NSF International Leadership Competency Model

How We Built the Model
We solicited input from NSF leaders across the organization, including interviews with top-performing supervisors, managers, and executives. We used their input to document the general characteristics, known as "soft" skills, of successful leaders.
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We also researched best practices at private companies and other public employers to see what we could learn from them about leadership competencies.

We then organized these competencies into seven areas called competency clusters and grouped the competencies into **Core NSF Competencies** and **Leadership Competencies**. Together, these seven clusters of 21 "competencies" make up NSF International's leadership competency model.

The Model Sets Expectations for Leaders
Each competency is defined by behavioral indicators. These are specific actions that demonstrate the competency. The behavioral indicators describe up to four leadership levels based on competency category.

There are four possible levels of expected proficiency: basic, intermediate, advanced, and expert.

- **Level 1 (Basic)** – applies the competency in somewhat difficult situations; requires frequent guidance
- **Level 2 (Intermediate)** – applies the competency in difficult situations; requires occasional guidance
- **Level 3 (Advanced)** – applied the competency in considerably difficult situations; generally requires little or no guidance
- **Level 4 (Expert)** – applies the competency in exceptionally difficult situations; serves as a key resource & advises others

More About Competencies
General competencies don't attempt to describe the technical skills required in each position. Technical skills are identified and applied as the competency model is used in each occupational area.

Using competencies, we'll be able to consolidate many redundant classifications.

How to Use Competencies

The leadership competency model we developed covers all supervisors, managers, and high-level administrative and policy-influencing positions. Here's how these employees, and your department, can benefit if you incorporate leadership competencies into your personnel practices.

Workforce & Succession Planning
Enhance leadership development by identifying the critical knowledge, skills, abilities and personal characteristics as demonstrated by behaviors that NSF International leaders need across all departments. Using this model will ensure your employees know what general competencies are required at each leadership level, and prepare.

Performance Reviews
Use the competency model to establish benchmarks for measuring performance and communicating expectations for employees at each leadership level.
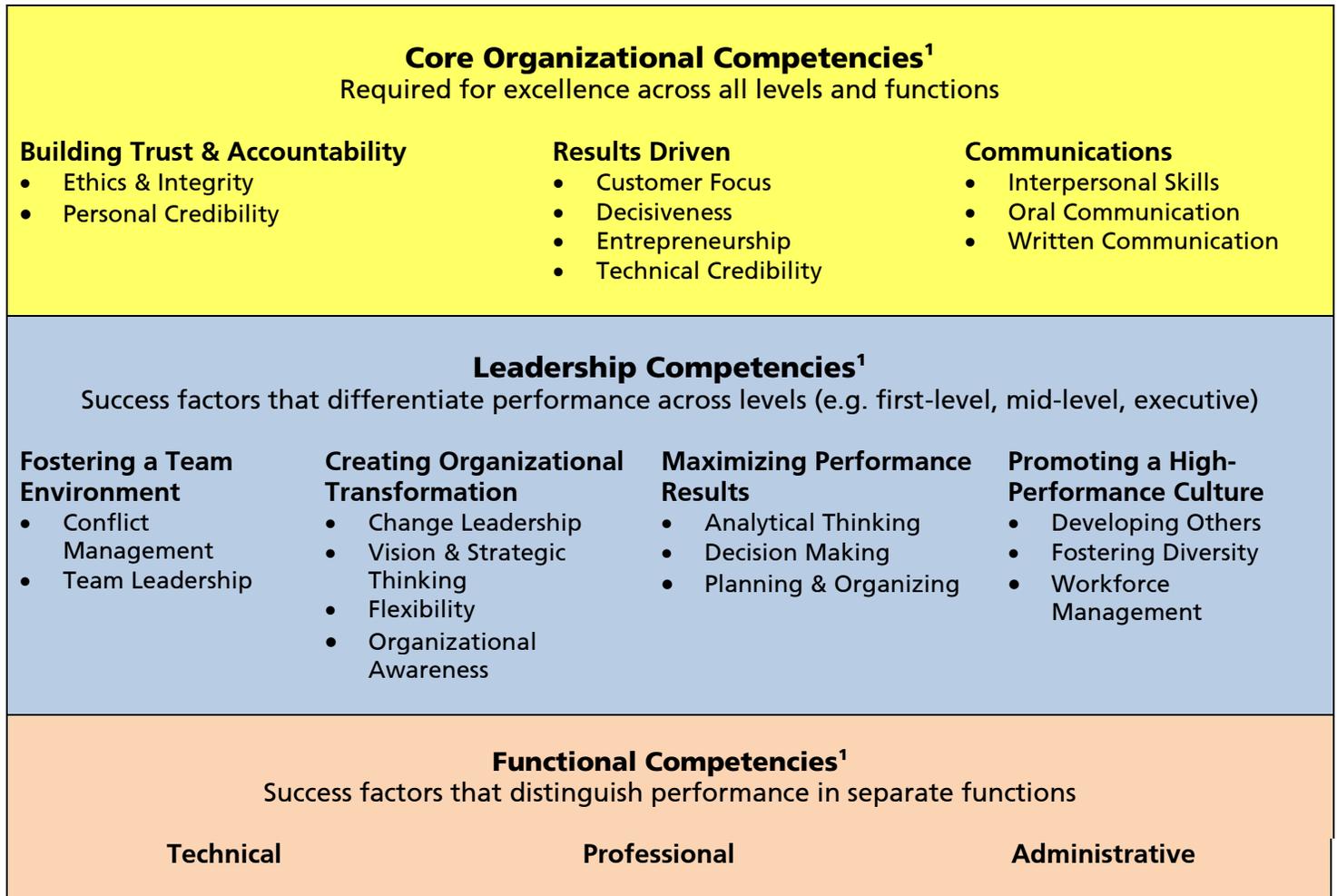
Professional Development
Help your employees identify areas where they need training and development to gain the competencies needed for the next leadership level.

