

NAVFAC Non-Technical Workforce Development Competencies

Each competency contains a subset of related items/tasks. Item proficiencies are rated using a 1-5 scale. The ratings for the subset of items are averaged to obtain an overall proficiency for the respective competency. See the ratings definitions below.

Rating Scale		
SCORE	RATING	DESCRIPTION
1	Awareness	<ul style="list-style-type: none">• Demonstrates awareness of the competency but may struggle to apply it.• Requires significant supervision to perform work requiring competency.
2	Basic	<ul style="list-style-type: none">• Applies competency in routine situations.• Requires guidance to perform work requiring the competency.
3	Intermediate	<ul style="list-style-type: none">• Applies competency effectively in various scenarios, delivering first time quality within the prescribed time.• Independently applies competency but may need occasional guidance for complex work.
4	Advanced	<ul style="list-style-type: none">• Applies competency in complex scenarios consistently and effectively.• Capable of teaching or mentoring others on the competency when approached.
5	Expert	<ul style="list-style-type: none">• Applies full mastery of competency across a broad range of situations.• Capable of leading and improving processes/tasks requiring the competency.

Lead Self Competency Group

Lead Self competencies include the knowledge, skills, and abilities which are necessary for employees to successfully lead themselves and complete their work alongside colleagues in alignment with NAVFAC's mission and values.

Digital Fluency: Identifies, evaluates, interprets, and uses information and data to drive sound solutions. Develops strategies and anticipates implications of new computational and information technologies. Ensures access to and security of digital systems.

Items

- Ensures that employees acquire up-to-date technology skills.
- Makes cost-effective use of technology to meet the organization's goals.
- Identifies new technologies to meet the organization's needs.

Agility: Anticipates and adapts to change, new ideas, new information, and new conditions. Embraces complex and ambiguous situations, changing conditions, adaptive strategy, or unexpected obstacles, processes, and requirements.

Items

- Adapts to organizational change.
- Is open to new ideas and opinions from others.
- Changes priorities, when necessary, as situations change.

Ethical Behavior: Exhibits moral character through honesty, fairness, and integrity. Demonstrates selflessness and independence of thought and action by doing the right thing regardless of personal and professional consequences. Evaluates potential dilemmas and makes moral decisions. Cultivates ethically minded organizations by instilling trust and confidence.

Items

- Acts in a fair and ethical manner.
- Follows through on commitments and promises.
- Encourages ethical behavior.
- Inspires trust and confidence.

Lifelong Learning: Assesses and recognizes own strengths and weaknesses; pursues self-development. Continually commits to developing expertise and breadth of knowledge in self and others. Pursues opportunities to expand competencies and further professional growth. Learns from others.

Items

- Acquires new knowledge in areas related to the job.
- Learns from mistakes.
- Participates in training and self-development activities.

Resilience: Deals effectively with pressure, ambiguity, and emerging conditions; remains optimistic and persistent, even under adversity or uncertainty. Recovers quickly from setbacks. Overcomes obstacles and learns from experience.

Items

- Works well under pressure.
- Recovers quickly from setbacks.
- Overcomes obstacles to obtain needed resources.

Service Motivated: Demonstrates a commitment to serve others with honor through actions and outcomes that meet public needs. Aligns organizational objectives and practices to optimize internal and external customer service by creating value, loyalty, and trust for the public good.

Items

- Demonstrates a commitment to public service.
- Inspires others to be service oriented.
- Makes organizational decisions after considering the impact on the public.
- Anticipates customer needs.
- Continuously improves products and services.
- Promotes the use of good customer service techniques.

Communication: Demonstrates ability to clearly and effectively articulate, present, and promote varied ideas and issues through active dialogue,

storytelling, listening, etc., before a wide range of audiences. Utilizes various communication methods (e.g., oral, written, digital, briefings, etc.). Actively receives information and clarifies as needed by encouraging and engaging in active listening.

Items

- Writes convincingly for different audiences.
- Writes in a clear and organized manner.
- Effectively edits complex or sensitive reports and materials.
- Makes convincing oral presentations.
- Listens to others and seeks clarification when needed.
- Explains complex information clearly.
- Ensures that everyone's viewpoint is fully heard.
- Encourages open communication among employees.
- Informs employees of events that might affect their work.

