Naval Facilities Engineering Command

NAVFAC Workforce Development Continuum

Competency Group	Career Segments			
	Lead Self Entry: GS1-GS10, Semi-skilled WG, WT	**Lead Team / Projects / People** Journeyman: GS11-GS12, WD, WL, Skilled WG	**Lead Organizations / Programs** Expert: GS13-GS15, WG Supervisor	**Lead the Institution** Executive: SES, SL, ST
Senior Executive				Executive Core Qualifications + DoD/DoN
Management			20. Technical & Data Management 19. Financial Management 18. Human Capital Management 17. Project & Program Management 16. Influencing & Negotiating 15. Strategic Thinking	
Supervisory		14. Evidence-Based Decision Making 13. Decisiveness 12. Conflict Management 11. Developing Others 10. Building Diverse Teams		
Foundational	9. Service Motivation 8. Continual Learning 7. Problem Solving 6. Communicating for Results 5. Interpersonal Skills 4. Integrity 3. Resilience (NAVFAC Core Value) 2. Initiative (NAVFAC Core Value) 1. Accountability (NAVFAC Core Value)			
Technical	As determined by Navy Occupational and Career Fields, ICW NAVFAC BL/SL SMEs			
Local	Geographic-based requirements determined by the local Command			

NAVFAC Competencies by Grouping

NAVFAC Critical Competencies by Group	
Foundational	1. Accountability
	2. Initiative
	3. Resilience
	4. Integrity
	5. Interpersonal Skills
	6. Communicating for Results
	7. Problem Solving
	8. Continual Learning
	9. Service Motivation
Supervisory	10. Building Diverse Teams
	11. Developing Others
	12. Conflict Management
	13. Decisiveness
	14. Evidence-Based Decision Making
Management	15. Strategic Thinking
	16. Influencing & Negotiating
	17. Project & Program Management
	18. Human Capital Management
	19. Financial Management
	20. Technical & Data Management
Senior Executive	Executive Core Qualifications DoD/DON

Appendix C: NAVFAC Competency Alignment with DoD/DON Competency Framework

DoD/DON/OPM Competencies		NAVFAC-Foundational	NAVFAC - Supervisory	NAVFAC - Management	NAVFAC Technical
Flexibility	Entry	Resiliency			
Toughness/Resiliency					
Continual Learning		x			
Service Motivation		x			
Computer Literacy					
Integrity		x			
Customer Service					
Problem Solving		x			
Technical Credibility					x
Interpersonal Skills		x			
Oral Communication		Communicating for Results			
Written Communication and Mission Orientation					
Team Building	Journeyman		Building Diverse Teams		
Leveraging Diversity					
Accountability		x			
Decisiveness			x		
Influencing & Negotiating				x	
Human Capital Management				x	
Conflict Management			x		
Developing Others			x		
DoD Corporate Perspective					
National Security Foundation					
Technology [& Data] Management	Expert			x	
Financial Management				x	
Creativity and Innovation					
Partnering					
Entrepreneurship		Initiative			
National Defense Integration					
National Security Environment					
Vision	Senior Executive				
External Awareness					
Strategic Thinking				x	
Political Savvy					
Global Perspective					
National Security Strategy					
ECQs					
Budget Basics	Business Competencies				
HR Basics					
Contracting Basics					
Project Management				Project & Program Management	
Program Management					
Continuous Process Improvement					
Data Analytics			Evidence-based Decision Making		

Appendix D: Competency Definitions and Proficiency Scales

The described proficiency scales for each competency range from 1 (Awareness) to 5 (Expert). Each level (1-Awareness, 2-Basic, 3-Intermediate, 4-Advanced, 5-Expert) builds off the previous level. For example, if someone had a level 5 proficiency of Integrity, they would have demonstrated levels 1 through 5 in their work.

Foundational Competencies and Proficiency Scales

1. Accountability - Takes responsibility and ownership for decisions, actions, and results. Accountable for both how and what is accomplished.

