

## Performance Dimension: Personal Effectiveness

COMPETENCY	SKILLS
<p><b>Cognitive Skills:</b> Applies critical and appropriate judgment, decision-making and thinking strategies to organizational, interpersonal and competitive issues.</p>	<p><b>Decision Making</b></p> <ul style="list-style-type: none"> <li>• Makes decisions even when solutions may produce unpleasant consequences.</li> <li>• Support decisions other leaders make on their own.</li> <li>• Obtains relevant information and multiple and diverse opinions before making decisions.</li> <li>• Makes effective decisions during times of ambiguity.</li> <li>• Creates an environment where complex decisions can be discussed, made and executed.</li> <li>• Makes decisions in a timely manner.</li> <li>• Makes decisions based on the long-term health of the Agency.</li> </ul>
	<p><b>Strategic Thinking</b></p> <ul style="list-style-type: none"> <li>• Devotes appropriate time and attention to strategic issues.</li> <li>• Considers Agency and Center implications when approaching problems or issues.</li> <li>• Consider issues from different points of view and perspectives, including many sources of information.</li> <li>• Anticipates potential threats and opportunities.</li> <li>• Balances short-term needs with long-term priorities.</li> </ul>
	<p><b>Creativity and Innovation</b></p> <ul style="list-style-type: none"> <li>• Seeks new insights into his/her job, organization and the outside world.</li> <li>• Encourages an environment for innovation.</li> <li>• Is open to innovative approaches to existing as well as new problems.</li> </ul>
<p><b>Relating to Others:</b> Works to build trust and supportive relationships.</p>	<p><b>Influence and Negotiation</b></p> <ul style="list-style-type: none"> <li>• Influences others by reasoning with them rather than using strong pressure tactics.</li> <li>• Encourages a win/win approach to influence and negotiation.</li> </ul>
	<p><b>Communication</b></p> <ul style="list-style-type: none"> <li>• Facilitates the open exchange of ideas and information.</li> <li>• Fosters an atmosphere of open communication in the organization.</li> <li>• Practices two-way communication.</li> <li>• Ensures people are clear about what information s/he has communicated.</li> <li>• Holds lower level leaders accountable for effective communication.</li> <li>• Communicates decisions, strategies and approaches and the rationale behind them.</li> <li>• Communicates regularly to the organization regarding strategic issues, program progress and other important information.</li> </ul>
	<p><b>Listening</b></p> <ul style="list-style-type: none"> <li>• Is an effective listener with diverse audiences.</li> <li>• Pays close attention and seeks to understand others' points of view.</li> </ul>
	<p><b>Trust Building</b></p> <ul style="list-style-type: none"> <li>• Establishes trust and mutual respect in relating to others.</li> <li>• Treats people fairly and with respect.</li> <li>• Shows consistency among principles, practices and behavior.</li> <li>• Is reliable.</li> <li>• Takes accountability for actions and outcomes.</li> <li>• Is forthright with information, good or bad.</li> <li>• Admits a mistake when one is made.</li> <li>• Demonstrates a positive and caring attitude toward others.</li> <li>• Actions engender trust in NASA and its leadership team.</li> </ul>