Interpersonal Skills: Builds and maintains relationships through trust and commitment. Engages, inspires, and works well with others. Treats others with dignity and respect. Considers and responds appropriately to the needs and feelings of different audiences/situations/cultures. Actively solicits and considers feedback. Exemplifies professionalism, tact, and empathy. Demonstrates the aspects of emotional intelligence including the ability to regulate and apply one's emotions and help others do the same.

Items

- Treats others with courtesy and respect.
- Handles interpersonal problems tactfully.
- Builds rapport with others.
- Develops and maintains cooperative working relationships.

Problem Solving: Identifies, analyzes, and weighs, the relevance, risk, and accuracy of data driven information to identify the causes of problems. Employs critical thinking to seek, generate, and evaluate alternative perspectives/solutions by asking new questions. Recommends and/or chooses courses of action that balance the interests of the mission and stakeholders. Assesses unintended consequences.

Items

- Takes the initiative to solve problems affecting the work of the organization.
- Gathers information from relevant sources before generating solutions to problems.
- Considers and evaluates alternative courses of action when solving problems.

Lead Teams/Projects competencies include the knowledge, skills, and abilities which are necessary for employees to successfully manage team efforts and projects in alignment with NAVFAC's mission and values.

Influencing: Builds coalitions and persuades others to achieve common goals or outcomes through one's words and actions. Manages conflicting interests by addressing stakeholder concerns. Negotiates with stakeholders to ensure agreement is mutually acceptable to all parties.

Items

- Identifies common interests of parties in negotiations.
- Builds consensus about the appropriate course of action.
- Persuades others to adopt recommendations.

Team Building: Inspires and fosters team trust, commitment, and unity. Promotes and facilitates cooperation and communication to motivate team members to accomplish group and organizational goals. Models and endorses collaboration.

Items

- Creates an atmosphere of cooperation among team members.
- Inspires pride and team spirit among team members.
- Establishes teams when appropriate.
- Builds teams of appropriate size and structure to accomplish work goals.
- Ensures that the roles of team members are clearly defined.
- Delegates authority to teams.

Accountability: Holds self and others accountable and fosters an environment that administers all resources in a manner that instills public trust. Ensures integrity, responsibility, and transparency in all actions.

Items

- Ensures that important records are maintained and preserved.
- Protects the privacy of employees, customers, and members of the public.
- Safeguards assets and maintains inventories of property and equipment.
- Reviews employees' progress toward goals on a regular basis.
- Sets challenging but realistic deadlines for completing work.
- Achieves results within set time frames.
- Manages time effectively.

Decisiveness: Makes well-informed, data driven, effective, and timely decisions; perceives the risk, impact, and implications of those decisions. Uses sound judgment to simultaneously integrate and weigh situational constraints, risks, and rewards.

Items

- Makes sound and timely decisions.

- Makes effective decisions, even when data are limited.
- Makes decisions that keep projects moving toward completion.

Lead People Competency Group

Lead People competencies include the knowledge, skills, and abilities to set an example and lead others to implement NAVFAC's mission and values.

Human Capital Management: Builds, develops, and manages workforce based on current and projected organizational goals, skills, budget considerations, and staffing needs. Ensures that applicants and employees are appropriately recruited, selected, developed (appraised, awarded, trained), and retained; initiates action to enhance individual strengths and address performance-based deficiencies. Manages a multi-sector workforce and a variety of work situations in a constantly evolving environment. Incorporates succession planning as part of developmental initiatives.

Items

- Recognizes employees for doing good work.
- Delegates work effectively.
- Takes corrective action when employees do not meet performance standards.

Diversity, Equity, Inclusion & Accessibility: Encourages, embraces, and leverages varied ideas, opinions, insights, and identities, respecting the values and perceptions of others. Identifies and examines biases and seeks insights to avoid stereotypical responses and behavior. Fosters the fair treatment, access, advancement, and equal opportunity for all. Ensures all employees feel they are valued members of the team to achieve the vision of the organization.

Items

- Respects cultural, religious, gender, and racial differences.
- Makes the most of each employee's talents to meet organizational goals.
- Creates an environment in which diversity is valued.

Developing Others: Enables, encourages, and inspires individual growth by teaching, coaching, guiding, and mentoring others.

