Core Competencies

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customer

# GS 4/5/6

| Competency Name | Definition & Key Behaviors |
| --- | --- |
| Collaboration/ Partnering | *Establishes and maintains relationships for the purpose of achieving business goals.*   * Cooperates with others to complete routine tasks. * Communicates openly and candidly with other team members. * Supports the work of other team members. * Engages in team meetings and shares information. |
| Continuous Development | *Builds professional skills and competencies and improves work processes.*   * Learns from individuals on own team to gain an understanding of different functions within the organizational unit. * Works with supervisor to identify training needs. * Acquires knowledge of mentoring programs and training opportunities. * Recognizes own strengths and weaknesses. Key behavior |
| Customer Service | *Commits to satisfying internal and external customers.*   * Responds timely to customer requests. * Provides standard products or routine services to customers. * Identifies customer's needs. * Provides courteous service in a welcome environment. * Analyzes customer's concerns, questions, or complaints and replies in a timely, professional and courteous manner. * Refers customers to appropriate department or person for assistance about issues, products, or services. |
| Decision Making | *Makes decisions in a timely manner.*   * Makes sound and timely decisions in well-defined, low-risk situations that affect own work. * Determines when it is appropriate to make own decision and when it is appropriate to seek help. * Determines who to go to for help making decisions in a variety of situations. |
| Diversity | *Recognizes each person's differences and utilize those to increase the organization's effectiveness.*   * Recognizes cultural diversity and other individual differences in the workforce. * Demonstrates respect for opinions and ideas of others. * Seeks supervisory guidance when unsure of how to handle matters related to diversity. |
| Integrity | *Gains the trust of others by taking responsibility for own actions and telling the truth.*   * Develops knowledge of CDC's standards of ethical conduct and an awareness of the implications for violating ethical standards. * Asks questions for clarification when dealing with unethical conduct issues. * Follows through on commitments and agreements. * Respects confidentiality. * Maintains confidentiality regardless of pressure from others. * Consistently tells the truth. |
| Oral Communication | *Delivers clear, effective communication and takes responsibility for understanding others.*   * Organizes and expresses ideas clearly orally. * Responds to routine inquiries. * Keeps manager and others informed of the status of projects and activities. |
| Problem Solving | *Accurately assesses problems and effectively and efficiently arrives at effective solutions.*   * Assists in resolving simple problems. * Collects needed information to outline a proposed solution to a simple problem. * Gathers and applies information from standard materials or sources that provide a limited number of alternatives. |
| Results Driven | *Focuses on desired results and sets and achieves challenging goals.*   * Demonstrates a willingness to learn the work requirements of the job. * Completes work assignments as directed by supervisor or manager without additional reminders or prompting. |
| Written Communication | *Expresses oneself clearly in business writing.*   * Uses correct spelling, grammar, and punctuation. * Organizes thoughts in writing. * Clearly communicates basic information in writing to supervisor and colleagues. |

