

## Foundational Competencies

*Foundational competencies include the knowledge, skills, and abilities which are most relevant to NAVFAC's core values and mission. They apply to all employees regardless of career path, technical community, area of expertise, or grade level.*

**Accountability:** Taking responsibility and ownership for decisions, actions, and results. Being accountable for both how and what is accomplished.

- **Awareness:** Is aware of all work-related policies and procedures.
- **Basic:** Demonstrates an understanding of the link between one's own job responsibilities and team goals and needs. Adheres to policies and procedures.
- **Intermediate:** Looks beyond the requirements of one's own job to offer contributions to overall organizational operations.
- **Advanced:** Focuses and guides others in achieving organizational results. Holds team members accountable for work standards and expectations by taking action when standards are not met.
- **Expert:** Provides oversight of complex procedures, including delegating responsibilities and checking in to see that standards are met.

**Initiative:** Voluntarily taking the first steps to identify and address existing and potential obstacles, issues, and opportunities.

- **Awareness:** Volunteers to undertake activities within one's capability. Asks questions and gathers information prior to taking on new tasks. Seeks help when challenged to try something new.
- **Basic:** Volunteers to undertake tasks that stretch one's capability. Identifies who can provide support and asks for their input. Identifies problems and acts to prevent or solve them.
- **Intermediate:** Seeks out challenges that require managing risk. Determines resources, team support, and technical needs necessary for success. Keeps responding to the challenge despite obstacles and setbacks.
- **Advanced:** Anticipates future challenges and related opportunities. Plans potential responses considering resources, people, processes, and technology. Leads a timely response, seeks advice, and sustains progress through unforeseen challenges.
- **Expert:** Integrates future challenges and opportunities, planning directly for significant outcomes and contingency plans. Identifies areas of high risk. Procures organizational resources and leverages leaders, core organizational processes, and technologies.

**Resilience:** The ability to grow and thrive in the face of challenges and bounce back from adversity.

- **Awareness:** Adapts and modifies work behavior and assignments as required.
- **Basic:** Responds quickly, positively, and comfortably to new challenges. Is open to new methods, ideas, or approaches. Can work and collaborate effectively in unstructured or dynamic environments.

- **Intermediate:** Comfortably handles and responds to uncertainty. Works well with a diversity of situations, people, and groups to adapt to a change in assignment, objectives, or strategy. Is able to change behaviors or approaches when necessary to achieve a goal.
- **Advanced:** Models flexibility and helps others adapt to changes in procedures, processes, and policies. Coaches others and provides feedback to help them adapt to change. Possesses a mindset of continuous improvement and agility.
- **Expert:** Provides an environment that encourages experimentation and rewards efforts. Willingly demonstrates that failure is acceptable, as long as lessons learned are applied to ensure future success. Anticipates changes in the internal and external environment and adjusts accordingly.

**Integrity:** Behaving in an honest, fair, and ethical manner. Showing consistency in words and actions. Models high standards of ethics.

- **Awareness:** Behaves and expresses self in an open and honest manner. Treats others fairly and with respect.
- **Basic:** Shares information accurately, completely, and appropriately.
- **Intermediate:** Uses applicable professional standards and established procedures and policies when taking action and making decisions. Instills a climate of trust by admitting one's own mistakes and taking responsibility for one's actions.
- **Advanced:** Promotes a climate of openness and honesty and does not penalize reasonable dissent. Identifies ethical dilemmas and conflicts of interest and acts to avoid and prevent them.
- **Expert:** Displays courage to support ethical actions that may negatively impact self or stakeholders. Anticipates and prevents breaches in confidentiality and/or security.

**Interpersonal Skills:** Treating others with courtesy, sensitivity, and respect. Having the ability to be a good team member. Considering and responding appropriately to the needs and feelings of different people in different situations.

- **Awareness:** Relates to people in an open, friendly, and professional manner.
- **Basic:** Cooperates and works to gain support and commitment from others when performing tasks.
- **Intermediate:** Presents oneself in a professional manner to maintain image and credibility. Tactfully discusses subjects in a constructive and positive manner.
- **Advanced:** Fosters cooperation, collaboration, and communication with others to accomplish tasks.
- **Expert:** Accurately interprets what others are feeling, based on their word choices, voice tones, facial expressions, and other nonverbal communications and use those interpretations to achieve positive outcomes.

**Communicating for Results:** Clearly and effectively transmitting technical and enterprise concepts, ideas, feelings, opinions, and conclusions orally and in writing. Listening attentively and for comprehension. Reinforcing words through empathetic body language and tone.