1	2	3	4	5
Adheres to all policies and procedures.	Demonstrates an understanding of the link between own job responsibilities and overall organizational goals and needs.	Looks beyond the requirements of one's own job to offer contributions to overall organization operations.	Focuses and guides others in achieving organizational results. Holds staff accountable for work standards and expectations by taking action when standards are not met.	Provides oversight of complex procedures which delegate responsibility for compliance to various parties.

2. Initiative - Voluntarily takes the first steps to identify and address existing and potential obstacles, issues, and opportunities.

1	2	3	4	5
Volunteers to undertake activities within his or her capability. Asks questions and gathers information prior to taking on new tasks. Seeks help where challenged in trying something new.	Volunteers to undertake tasks that stretch his or her capability. Identifies who can provide support and procures their input. Identifies problems and acts to prevent and solve them.	Seeks out challenges that require managing risk. Determines the resources, team support, and technical needs necessary to enable success and procures them. Keeps responding to the challenge in spite of obstacles and setbacks.	Describes future scenarios and related opportunities. Plans potential responses involving resource owners, peers, processes, and technology. Leads a timely response, seeking internal/external advice and consultation, and sustains progress through uncharted territories.	Integrates future scenarios and opportunities. Directs planning for significant outcomes and contingency plans. Identifies areas of high risk. Procures sufficient commitment of organizational resources, involving resource owners, organizational leaders,

				core organizational processes, and technologies. Sustains progress in strategic directions while maintaining superior performance.

3. Resiliency - The ability to grow and thrive in the face of challenges and bounce back from adversity.				
1	2	3	4	5
Adapts and modifies work and behavior when challenged. Able to adjust assignments based on direction.	Responds quickly, positively, and comfortably to new challenges and learns new behaviors. Is open to new methods, ideas, or approaches. Works and collaborates effectively in unstructured or dynamic environments.	Enjoys ambiguity; comfortably handles risk and uncertainty; is responsive in ambiguous situations. Works well with a diversity of situations, people, and groups to adapt to a change in direction, objectives, and strategy. Changes behavioral style or method of approach when necessary to achieve a goal.	Models flexibility and helps others adapt to changes to procedures, processes, and policies. Coaches others and provides feedback on their change journey. Stays focused and keeps team focused during times of uncertainty or change. Has a mindset of continuous improvement.	Encourages agility on the part of others by highlighting the benefits of innovation for the overall success of the organization. Provides an environment that encourages experimentation and rewards effort. Demonstrates that failure is expected during experimentation and an opportunity to learn what will work in the future. Understands that ambiguity is a normal part of doing business and communicates that to others. Anticipates changes in the internal and external environment and adapts accordingly.

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

1	2	3	4	5
Behaves and expresses oneself in an open and honest manner. Treats others fairly and with respect.	Shares information accurately, completely, and appropriately.	Uses applicable professional standards and established procedures and policies when taking action and making decisions. Instills a climate of trust by admitting own mistakes and taking responsibility for one's actions.	Promotes a climate of openness and honesty and does not penalize responsible dissent. Identifies ethical dilemmas and conflict of interest situations and takes action to avoid and prevent them.	Displays fortitude to support ethical actions that may negatively impact self or stakeholders. Anticipates and prevents breaches in confidentiality and/or security.

5. Interpersonal Skills – Treats others with courtesy, sensitivity, and respect. Ability to be a good team member. Considers and responds appropriately to the needs and feelings of different people in different situations.

1	2	3	4	5
Relates to people in an open, friendly, and professional manner.	Cooperates and works to gain support and commitment from others when performing tasks.	Presents oneself in a professional manner to maintain image and credibility. Discusses subjects in a constructive manner, with team and others.	Fosters cooperation, collaboration, and communication to hear other perspectives and accomplish tasks.	Accurately interprets what others are feeling, based on their word choices, voice tones, facial expressions, and other nonverbal behavior. Demonstrates diplomacy.