# GS 7/8/9

| Competency Name | Definition & Key Behaviors |
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| Collaboration/ Partnering | *Establishes and maintains relationships for the purpose of achieving business goals.*   * Assists team in developing ideas by listening and asking pertinent questions. * Follows up on inquiries and requests from peers and co-workers. * Works collaboratively and flexibly with others to accomplish shared goals. * Adjusts to different working styles, approaches, and perspectives. |
| Continuous Development | *Builds professional skills and competencies and improves work processes.*   * Acquires, develops, and maintains relevant job skills through training, development and mentoring opportunities. * Applies new skills on-the-job that were acquired during training. * Creates and maintains individual develop plan with supervisor. * Seeks guidance for self-development and career advancement. |
| Customer Service | *Commits to satisfying internal and external customers.*   * Works with customers to develop realistic objectives or timeframes. * Identifies products or services that meet customer needs. * Responds to customers with an appropriate level of urgency. * Acknowledges and recovers from mistakes in a timely, professional and courteous manner. |
| Decision Making | *Makes decisions in a timely manner.*   * Makes sound and timely decisions about own work based on policy, logic, and empathy. * Considers alternative courses of action when making decisions. * Recognizes when information is lacking and seeks out additional information to assist in decision-making. |
| Diversity | *Recognizes each person's differences and utilize those to increase the organization's effectiveness.*   * Addresses cultural and geographic differences in strategies and approaches to work. * Demonstrates support of organizational policies and practices that enhance diversity within the CDC. * Respects, understands, values and seeks out individual differences to achieve the vision and mission of the organization. |
| Integrity | *Gains the trust of others by taking responsibility for own actions and telling the truth.*   * Raises unethical conduct issues to supervisors or managers. * Applies appropriate ethical concepts and standards in basic situations. * Admits mistakes in spite of the potential for negative consequences. * Admits mistakes when in low risk situations. |
| Oral Communication | *Delivers clear, effective communication and takes responsibility for understanding others.*   * Communicates with a group of individuals in a public setting to obtain/provide information on specific problems, programs, or functions. * Presents material in a well-organized manner. * Ensures that regular communication occurs based on the needs of the project or the individual. |
| Problem Solving | *Accurately assesses problems and effectively and efficiently arrives at effective solutions.*   * Determines the root cause of a problem, and seeks advice on potential solutions. * Determines accuracy and relevance of information. * Determines appropriate information given identified issues and problem factors. * Analyzes and solves routine work problems in an effective and timely manner. * Asks meaningful and relevant questions to understand problems and potential causes. |
| Results Driven | *Focuses on desired results and sets and achieves challenging goals.*   * Seeks out new responsibilities, assignments, and opportunities. * Asks questions to coworkers, peers, and supervisors to better understand work requirements and needs of stakeholders. * Sets achievable goals. * Strives to achieve goals. |
| Written Communication | *Expresses oneself clearly in business writing.*   * Summarizes routine/basic information for use by the requestor. * Expresses main thoughts clearly in written documents. * Uses writing effectively to create simple documents. |

# GS 10/11

| Competency Name | Definition & Key Behaviors |
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| Collaboration/ Partnering | *Establishes and maintains relationships for the purpose of achieving business goals.*   * Builds relationships within and outside the organization. * Devotes time and effort to maintaining a broad network of relationships. * Leverages expertise and contacts to solve problems, gain knowledge, or develop new business. * Initiates creative business alliances to accomplish business objectives or execute strategy. * Develops networks that are diverse in level and function. * Identifies and initiates new relationships to add to the network. * Takes the lead in inspiring individuals or groups with diverse needs to work together for mutual benefit. |
| Continuous Development | *Builds professional skills and competencies and improves work processes.*   * Consistently seeks business opportunities that will create growth and development. * Identifies personal skill areas to be developed. * Invests time and resources to learn, grow, and develop. * Looks for opportunities to learn from mistakes. * Looks for ways to improve performance and efficiency on the job. * Provides others with tools and approaches to solve problems and improve processes. * Regularly analyses systems, processes, and performance trends to identify opportunities for improvement. * Uses a variety of resources to help generate potential ideas for improvement. |
| Customer Service | *Commits to satisfying internal and external customers.*   * Elicits feedback from customers to monitor their satisfaction. * Considers both short and long-term interests of the customer in making service decisions. * Proactively identifies customer needs. * Takes responsibility to resolve customer complaints. * Takes business or personal risks to serve customers’ long-term interest. * Creates strategies to help the organization serve customers more effectively. |
| Decision Making | *Makes decisions in a timely manner.*   * Uses clear criteria for timing of a decision. * Considers consequences and risks in order to assess the timing for a decision. * Recognizes issues, problems, or opportunities and determines whether action is needed to advance the decision making process. * Takes charge of a group when it is necessary to facilitate either action or a decision. * Makes decisions when considerable personal and/or organizational risks exist. |
| Diversity | *Recognizes each person's differences and utilize those to increase the organization's effectiveness.*   * Establishes relationships with groups of special concern (such as, disadvantaged or minority groups, or historically underrepresented groups). * Uses cultural understanding to communicate across cultures as well as help resolve issues/conflict related to cultural diversity. * Seeks out diverse ideas and alternative points of view. |
| Integrity | *Gains the trust of others by taking responsibility for own actions and telling the truth.*   * Challenges others who are not acting with integrity or telling the truth. * Takes a stand based on principles and values despite personal or professional risk. * Recognizes unusual and/or complex ethical situations and brings issues to the attention of supervisors or managers. * Takes necessary action to resolve unethical conduct. |
| Oral Communication | *Delivers clear, effective communication and takes responsibility for understanding others.*   * Clarifies the meaning and intent of others’ communication when it is unclear. * Tailors communication to the level and experience of the audience. * Utilizes strong listening skills to formulate direct, responsive answers to questions. * Makes oral presentations to a variety of audiences of varying size, conveying main ideas and supporting points clearly and concisely. |
| Problem Solving | *Accurately assesses problems and effectively and efficiently arrives at effective solutions.*   * Proactively identifies the root causes of problems. * Identifies and evaluates many possible causes for a problem. * Notices discrepancies and inconsistencies in information related to problems. * Breaks down complex problems into their fundamental parts. * Uses logical, systematic approaches to break down and solve problems. |
| Results Driven | *Focuses on desired results and sets and achieves challenging goals.*   * Develops standards against which to measure behavior and performance. * Measures performance against results. * Takes risks, faces fears, and demonstrates a strong sense of urgency about achieving goals. * Persists in the face of significant difficulties to achieve goals. * Sets challenging goals. * Strives to meet expectations of others. |
| Written Communication | *Expresses oneself clearly in business writing.*   * Uses appropriate style for the document. * Uses writing effectively to advance business aims. * Tailors writing style to audience. * Prepares summaries or recommendations. * Reviews and edits reports or materials prepared by others for grammar, punctuation, spelling, and conformance to style and format guidelines. |

