

**IBC Supervisory/Managerial Competency Cluster
Final**

Approved by the Competency Modeling Validation Review Board 02/09/16

Competency	Definition	Required Proficiency Level - Administrative & Technical Positions			Required Proficiency Level - Management, Professional & GS-1102 (Contract Spec) Positions		
Business Planning & Resource Management	Translates strategic goals into business objectives (i.e., growth, revenue, productivity targets, workload objectives, unit costs, etc.) Identifies the tactical projects and operations management parameters required to achieve the business objectives. Identifies resources required to execute the project and operations objectives.	<u>GS-1-4</u>	<u>GS-5-6</u>	<u>GS-7-8</u>	<u>GS-5-10</u>	<u>GS-11-13</u>	<u>GS-14-15</u>
		n/a	n/ a	5	3	4	5
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.	<u>GS-1-4</u>	<u>GS-5-6</u>	<u>GS-7-8</u>	<u>GS-5-10</u>	<u>GS-11-13</u>	<u>GS-14-15</u>
		n/a	n/ a	5	3	4	5

Competency	Definition	Required Proficiency Level - Administrative & Technical Positions			Required Proficiency Level - Management, Professional & GS-1102 (Contract Spec) Positions		
Creative Thinking	Develops new insights into situations and applies innovative solutions to make organizational improvements; designs and implements new or cutting-edge programs/processes	<u>GS-1-4</u> n/a	<u>GS-5-6</u> n/ a	<u>GS-7-8</u> 5	<u>GS-5-10</u> 3	<u>GS-11-13</u> 4	<u>GS-14-15</u> 5
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.	<u>GS-1-4</u> n/a	<u>GS-5-6</u> n/ a	<u>GS-7-8</u> 5	<u>GS-5-10</u> 3	<u>GS-11-13</u> 4	<u>GS-14-15</u> 5
Influencing / Negotiating	Persuades others; builds consensus through give and take; gains cooperation from others to obtain information and accomplish goals.	<u>GS-1-4</u> n/a	<u>GS-5-6</u> n/ a	<u>GS-7-8</u> 5	<u>GS-5-10</u> 3	<u>GS-11-13</u> 4	<u>GS-14-15</u> 5

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Leadership	Inspires, motivates, guides others toward goals; coaches, mentors, challenges staff; adapts leadership styles to various situations; models high standards of honesty, integrity, trust, openness, and respect for individuals by applying these values daily.	<u>GS-1-4</u>	<u>GS-5-6</u>	<u>GS-7-8</u>	<u>GS-5-10</u>	<u>GS-11-13</u>	<u>GS-14-15</u>
		n/a	n/ a	5	3	4	5
Manages Human Resources	Plans, distributes, coordinates, and monitors work assignments; evaluates work performance, provides feedback on performance; ensures staff are appropriately selected, utilized, and are treated in a fair and equitable manner. Empower staff in order to encourage individual development and achieve organizational goals.	<u>GS-1-4</u>	<u>GS-5-6</u>	<u>GS-7-8</u>	<u>GS-5-10</u>	<u>GS-11-13</u>	<u>GS-14-15</u>
		n/a	n/ a	5	3	4	5

Competency	Definition	Required Proficiency Level - Administrative & Technical Positions			Required Proficiency Level - Management, Professional & GS-1102 (Contract Spec) Positions		
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 risk.	<u>GS-1-4</u>	<u>GS-5-6</u>	<u>GS-7-8</u>	<u>GS-5-10</u>	<u>GS-11-13</u>	<u>GS-14-15</u>
		n/a	n/ a	5	3	4	5

Proficiency Level Definitions:

1 = Awareness: Applies the competency in the simplest situations; requires close and extensive guidance; demonstrates awareness of concepts and processes.

2 = Basic: Applies the competency in somewhat difficult situations; requires frequent guidance; demonstrates familiarity with concepts and processes.

3 = Intermediate: Applies the competency in difficult situations; requires occasional guidance; demonstrates understanding of the concepts and processes.

4 = Advanced: Applies the competency in considerably difficult situations; generally requires little or no guidance; demonstrates broad understanding of concepts and processes.

5 = Expert: Applies the competency in exceptionally difficult situations; serves as a key resource and advises others; demonstrates comprehensive expert understanding of concepts and processes.