- **Awareness:** Appropriately expresses one's opinions. Communicates with peers in ways that support transactional activities. Shares information and asks questions prior to acting.
- **Basic:** Communicates in ways that support team activities. Seeks and shares opinions. Explains the immediate context of situations and asks appropriate questions.
- **Intermediate:** Communicates with co-workers at all levels in ways that support problem solving. Seeks and shares judgements and handles conflict empathetically. Explains the context of complicated situations and asks probing questions.
- **Advanced:** Speaks with, composes documents for, and delivers presentations to, all levels of co-workers and peers to support problem-solving and planning. Seeks consensus with team members and colleagues. Debates opinions, tests understanding, and clarifies judgments. Explains the context of complex situations and demonstrates active listening.
- **Expert:** Speaks with, composes documents for, and creates/delivers presentations to leaders and external groups. Guides discussions with leaders and external partners in ways that support planning and decision-making. Challenges assumptions and models active listening skills, including interpretation of non-verbal communications.

**Problem Solving:** Anticipating, identifying, and defining problems. Seeking root causes. Developing and implementing practical and timely solutions.

- **Awareness:** Asks questions and looks for information that helps to identify the symptoms and causes of everyday problems. Suggests remedies that meet the needs of the situation. Resolves problems and make supervisors aware of potential issues as appropriate.
- **Basic:** Investigates issues with uncertain causes. Asks for information from others to help identify the symptoms and causes of problems. Suggests alternative approaches that meet the needs of the organization, the situation, and those involved.
- **Intermediate:** Applies problem-solving techniques to diagnose and solve work-related and interpersonal problems. Is able to determine the potential causes of the problem and develop ways to validate your conclusions. Regularly considers the alternatives, risks, and benefits for a range of potential solutions.
- **Advanced:** Is able to diagnose problems using tools and techniques from multiple angles. Probes underlying issues to generate multiple potential solutions. Proactively anticipates and prevents problems and identifies potential consequences and risk levels.
- **Expert:** Is able to anticipate problem areas and associated risk levels. Regularly sets standards to define critical issues and solutions to complex problems.

**Continual Learning:** Assessing and recognizing your own strengths and weaknesses; pursuing self-development

- **Awareness:** Understands the importance of learning and self-development.

- **Basic:** Is able to identify strengths and areas of growth; readily discusses career aspirations and interests with supervisors.
- **Intermediate:** Demonstrates interest in targeted self-development; acquires the necessary knowledge, skills, and abilities to excel in one's current role.
- **Advanced:** Is able to align self-development with one's career aspirations.
- **Expert:** Helps facilitate a culture of learning. Teaches, mentors, and coaches others. Demonstrates drive for self-growth beyond subject matter expertise.

**Service Motivation:** Showing a commitment to serve the public and other key stakeholders. Ensuring that actions meet public needs; aligning organizational mission, objectives, and practices with stakeholder interests. Demonstrating commitment to the NAVFAC mission.

- **Awareness:** Demonstrates a willingness to serve the public, stakeholders, and customers.
- **Basic:** Demonstrates commitment to serve the public, stakeholders, and customers through action.
- **Intermediate:** Ensures that individual and team actions meet public needs.
- **Advanced:** Ensures that individual and team actions align with the commander's guidance and intent.
- **Expert:** Develops programs which serve the national interest. Elicits employee's commitment to serve the public good during disaster or in times of war.

### Supervisory Competencies

*Supervisory competencies include the knowledge, skills, and abilities required to lead, coach, advise, and engage other employees whether individually or as a team. These competencies may be relevant to both current and prospective supervisors or leaders.*

**Building Diverse Teams:** Inspiring, fostering, and managing a diverse, inclusive, and committed team that creates trust and pride to achieve the NAVFAC vision and mission. Facilitating cooperation and motivating team members to accomplish group goals.

- **Awareness:** Is able to direct work, explaining 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.
- **Basic:** Fosters a working atmosphere conducive to collaborative efforts and mutually beneficial working relationships, regardless of individual differences. Collects input from one's team.
- **Intermediate:** Listens to constructive feedback and incorporates suggestions to achieve team objectives. Modifies communication and behavior based on an understanding of individual differences.
- **Advanced:** Empowers teams to work independently as a unit. Recognizes and communicates the value of diverse perspectives. Helps others increase their awareness and appreciation of individual differences.
- **Expert:** Builds a high-performance culture centered around collaboration. Fosters an environment of inclusion, where diverse thoughts are freely shared, respected, and integrated.

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

- **Awareness:** Establishes an effective, professional, and positive relationship with your team. Clarifies responsibilities and expectations.
- **Basic:** Provides direct, timely, and constructive feedback. Is able to describe the impact of actions and check for understanding. Provides guidance in how to strengthen knowledge, skills, and abilities to improve personal and team performance.
- **Intermediate:** Collaboratively works with team members to set meaningful performance objectives. Provides new assignments and experiences to develop one's employees' capabilities and competencies. Increases others' confidence to execute their Individual Development Plans (IDPs).
- **Advanced:** Coaches and mentors others. Recognizes and reinforces developmental efforts and improvements. Identifies developmental opportunities for direct reports that align with their IDPs.
- **Expert:** Is able to make tough decisions when necessary to ensure current and future success. Fosters a culture of learning and actively prioritizes learning and development to support the mission of the organization.