# GS 12/13

| Competency Name | Definition & Key Behaviors |
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| Collaboration/ Partnering | *Establishes and maintains relationships for the purpose of achieving business goals.*   * Guides team to consensus for plans of action. * Solicits input from others to consider different perspectives in order to reach a decision. * Addresses any issues impacting team cohesion and performance. * Motivates by soliciting others' contributions and opinions, understanding different perspectives, and integrating ideas into decisions and plans, as appropriate. |
| Continuous Development | *Builds professional skills and competencies and improves work processes.*   * Enhances personal competencies by pursuing both internal and external opportunities for professional development and taking on challenging assignments and institutional roles. * Participates in mentoring relationships as a mentor to others. * Completes a longer-term training program that meets personal developmental goals and aligns with CDC's strategies. |
| Customer Service | *Commits to satisfying internal and external customers.*   * Determines solutions that are responsive to individual customer needs. * Analyzes customer satisfaction and identifies improvement areas in communication and customer relationships. * Collaborates with customers to develop work plans, timelines, and expectations, reaching compromises and agreements that provide solutions for all involved. |
| Decision Making | *Makes decisions in a timely manner.*   * Identifies connections between seemingly unrelated information. * Makes decisions and takes action when complete knowledge and information are not available. * Follows through with a carefully thought out decision even when faced with resistance or opposition. |
| Diversity | *Recognizes each person's differences and utilize those to increase the organization's effectiveness.*   * Promotes increased understanding of individual differences and perspectives that will enable workforce cohesiveness. * Educates and advises others on all types of diversity and inclusion. * Takes appropriate action to address acts of intolerance or discrimination. |
| Integrity | *Gains the trust of others by taking responsibility for own actions and telling the truth.*   * Serves as a role model for ethical, personal, and professional behavior. * Takes necessary and timely action to resolve inappropriate business practices or conduct. |
| Oral Communication | *Delivers clear, effective communication and takes responsibility for understanding others.*   * Effectively communicates complex ideas using analogies, visuals, and other techniques. * Creatively identifies and utilizes effective communication channels and methods. * Explains incomplete concepts, ideas, and/or policies effectively to individuals and/or groups. |
| Problem Solving | *Accurately assesses problems and effectively and efficiently arrives at effective solutions.*   * Analyzes costs, benefits, risks, and chances for success of potential solutions. * Conducts detailed research and analysis of issues/problems to improve organizational effectiveness and efficiency. * Creatively comes at problems in new and different ways that lead to innovative solutions. * Identifies connections between seemingly unrelated pieces of information to resolve conflict or ambiguous problems. |
| Results Driven | *Focuses on desired results and sets and achieves challenging goals.*   * Identifies and proposes solutions for improving the efficiency and effectiveness of established work processes. * Volunteers for a challenging assignment that is outside the normal scope of duties. |
| Written Communication | *Expresses oneself clearly in business writing.*   * Organizes and expresses complex ideas effectively, using graphics and other aids appropriately. * Creates complex documents that achieve desired results. * Tailors written communications to address the most critical issues in a compelling and diplomatic manner. |

