DOE UNIVERSAL, MANAGERIAL, AND LEADERSHIP COMPETENCY FRAMEWORK

U.S. Department of Energy

Competency Dictionary
for
Universal, Management and Leadership Competencies

March 31, 2010

The following competencies have been developed for Department-wide application. While there may be additional competencies relative to individual DOE Elements or organizaitions, these competencies represent the proposed universal, managerial, and leadership competencies applicable for all DOE employees, managers, and supervisors.

Universal Competencies	*Management Competencies*	*Leadership Competencies*
Oral Communication	Financial Management	Building Partnerships
Written Communication	Human Capital Management	Creativity and Innovation
Interpersonal Skills	Technical Credibility	Developing Others
Team Skills	Process Improvement	External Awareness
Technology Utilization	Project Management	Leveraging Diversity
Customer Service	Safety Management	Strategic Thinking
Public Service Motivation	Program Management	Vision
Knowledge of DOE Business	Conflict Management	Accountability
Integrity/Honesty		Decisiveness
Flexibility		Entrepreneurship
Resilience		Problem Solving
Continual Learning		Political Savvy
Workplace Safety		Influencing/Negotiating
		Team Building
		Executing Strategy
		Improving Organizational Performancej

PROFICIENCY LEVELS & GENERAL PROFICIENCY LEVEL DEFINITIONS

Proficiency Level	General Proficiency Level Definitions – to be applied to each competency in conjunction with competency-specific proficiency level illustrations.
Level 5 - Expert	▪ Known as an expert in this area and can provide guidance, troubleshoot and answer questions related to this area of expertise and the field where the skill is used; ▪ Focus is strategic; ▪ Demonstrates consistent excellence in applying this competency area across multiple projects and/or organizations; ▪ Considered the "go to" person in this area within DOE and/or outside organizations; ▪ Creates new applications for and/or leads the development of reference and resource materials for this competency area; ▪ Able to diagram or explain the relevant process elements and issues in relation to organizational issues and trends in sufficient detail during discussions and presentations, to foster a greater understanding among internal and external colleagues, stakeholders, and customers.
Level 4 - Advanced	▪ Performs the actions associated with this skill without assistance; ▪ Recognized within your immediate organization as "a person to ask" when difficult questions arise regarding this skill; ▪ Focus is on broad organizational/professional issues; ▪ Consistently provides practical/relevant ideas and perspectives on process or practice improvements which may easily be implemented; ▪ Capable of coaching others in the application of this competency by translating complex nuances relating to the specific competency area into easy to understand terms; ▪ Participates in senior level discussions in this competency area; ▪ Assists in the development of reference and resource materials in this competency area.
Level 3 - Intermediate	▪ Able to successfully complete tasks in this competency as requested. ▪ Help from an expert may be required from time to time, but you can usually perform the skill independently; ▪ Focus is on applying and enhancing knowledge or skill; ▪ Applies this competency area to situations occasionally while needing minimal guidance to perform successfully; ▪ Understands and can discuss the application and implications of changes to processes, policies, and procedures in this competency area.
Level 2 - Basic	▪ Experience gained in a classroom and/or experimental scenarios or as a trainee on-the-job. ▪ Needs help when performing this skill; ▪ Focus is on developing through on-the-job experience; ▪ Understands and can discuss terminology, concepts, principles, and issues in this competency area; ▪ Utilizes the full range of reference and resource materials in this competency area.
Level 1 - Awareness	▪ Requires close and extensive guidance ▪ Limited knowledge of, or an understanding of fundamental techniques and concepts. ▪ Focus is on learning.

Universal Competencies

Proficiency Level	General Proficiency Level Definitions	Proficiency Level Illustrations
Oral Communication - Makes clear and convincing oral presentations. Listens effectively; clarifies information as needed.		
Level 5 - Expert	*See page 2 for General Proficiency Level Definitions*	• Presents complex information articulately when meeting with key executives or public officials regarding a high-visibility issue • Testifies before Congress on a catastrophe's or significant issue's impact on the agency's responsibilities and requirements • Communicates sensitive information of broad organizational impact on topics without precedence
Level 4 - Advanced		• Conducts presentations and briefings for high-level agency officials • Presents, explains, and defends agency positions and proposals to staff and stakeholders
Level 3 - Intermediate		• Communicates with committee regarding necessary actions and suggested approaches to accomplish committee objectives • Conveys information clearly and concisely to ensure staff or team members remain focused on agenda items • Explains benefits to stakeholders to gain acceptance of programmatic change • Presents information, analyses, and recommendations to officials and stakeholders
Level 2 - Basic		• Communicates effectively with staff by conducting regular meetings to discuss initiatives and current events • Explains and clarifies policy to affected parties • Provides status updates to management team during quarterly division meeting
Level 1 - Awareness		• Communicates agency goals and initiatives to staff in a clear and concise manner • Communicates information regarding organizational changes to staff • Updates supervisors on project status • Listens actively to staff ideas and concerns regarding work-related issues

Written Communication - Writes in a clear, concise, organized, and convincing manner for the intended audience.		

Proficiency Level	General Proficiency Level Definitions	Proficiency Level Illustrations
Level 5 - Expert	*See page 2 for General Proficiency Level Definitions*	• Writes, reviews, and publishes advanced research findings and guidelines to be made available to other groups and agencies • Writes white paper on key agency objectives for use by high-level officials
Level 4 - Advanced		• Writes complex technical reports using clear terminology and a concise format for use by high-level decision makers • Reviews technical reports, edits materials, and provides suggestions to improve clarity while ensuring documents are targeted to the intended audience
Level 3 - Intermediate		• Develops documents outlining agency mission and goals for use by the local community • Writes reports and position papers outlining various viewpoints on controversial subjects
Level 2 - Basic		• Writes daily briefs or guidelines to ensure employees are provided with updated information • Develops press releases to ensure important issues are addressed
Level 1 - Awareness		• Summarizes recommendations made in annual report • Drafts checklist to track project status

Interpersonal Skills - Treats others with courtesy, sensitivity, and respect. Considers and responds appropriately to the needs and feelings of different people in different situations. Perceives, assesses and positively influences one's own and other individuals' emotions.		

Proficiency Level	General Proficiency Level Definitions	Proficiency Level Illustrations
Level 5 - Expert		• Interacts with public interest groups with opposing viewpoints while conducting the organization's work • Is consistently open and approachable when resolving highly sensitive and complex issues
Level 4 - Advanced		• Treats individuals from all levels of the agency with courtesy and sensitivity • Meets with staff and listens to their perspective on organizational policies and procedures

Interpersonal Skills - Treats others with courtesy, sensitivity, and respect. Considers and responds appropriately to the needs and feelings of different people in different situations. Perceives, assesses and positively influences one's own and other individuals' emotions.