**Conflict Management:** The ability to manage and resolve concerns, disagreement, and conflict in a constructive manner. Encouraging creative tension and differences of opinions. Anticipating and taking steps to prevent counter-productive confrontations.

- **Awareness:** Does not avoid or ignore conflict. Openly invites others to express their points of view.
- **Basic:** Is able to express disagreements in a calm way that does not attack or disparage others.
- **Intermediate:** Helps uncover underlying issues and information causing conflict. Stays focused on desired outcomes when managing conflict.
- **Advanced:** Negotiates win-win outcomes in efficient and effective ways that are consistent with organizational values and objectives.
- **Expert:** Is able to resolve conflicts arising at senior levels due to competing objectives, limited resources, or differing perspectives. Models conflict management techniques for others.

**Decisiveness:** Obtaining information and identifying key issues and implications to make informed and objective decisions.

- **Awareness:** Makes decisions in routine context. Consults and seeks necessary information on which to base decisions and is not paralyzed by the analysis.
- **Basic:** Makes decisions in ambiguous situations. Uses all available data to determine responses in a timely manner.
- **Intermediate:** Is able to make decisions when under pressure or in a crisis. Makes time-sensitive decisions even when limited information is available. Keeps one's composure during difficult times and acts decisively to resolve work issues.

- **Advanced:** Is able to make decisions in ambiguous or risky situations. Makes decisions with potentially significant consequences for the organization. Implements systems to proactively monitor risks.
- **Expert:** Makes sound strategic decisions in very ambiguous situations based on data-informed, analytic techniques. Takes managed risks based on principles, values and sound business arguments. Champions initiatives with significant potential reward, accounting for possible adverse consequences.

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

- **Awareness:** 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 to higher levels as needed.
- **Basic:** Reports information in an efficient manner and is able to identify trends and outliers. Identifies correlations and causal relationships. Investigates to define problems accurately and is able to sort information in order of importance. Defines criteria and assigns values of importance and urgency.
- **Intermediate:** Conducts original research to define problems and prepares responses to anticipated questions. Is able to identify linkages and identify root causes and effects. Anticipates the unintended consequences of potential solutions.
- **Advanced:** Determines criteria for assessing issues and opportunities. Systematically analyzes relationships between apparently independent problems and issues. Reviews and translates analytical reports into management presentations and provides guidance to resolve issues. Initiates research to identify critical problems.
- **Expert:** Regularly establishes strategic goals and enterprise-wide priorities using data. Uses advanced analyses to identify and assess problem definitions and potential solutions and compare them against predetermined criteria. Creates frameworks for reviewing large amounts of data. Probes for and identifies relationships in highly complex matters. Systematically identifies and resolves complex enterprise-wide issues, while keeping leaders apprised.

## Management Competencies

*Management competencies include the knowledge, skills, and abilities to strategically implement the vision and policies of senior leaders. These competencies apply primarily to employees in senior management positions.*

**Strategic Thinking:** Innovating through analysis of issues and trends and how these link to responsibilities, capabilities, and potential of the organization.

- **Awareness:** Has the ability to think both logically and creatively to assess organizational opportunities and needs.
- **Basic:** Uses industry best practices and trends to recommend ways to achieve high-impact results.

- **Intermediate:** Understands emerging challenges and opportunities, understands available options, formulates objectives, and determines the direction to achieve strategic objectives. Avoids rushing to conclusions and judgement.
- **Advanced:** Is able to anticipate emerging challenges and opportunities. Develops a clearly focused strategic vision. Uses experiences and knowledge to more efficiently and effectively tackle strategic issues.
- **Expert:** Exemplifies open-mindedness to all ideas without prioritizing one's own ideas. Recognizes internal and external subtleties, political and otherwise, to guide future direction and leverage opportunities for the organization.

**Influencing & Negotiating:** Using persuasion to gain support and cooperation; exploring positions and alternatives to reach outcomes that gain acceptance of all parties.