6. Communicating for Results – Clearly and effectively transmits technical and enterprise concepts, ideas, feelings, opinions, and conclusions orally and in writing. Listens attentively and for comprehension. Reinforces words through empathetic body language and tone.

1	2	3	4	5
Appropriately expresses one's own opinion. Speaks with and/or writes emails to peers in ways that support transactional activities. Shares information and asks	Talks and writes to peers in ways that supports transactional and administrative activities. Seeks and shares information and opinions. Explains the immediate	Talks and writes to all levels of colleagues and peer groups in ways that support problem solving. Seeks and shares relevant information, opinions, and judgments. Handles	Talks with, writes reports for, and delivers presentations to, all levels of colleagues and peer groups to support problem solving and planning. Seeks a	Talks to, writes strategic documents for, and creates/delivers presentations to senior leaders and external groups. Leads discussions with senior leaders and

questions prior to taking action.	context of the situation, asks questions with follow-ups.	conflict empathetically. Explains the context of interrelated situations, asks probing questions.	consensus with team members and colleagues. Debates opinions, tests understanding, and clarifies judgments. Explains the context of multiple interrelated situations, asks searching and probing questions.	external partners in ways that support strategic planning and decision-making. Asks searching, probing questions and challenges assumptions.

7. Problem Solving – Anticipates, identifies, and defines problems. Seeks root causes. Develops and implements practical and timely solutions.

1	2	3	4	5
Asks questions and looks for information that helps to identify and differentiate the symptoms and causes of every day, defined problems. Suggests remedies that meet the needs of the situation. Resolves problems and escalates issues appropriately.	Investigates defined issues with uncertain cause. Solicits information from others that helps identify and differentiate the symptoms and causes of defined problems. Suggests alternative approaches that meet the needs of the organization, the situation, and those involved.	Applies problem-solving methodologies and tools to diagnose and solve operational and interpersonal problems. Determines the potential causes of the problem and creates testing methodologies for validation. Shows empathy and objectivity toward individuals involved in the issue. Analyzes multiple alternatives, risks, and benefits for a range of potential solutions.	Diagnoses problems using formal problem-solving tools and techniques from multiple angles. Probes underlying issues to generate multiple potential solutions. Proactively anticipates and prevents problems. Identifies potential consequences and risk levels.	Anticipates problem areas and associated risk levels with objective rationale. Uses formal methodologies to forecast trends and define innovative strategic choices in response to the potential implications of integrated options. Solicits and gains approvals from senior leadership prior to defining critical issues and solutions to unclear, multi-faceted problems of high risk which span across and beyond the enterprise.

8. Continual Learning – Assesses and recognizes own strengths and weaknesses; pursues self-development.

1	2	3	4	5

Identifies and discusses needs, career objectives, and interests with supervisor.	Demonstrates eagerness and drive to acquire necessary knowledge, skills, and judgment to accomplish a result and serve the organization's needs effectively.	Encourages employees to take responsibility for their learning and development. Recognizes when knowledge and skills acquired.	Provides environment where employees can further develop their skills. Recognizes employee potential. Supports a culture of learning.	Creates a culture of learning. Teaches, mentors and coaches others.

9. Service Motivation – Shows a commitment to serve the public and other key stakeholders. Ensures that actions meet public needs; aligns organizational mission, objectives, and practices with stakeholder interests. Demonstrated commitment to the NAVFAC mission.

1	2	3	4	5
Demonstrates willingness to serve the public, stakeholders, and customers.	Demonstrates commitment to serve the public, stakeholders, and customers through actions.	Ensures that individual and team actions meet public needs.	Ensures that individual and team actions align with commander's guidance and intent.	Develops programs which serve the national interest. Elicits employees' commitment to serve the public good during disaster or in war times.

Supervisory Competencies and Proficiency Scales

10. Building Diverse Teams – Inspires, fosters, and manages a diverse, inclusive, and committed team that creates trust and pride to achieve the NAVFAC vision and mission. Facilitates cooperation and motivates team members to accomplish group goals.

