

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. • Supports decisions others make on their own. • Obtains relevant information and diverse opinions before making a decision. • Describes the impact and implications of decisions to the work unit. • Makes decisions based on the long-term health of the Center/Agency. • Makes decisions in a timely manner.
	<p>Problem Solving/Critical Thinking</p> <ul style="list-style-type: none"> • Distinguishes between relevant and irrelevant information in solving problems. • Provides timely solutions to problems. • Clarifies issues and keeps focused on the things that are most important. • Balances cross-functional, division, and Center implications in problem solving.
	<p>Creativity and Innovation</p> <ul style="list-style-type: none"> • Seeks new insights into his/her job, organization and the outside world. • Applies innovative solutions. • Encourages an environment for innovative approaches. • Is open to innovative ideas and approaches.
<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 and negotiation rather than using pressure tactics. • Encourages and facilitates win/win solutions to problems. • Secures through negotiation and influence, the resources to accomplish the group's work. • Assists direct reports in arriving at mutually satisfactory solutions to problems.
	<p>Communication</p> <ul style="list-style-type: none"> • Helps direct reports understand how their work fits into Agency strategy. • Facilitates the open exchange of ideas and information. • Communicates results, decisions and rationale behind decisions in a timely manner. • Communicates what s/he needs and why. • Ensures that people are clear about the information s/he has communicated. • Practices meaningful two way communication, • Fosters an atmosphere of open communication. • Is effective at oral communication. • Is effective at written communication.
	<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 when 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. • Builds supportive relationships with people. • Admits a mistake when one is made. • Demonstrates a positive and caring attitude toward others. • Actions engender trust in NASA and its leadership team.
<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"> • Adapts behavior to multiple demands, ambiguity, and change. • Adjusts to new information or unexpected obstacles. • Maintains a high level of effectiveness when angry or frustrated.

	<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.
	<p>Self Development</p> <ul style="list-style-type: none"> • Recognizes own strengths and weaknesses. • Seeks and acts on feedback from others. • Actively learns from experience. • 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. • Applies new technical and business knowledge quickly.
	<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 work unit's 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 Excellence</p> <ul style="list-style-type: none"> • Understands the discipline(s) associated with the work unit. • Applies technical knowledge to lead work unit.
<p>Safety: Maintains a focus on safety. Keeps safety top of mind.</p>	<p>Safety Focus6</p> <ul style="list-style-type: none"> • Ensures a focus on safety. • Solicits safety concerns from work unit members. • Acts on safety concerns expressed by any person. • Provides honest information about safety concerns. • Keeps people informed of safety objectives. • Promotes ongoing training and education in safety. • Models appropriate safety practices.
<p>Maintain Credibility: Sustains and grows the capability of the work unit to advance excellence.</p>	<p>Talent Acquisition/Development</p> <ul style="list-style-type: none"> • Maintains the level/type of talent and capability required to ensure credibility with other NASA Centers and external organizations. • Plans and executes development activities that maintain and enhance the level of discipline competence in the work unit. • Makes sound hiring decisions to maintain and lead discipline excellence. • Seeks to maintain discipline expertise within NASA prior to looking outside NASA.
<p>Communication and Advocacy: Communicates and advocates discipline-related knowledge.</p>	<p>Work Unit Advocacy</p> <ul style="list-style-type: none"> • Is an effective advocate for the work unit. • Communicates to appropriate stakeholders and senior leadership about the work unit. • Encourages public speaking about NASA, the work unit and its accomplishments.

<p>Results Driven: Assures that the work unit's goals and objectives are achieved in a timely and effective manner.</p>	<p>Work Management</p> <ul style="list-style-type: none"> Establishes priorities (i.e., determines where limited resources and staff will be used). Involves direct reports in the work unit's planning process. Reviews and adjusts priorities on a regular basis. Helps people gain clarity about role expectations. Delegates authority to enable direct reports to make decisions and take action in a timely manner. Monitors work on a regular basis. Solicits appropriate information from direct reports on 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>Awareness and Use of Information Technology</p> <ul style="list-style-type: none"> Uses information technology to: effectively organize and manage workflow, effectively lead "remote and virtual teams" and hold effective teleconferences and videoconferences. Models the use of information technology tools for the work unit. Understands and makes effective use of policies regarding the use of information technology (NF-1767-ITAR). Develops strategies to integrate new technology into the workplace.
<p>Knowledge Management: Captures and shares knowledge for NASA and public learning.</p>	<p>Foster Knowledge Sharing</p> <ul style="list-style-type: none"> Creates an environment that encourages capturing, storing and sharing best practices and lessons learned from work unit activities. Emphasizes openness to learning from previous experience. Emphasizes the importance of sharing lessons learned with other work units. 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 policies and regulations that impact NASA and is able to identify 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 (e.g., 7120, Strategic Management Handbook). Understands memorandums of understanding (MOUs) and other agreements relevant for the work unit.
	<p>External Awareness</p> <ul style="list-style-type: none"> Understands government policies and regulations. Understands the impact that stakeholders (such as Congress 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. Searches for and applies best practices from outside the organization.
	<p>Formal Organizational Structure</p> <ul style="list-style-type: none"> Understands general roles and responsibilities of: Headquarters, Mission Directorates, Centers, and functional organizations. Builds and sustains effective interfaces with: other NASA organizations, NASA senior management, colleagues within their Center/HQ, and colleagues at other Centers/HQ.
<p>Organizational Culture: Understands and leverages the impact of the informal organization and the way that work is really accomplished.</p>	<p>Organizational Culture</p> <ul style="list-style-type: none"> Understands and can explain the impact of NASA's organizational culture upon decision-making, innovation and relationships. Leverages what is unique and special about the NASA culture. Engages in discussions with work unit about NASA culture and its impact. Maintains a network of connections outside the formal structure. Anticipates controversial issues and political questions and deals with them effectively. Helps others identify the real issues behind problems or issues they face.