Proficiency Level	General Proficiency Level Definitions	Proficiency Level Illustrations
Level 3 - Intermediate	*See page 2 for General Proficiency Level Definitions*	• Makes self accessible to employees at all levels • Corrects employee mistakes in a courteous manner
Level 2 - Basic		• Shows employees empathy and respect • Welcomes new employees into organization by explaining mission and agency goals
Level 1 - Awareness		• Interacts with co-workers in a tactful manner • Responds to employee inquiries

Team Skills - Acts with integrity and honesty in team processes (honors ground rules set by team; keeps team business within the team etc.); can shape, guide and facilitate group processes in meetings, working effectively with others without formal authority and recognizing the values and talents of others.

Proficiency Level	General Proficiency Level Definitions	Proficiency Level Illustrations
Level 5 - Expert		• Participates as a team member to address controversial agency-wide legislative and regulatory policy issues • Contributes as a team member on interagency team to accomplish long-term strategic goals
Level 4 - Advanced	*See page 2 for General Proficiency Level Definitions*	• Promotes cohesiveness of a team by helping to define roles and responsibilities of each team member and establishing overall objectives • Participate on teams to implement cross agency programs • Motivates agency-wide team by assigning work based on team member skill level and area of expertise
Level 3 - Intermediate		• Participates in the decision-making process when developing mission and goals for the division • Participates on senior-level teams to design and implement requirements for new systems and procedures • Serves as a team member for various organizational units to create new systems or processes
Level 2 -		• Shares skills and abilities within work group to facilitate completion of challenging tasks

Team Skills - Acts with integrity and honesty in team processes (honors ground rules set by team; keeps team business within the team etc.); can shape, guide and facilitate group processes in meetings, working effectively with others without formal authority and recognizing the values and talents of others.

Proficiency Level	General Proficiency Level Definitions	Proficiency Level Illustrations
Basic		• Participates on teams to identify and address agency concerns • Informs team members of issues requiring resolution and considers input
Level 1 - Awareness		• Works with teams to implement operating procedures within agency • Suggests team building exercises to improve office dynamics

Technology Utilization - Keeps up-to-date on technological developments. Makes effective use of technology to achieve results. Familiarity and effectiveness with the application of e-communications, including e-mail, wireless devices, text messaging, audio/video files, etc., including the exercise of proper e-mail etiquette and the use of standard, DOE provided, computer applications to meet work requirements and updates capabilities as needed. (Examples are Microsoft Word, Outlook, Access, Excel, Power Point, and corporate information systems.) Ensures access to and security of technology systems.

Proficiency Level	General Proficiency Level Definitions	Proficiency Level Illustrations
Level 5 - Expert		• Prioritizes and approves agency investment in information technology (IT) applications and systems • Identifies IT system shortcomings, researches options, and advocates a redesign and restructure of the process to implement new system • Reforms infrastructure and develops innovative IT business systems by leveraging expert IT knowledge and sharing information with staff
Level 4 - Advanced	*See page 2 for General Proficiency Level*	• Improves ability of agency to gather and act on data from stakeholders by using online surveys and related IT tools • Improves agency productivity by expanding the use of existing IT applications for use by clients and staff

Technology Utilization - Keeps up-to-date on technological developments. Makes effective use of technology to achieve results. Familiarity and effectiveness with the application of e-communications, including e-mail, wireless devices, text messaging, audio/video files, etc., including the exercise of proper e-mail etiquette and the use of standard, DOE provided, computer applications to meet work requirements and updates capabilities as needed. (Examples are Microsoft Word, Outlook, Access, Excel, Power Point, and corporate information systems.) Ensures access to and security of technology systems.

Proficiency Level	General Proficiency Level Definitions	Proficiency Level Illustrations
Level 3 - Intermediate	*Definitions*	• Applies technical knowledge of IT system to ensure access to, and security of, the system • Uses IT knowledge to streamline nationwide data collection processes and increase output • Develops automated system formulas to calculate costs • Manages the implementation of a new electronic processing system in the agency
Level 2 - Basic		• Works with contractors to implement an IT system change to meet requirements of a new legislative mandate • Researches information technology systems to meet specific program needs • Adapts processes to keep pace with new technological developments
Level 1 - Awareness		• Determines specifications for a new technology system • Streamlines online training to eliminate redundant information • Promotes IT security by disseminating IT security information and reinforcing it

Customer Service - Balances interests of a variety of clients, and readily readjusts priorities to respond effectively to pressing and changing demands for information, advice and assistance. Anticipates and meets the needs of clients; achieves quality end products; and is committed to continuous improvement of services.

Proficiency Level	General Proficiency Level Definitions	Proficiency Level Illustrations
Level 5 - Expert		• Develops innovative customer service initiative which significantly improves quality and enhances customer satisfaction • Implements organization-wide customer service initiative to raise employee skill levels to improve customer service
Level 4 -		• Anticipates growing customer needs and expectations to

Customer Service - Balances interests of a variety of clients, and readily readjusts priorities to respond effectively to pressing and changing demands for information, advice and assistance. Anticipates and meets the needs of clients; achieves quality end products; and is committed to continuous improvement of services.

Proficiency Level	General Proficiency Level Definitions	Proficiency Level Illustrations
Advanced	*See page 2 for General Proficiency Level Definitions*	continuously improve product development and service delivery • Creates work group consisting of stakeholders and neutral parties to develop solutions to customer service barriers
Level 3 - Intermediate		• Designs and implements guidelines to improve products and services • Develops customer satisfaction surveys, analyzes results, and makes necessary improvements • Addresses customer service deficiencies by involving employees to identify solutions
Level 2 - Basic		• Develops guides and user manuals for customers • Ensures products and services comply with customer requirements • Streamlines procedures based on customer feedback
Level 1 - Awareness		• Addresses customer questions in a timely manner • Updates agency website to reflect changes to services

Public Service Motivation - Shows a commitment to serve the public. Ensures that actions meet public needs; aligns organizational objectives and practices with public interests.

Proficiency Level	General Proficiency Level Definitions	Proficiency Level Illustrations
Level 5 - Expert		• Designs and develops programs to address critical community requirements • Elicits employees' commitment to serve the public good in responding to a disaster
Level 4 - Advanced		• Partners with community leaders to develop neighborhood action plans • Cultivates relationships with community stakeholders to validate usefulness of proposed products and services

Public Service Motivation - Shows a commitment to serve the public. Ensures that actions meet public needs; aligns organizational objectives and practices with public interests.

