

Performance Dimension: Personal Effectiveness

COMPETENCY	SKILLS
<p>Cognitive Skills: Applies critical and appropriate judgment, decision-making and thinking strategies to organizational, interpersonal and competitive issues.</p>	<p>Decision Making</p> <ul style="list-style-type: none"> • Makes decisions even when solutions may produce unpleasant consequences. • Support decisions other leaders make on their own. • Obtains relevant information and diverse opinions before making decisions. • Makes effective decisions during times of ambiguity. • Creates an environment where complex decisions can be discussed, made and executed. • Makes decisions in a timely manner. • Makes decisions based on the long-term health of the center/Agency.
	<p>Strategic Thinking</p> <ul style="list-style-type: none"> • Devotes appropriate time and attention to strategic issues. • Considers Agency and center implications when approaching problems or issues. • Considers issues from different points of view and perspectives, including many sources of information. • Anticipates potential threats and opportunities. • Balances short-term needs with long-term priorities.
	<p>Creativity and Innovation</p> <ul style="list-style-type: none"> • Constantly seeks new insights into his/her job, organization and the outside world. • Applies innovative solutions. • Encourages an environment for innovation. • Is open to innovative approaches to existing as well as new problems.
<p>Relating to Others: Works to build trust and supportive relationships.</p>	<p>Influence and Negotiation</p> <ul style="list-style-type: none"> • Builds consensus through give and take. • Influences others by reasoning with them rather than using strong pressure tactics. • Encourages a win/win approach to influence and negotiation. • Assists direct reports in arriving at mutually satisfactory solutions to problems.
	<p>Communication</p> <ul style="list-style-type: none"> • Facilitates the open exchange of ideas and information. • Fosters an atmosphere of open communication in the organization. • Practices meaningful two-way communication. • Ensures people are clear about what the information s/he has communicated. • Is effective at oral communication. • Is effective at written communication. • Holds lower level leaders accountable for communication. • Communicates decisions, strategies and approaches and the rationale behind them. • Communicates regularly to the organization regarding strategic issues, program progress and other important information.
	<p>Listening</p> <ul style="list-style-type: none"> • Is an effective listener with diverse audiences. • Pays close attention and seeks to understand others' points of view.

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

Performance Dimension: Discipline Competency

COMPETENCY	SKILLS
<p>Understanding of Discipline: Maintains high-level competency in functional discipline (e.g., science, engineering, professional or administrative).</p>	<p>Discipline Leadership</p> <ul style="list-style-type: none"> • Understands the work associated with the organization. • Creates a vision for functional and programmatic excellence.
<p>Safety: Provides leadership in safety. Keeps safety top of mind.</p>	<p>Safety Leadership</p> <ul style="list-style-type: none"> • Ensures a focus on safety. • Welcomes discussions focused on safety and safety concerns. • Acts on safety concerns expressed by any person. • Provides honest information about safety concerns. • Keeps people informed of safety objectives. • Encourages ongoing training and education in safety.
<p>Maintain Credibility: Sustains and grows the capability of the organization to advance excellence.</p>	<p>Talent Acquisition/Development</p> <ul style="list-style-type: none"> • Leverages human resource systems that promote the acquisition and retention of talent in discipline area. • Creates organization-wide development strategies to maintain and grow discipline expertise. • Makes sound hiring decisions to maintain and lead discipline excellence. • Leverages talent from within center, HQ, other NASA centers and mission directorates before looking outside.
<p>Communication and Advocacy: Communicates and advocates discipline-related knowledge.</p>	<p>Organizational Advocacy</p> <ul style="list-style-type: none"> • Considers communication, outreach and advocacy activities in organizational plans. • Actively participates in communication and advocacy campaigns about the organization's work within NASA. • Encourages public speaking about NASA, the organization and its accomplishments. • Actively promotes the organization's discipline excellence with other NASA groups, installations and external organizations. • Actively promotes organization's discipline excellence with external organizations (e.g., other government agencies, DoD, academia).
<p>Results Driven: Assures that the work unit's goals and objectives are achieved in a timely and effective manner.</p>	<p>Organizational Effectiveness</p> <ul style="list-style-type: none"> • Focuses on results and measuring attainment of outcomes. • Creates systems that allow effective assignment, prioritization and monitoring of work. • Assures that effective organizational level status and control mechanisms are developed and maintained to ensure performance of the organization. • Removes obstacles and barriers to organizational and programmatic performance. • Delegates to lower level managers. • Solicits appropriate information from direct report--facts, opinions, and concerns about their work.
	<p>Accountability</p> <ul style="list-style-type: none"> • Holds self and others accountable for measurable high-quality, timely, and cost-effective results. • Determines objectives, sets priorities, and delegates work. • Accepts responsibility for mistakes. • Complies with established control systems and rules.