<b>Personal Capabilities and Characteristics:</b> Manages self in a manner that fosters learning and high performance.	<b>Adaptability/Flexibility</b> <ul style="list-style-type: none"> <li>Leads effectively in uncertain or ambiguous situations.</li> <li>Modifies his/her leadership practices so that different situations can be handled in the most effective manner.</li> <li>Maintains a high level of effectiveness when angry or frustrated.</li> <li>Is open and adjusts rapidly to change, new information and/or unexpected obstacles.</li> <li>Adapts behavior and leadership to meet multiple demands, ambiguity and change.</li> </ul>
	<b>Integrity and Honesty</b> <ul style="list-style-type: none"> <li>Acts according to the highest ethical standards.</li> <li>Operates with truthfulness whether delivering good news or bad.</li> <li>Actions match words.</li> <li>Treats others' concerns and issues with the utmost sensitivity and confidentiality.</li> <li>Honors commitments and promises.</li> <li>Creates a culture that fosters high ethical standards.</li> <li>Takes immediate action if s/he observes apparent unethical behavior.</li> <li>Behaves in a fair and ethical manner.</li> </ul>
	<b>Resiliency</b> <ul style="list-style-type: none"> <li>Emphasizes and demonstrates commitment and persistence in achieving goals.</li> <li>Demonstrates a sense of excitement about work.</li> <li>Deals effectively with pressure.</li> <li>Recovers quickly from setbacks.</li> <li>Displays optimism about NASA's future.</li> </ul>
	<b>Self Development</b> <ul style="list-style-type: none"> <li>Recognizes own strengths and weaknesses.</li> <li>Seeks and acts on feedback from others.</li> <li>Makes considered and well-informed decisions regarding balance of work, family and self.</li> <li>Seeks experiences that will enhance exposure to new ways of doing business.</li> <li>Fully develops his or her leadership skills.</li> </ul>
	<b>Public Service Motivation</b> <ul style="list-style-type: none"> <li>Shows a commitment to serve the public.</li> <li>Ensures that actions meet public needs.</li> <li>Aligns organizational objectives and practices with public interests.</li> </ul>

## Performance Dimension: Discipline Competency

COMPETENCY	SKILLS
<b>Understanding of Discipline:</b> Maintains high-level competency in functional discipline (e.g., science, engineering, professional or administrative).	<b>Discipline Leadership</b> <ul style="list-style-type: none"> <li>Understands the work associated with the organization.</li> <li>Creates a vision for functional and programmatic excellence.</li> </ul>
<b>Safety:</b> Provides leadership in safety. Keeps safety top of mind.	<b>Safety Leadership</b> <ul style="list-style-type: none"> <li>Ensures a focus on safety.</li> <li>Welcomes discussions focused on safety and safety concerns.</li> <li>Acts on safety concerns expressed by any person.</li> <li>Provides honest information about safety concerns.</li> <li>Encourages ongoing training and education in safety.</li> </ul>
<b>Maintain Credibility:</b> Sustains and grows the capability of the organization to advance excellence.	<b>Talent Acquisition/Development</b> <ul style="list-style-type: none"> <li>Leverages human resource systems that promote the acquisition and retention of talent in discipline area.</li> <li>Creates organization-wide strategies to maintain and grow discipline expertise</li> <li>Makes sound hiring decisions to maintain and lead discipline excellence.</li> <li>Leverages talent from within NASA before looking outside.</li> </ul>

<p><b>Communication and Advocacy:</b> Communicates and advocates discipline-related knowledge.</p>	<p><b>Organizational Advocacy</b></p> <ul style="list-style-type: none"> <li>• Considers communication, outreach and advocacy activities in organizational plans.</li> <li>• Actively participates in communication and advocacy campaigns about the organization's work within NASA.</li> <li>• Encourages public speaking about NASA and its accomplishments.</li> <li>• Actively promotes the organization's discipline excellence with other NASA groups, installations and external organizations.</li> <li>• Actively promotes the organization's discipline excellence with external organizations (e.g., other government agencies, DoD, academia).</li> <li>• Delivers effective testimony that promotes NASA's leadership role in relevant discipline.</li> <li>• Works with NASA legislative and public affairs on advocacy campaigns.</li> <li>• Works with external constituents, including the media, to communicate technical results and to advocate programs external to NASA.</li> </ul>
<p><b>Results Driven:</b> Assures that the organization's goals and objectives are achieved in a timely and effective manner.</p>	<p><b>Accountability</b></p> <ul style="list-style-type: none"> <li>• Holds self and others accountable for measurable high-quality, timely, and cost-effective results.</li> <li>• Determines organizational level objectives, sets priorities, and delegates work.</li> <li>• Accepts responsibility for mistakes.</li> </ul>