Proficiency Level	General Proficiency Level Definitions	Proficiency Level Illustrations
Level 3 - Intermediate	*See page 2 for General Proficiency Level Definitions*	• Approves funding documentation in accordance with procedures to ensure public resources are utilized appropriately • Improves processes used to monitor contractors and vendors for supplies, services, and/or equipment to ensure government funds are expended appropriately
Level 2 - Basic		• Reviews unit's policies and procedures on a regular basis to ensure they are consistent with public needs • Determines community needs by surveying citizens
Level 1 - Awareness		• Responds promptly and accurately to public inquiries about agency policies • Suggests gaining feedback from public regarding new policy

Understand the Business of DOE - Understands and supports the various business lines of the Department. Knows how position and organizational functions foster, relate and connect to the Department's mission.

Proficiency Level	General Proficiency Level Definitions	Proficiency Level Illustrations
Level 5 - Expert		• Models an understanding of DOE's and his/her department's services and priorities • Models consideration of the interrelationships of departments and functions
Level 4 - Advanced		• Aligns team goals with those of the department • In diagnosing problems, considers the interrelationships of DOE organizations and functions
Level 3 - Intermediate	*See page 2 for General Proficiency Level Definitions*	• Ensures that everyone understands each other's roles and responsibilities and how they relate to the department's results • Appreciates the political dynamics that exist inside and outside the organization.
Level 2 - Basic		• Understands how his or her job impacts overall County or department results • Demonstrates understanding of how DOE functions and

Understand the Business of DOE - Understands and supports the various business lines of the Department. Knows how position and organizational functions foster, relate and connect to the Department's mission.

Proficiency Level	General Proficiency Level Definitions	Proficiency Level Illustrations
		organizations interact to form a whole
Level 1 - Awareness		• Understands DOE's and his/her department's services and priorities • Responds promptly and accurately to inquiries about DOE business

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

Proficiency Level	General Proficiency Level Definitions	Proficiency Level Illustrations
Level 5 - Expert		• Promotes a climate of openness and honesty and does not penalize responsible dissent • Does not acquiesce to inappropriate personal requests for favors, political pressure, or promise of gain • Displays fortitude to support ethical actions that may negatively impact self or stakeholders
Level 4 - Advanced	*See page 2 for General Proficiency Level Definitions*	• Instills a climate of trust by admitting own mistakes and taking responsibility for one's actions • Discusses potential ethical problems and wrong-doing with employees and responds appropriately
Level 3 - Intermediate		• Communicates honestly with employees regarding potential changes affecting the organization to ensure staff are treated fairly • Investigates issues and takes corrective action, as appropriate
Level 2 - Basic		• Provides staff with accurate information about the vision of the agency and outlines changes in an upfront manner • Remains fair and objective when determining skill set needed for projects to select effective team members
Level 1 - Awareness		• Establishes open and honest communication with employees • Addresses concerns with employee behavior in a confidential and respectful manner

Flexibility - Is open to change and new information; rapidly adapts to new information, changing conditions, or unexpected obstacles.

Proficiency Level	General Proficiency Level Definitions	Proficiency Level Illustrations
Level 5 - Expert		• Implements a successful action plan after a major organizational change • Prioritizes, considers alternatives, and responds quickly and effectively to unexpected and rapidly changing conditions
Level 4 - Advanced	*See page 2 for General Proficiency Level Definitions*	• Adjusts organizational priorities quickly as situations change • Shifts agency goals and initiatives to align with administration and Congressional priorities
Level 3 - Intermediate		• Realigns resources to meet changing customer needs • Takes feedback into consideration while implementing organizational change
Level 2 - Basic		• Uses staff feedback to streamline processes in order to meet deadlines • Adjusts project plan based on input from staff and stakeholders
Level 1 - Awareness		• Meets with team to adjust and coordinate schedules to accommodate all team members • Adjusts staff assignments based on feedback and work load priorities

Resilience - Deals effectively with pressure; remains optimistic and persistent, even under adversity. Recovers quickly from setbacks. Has ability to identify stress factors and apply learned coping skills to mitigate those factors.

Proficiency Level	General Proficiency Level Definitions	Proficiency Level Illustrations
Level 5 - Expert		• Defends current policy to high-level officials by explaining legal ramifications of suggested changes and the potential impact of legal action on the organization • Demonstrates persistence when providing rationale to staff during times of significant organizational change
Level 4 - Advanced	*See page 2*	• Responds to setbacks by developing alternative approaches to determine the best course of action • Maintains unit's effectiveness, quality, and morale during organizational change

Resilience - Deals effectively with pressure; remains optimistic and persistent, even under adversity. Recovers quickly from setbacks. Has ability to identify stress factors and apply learned coping skills to mitigate those factors.

Proficiency Level	General Proficiency Level Definitions	Proficiency Level Illustrations
	for General Proficiency Level Definitions	• Cultivates internal and external stakeholders to develop strategies for obtaining funding from alternate sources following budget cuts
Level 3 - Intermediate		• Perseveres on project despite changing objectives, deliverables, and deadlines • Develops strategies using existing resources for achieving objectives following budget cuts
Level 2 - Basic		• Meets with employees resistant to organizational change to address concerns • Maintains composure and direction in high-pressure situations • Accepts negative feedback in a constructive manner and adjusts behavior accordingly
Level 1 - Awareness		• Reduces project deliverables following funding cut • Continues presentation to customer despite technical difficulties with audio-visual system

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

Proficiency Level	General Proficiency Level Definitions	Proficiency Level Illustrations
Level 5 - Expert		• Engages in systematic, self-directed training and development activities aligned with the strategic needs of the agency • Applies what is learned in training to produce a major positive impact for the agency
Level 4 - Advanced	*See page 2 for General Proficiency Level Definitions*	• Completes leadership development program including training, coaching, and mentoring opportunities and applies key learnings • Arranges and completes rotational assignment meeting own developmental goals and aligning with organizational strategies
Level 3 - Intermediate		• Completes human capital training required for managers and applies key learnings • Recognizes areas needing improvement and takes training to increase skills
Level 2 -		• Solicits periodic feedback to continually improve quality of

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

Proficiency Level	General Proficiency Level Definitions	Proficiency Level Illustrations
Basic		own work • Visits other work sites to gain understanding of staff functions and daily tasks
Level 1 - Awareness		• Attends professional conferences to maintain technical knowledge • Recognizes opportunities for self-development

Workplace Safety - Demonstrates safe work practices appropriate for the position and work environment.