Performance Dimension: Managing Information & Knowledge

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

Performance Dimension: Business Acumen

COMPETENCY	SKILLS
<p>Internal and External Awareness: 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>NASA Policies & Regulations</p> <ul style="list-style-type: none"> Understands and can explain NASA policies that impact management operations such as 7120, Strategic Management Handbook, etc. Understands memorandums of understanding (MOUs) and other policies and regulations relevant to the organization.
	<p>External Awareness</p> <ul style="list-style-type: none"> Understands government policies and regulations (Space Act, PMA, GPRA, OMB, OPM, etc.). Understands the impact that customers and stakeholders (such as Congress, White House and congressional staff) have on NASA strategy and policy. Understands the roles of government agencies (e.g., OMB, GAO, etc.) Understands the political process and how it impacts NASA, including the roles of Congress, the White House, and other executive branch organizations. Searches for and applies best practices from outside the organization. Monitors and keeps up to date on national and international policies and economic, political and social trends that may affect his/her organization.
	<p>Formal Organizational Structure</p> <ul style="list-style-type: none"> Understands and can explain the roles, responsibilities, goals and objectives of: Headquarters, mission directorates, centers, and functional organizations. Identifies and sustains effective relationships with people in critical roles across the Agency. Understands the interdependencies of their organization with others in NASA. Provides support to other leaders to achieve Agency and program objectives.
<p>Organizational Culture: Understands and leverages the impact of the informal organization and NASA's culture.</p>	<p>Organizational Culture</p> <ul style="list-style-type: none"> Understands the impact of the NASA's organizational culture on decision making, innovation and relationships. Leverages what is unique and special about the NASA culture. Maintains networks outside NASA's formal organizational structure. Identifies and manages internal and external politics. Anticipates controversial issues and political questions and deals with them effectively. Helps others identify the real issues behind the problems or issues they face.
<p>Organizational Strategy: Ensures that processes are put in place to achieve what is outlined in the NASA Strategy.</p>	<p>Strategic Planning and Implementation</p> <ul style="list-style-type: none"> Explains the NASA Strategic Plan, center implementation plan and mission directorate plans. Explains to employees how their organization fits into the NASA Vision and Mission and NASA Strategic Plan. Formulates strategy, direction, vision and goals for the organization that align with: NASA Vision and Mission, NASA Strategy.

NASA Leadership Model

Manager

<p>Business Development: Anticipates and fulfills the needs of customers and stakeholders.</p>	<p>Business Development Leadership</p> <ul style="list-style-type: none"> • Is familiar with NASA's range of products and services. • Takes into account all center and cross-center NASA capabilities in business development activities. • Creates a sense of urgency around realigning the work in response to changes from the external customer environment. • Creates an environment that encourages innovative solutions that significantly improve value to customers, stakeholders and partners. • Identifies opportunities to develop and "market" new products and services.
<p>Business Management: Ensures the efficient allocation and management of NASA human, financial, physical and administrative resources.</p>	<p>Asset Management</p> <ul style="list-style-type: none"> • Understands the principles and processes for NASA resource allocation, acquisition and management processes and practices (e.g., budgeting, full cost, capital planning). • Creates an environment that promotes and fosters responsibility for asset, capital, human and fiscal management.
	<p>Financial Management</p> <ul style="list-style-type: none"> • Demonstrates broad understanding of the principles of financial management necessary to ensure appropriate funding levels. • Leads budgeting, allocating, controlling, accounting and funding activities and decisions. • Understands and applies the principles and practices of full-cost management. • Understands and makes effective use of the procurement process.
	<p>Risk Management</p> <ul style="list-style-type: none"> • Understands and makes effective use of risk management principles and practices. • Actively assesses and manages risk. • Encourages multiple opinions and dissenting options in high-risk situations.
	<p>Human Capital Management</p> <ul style="list-style-type: none"> • Places people in positions/assignments that make best use of their skills and talents. • Encourages opportunities for development such as cross-functional assignments, job rotations, stretch assignments and broadening to new roles and positions. • Leverages new human capital flexibilities. • Encourages opportunities for development that enhance broadening of employees. • Supports lower-level managers in employee retention and development strategies.
<p>Customer, Stakeholder and Partner Relationships: 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>Customer, Stakeholder and Partner Leadership</p> <ul style="list-style-type: none"> • Builds effective partnerships within the center, with other NASA centers and HQ. • Capitalizes on opportunities to work with others outside NASA (e.g., industry). • Establishes plans and strategies for building partnerships and alliances. • Understands the methods and strategies associated with establishing partnerships and alliances. • Understands the contractual, legal and governance responsibilities of partnership, alliance and other types of formal agreements. • Balances the interests of a variety of customers, stakeholders and partners. • Regularly seeks and acts on customer feedback concerning the quality of products or services provided.
<p>International: Familiar with policies that regulate or dictate how to work with an international partner.</p>	<p>Policy/ Partnering/Alliances</p> <ul style="list-style-type: none"> • Understands the rules and policies that relate to import and export of materials, technology and information (ITAR). • Understands how Agency policy relates to working with international partners.
<p>Cross-cultural Relationships: Understands the important aspects of language, behaviors, beliefs and environment that comprise the culture of the international partner.</p>	<p>Cross-Cultural Leadership</p> <ul style="list-style-type: none"> • Understands how cultures differ in approaches to time, authority, physical space, friendship and individualism, and how these differences impact work behavior. • Applies knowledge relating to national culture to increase the effectiveness of relationships. • Addresses the special challenges and adjustments of employees living abroad.