## Performance Dimension: Managing Information & Knowledge

COMPETENCY	SKILLS
<p><b>Awareness and Use of Information Technology:</b> Is aware of information technologies available at NASA. Selects and uses those appropriate for managing work.</p>	<p><b>Leads Use of Information Technology</b></p> <ul style="list-style-type: none"> <li>• Encourages the effective use of information technology.</li> <li>• Effectively uses technology to improve own performance.</li> <li>• Understands and emphasizes information security in relation to data publishing, technology transfer and release of information (NF-ITAR-1767).</li> <li>• Develops strategies to integrate new technology into the workplace.</li> </ul>
<p><b>Knowledge Management:</b> Captures and shares knowledge for NASA and public learning.</p>	<p><b>Leads Knowledge Capture and Sharing</b></p> <ul style="list-style-type: none"> <li>• Creates an environment that encourages capturing, storing and sharing best practices and lessons learned from organization activities.</li> <li>• Emphasizes openness to learning from previous experience.</li> <li>• Emphasizes the importance of sharing lessons learned with other organizations.</li> <li>• Emphasizes the communication of knowledge internal and external to NASA.</li> <li>• Creates a climate that supports the open sharing of information and knowledge.</li> <li>• Creates systems that facilitate communication of knowledge, internal and external to NASA.</li> </ul>

## Performance Dimension: Business Acumen

COMPETENCY	SKILLS
<p><b>Internal and External Awareness:</b> Understands and responds to internal and external policies and regulations that impact NASA. Can identify and leverage critical relationships in the Agency and at their Center.</p>	<p><b>NASA Policies &amp; Regulations</b></p> <ul style="list-style-type: none"> <li>• Understands and can explain NASA policies that impact management operations such as 7120, Strategic Management Handbook, etc.</li> <li>• Understands memorandums of understanding (MOUs) and other policies and regulations relevant to the organization.</li> </ul>

	<p><b>External Awareness</b></p> <ul style="list-style-type: none"> <li>• Understands government policies and regulations.</li> <li>• Understands the impact that customers and stakeholders (such as Congress, White House and congressional staff) have on NASA strategy and policy.</li> <li>• Understands the roles of government agencies (e.g., OMB, GAO, etc.).</li> <li>• Understands the political process and how it impacts NASA, including the roles of Congress, the White House, and other executive branch organizations.</li> <li>• Applies best practices from outside the organization.</li> <li>• Monitors and keeps up to date on national and international policies and economic, political and social trends that may affect his/her organization.</li> <li>• Can identify and leverage relationships with key players in the political arena.</li> </ul> <p><b>Formal Organizational Structure</b></p> <ul style="list-style-type: none"> <li>• Understands and can explain the roles, responsibilities, goals and objectives of: Headquarters; mission directorates; Centers; and functional organizations.</li> <li>• Identifies and sustains effective relationships with people in critical roles across the Agency.</li> <li>• Understands the interdependencies of his/her own organization with others in NASA.</li> <li>• Provides support to other leaders to achieve Agency and program objectives.</li> </ul>
<p><b>Organizational Culture:</b> Understands and leverages the impact of the informal organization and NASA's culture.</p>	<p><b>Organizational Culture</b></p> <ul style="list-style-type: none"> <li>• Understands the impact of the NASA's organizational culture on decision making, innovation and relationships.</li> <li>• Leverages what is unique and special about the NASA culture.</li> <li>• Maintains networks outside NASA's formal organizational structure.</li> <li>• Identifies and manages internal and external politics.</li> <li>• Anticipates controversial issues and political questions and deals with them effectively.</li> <li>• Helps others identify the real issues behind the problems or issues they face.</li> </ul>
<p><b>Organizational Strategy:</b> Ensures that processes are put in place to achieve what is outlined in the NASA Strategy.</p>	<p><b>Strategic Planning and Implementation.</b></p> <ul style="list-style-type: none"> <li>• Explains to employees how their organization fits into the NASA Vision and Mission and NASA Strategic Plan.</li> <li>• Formulates strategy, direction, vision and goals for the organization that align with: NASA Vision and Mission, NASA Strategy.</li> </ul>
<p><b>Business Development:</b> Anticipates and fulfills the needs of customers and stakeholders.</p>	<p><b>Business Development Leadership</b></p> <ul style="list-style-type: none"> <li>• Is familiar with NASA's range of products and services.</li> <li>• Takes into account all cross-Center NASA capabilities in business development activities.</li> <li>• Creates a sense of urgency around realigning the work in response to changes from the external customer environment.</li> <li>• Creates an environment that encourages innovative solutions that significantly improve value to customers, stakeholders and partners.</li> <li>• Identifies opportunities to develop and "market" new products and services.</li> </ul>
<p><b>Business Management:</b> Ensures the efficient allocation and management of NASA human, financial, physical and administrative resources.</p>	<p><b>Asset Management</b></p> <ul style="list-style-type: none"> <li>• Understands the principles and processes for NASA resource allocation, acquisition and management processes and practices (e.g., budgeting, full cost, capital planning).</li> <li>• Creates an environment that promotes and fosters responsibility for asset, capital, human and fiscal management.</li> </ul> <p><b>Financial Management</b></p> <ul style="list-style-type: none"> <li>• Demonstrates broad understanding of the principles of financial management necessary to ensure appropriate funding levels.</li> <li>• Understands and applies the principles and practices of full-cost management.</li> </ul> <p><b>Risk Management</b></p> <ul style="list-style-type: none"> <li>• Understands and makes effective use of risk management principles and practices.</li> <li>• Actively assesses and manages risk.</li> <li>• Encourages multiple opinions and dissenting options in high-risk situations.</li> </ul>

