complaints from employees.
33	Identifies potential problems in employee behavior or performance and takes appropriate action.
34	Recruits personnel.
35	Selects personnel.
36	Recommends personnel actions (e.g., appointments, promotions, reassignments).
37	Solicits input or feedback from staff.
38	Assigns work to staff.

## Supervisory Competency Model

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### Laws, Regulations, Policies, Standards, and Procedures

39	Acquires and maintains a working knowledge of relevant laws, regulations, policies, standards, or procedures.
40	Interprets and applies laws, regulations, policies, standards, or procedures to specific issues.
41	Implements new or revised laws, regulations, policies, standards, or procedures.
42	Evaluates the impact of changes to laws, regulations, policies, standards, or procedures.
43	Evaluates, monitors, or ensures compliance with laws, regulations, policies, standards, or procedures.

### Office Duties

44	Verifies accuracy of data and reconciles errors or inconsistencies.
45	Schedules meetings, appointments, or other activities.
46	Makes logistical arrangements for meetings, local transportation, travel, etc.

### Program Management

47	Promotes the establishment or use of organizational programs or practices.
48	Develops or modifies organizational programs.
49	Develops, modifies, or provides input on plans, goals, or objectives for projects, programs, systems, or operations.
50	Establishes organizational strategies, goals, objectives, or priorities.
51	Ensures that activities, services, or products reflect organizational goals and objectives.
52	Implements operational, program, or project plans to meet objectives.
53	Determines resource requirements based on program or project objectives or operational needs.
54	Allocates resources based on program or project objectives or operational requirements.

## Supervisory Competency Model

55	Monitors and tracks the progress of work for programs, projects, operations, or activities.
56	Evaluates the efficiency or effectiveness of organizational programs, projects, or operations.

### Property, Equipment, Supplies, and Logistics

57	Purchases or contracts for property, services, supplies, equipment, or other items.
58	Distributes supplies, equipment, or materials.
59	Conducts inventories and maintains supplies, equipment, property, or other materials.

### Technical and Specialized Duties

60	Keeps abreast of technology, trends, events, information, research, etc., to maintain knowledge in field of expertise.
61	Keeps abreast of key organizational activities, policies, and priorities likely to affect operations or the program area.
62	Provides technical advice in subject matter area to others.

### Written and Oral Communication

63	Explains information to others.
64	Notifies individuals or offices of decisions, problems, or further actions needed.
65	Persuades others to take a particular course of action or to accept findings, recommendations, changes, or alternate viewpoints.
66	Initiates and maintain contacts with individuals outside the organizations.
67	Publicizes the organization's programs, policies, or procedures.
68	Presents information about work of the organization to others.
69	Participates in, conducts, or represents the organization at briefings or meetings.
70	Serves on panels, committees, or task forces as a representative for the organization on technical or professional issues.