Performance Dimension: Leading & Managing People

COMPETENCY	SKILLS
<p>Leading and Managing Change: Actively leads and manages organizational change that integrates key stakeholder, customer and organizational and programmatic goals and values.</p>	<p>Vision for Change</p> <ul style="list-style-type: none"> • Provides a vision of the future that captures the commitment of people. • Aligns vision for organizational change with NASA strategy. • Establishes and maintains a sense of urgency for change. • Communicates why change is necessary and how it will impact employees/organizations. • Creates guiding coalitions to lead change efforts. • Takes a long-term view and acts as a catalyst for change.
	<p>Change Process</p> <ul style="list-style-type: none"> • Teaches and models new behaviors by example. • Translates higher-level vision for change into concrete actions. • Creates an environment that encourages risk taking and change. • Removes obstacles that create resistance to change. • Highlights short-term wins and visible improvements. • Address employees' concerns about the impact of change. • Creates strategies and action to sustain an environment that promotes change. • Identifies the risks associated with change and plans risk mitigation strategies. • Actively monitors and manages the change process. • Takes an active role in leading change efforts: performs as a champion of change. • Explains the impact of change on individual/organizational roles and accountabilities.
<p>Leading Teams and Organizations: Maximizes NASA's human capital and people's commitment to achieving organizational and programmatic goals.</p>	<p>Teamwork and Collaboration</p> <ul style="list-style-type: none"> • Emphasizes a team approach in accomplishing work. • Models collaborative behaviors. • Emphasizes teamwork and collaboration within the center, across NASA and with partner organizations.
	<p>Performance Management</p> <ul style="list-style-type: none"> • Works with lower level leaders to establish mutually acceptable performance objectives and requirements. • Provides lower level leaders with timely feedback on performance. • Removes organizational obstacles to performance. • Helps lower level leaders obtain rewards and recognition for performance. • Encourages lower-level leaders to coach and mentor. • Develops leadership talent in lower level managers. • Actively promotes development for employees. • Takes appropriate action regarding poor performance on the part of direct reports. • Puts in place forums to facilitate development of lower level leaders and employees. • Attends to succession planning for organization. • Leverages existing, and creates new, systems for reward and recognition.
	<p>Conflict Management</p> <ul style="list-style-type: none"> • Facilitates the discussion of sensitive issues. • Promotes an atmosphere where mistakes can be discussed openly. • Addresses interpersonal or intergroup conflict constructively. • Gives direct reports an opportunity to express openly their disagreements or to voice objections.
	<p>Diversity with Inclusion</p> <ul style="list-style-type: none"> • Honors cultures and values different than his/her own. • Attends to the diversity mix of the organization. • Demands inclusion of all employees in all work related activities. • Creates an environment that values cultural diversity and other differences in the workplace. • Leverages talents of all team members, regardless of background. • Provides all employees equal access to opportunities. • Ensures that the organization builds on difference and diversity.
	<p>Values Based Leadership</p> <ul style="list-style-type: none"> • Leads discussions regarding NASA values in the organization. • Discusses how organizational norms and behaviors align with NASA values.