Proficiency Level	General Proficiency Level Definitions	Proficiency Level Illustrations
Level 5 - Expert		• Standardizes safe work site safety instructions into SOP's and provides adequate training and equipment • Reviews incidents and recommends improvements
Level 4 - Advanced		• Encourages ideas to improve workplace safety • Identifies and eliminates hazards
Level 3 - Intermediate	*See page 2 for General Proficiency Level Definitions*	• Demonstrates assigned work site safe work habits and communicates warnings to fellow workers • Follows the organization's reporting processes for accidents
Level 2 - Basic		• Recognizes tasks requiring specific safety training • Familiar with applicable rules and regulations
Level 1 - Awareness		• Demonstrates responsibility for maintaining a safe work environment • Practices safe work habits; follows all safety rules and regulations

Management Competencies *(To be applied by DOE Managers and Executives)*

Competencies for Assessment of Managers (GS13 and 14) (Based on DOE Management Competencies) (Managers will also be assessed against employee competencies above)

Financial Management - Understands the organization's financial processes. Prepares, justifies, and administers the program or project budget. Oversees procurement and contracting to achieve desired results.   Monitors expenditures and uses cost-benefit thinking to set priorities.

Proficiency Level	General Proficiency Level Definitions	Proficiency Level Illustrations
Level 5 - Expert	*See page 2 for General Proficiency Level Definitions*	• Designs and implements an agency-wide financial management system to meet organizational objectives • Develops agency-wide financial procurement procedures and policies • Audits major acquisitions having agency-wide impact, presents findings, and recommends corrective actions
Level 4 - Advanced		• Develops and implements new procurement system to support agency program within time and budgetary constraints • Ensures financial commitments and deadlines are met by facilitating and assessing processes, situations, and issues and takes corrective action, as needed • Considers implications of financial decisions and suggests methods for meeting needs of staff and the organization overall • Develops, justifies, and manages organization-wide budgets for annual projects and programs
Level 3 - Intermediate		• Conducts research to determine resource needs and guides the procurement process to acquire resources • Conducts a cost-benefit analysis to develop sound financial plans with programmatic impact • Follows established guidelines and procedures to ensure approval of funding for key initiatives • Prepares and monitors office's annual operating budget
Level 2 - Basic		• Justifies requested budget allocation to management in relation to program objectives • Allocates program budget across multiple projects
Level 1 - Awareness		• Ensures inventory accounting is accurate and complete • Monitors income and expenditures for projects

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.		
Proficiency Level	**General Proficiency Level Definitions**	**Proficiency Level Illustrations**
Level 5 - Expert	*See page 2 for General Proficiency Level Definitions*	• Redesigns organizational structure to provide improved service to customers by considering organizational goals, timeframes for achieving goals, and staff responsibilities • Creates new agency-wide human capital programs and activities to meet strategic objectives • Leads task force to analyze agency-wide staffing needs and develops strategy to address recruitment needs • Develops new agency-wide incentive program to retain employees with technical expertise
Level 4 - Advanced		• Develops rewards system to recognize the impact of employee contributions to the organization • Identifies creative strategies to recruit employees with the required skills and qualifications, despite having limited resources • Identifies mission critical occupations and associated competencies needed to perform organizational functions
Level 3 - Intermediate		• Reviews and updates position descriptions and performance plans • Explains restructuring plan to staff and addresses concerns • Recognizes employee contributions by rewarding employees publicly
Level 2 - Basic		• Recognizes and addresses deficiencies of human resources processes or tools • Provides positive feedback to high-performing staff and rewards exceptional performance • Considers impact of personnel decisions on current staff
Level 1 - Awareness		• Makes personnel decisions based upon promotion criteria and position requirements • Utilizes peer recognition process to recognize employees • Meets with employees to set performance goals • Hosts employee appreciation dinner for staff

Technical Credibility - Understands and appropriately applies current laws, policies, and best business practices related to a specialized expertise.

Proficiency Level	General Proficiency Level Definitions	Proficiency Level Illustrations
Level 5 - Expert	*See page 2 for General Proficiency Level Definitions*	• Serves as expert consultant to external managers on complex and controversial matters • Uses expert knowledge in subject matter area to develop new approaches to resolve technical problems
Level 4 - Advanced		• Provides expertise in technical subject area to an organization or team • Develops technical portions of agency guidelines for internal and external use • Evaluates, incorporates, and communicates the latest developments in specialty area through agency guidelines and criteria • Provides technical expertise in the design and implementation of agency-wide projects
Level 3 - Intermediate		• Resolves technical issues promptly by determining and correcting problems • Advises staff on solutions to complex problems, projects, or programs • Uses technical expertise to identify and resolve conflicts between theories, procedures, requirements, regulations, and policies
Level 2 - Basic		• Provides staff with feedback and support on technical issues • Makes technically sound recommendations to develop effective work products
Level 1 - Awareness		• Interacts with staff to understand technical aspects of job duties • Gathers technical information from internal and external stakeholders

Process Improvement - Understands and applies strategies, management processes, and resources for process improvement within and across federal agencies with a focus on continuous-process customization and managed improvement. Understands the tools, techniques (for example, business process re-engineering, benchmarking, quality improvement programs, activity-based costing), and technologies that enable process-centric performance improvements to achieve agency missions with dramatic improvements in critical measures of performance such as cost, quality, service and speed.

Proficiency Level	General Proficiency Level Definitions	Proficiency Level Illustrations
Level 5 - Expert	*See page 2 for General Proficiency Level Definitions*	• Wins support and cooperation for process changes for cross-agency improvement initiatives. • Oversees process improvement efforts for major cross-agency processes. • Establishes process teams which produce measureable results in process improvements
Level 4 - Advanced		• Wins support and cooperation for cross-functional process improvement initiatives from multiple DOE offices or organizations. • Improves effectiveness and efficiency for major DOE business processes. Provides management • Leads process improvement teams which produce measureable results in process improvements
Level 3 - Intermediate		• Applies the concepts of process management to improve the effectiveness and efficiency of major projects. • Uses benchmarking resources to establish goals for process improvement initiatives • Applies process measurement techniques to measure process effectiveness and efficiency
Level 2 - Basic		• Documents and standardizes key business processes • Documents process improvement opportunities • Plays a key role in implementing process improvement efforts
Level 1 - Awareness		• Participates in cross-organizational process improvement initiatives • Makes recommendations for improving processes

General Project Management - Plans and coordinates projects from inception to successful completion while monitoring teams, goals, communication, time, risk, cost, and quality.		
Proficiency Level	General Proficiency Level Definitions	Proficiency Level Illustrations