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# GS 14/15

| Competency Name | Definition & Key Behaviors |
| --- | --- |
| Collaboration/ Partnering | *Establishes and maintains relationships for the purpose of achieving business goals.*   * Coordinates group's work efforts and monitors progress toward attaining team goals. * Develops, energizes, and manages effective teams. * Facilitates or leads group discussions and information sharing. * Promotes open, direct, and regular exchanges of information within and outside of the organizational unit. |
| Continuous Development | *Builds professional skills and competencies and improves work processes.*   * Takes initiative to share knowledge and expertise through formal and informal learning opportunities. * Applies learning and expertise to develop innovative solutions to achieve the CDC goals and mission. |
| Customer Service | *Commits to satisfying internal and external customers.*   * Solves complex problems of disgruntled customers. * Anticipates customer's needs and identifies services to meet their needs. * Develops and/or implements innovative customer service initiatives which significantly improves quality or enhances customer satisfaction. |
| Decision Making | *Makes decisions in a timely manner.*   * Makes timely decisions or recommendations regarding highly complex technical, administrative, or policy issues. * Makes decisions or recommendations in the most sensitive, difficult, and ambiguous situations that have significant organizational impact. |
| Diversity | *Recognizes each person's differences and utilize those to increase the organization's effectiveness.*   * Initiates and manages cultural change within the organization to impact organizational effectiveness. * Actively champions and promotes VA's diversity-related and cultural awareness policies and programs. |
| Integrity | *Gains the trust of others by taking responsibility for own actions and telling the truth.*   * Demonstrates the highest level of ethical, personal, and professional behavior. * Establishes or implements a culture of ethical and professional conduct. * Provides appropriate guidance and clarification when ethics or integrity is a concern. |
| Oral Communication | *Delivers clear, effective communication and takes responsibility for understanding others.*   * Adapts presentation of ideas/information to recognize the audience's level of knowledge. * Presents controversial findings, costly and extensive changes, and recommends solutions in a direct manner to achieve approval of senior leadership. * Communicates sensitive information on topics in vague or uncertain situations without misleading the audience. |
| Problem Solving | *Accurately assesses problems and effectively and efficiently arrives at effective solutions.*   * Identifies root causes and resolves complex or sensitive problems. * Anticipates problems, identifies and evaluates potential sources of information, and generates alternatives to solve problems where precedents do not exist. * Provides precedent-setting solutions to unique problems not previously encountered. * Identifies and resolves subtle issues and/or trends and their causes across organizational groups. |
| Results Driven | *Focuses on desired results and sets and achieves challenging goals.*   * Identifies and approves solutions that have the potential to significantly impact and improve the CDC. * Establishes and implements a culture that enables employees to contribute to CDC objectives. * Puts in sustained effort to accomplish highly complex and/or critical tasks and or goals. |
| Written Communication | *Expresses oneself clearly in business writing.*   * Authors work products that involve high visibility, wide scope of impact, and/or the need to persuade a course of action. * Drafts policies and/or guidance required to implement organization-wide programs. * Compiles multidisciplinary information into a single and cohesive document for formal delivery to senior leadership. * Writes, reviews, and publishes advanced technical/program findings and guidelines to be made available to other groups and agencies. |