- **Awareness:** Checks one's own understanding of others' communication (e.g. paraphrases, asks questions). Listens to differing points of view to promote mutual understanding.
- **Basic:** Persuades others by using concrete examples to make a point. Recalls others' main points and takes them into account in one's own communication. Identifies main negotiating points of a given issue and engages in negotiation.
- **Intermediate:** Uses compelling arguments to convey conclusions and ideas. Understands others' underlying needs, motivations, or concerns and adjusts communication effectively. Demonstrates empathy with other's positions. Negotiates based on first-hand observations and information collected from both sides and avoids using hearsay or personal opinions.
- **Advanced:** Communicates complex issues clearly and credibly with widely varied audiences. Uses situations to create a desired impact and to maximize the chances of a favorable outcome. Prepares and effectively negotiates to achieve a specific objective. Makes realistic compromises and focuses on achieving value-added results.
- **Expert:** Handles strategic communication issues in high-visibility situations. Handles difficult on-the-spot questions and uses 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 and impactful actions to win a point or reach an agreement.

**Project & Program Management:** Implementing, participating in, and evaluating the results of programs, projects, or processes, and managing related resources, personnel, and activities to successful completion.

- **Awareness:** Has knowledge of fundamental project management processes, methodologies and tools. Understands the organizational purpose of a project and the ability to make decisions within that context.
- **Basic:** Is able to encourage and enable people to work together as a team to accomplish a project. Develops and tailors approaches to ensure that the program or project outputs meet quality standards. Reports project status to leaders and other relevant parties when asked.



- **Intermediate:** 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.
- **Advanced:** 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 a project's stakeholders. Uses key performance indicators (KPIs) to determine whether a project is on track.
- **Expert:** Has a high-level understanding of priorities and needs in the industry. Adapts project management processes to the organization's products and services. Drives the strategic direction of the organization. Ensures systematic development of others in project and program management competency.

**Human Capital Management:** Building and managing workforce based on organizational goals, budget considerations, and staffing needs. Ensuring that employees are appropriately recruited, selected, developed, appraised, and rewarded; acts to address performance problems. Managing a multi-sector workforce and a variety of work situations.

- **Awareness:** Makes personnel decisions based upon selection criteria and position requirements. Utilizes reward and recognition processes. Sets clear performance goals.
- **Basic:** Improves human resources processes and tools. Provides constructive feedback to all staff. Considers impact of personnel decisions on current staff.
- **Intermediate:** 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.
- **Advanced:** Develops reward systems to recognize the impact of employee contributions to the organization. Identifies strategies to recruit, retain, and inspire employees. Advocates for all employees to develop the required skills and qualifications. Identifies mission critical competencies needed to achieve mission goals.
- **Expert:** Transforms organizational structure to provide improved people services by considering organizational goals, timeframes for achieving goals, and staff responsibilities. Develops new ways to retain high-potential and high-performing employees.

**Financial Management:** Understanding and monitoring the organization's financial processes. Prepares, justifies, and administers the program budget. Overseeing procurement and contracting to achieve desired results.

- **Awareness:** Has an 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. Provides correct financial information as required.
- **Basic:** Monitors program/project expenditures for reporting purposes. Understands how to read, interpret, and use budgets and projections. Updates budgets and projections diligently.



- **Intermediate:** Understands the processes by which financial resources are identified, obtained, allocated, and managed. Makes sound financial decisions after having analyzed their impact on the organization and operations. Allocates and manages financial resources transparently. Takes a lead role in budgeting for projects and initiatives.
- **Advanced:** 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. Designs, operates, and monitors rigorous financial management systems. Acts on objective financial performance information.
- **Expert:** Has an in-depth understanding of the strategic contexts within which the current fiscal policy and procedures exist. Ensures partner organizations, agencies, and/or governments understand the organization's fiscal issues. Ensures frameworks are in place for sound financial planning, management, control, and reporting. Ensures that the process and infrastructure are in place to provide managers with integrated financial performance information.

**Technology & Data Management:** Keeping up-to-date on technological developments and overseeing effective use of technology to achieve results. Ensuring access to and security of technology systems. Planning and managing data storage and retrieval systems by ensuring the application of generally accepted data standards and processes.

- **Awareness:** Has an awareness of the basic concepts of data management. Has knowledge of the principals, methods, and techniques of information technology (IT), including cybersecurity.
- **Basic:** Has a basic understanding of data management principles, procedures, and tools. Participates in identifying general technology and data requirements for your area of responsibility.
- **Intermediate:** Applies data management principles, procedures, and tools to facilitate decision making. Identifies technology requirements and evaluates solutions to meet those requirements. Applies knowledge of IT systems to ensure access to, and security of, those systems.
- **Advanced:** Has an advanced understanding of data management principles, procedures, and can streamline data collection processes to gain efficiency and enhance productivity for the organization. Develops evaluation criteria to assess the effectiveness and adequacy of technology within the organization. Participates in the development of technology and data management strategy, to include cybersecurity.
- **Expert:** Serves as a key resource and advises others on technology and data management. Identifies shortcomings in technology and data management systems and can advocate for and implement solutions to resolve those shortcomings. Provides vision for organizational technology and data management strategies.