<table>
<tr><td colspan="3">General Project Management - Plans and coordinates projects from inception to successful completion while monitoring teams, goals, communication, time, risk, cost, and quality.</td></tr>
<tr><td>Proficiency Level</td><td>General Proficiency Level Definitions</td><td>Proficiency Level Illustrations</td></tr>
<tr><td>Level 5 - Expert</td><td rowspan="5">See page 2 for General Proficiency Level Definitions</td><td>Champions projects to OMB or Congressional officials
Communicates effectively to OMB or Congressional Relations regarding project status, challenges
Serves as expert project management to external managers on complex and controversial matters
Uses expert knowledge of project management methods to resolve technical, cost, or schedule problems</td></tr>
<tr><td>Level 4 - Advanced</td><td>Effectively develops Congressional questions & answers and GAO inquires related to projects
Provides expertise direction and guidance for creation and development of one or more project teams
Evaluates, incorporates, and communicates solutions to project cost, schedule and quality challenges</td></tr>
<tr><td>Level 3 - Intermediate</td><td>Understands applies the policies and practices of DOE Acquisition Strategy development and Planning.
Applies and communicates Earned Value Project Management methods
Applies Project Management Practices and Practices in DOE
Support for budget appropriation requests</td></tr>
<tr><td>Level 2 - Basic</td><td>Applies the concepts of Contract Administration for Technical Representatives
Develops project management plans which include planning for cost, schedule, quality and risk mitigation strategies</td></tr>
<tr><td>Level 1 - Awareness</td><td>Effectively plans and manages multiple tasks.
Develops project plans which include cost, schedule and project requirements</td></tr>
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<tr><td>Safety Management - Encourages, motivates and demands participation in an integrated safety management system. Leads in the establishment of rules and policies designed to promote employee security, safety and health, accident prevention and hazard awareness.</td></tr>
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Proficiency Level	General Proficiency Level Definitions	Proficiency Level Illustrations
Level 5 - Expert	*See page 2 for General Proficiency Level Definitions*	• Ability to advise management on any aspect of a safety and occupational health/risk management program • Formulate and provide recommendations to management on hazard control and abatement
Level 4 - Advanced		• Ability to recommend to management program changes/modifications to existing safety and occupational health program • Conducts/promotes safety activities/awareness for workplace
Level 3 - Intermediate		• Manages Safety and Occupational Health program for organization
Level 2 - Basic		• Ensures compliance of Safety and Occupational Health Program with laws and regulations
Level 1 - Awareness		• Conducts/promotes safety activities/awareness for workplace

Program Management - Identifies requirements for program objectives. Authorizes, measures, integrates, and controls all program activities. Accepts accountability for program.

Proficiency Level	General Proficiency Level Definitions	Proficiency Level Illustrations
Level 5 - Expert		• Implements program including budgets • Coordinates and facilitates program • Develops comprehensive agreements and contracts to support program • defines a compelling vision for the program and inspires others to pursue it
Level 4 - Advanced	*See page 2 for General Proficiency*	• Ability to define program mission, goals and structure • Ability to plan program activities • Basic knowledge of types of agreements and ability to draft simple agreements or contract outlines

Program Management - Identifies requirements for program objectives. Authorizes, measures, integrates, and controls all program activities. Accepts accountability for program.

Proficiency Level	General Proficiency Level Definitions	Proficiency Level Illustrations
Level 3 - Intermediate	*Level Definitions*	• Ability to draft and monitor program budget, including status of staff and fiscal resources • Basic knowledge of administrative functions and programs
Level 2 - Basic		• Ability to define objectives for simple projects in a variety of disciplines and to develop and implement basic work plans.
Level 1 - Awareness		• Ability to manage a simple resource management program for a park, or a program in field of expertise

Conflict Management - Encourages creative tension and differences of opinions. Anticipates and takes steps to prevent counter-productive confrontations. Manages and resolves conflicts and disagreements in a constructive manner.

Proficiency Level	General Proficiency Level Definitions	Proficiency Level Illustrations
Level 5 - Expert		• Leads managers through consensus process on agency's response to controversial issues • Resolves conflicts arising at the agency level due to competing objectives, limited resources, or differing perspectives
Level 4 - Advanced		• Recognizes conflict and takes steps to address issues by meeting with the involved parties • Mitigates staff concerns regarding agency-wide issues by investigating allegations and taking appropriate action
Level 3 - Intermediate	*See page 2 for General Proficiency Level Definitions*	• Meets with employees and addresses concerns regarding critical issues in an open and honest manner • Takes action to address behavior issues to ensure employees treat each other with respect • Manages conflict among team members by utilizing mediation techniques
Level 2 - Basic		• Implements changes to ensure work environment is fair and equitable based on employee concerns • Ensures employees receive mediation to resolve issues

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<tr><td colspan="3">Conflict Management - Encourages creative tension and differences of opinions. Anticipates and takes steps to prevent counter-productive confrontations. Manages and resolves conflicts and disagreements in a constructive manner.</td></tr>
<tr><th>Proficiency Level</th><th>General Proficiency Level Definitions</th><th>Proficiency Level Illustrations</th></tr>
<tr><td></td><td></td><td>affecting the workgroup
• Resolves issues by meeting one-on-one with team member</td></tr>
<tr><td>Level 1 - Awareness</td><td></td><td>• Addresses employee concerns by providing accurate information to reduce conflict or concern within workplace
• Takes action to address employee grievances</td></tr>
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Leadership Competencies *(To be exhibited by DOE Executives and Senior Executives)*

Competencies for Assessment of Executives (GS15 and above) (Based on DOE Leadership Competencies)		
Building Partnerships - Develops networks and builds alliances; collaborates across boundaries to build strategic relationships and achieve common goals.		
Proficiency Level	**General Proficiency Level Definitions**	**Proficiency Level Illustrations**
Level 5 - Expert	*See page 2 for General Proficiency Level Definitions*	• Develops, publicizes, and garners support for programs and policies by meeting with key officials, executives, unions, employees, and other interested parties • Partners with key officials from various offices and agencies to develop strategic goals
Level 4 - Advanced		• Collaborates with headquarters, regional offices, and key stakeholders to implement new initiatives • Partners with various parties by sharing information and resources across multiple levels to establish new programs
Level 3 - Intermediate		• Builds consensus with partners by considering input and promoting trust between various parties • Gains support from key leaders and staff within the organization to ensure support for work objectives and team initiatives • Coordinates with partners regarding new strategies to ensure consistent communication with agencies • Ensures future partnerships by developing strong relationships and resolving issues with partners
Level 2 - Basic		• Considers stakeholder input when developing strategies to ensure mutually agreeable initiatives • Coordinates with various agencies to plan and conduct annual events • Coordinates across and within organizations to determine required resources to support goals
Level 1 - Awareness		• Meets regularly with peers and supervisors to identify recurring issues • Develops and maintains network of stakeholders for collection and sharing of information • Meets with staff to discuss plans to implement strategic goals

Universal, Managerial & Leadership Competency Scheme
developed for the U.S. Department of Energyby Knowledge Engineering & Associates (2009)