1	2	3	4	5
Directs work; explains what to do and why. Treats all individuals with respect regardless of individual differences in race, gender, age, ethnicity, physical capabilities/ disabilities, sexual orientation, religion, or chosen profession.	Fosters a working atmosphere conducive to collaborative efforts and mutually beneficial working relationships, regardless of individual differences. Gets input from Team.	Listens to constructive feedback and incorporates suggestions to achieve collective objectives. Modifies communication and behavior based on an understanding of individual differences.	Empowers teams to work independently as unit. Recognizes and communicates the value of diverse perspectives. Helps others increase their awareness and valuation of individual differences.	Builds high-performance culture centered around collaboration. Fosters an environment of inclusion, where diverse thoughts are freely shared, respected, and integrated.

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

1	2	3	4	5
Establishes an effective, professional, and positive relationship with staff. Clarifies responsibilities and expectations.	Provides direct, timely and constructive feedback. Describes the impact of actions and checks for understanding. Provides guidance in how to strengthen knowledge, skills and abilities to improve personal and organizational performance.	Collaboratively works with direct reports to set meaningful performance objectives. Provides new assignments and experiences to develop the employee's capability and competencies. Increases others' confidence to execute development plans.	Advise, coach and mentor others to help develop proficiency. Recognizes and reinforces developmental efforts and improvements. Finds stretch and developmental assignments for direct reports.	Makes the tough people decisions when necessary to ensure current and future success. Fosters a learning environment that encourages others to grow from their experiences.

12. Conflict Management - The ability to manage and resolve concerns, disagreement, and conflict in a constructive manner. Encourages creative tension and differences of opinions. Anticipates and takes steps to prevent counter-productive confrontations.

1	2	3	4	5
Does not avoid or ignore conflict. Invites others to express their points of view.	Expresses disagreements in a calm way that does not attack or disparage others.	Helps uncover underlying and unstated issues and information causing the conflict. Stays focused on desired outcome when managing conflict.	Negotiates win-win outcomes in efficient and effective ways that are consistent with objectives.	Resolves conflicts arising at senior levels due to competing objectives, limited resources, or differing perspectives. Models conflict management techniques for others.

13. Decisiveness - Obtains information and identifies key issues and implications to make informed and objective decisions.

1	2	3	4	5
Makes decisions in routine context. Consults and seeks necessary information on which to base decisions	Makes decisions in ambiguous situations. Uses all available data to determine appropriate responses in a timely	Makes decisions when under pressure or in a crisis. Makes time-sensitive decisions even when limited information	Makes decisions in ambiguous or risky situations. Makes decisions having significant consequences	Makes sound strategic decisions in very ambiguous situations based on data-informed, analytic techniques.

and is not paralyzed by the analysis.	manner. Takes ownership of decisions and ensures they are consistent with legislation, precedent and established policies and procedures.	is available. Keeps composure during difficult times; acts decisively to resolve work issues.	that are favorable for the organization, consistent the mission and values and able to withstand public scrutiny. Puts systems in place to proactively monitor risks.	Depicts impeccable judgement; takes managed risks based on principles, values and sound business arguments. Champions initiatives with significant potential paybacks and possible adverse consequences.

14. Evidence-based Decision Making – Guides data collection, analysis, and synthesis with a variety of stakeholders and sources in an unbiased manner to reach an objective conclusion, goal, or judgment, and to enable optimal strategic and leadership decision-making.