Items

- Provides employees with constructive suggestions to improve their job performance.
- Ensures that staff is capable and trained.
- Supports long-term employee development.

Managing Conflict: Handles and resolves organizational discord in a timely manner through assessing stakeholder perspectives and facilitating constructive dialogue. Identifies and defuses conflicts including those that have the greatest potential for damage to the organization.

Items

- Manages and resolves conflicts effectively.
- Acts before conflict escalates.
- Deals with interpersonal problems in a timely manner.
- Includes all affected parties in resolving conflicts.

Lead Organizations/Programs Competency Group

Lead Organizations/Programs competencies include the knowledge, skills, and abilities that support the management of high-level, cross-cutting programs and/or organizations.

Partnering: Develops networks and builds alliances; collaborates across boundaries, both internal and external to DoD, to build strategic relationships and achieve common goals.

Items

- Encourages collaboration across organizations.
- Builds networks of constituents, stakeholders, and decisionmakers.
- Develops professional relationships with colleagues inside and outside of the organization.

Financial Management: Manages, allocates and monitors financial resources in compliance with laws, regulations, and policies. Ensures transparency and appropriate internal controls (e.g. audit activities) and resources are efficiently applied to meet strategy and objectives, while considering the DoD's fiduciary responsibilities to the Nation.

Items

- Uses cost-effective approaches to accomplish work.
- Reviews expenditures regularly to keep within budget limitations.
- Prepares and justifies a budget that meets program needs.

Innovation: Develops new insights, challenges conventional approaches, encourages new ideas and innovations, and designs and implements new or cutting-edge programs/processes/solutions. Establishes agile and creative methods to rapidly incorporate innovation. Fosters a culture of experimentation and calculated risk taking.

Items

- Looks for better ways to accomplish work.
- Creates an environment that enables employees to be innovative.
- Thinks “outside the box” to improve products, services, and processes.
- Promotes the organization’s products and services.
- Identifies strategies to develop new products and services.

- Takes calculated risks to accomplish organizational goals.

Lead the Institution Competency Group

Lead the Institution competencies include the knowledge, skills, and abilities that enable senior leaders to make and implement strategic ethical decisions in alignment with NAVFAC's mission and values.

Political Savvy: Identifies and assesses the internal and external politics that impact the organization. Perceives organizational and political realities and acts accordingly. Uses diplomacy to relate with others at all levels. Acts responsibly to promote trust.

Items

- Recognizes the political implications of different courses of action for the organization.
- Identifies the internal and external politics that affect the work of the organization.
- Recognizes the needs and perceptions of key stakeholders.

External Awareness: Promotes understanding of our partners' and adversaries' cultural, religious, and political norms and customs. Integrates national and international considerations into strategic and operational planning. Maintains currency on local, national, and international policies and trends and evaluates and prioritizes how they affect the Nation and shape stakeholders' views; is aware of the Nation's impact on the external environment.

Items

- Keeps up to date with relevant laws, regulations, policies, and procedures that affect the organization.
- Monitors political and economic trends that may affect the organization.
- Considers external issues affecting the organization when making program decisions.

Systems Thinking: Understands how all facets of the enterprise interrelate and change over time. Thinks critically and synthesizes information to identify emerging patterns, key linkages, and interdependencies. Applies understanding of the enterprise to solve complex challenges and drive integration.

Items

- Understands how all facets of the enterprise interrelate and change over time.
- Thinks critically and synthesizes information to identify emerging patterns, key linkages, and interdependencies.
- Applies understanding of the enterprise to solve complex challenges and drive integration.

Strategic Thinking: Formulates objectives and priorities and implements plans consistent

with the long-term interests of the organization in a global environment by evaluating conditions, resources, capabilities, constraints, and organizational goals and values. Capitalizes on opportunities and manages risks and contingencies, recognizing the implications for the organization and stakeholders.

Items

- Establishes long-term goals and objectives for the organization.
- Develops effective strategies to meet organizational goals.
- Plans for potential organizational threats and opportunities.

Vision: Establishes and articulates a long-term view that moves the organization toward national strategic objectives and informs resource decisions. Motivates and inspires others to commit to and execute the vision.

Items

- Builds a shared vision of the organization's future.
- Communicates the organization's mission, vision, and values.
- Promotes change consistent with the organization's vision.