Creativity and Innovation - Develops new insights into situations; questions conventional approaches; encourages new ideas and innovations; designs and implements new or cutting edge programs/processes.		
Proficiency Level	**General Proficiency Level Definitions**	**Proficiency Level Illustrations**
Level 5 - Expert	*See page 2 for General Proficiency Level Definitions*	• Devises new methods, procedures, and approaches having agency-wide impact • Develops new performance management system aligned with agency vision to measure staff performance • Develops, introduces, defends, and gains support for a new approach impacting the budget process agency-wide
Level 4 - Advanced		• Creates new methods for planning, designing, and carrying out program objectives • Organizes and leads cross-divisional work group in developing creative solutions to address problems • Creates new units to streamline functions based on work flow analysis
Level 3 - Intermediate		• Creates a system to redistribute work across units during unexpected situations • Solicits feedback from team members in the creation of new agency initiatives and services • Displays creativity by deviating from traditional methods in developing new procedures • Reevaluates current procedures and suggests improvements to ensure an effective, streamlined process
Level 2 - Basic		• Creates a new quality control system to monitor unit processes • Uses cutting-edge ideas to develop business unit services • Works with coworkers to coordinate a project using a creative process
Level 1 - Awareness		• Recognizes creativity in work unit • Considers innovative ideas generated by others

<table>
<tr><td colspan="3" style="background:#f5c9a0;">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.</td></tr>
</table>

Proficiency Level	General Proficiency Level Definitions	Proficiency Level Illustrations
Level 5 - Expert	*See page 2 for General Proficiency Level Definitions*	• Designs and implements opportunities for career development in anticipation of agency restructuring, including mentoring staff and providing training • Directs working group to design training programs focused on skills necessary for meeting strategic goals • Designs, implements, and communicates leadership development opportunities for staff at all levels in the organization
Level 4 - Advanced		• Recommends details and developmental assignments to staff based on career interests and work unit needs • Recognizes staff potential and guides employees in developing skills by recommending appropriate training and sources of information • Works with staff to develop individual development plans addressing employee needs and meeting organizational goals
Level 3 - Intermediate		• Assesses staff and provides timely and consistent feedback regarding technical proficiency and effectiveness • Provides constructive feedback, guidance, and reinforcement to employees regarding job performance • Works with staff to identify work goals and create individual development plans • Evaluates training programs to ensure content meets staff needs
Level 2 - Basic		• Encourages employees to participate in mentoring programs and other learning opportunities • Pairs new staff with seasoned employees to facilitate understanding of the position and organization • Provides orientation to new employees
Level 1 - Awareness		• Provides developmental feedback to staff on job performance • Involves staff in developing project goals and timelines

External Awareness - Understands and keeps up-to-date on local, national, and international policies and trends that affect the organization and shape stakeholders' views; is aware of the organization's impact on the external environment.

Proficiency Level	General Proficiency Level Definitions	Proficiency Level Illustrations
Level 5 - Expert	*See page 2 for General Proficiency Level Definitions*	• Examines and utilizes best practices to build an organizational infrastructure • Develops programs taking into account multiple, diverse views and needs of other agencies or external organizations
Level 4 - Advanced		• Provides policy advice to officials which are consistent with local, national, and international policies and trends • Reflects industry best practices in the development of agency-wide policies and procedures
Level 3 - Intermediate		• Considers the impact of a shift in programmatic direction to meet the needs of local and national customers • Synthesizes complex information gathered from a variety of external sources and disseminates it to staff
Level 2 - Basic		• Gathers and summarizes information to predict stakeholder views on a new policy • Considers external policies and trends when reviewing correspondence, reports, and policy documents
Level 1 - Awareness		• Keeps up-to-date by attending key meetings hosted by other agencies or organizations • Keeps abreast of developments of other parts of the organization

Leveraging Diversity - Fosters an inclusive workplace where diversity and individual differences are valued and leveraged to achieve the vision and mission of the organization.

Proficiency Level	General Proficiency Level Definitions	Proficiency Level Illustrations
Level 5 - Expert		• Creates a diverse and inclusive environment after a major reorganization which brings together different cultures, ideas, and experiences • Identifies creative approaches for targeted recruiting to develop a representative workforce that benefits from diverse strengths
Level 4 -		• Builds a diverse staff with a variety of skills who function effectively to accomplish the mission of the organization

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Proficiency Level	General Proficiency Level Definitions	Proficiency Level Illustrations
Leveraging Diversity - Fosters an inclusive workplace where diversity and individual differences are valued and leveraged to achieve the vision and mission of the organization.		
Advanced	*See page 2 for General Proficiency Level Definitions*	• Develops a creative initiative focused on recognizing the various dimensions of diversity to encourage inclusiveness in the workplace
Level 3 - Intermediate		• Recognizes and utilizes skills of staff with diverse backgrounds to benefit the organization, clients, and coworkers • Addresses and corrects the use of inappropriate language or actions which deride diversity
Level 2 - Basic		• Adheres to EEO policies, goals, objectives, and philosophies of valuing diversity in performing everyday duties and responsibilities • Builds teams leveraging diverse capabilities of staff
Level 1 - Awareness		• Attends diversity programs to increase staff awareness • Meets with staff to obtain input on diversity issues within workgroup

Proficiency Level	General Proficiency Level Definitions	Proficiency Level Illustrations
Strategic Thinking - Formulates objectives and priorities, and implements plans consistent with the long-term interests of the organization in a global environment. Capitalizes on opportunities and manages risks.		
Level 5 - Expert		• Anticipates a demographic change in society and establishes a vision to effect change through formulation and implementation of objectives and priorities • Designs approaches and procedures to develop a strategic plan supporting key national goals and objectives
Level 4 - Advanced	*See page 2*	• Leads and directs a strategic planning team to address and outline the future direction of an organization • Establishes strategic performance measures to allow the organization to continually assess and adjust program direction

Strategic Thinking - Formulates objectives and priorities, and implements plans consistent with the long-term interests of the organization in a global environment. Capitalizes on opportunities and manages risks.

Proficiency Level	General Proficiency Level Definitions	Proficiency Level Illustrations
Level 3 - Intermediate	*for General Proficiency Level Definitions*	• Conducts review of the agency's core mission and gathers information from relevant sources to support development of a strategic plan • Develops and implements Government wide or agency policy by determining target audience, building coalitions with the appropriate population, and developing a budget
Level 2 - Basic		• Considers customer needs and trends in the development of strategic plans • Implements strategic objectives and develops metrics to assess attainment of work unit goals
Level 1 - Awareness		• Develops project teams and staffing plans based on consideration of strategic objectives • Ensures team objectives are consistent with strategic plan

Vision - Takes a long-term view and builds a shared vision with others; acts as a catalyst for organizational change. Influences others to translate vision into action.