	<p><b>Human Capital Management</b></p> <ul style="list-style-type: none"> <li>Places people in positions/assignments that make the best use of their skills and talents.</li> <li>Encourages opportunities for development such as cross-functional assignments, job rotations, stretch assignments and broadening to new roles and positions.</li> <li>Leverages new human capital flexibilities.</li> <li>Supports lower-level managers in employee retention and development strategies.</li> </ul>
<p><b>Customer, Stakeholder and Partner Relationships:</b> Builds and maintains relationships with internal and external customers and stakeholders including other NASA organizations, industry, not-for-profit organizations, academia, trade associations and other government organizations.</p>	<p><b>Customer, Stakeholder and Partner Leadership</b></p> <ul style="list-style-type: none"> <li>Builds effective partnerships with other NASA Centers and HQ.</li> <li>Capitalizes on opportunities to work with others outside NASA (e.g., industry).</li> <li>Establishes plans and strategies for building partnerships and alliances.</li> <li>Understands the methods and strategies associated with establishing partnerships and alliances.</li> <li>Understands the contractual, legal and governance responsibilities of partnership, alliance and other types of formal agreements.</li> <li>Balances the interests of a variety of customers, stakeholders and partners.</li> <li>Regularly seeks and acts on customer feedback concerning the quality of products or services provided.</li> </ul>
<p><b>International:</b> Familiar with policies that regulate or dictate how to work with an international partner.</p>	<p><b>Policy/ Partnering/Alliances</b></p> <ul style="list-style-type: none"> <li>Understands the rules and policies that relate to import and export of materials, technology and information (ITAR).</li> <li>Understands how Agency policy relates to working with international partners.</li> </ul>
<p><b>Cross-cultural Relationships:</b> Understands the important aspects of language, behaviors, beliefs and environment that comprise the culture of international partners.</p>	<p><b>Cross-Cultural Leadership</b></p> <ul style="list-style-type: none"> <li>Understands how cultures differ in approaches to time, authority, physical space, friendship and individualism, and how these differences impact work behavior.</li> <li>Applies knowledge relating to national culture to increase the effectiveness of relationships.</li> <li>Addresses the special challenges and adjustments of employees living abroad.</li> </ul>