<p>Organizational Strategy: Ensures that processes are put in place to achieve what is outlined in the NASA Strategic Plan.</p>	<p>Align Work to NASA Strategy</p> <ul style="list-style-type: none"> • Understands and can explain the major elements of: NASA Strategic Plan, mission directorate plans and Center implementation plans. • Is able to explain to the work unit how their work aligns with NASA Vision and Strategy. • Sets technical direction and goals for the work unit that align with: NASA Vision and Mission, NASA Strategic Plan, Center Implementation Plans, Program and Project Plans.
<p>Business Development: Anticipates and fulfills the needs of customers and stakeholders.</p>	<p>Match Capabilities to Customer Needs</p> <ul style="list-style-type: none"> • Gathers information on customer and stakeholder needs and wants. • Uses knowledge of NASA products, services and capabilities to deliver capabilities and solutions that match customer and stakeholder needs and wants. • Explains to the work unit who their customer is as well as their needs and wants. • Emphasizes maintaining a customer focus in the work unit. • Understands and makes effective use of general principles of marketing and business development in a government context.
<p>Business Management: Ensures the efficient allocation and management of NASA human, financial, physical, and administrative resources.</p>	<p>Resource Allocation and Financial Management</p> <ul style="list-style-type: none"> • Understands and makes use of the basic principles and processes for resource allocation, acquisition and management. • Understands and makes effective use of full-cost management practices. • Understands and makes effective use of the procurement process. • Understands and makes effective use of the budget process. • Demonstrates concern about controlling costs and NASA's fiscal responsibility. • Leads budgeting and allocation for the work unit.
	<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"> • Understands and makes effective use of human resource management principles and practices. • Identifies, acquires and develops talent using all Center and Agency resources. • Understands and makes use of new human capital flexibilities. • Places people in positions that make full use of their skills and abilities. • Encourages opportunities that enhance broadening for employees.
<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 Relationships</p> <ul style="list-style-type: none"> • Works to build effective partnerships within their Center, with other NASA Centers and HQ. • Builds and uses effective networks to obtain resources. • 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. • Capitalizes on opportunities to work with organizations outside of NASA, when appropriate. • Acts to maintain/enhance internal/external customer satisfaction.
<p>International Familiar with policies that regulate or dictate how to work with international partners.</p>	<p>Policy/Partner Alliances</p> <ul style="list-style-type: none"> • Understands the rules and policies that relate to the import and export of materials, technology and information (ITAR).
	<p>Cross-cultural Relationships</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 change within the work unit 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 the work unit. • Aligns need for change with key customer, organizational and Agency goals. • Creates a sense of urgency for change. • Communicates why change is necessary and how it will impact employees.
	<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. • Supports work unit implementation of change.
<p>Leading Teams and People: Maximizes the work unit'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 for accomplishing work. • Promotes an atmosphere of cooperation and coordinated effort. • Actively promotes teamwork across NASA Centers and functions.
	<p>Performance Management</p> <ul style="list-style-type: none"> • Works with direct reports to mutually establish acceptable performance objectives and requirements. • Provides regular and timely feedback on performance. • Removes obstacles to performance. • Helps direct reports obtain rewards and recognition for performance.
	<p>Coaching and Career Development</p> <ul style="list-style-type: none"> • Coaches and mentors people. • Places people in positions or assignments that make the best use of their skills and abilities. • Encourages broadening through a variety of different assignments. • Takes appropriate action regarding poor performance on the part of direct reports. • Takes a personal interest in direct reports. • Takes time to discuss career options with work unit members.
	<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 and in a timely manner. • Confronts others when appropriate. • 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 work unit. • Encourages others to express ideas. • Promotes inclusion of all employees in all work related activities. • Leverages talents of all team members, regardless of background. • Provides all employees equal access to opportunities. • Ensures the work unit builds on difference and diversity.
	<p>Values Based Leadership 2</p> <ul style="list-style-type: none"> • Discusses NASA values and their implications for work unit's performance. • Discusses how work unit norms and behaviors align with NASA values.