Proficiency Level	General Proficiency Level Definitions	Proficiency Level Illustrations
Level 5 - Expert	*See page 2 for General Proficiency Level Definitions*	• Develops an approach to improve efficiency and effectiveness of the organizational structure by using creative reorganizing concepts • Considers various viewpoints from internal and external sources when developing new organizational mission and vision • Builds nationwide coalitions to develop and garner support for shared programs
Level 4 - Advanced		• Directs and provides guidance to managers to develop long-term strategic plan for the division • Educates agency officials about new system and outlines how the long-term benefits align with agency goals • Conducts workshop with employees, human resources staff, and customers to build a vision, strategy, and goals for the unit

Vision - Takes a long-term view and builds a shared vision with others; acts as a catalyst for organizational change. Influences others to translate vision into action.		

Proficiency Level	General Proficiency Level Definitions	Proficiency Level Illustrations
Level 3 - Intermediate		• Involves employees and stakeholders in an organizational change process by conducting meetings and providing frequent updates • Acknowledges organizational strengths and develops plan to address areas needing improvement • Communicates vision and mission of new office to employees while incorporating employee feedback for ideas on accomplishing new goals and objectives
Level 2 - Basic		• Involves staff in setting annual goals to ensure buy-in • Conducts interviews with staff to ascertain organization's needs • Conveys vision of agency to staff and stakeholders
Level 1 - Awareness		• Meets with staff to address concerns about new organizational structure • Develops and generates support for work group vision

Accountability - Determines objectives, sets priorities, and delegates work. Holds self and others accountable for measurable high-quality, timely, and cost-effective results - monitors and evaluates plans, focuses on results, and measures attainment of outcomes. Accepts responsibility for mistakes. Complies with established control systems and rules.		

Proficiency Level	General Proficiency Level Definitions	Proficiency Level Illustrations
Level 5 - Expert	*See page 2 for General Proficiency Level Definitions*	• Revises and communicates to employees expectations and methods for achieving results in light of failed or delayed agency-level project • Administers and provides oversight of a new complex procedure which delegates responsibility for compliance to various agencies or parties • Accomplishes cultural change of accountability among staff by defining roles and responsibilities to ensure agency goals are met
Level 4 - Advanced		• Provides and promotes position information across divisions to educate staff on respective duties, performance expectations, and consequent impact on accomplishment of agency goals • Holds staff accountable for new performance standards and expectations by taking action with employees not meeting

Accountability - Determines objectives, sets priorities, and delegates work. Holds self and others accountable for measurable high-quality, timely, and cost-effective results - monitors and evaluates plans, focuses on results, and measures attainment of outcomes. Accepts responsibility for mistakes. Complies with established control systems and rules.

Proficiency Level	General Proficiency Level Definitions	Proficiency Level Illustrations
		standards
Level 3 - Intermediate		• Implements new guidelines and procedures mandated by Congress • Accepts responsibility when missed deadlines affect major project outcome • Develops and implements internal controls for pilot program to manage potential barriers to implementation
Level 2 - Basic		• Investigates claims of employee violations and encourages staff to take responsibility for actions • Outlines goals and assesses workgroup progress towards goal achievement • Plans and researches safety issues and contacts agency to ensure safety standards are fully utilized • Distributes workload among staff to ensure staff meet key deliverables
Level 1 - Awareness		• Maintains confidentiality of sensitive information by establishing new policies and procedures for handling such information • Delegates work to staff to ensure responsibilities are completed • Meets weekly with team to monitor progress of work plans

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.

Proficiency Level	General Proficiency Level Definitions	Proficiency Level Illustrations
Level 5 - Expert		• Uses limited information to solve a variety of complex problems during a crisis situation • Solves highly-complex technical, administrative, and policy issues involved in the implementation of new systems and programs by making timely decisions
Level 4 - Advanced		• Changes course of action despite public support when new information indicates previous strategy would not succeed

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.

Proficiency Level	General Proficiency Level Definitions	Proficiency Level Illustrations
	See page 2 for General Proficiency Level Definitions	• Makes timely decisions using available information regarding severe operating budget reductions including possible reductions in force (RIFs)
Level 3 - Intermediate		• Decides to redesign current performance appraisal system to better meet organizational needs • Makes the decision to solve controversial workplace issue by establishing an employee task force
Level 2 - Basic		• Makes sound and timely decisions for a project, team, or work unit • Seeks out best practices to make organizational decisions
Level 1 - Awareness		• Develops meeting agenda and determines topics for group decision making • Determines the appropriate individuals needed for a decision making process

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.

Proficiency Level	General Proficiency Level Definitions	Proficiency Level Illustrations
Level 5 - Expert		• Assesses customer needs and develops innovative products and services to address recommendations • Implements an innovative strategic campaign to accomplish agency goals
Level 4 - Advanced		• Takes calculated risks by creating new and innovative business lines • Conducts research and develops business proposals resulting in a high return on investment
Level 3 - Intermediate	*See page 2 for General Proficiency Level*	• Creates a new product, service, or policy based on requirements submitted by users • Makes recommendation to invest in emerging technologies to produce new products

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.

Proficiency Level	General Proficiency Level Definitions	Proficiency Level Illustrations
Level 2 - Basic	*Definitions*	• Identifies concepts for new programs, products, or services • Seeks feedback for new products or services based on customer needs
Level 1 - Awareness		• Considers current guidelines when developing a new product • Considers feedback when developing a new service

Problem Solving - Identifies and analyzes problems; weighs relevance and accuracy of information; generates and evaluates alternative solutions; makes recommendations.

Proficiency Level	General Proficiency Level Definitions	Proficiency Level Illustrations
Level 5 - Expert	*See page 2 for General Proficiency Level Definitions*	• Improves organizational efficiency by developing, planning, and implementing a multi-tier solution to complex or unprecedented problems • Develops and implements a remediation plan restoring stakeholder confidence in a critical agency program
Level 4 - Advanced		• Synthesizes information from internal and external sources to develop an action plan addressing program issues • Addresses systemic barriers inhibiting the achievement of results by forming teams to conduct focus groups and develop solutions
Level 3 - Intermediate		• Reconciles conflicting and/or incomplete information to develop solutions • Applies appropriate methodology to discover or identify policy issues and resource concerns
Level 2 - Basic		• Addresses routine organizational problems by leading a team to brainstorm solutions • Establishes guidelines to clarify complex and/or controversial processes
Level 1 - Awareness		• Proposes solution to improve customer satisfaction • Determines cause of workforce problem and recommends corrective action