## Performance Dimension: Leading & Managing People

COMPETENCY	SKILLS
<p><b>Leading and Managing Change:</b> Actively leads and manages organizational change that integrates key stakeholder, customer and organizational and programmatic goals and values.</p>	<p><b>Vision for Change</b></p> <ul style="list-style-type: none"> <li>Provides a vision of the future that captures the commitment of people.</li> <li>Aligns vision for organizational change with NASA strategy.</li> <li>Establishes and maintains a sense of urgency for change.</li> <li>Communicates why change is necessary and how it will impact employees/organizations.</li> <li>Creates guiding coalitions to lead change efforts.</li> <li>Takes a long-term view and acts as a catalyst for change.</li> </ul>
	<p><b>Change Process</b></p> <ul style="list-style-type: none"> <li>Teaches and models new behaviors by example.</li> <li>Translates higher-level vision for change into concrete actions.</li> <li>Creates an environment that encourages change.</li> <li>Removes obstacles that create resistance to change.</li> <li>Highlights short-term wins and visible improvements.</li> <li>Addresses employees' concerns about the impact of change.</li> <li>Creates strategies and action to sustain an environment that promotes change.</li> <li>Identifies the risks associated with change and plans risk mitigation strategies.</li> <li>Actively monitors and manages the change process.</li> <li>Takes the lead role in change efforts; performs as a champion of change.</li> <li>Explains the impact of change on individual/organizational roles and accountabilities.</li> </ul>

<p><b>Leading Teams and Organizations:</b> Maximizes NASA's human capital and people's commitment to achieving organizational and programmatic goals.</p>	<p><b>Teamwork and Collaboration</b></p> <ul style="list-style-type: none"> <li>• Emphasizes a team approach in accomplishing work.</li> <li>• Models collaborative behaviors.</li> <li>• Emphasizes teamwork and collaboration across NASA and with partner organizations.</li> </ul>
	<p><b>Performance Management</b></p> <ul style="list-style-type: none"> <li>• Works with organizational leaders to establish mutually acceptable performance objectives and requirements.</li> <li>• Provides organizational leaders with timely feedback on performance.</li> <li>• Removes organizational obstacles to performance.</li> <li>• Helps organizational leaders obtain rewards and recognition for performance.</li> <li>• Encourages organizational leaders to coach and mentor.</li> <li>• Develops leadership talent in organizational managers.</li> <li>• Actively promotes development for all employees.</li> <li>• Attends to succession planning for organization.</li> <li>• Leverages existing, and creates new, systems for reward and recognition.</li> </ul>
	<p><b>Conflict Management</b></p> <ul style="list-style-type: none"> <li>• Facilitates the discussion of sensitive issues.</li> <li>• Promotes an atmosphere where mistakes can be discussed openly.</li> <li>• Addresses interpersonal or intergroup conflict constructively.</li> <li>• Gives direct reports an opportunity to express openly their disagreements or to voice objections.</li> </ul>
	<p><b>Diversity with Inclusion</b></p> <ul style="list-style-type: none"> <li>• Honors cultures and values different than his/her own.</li> <li>• Attends to the diversity mix of the organization.</li> <li>• Demands inclusion of all employees in all work related activities.</li> <li>• Creates an environment that values cultural diversity and other differences in the workplace.</li> <li>• Leverages talents of all team members, regardless of background.</li> <li>• Provides all employees equal access to opportunities.</li> <li>• Ensures that the organization builds on difference and diversity.</li> </ul>
	<p><b>Values Based Leadership</b></p> <ul style="list-style-type: none"> <li>• Leads discussions regarding NASA values in the organization.</li> <li>• Discusses how organizational norms and behaviors align with NASA values.</li> </ul>