1	2	3	4	5
Gathers data and compiles basic statistics. Breaks down tasks and problems into manageable components. Solicits guidance as needed to assess importance and urgency. Escalates issues of a non-routine nature as needed.	Reports information in efficient manner. Identifies trends and outliers. Identifies correlations and causal relationships. Investigates to define problems more accurately. Sorts information in order of importance. Defines criteria and assign values of importance and urgency.	Conducts original research to define problems. Prepares responses to anticipated questions. Identifies relationships and linkages within several information sources. Identifies root causes and effects. Anticipates the unintentional consequences of potential solutions.	Determines criteria for assessing issues and opportunities. Establishes clear goals and priorities needed to assess performance. Systemically analyzes relationships between apparently independent problems and issues. Reviews technical reports. Translates analytical reports into management presentations and provides guidance to resolve issues. Probes and initiates research to identify critical problems.	Establishes strategic goals and enterprise-wide priorities using data. Uses techniques of advanced analysis to identify and assess problem definitions and potential solutions and compares them against predetermined criteria. Creates framework for reviewing large volumes of data. Probes for, and points to, subtle and unclear relationships in highly complex matters and evaluates the merit of problem definitions and potential solutions. Systemically identifies and

				resolves complex enterprise-wide issues, while educating senior leaders as to their solution.

Management Competencies and Proficiency Scales

15. Strategic Thinking – Innovates through analysis of issues and trends and how these link to responsibilities, capabilities and potential of the organization.

1	2	3	4	5
Ability to use the left (logical) and right (creative) sides of the brain to think about and assess the potential for the organization.	Conducts environmental scan of key factors and trends in industry that impact organizational results. Proposes options to leverage high-impact results.	Uses mindset that anticipates future events and issues, creates alternative scenarios, understands options available, formulates objectives, and determines the direction to achieve those objectives. Avoids rushing to conclusions and judgement.	Anticipates emerging crises and opportunities. Develops clearly defined and focused business vision and personal vision. Designs benchmarks into thinking to guide plans and review progress. Uses experiences to enable better thinking on strategic issues. Allows for time to develop ideas, thoughts.	Recognizes internal and external clues, often subtle, to help guide future direction and realize opportunities for organization. Do not allow themselves to be held back by judging their own thinking or thinking of others when ideas are initially developed and shared. Demonstrates patience as great ideas and thoughts development into great success.

16. Influencing & Negotiating - Uses persuasion to gain support and cooperation; explores positions and alternatives to reach outcomes that gain acceptance of all parties.

1	2	3	4	5
Checks own understanding of others' communication (e.g., paraphrases, asks questions). Listens to	Persuades by using concrete examples to make a point. Recalls others' main points and takes them into account	Uses compelling argumentation to convey conclusions and ideas. Understands others' underlying needs,	Communicates complex issues clearly and credibly with widely varied audiences. Uses situations to create a desired impact	Handles strategic communication issues in highly-visibility situations. Handles difficult on-the-spot questions. Uses

differing points of view and promotes mutual understanding.	in own communication. Identifies main negotiating points of a given issue and engages in negotiation.	motivation, or concerns and adjusts communication effectively. Demonstrates empathy with others' positions. Negotiates based on first-hand observations and information collected from both sides avoiding using hearsay or personal opinions.	and to maximize the chances of a favorable outcome. Prepares and effectively runs negotiations to achieve a specific objective. Makes realistic compromises and focuses on achieving value-added results.	experts or other third parties to influence. Demonstrates more than one negotiating style and adapts as required. Demonstrates an ability to step back when necessary from the negotiation process while staying focused on the objective. Takes well thought-out impactful actions to win a point or reach an agreement.

17. Project & Program Management – Implements, participates in, and evaluates the results of programs, projects, or processes, and manages related resources, personnel, and activities to successful completion.

1	2	3	4	5
Knowledge of fundamental project management processes, methodologies and tools & techniques and ability to adapt them to organization. Knowledge of organizational purpose of the project and ability to make decisions within that context.	Encourages and enables people to work together as a team to accomplish the project. Develops approaches to ensure program or project outputs meet quality standards. Reports project status to leaders and other relevant parties when asked.	Develops and manages the scope of a program or project with clear objectives, assignments, tasks, deliverables, dependencies, timelines, hours, costs and risks. Has knowledge of team strengths and weaknesses and effectively utilizes team members to perform tasks. Measures project progression and performance.	Establishes clear processes and identifies the objectives and measures for success necessary to achieve the desired outcomes. Identifies key issues, risks, and problems and picks the best choice among alternatives. Earns trust and respect from project's stakeholders. Uses key performance indicators (KPIs) to determine if the project is on track.	High-level understanding of priorities and needs in the industry. Adapts project management processes to organization's products and services. Determines strategic direction of organization to meet client needs. Ensures systematic development of others in project and program management competency.