Political Savvy - Identifies the internal and external politics that impact the work of the organization. Perceives organizational and political reality and acts accordingly.		
Proficiency Level	**General Proficiency Level Definitions**	**Proficiency Level Illustrations**
Level 5 - Expert	*See page 2 for General Proficiency Level Definitions*	• Understands political issues and effectively works with Congress to receive legislative approval • Leads reorganization of an agency by meeting with stakeholders to understand perspectives and reach consensus on organization-wide plan • Responds to allegations during Congressional hearing
Level 4 - Advanced		• Ensures staff understands documentation and required metrics to analyze political issues • Meets with community leaders to discuss political issues and address concerns • Establishes a clear vision for the organization by meeting with managers agency-wide to ensure initiatives are understood • Addresses controversial political issues by conducting research and considering best practices
Level 3 - Intermediate		• Evaluates political implications by considering different courses of action on a key issue • Meets with key decision makers to ensure approval of new office space to support an agency manpower increase
Level 2 - Basic		• Addresses political issues that may impact internal and external stakeholders • Develops relationships with new political leaders in the agency
Level 1 - Awareness		• Considers impact of union when addressing employee performance expectations • Considers staff concerns regarding organizational changes

Influencing/Negotiating - Persuades others; builds consensus through give and take; gains cooperation from others to obtain information and accomplish goals.		
Proficiency Level	**General Proficiency Level Definitions**	**Proficiency Level Illustrations**
Level 5 - Expert		• Convinces colleagues and management to accept recommendations involving substantive agency resources and changes in established practice • Influences external executive decision makers to achieve

Influencing/Negotiating - Persuades others; builds consensus through give and take; gains cooperation from others to obtain information and accomplish goals.

Proficiency Level	General Proficiency Level Definitions	Proficiency Level Illustrations
		substantive goals
Level 4 - Advanced	*See page 2 for General Proficiency Level Definitions*	• Negotiates with leaders for changes to reorganization design based on feedback from subordinates • Develops plan and convinces high-level agency officials to adopt approach by meeting with officials to explain points • Guides a team of experts to provide advice on, and build credibility for, a multi-level negotiation process
Level 3 - Intermediate		• Develops trust among various parties involved in a negotiation process • Persuades manager to change leadership position or approach to better fit a situational need • Represents the organization in reaching agreements with other organizations and contractors • Obtains union buy-in for a change in working conditions by using open and honest communication and by carefully listening to the union leadership's ideas
Level 2 - Basic		• Meets with team leaders to gain buy-in for new direction of division • Uses factual information to support own point of view when meeting with team members
Level 1 - Awareness		• Explains to staff the importance of their involvement on high stakes projects • Recommends employee seek professional assistance for personal issues affecting work performance • Justifies request for internal resources to accomplish goals

Team Building - Inspires and fosters team commitment, spirit, pride, and trust. Facilitates cooperation and motivates team members to accomplish group goals. Develops leadership in others through coaching, mentoring, rewarding, and guiding employees.

Proficiency Level	General Proficiency Level Definitions	Proficiency Level Illustrations
Level 5 - Expert		• Leads a team to address controversial agency-wide legislative and regulatory policy issues • Inspires interagency team to accomplish long-term strategic goals

Proficiency Level	General Proficiency Level Definitions	Proficiency Level Illustrations
Team Building - Inspires and fosters team commitment, spirit, pride, and trust. Facilitates cooperation and motivates team members to accomplish group goals. Develops leadership in others through coaching, mentoring, rewarding, and guiding employees.		
Level 4 - Advanced	*See page 2 for General Proficiency Level Definitions*	• Promotes cohesiveness of a dysfunctional team by defining roles and responsibilities of each team member and establishing overall objectives • Leads teams to implement Congressional programs and interact with legislative representatives • Motivates agency-wide team by assigning work based on team member skill level and area of interest
Level 3 - Intermediate		• Includes entire team in decision-making process when developing mission and goals for the division • Creates senior-level teams to design and implement requirements for new systems and procedures • Leads team from various organizational units to create new systems or processes
Level 2 - Basic		• Encourages staff to share skills and abilities within work group to facilitate completion of challenging tasks • Forms teams to identify and address agency concerns • Informs team members of issues requiring resolution and considers input
Level 1 - Awareness		• Works with team to implement operating procedures within agency • Suggests utilizing team building exercises to improve office dynamics

Proficiency Level	General Proficiency Level Definitions	Proficiency Level Illustrations
Executing Strategy - Charts the department's direction, develops competitively effective strategic moves and business approaches, and pursues what needs to be done internally to produce good day-in/day-out strategy execution.		
Level 5 - Expert		• Implements and tracks performance of own area of responsibility's contribution to DOE-wide metrics • Regularly reviews performance measures to and informs the organization on needed actions needed to achieve objectives
Level 4 -		• Establishes subordinate performance plans which link to the strategies

Executing Strategy - Charts the department's direction, develops competitively effective strategic moves and business approaches, and pursues what needs to be done internally to produce good day-in/day-out strategy execution.		
Proficiency Level	**General Proficiency Level Definitions**	**Proficiency Level Illustrations**
Advanced	*See page 2 for General Proficiency Level Definitions*	• Establishes a system of reward and accountability for achieving performance goals
Level 3 - Intermediate		• Links goals and strategies of the Department to own office-specific goals and strategies • Establishes processes to report their individual offices performance against overall DOE goals and strategies
Level 2 - Basic		• Incorporates DOE-wide strategies into day to day business processes
Level 1 - Awareness		• Communicates DOE organization strategic plan to employees • Communicates to employees how the work they perform support the strategic direction of the DOE

Improving Organizational Performance - Ensures that processes are well defined and systematically monitors, analyzes, and improves performance to improve outcomes; measures the functioning of important processes and services, and, when indicated, identifies changes that will enhance performance.		
Proficiency Level	**General Proficiency Level Definitions**	**Proficiency Level Illustrations**
Level 5 - Expert	*See page 2 for General Proficiency Level*	• Uses benchmarking resources to establish goals for improvement initiatives • Regularly reviews performance measures and takes action related to performance improvement initiatives to improve processes • Initiates and implements DOE-wide improvement initiatives and achieves measureable results
Level 4 - Advanced		• Achieves measurable improvement in processes and reports results • Establishes subordinate performance plans which link to the improvement requirements • Establishes a system of reward and accountability for achieving improvement objectives

Proficiency Level	General Proficiency Level Definitions	Proficiency Level Illustrations
Level 3 - Intermediate	*Definitions*	• Implements and tracks improvement initiatives for cross functional improvement initiatives • Maps key business processes and establishes a system for continuous improvement
Level 2 - Basic		• Initiates and implements improvement plans for own area of responsibility • Incorporates improvement initiatives into day to day business processes
Level 1 - Awareness		• Communicates improvement strategies to employees • Identifies areas for improvement and develops improvement plans

Improving Organizational Performance - Ensures that processes are well defined and systematically monitors, analyzes, and improves performance to improve outcomes; measures the functioning of important processes and services, and, when indicated, identifies changes that will enhance performance.