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

1	2	3	4	5
Makes personnel decisions based upon selection criteria and position requirements. Utilizes reward and recognition processes. Sets clear performance goals	Improves human resources processes and tools. Provides constructive feedback to all staff and rewards exceptional performance. Considers impact of personnel decisions on current staff.	Reviews and updates position descriptions and performance plans. Clearly explains all major changes to staff and addresses all concerns. Recognizes and rewards employees for exceptional performance.	Develops rewards system to recognize the impact of employee contributions to the organization. Identifies strategies to recruit, retain and inspire employees. Advocates for all to develop the required skills and qualifications. Identifies mission critical competencies needed to achieve mission goals.	Redesigns organizational structure to provide improved service to customers by considering organizational goals, timeframes for achieving goals, and staff responsibilities. Refines agency-wide human capital programs and activities to meet strategic objectives. Develops new ways to retain high potential and high performing employees.

19. Financial Management – Understands and monitors the organization's financial processes. Prepares, justifies, and administers the program budget. Oversees procurement and contracting to achieve desired results.

1	2	3	4	5
Has awareness of budgeting and financial regulations and processes. Understands one's responsibility for the careful use and protection of financial resources under one's control. Adheres to budget controls as assigned.	Monitors program/project expenditures for reporting purposes. Understands how to read, interpret and use budgets and projections. Updates budgets and projections diligently.	Understands the processes by which financial resources are identified, obtained, allocated, managed and accounted for. Makes sound financial decisions after having analyzed their impact on the organization and	Ensures adequate internal control systems over financial assets, liabilities and expenditures. Identifies additional or alternative financial resources and opportunities for funding organization-wide projects, programs, etc.	Has an in-depth understanding of the strategic contexts within which the current fiscal policy, procedures, practices, systems and accountability or authority exist. Ensures partner organizations, agencies or governments

Provides correct financial information as required.		operations. Allocates and manages financial resources transparently. Takes a lead role in budgeting for projects and initiatives.	Designs, operates, and monitors rigorous systems for FM business line. Acts on audit, evaluation and other objective financial performance information.	understand the organization's fiscal issues. Ensures framework is in place for sound financial planning, management, control and reporting (i.e., capital, O&M costs and revenues). Ensures processes and infrastructure are developed and in place to provide managers with integrated financial and non-financial performance information, a mature approach to risk management and financial control systems.

20. Technology & Data Management - Keeps up-to-date on technological developments and makes effective use of technology to achieve results. Ensures access to and security of technology systems. Plans and manages data storage and retrieval systems by applying generally accepted data standards and processes.

1	2	3	4	5
Awareness of the basic concepts of technology and data management. Basic knowledge of the principles, methods, and techniques of information technology (IT).	Basic understanding of data management principles, procedures, and tools. Participates in identifying general technology requirements for area of responsibility.	Interprets and applies data management principles, procedures, and tools. Evaluates Identifies technology requirements including staff skills needed. Monitors and evaluates progress to ensure that programs and policies are being implemented and	Advanced understanding of data management principles, procedures and tools at an enterprise level. Develops evaluation criteria to assess the effectiveness and adequacy of technology, which serve the needs of	Consults with, advises, and teaches others on data management. Develops data management models. Performs data management functions at multiple levels and outside the agency. Drives development of an

		adjusted as necessary to accomplish IT goals and time frames.	a field office or larger organization.	organizational technology strategy that meets the mission and goals and creates a competitive advantage.