Recruitment & Hiring
Hiring managers can get help selecting candidates with the right leadership skills by consulting the leadership competency model, with its listing of behaviors you would expect to see in a successful supervisor, manager, or executive. Your department also can use these leadership competencies to prepare interview questions and develop job analyses.

NSF International Leadership Competency Model

Core Organizational Competencies[1]
Required for excellence across all levels and functions

Building Trust & Accountability
- Ethics & Integrity
- Personal Credibility

Results Driven
- Customer Focus
- Decisiveness
- Entrepreneurship
- Technical Credibility

Communications
- Interpersonal Skills
- Oral Communication
- Written Communication

Leadership Competencies[1]
Success factors that differentiate performance across levels (e.g. first-level, mid-level, executive)

Fostering a Team Environment
- Conflict Management
- Team Leadership

Creating Organizational Transformation
- Change Leadership
- Vision & Strategic Thinking
- Flexibility
- Organizational Awareness

Maximizing Performance Results
- Analytical Thinking
- Decision Making
- Planning & Organizing

Promoting a High-Performance Culture
- Developing Others
- Fostering Diversity
- Workforce Management

Functional Competencies[1]
Success factors that distinguish performance in separate functions

Technical   **Professional**   **Administrative**

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[1] **Four Proficiency Levels for each competency**
- **Level 1 (Basic)** – applies the competency in somewhat difficult situations; requires frequent guidance
- **Level 2 (Intermediate)** – applies the competency in difficult situations; requires occasional guidance
- **Level 3 (Advanced)** – applied the competency in considerably difficult situations; generally requires little or no guidance
- **Level 4 (Expert)** – applies the competency in exceptionally difficult situations; serves as a key resource & advises others

The following pages include definitions and examples of behavioral indicators for each competency. Proficiency level is determined by how <u>consistently</u> the employee demonstrates the behavior.

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Core Organizational Competencies

Ethics & Integrity - The degree of trustworthiness and ethical behavior of an individual with consideration for the knowledge one has of the impact and consequences when making a decision or taking action.				
Proficiency Level	**Proficiency Description**	**Behavioral Indicators**	**Competency Cluster**	**Competency Type**
Basic	Applies the competency in somewhat difficult situations; requires frequent guidance	• Is approachable, supportive, fair, and willing to listen; understands team members' concerns; is open to discussion of potentially controversial issues • Admits mistakes and attempts to achieve the best possible outcome in the situation • Follows and promotes professional standards, established procedures, and policies when taking action and making decisions • Identifies ethical dilemmas and conflicts of interest; takes appropriate action	Building Trust & Accountability	Core
Intermediate	Applies the competency in difficult situations; requires occasional guidance	• Respects and values others' perspectives and contributions, even when styles and approaches are different • Takes responsibility for team's output and mistakes, develops solutions, and provides feedback when necessary • Sets example and ensures others' professional standards meet established procedures and policies • Models ethical behavior and promotes organizational values to team members; encourages open discussion and identification of ethical dilemmas		
Advanced	Applies the competency in considerably difficult situations; generally requires little or no guidance	• Looks for ways to build stronger teams by bringing together individuals with different styles and approaches • Fosters an environment that requires team members to take responsibility; holds oneself and team members accountable for the appropriate use of positional authority • Identifies and communicates conflicts of interest and proposes improvement of professional standards, procedures, and policies • Serves as a role model in consistently emphasizing integrity and respect for people at the highest levels and across the organization		
Expert	Applies the competency in exceptionally difficult situations; serves as a key resource & advises others	• Establishes an environment where different styles and approaches are valued; recognizes the value of diverse opinions and approaches • Establishes expectations for ethical behavior in the workplace; holds self and others accountable; recognizes and values ethical behavior • Fosters an environment of openness and transparency; ensures that a high level of professional standards, procedures and policies are adhered to throughout the organization • Creates an environment that consistently emphasizes integrity and respect for people at all levels within and outside the organization		

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Personal Credibility - Demonstrating concern that one be perceived as responsible, reliable, and trustworthy.				
Proficiency Level	Proficiency Description	Behavioral Indicators	Competency Cluster	Competency Type
Basic	Applies the competency in somewhat difficult situations; requires frequent guidance	• Demonstrates honesty and promotes open communication, while respecting confidential information • Takes responsibility and accepts consequences of personal and staff's mistakes • Strives to consistently deliver agree-upon outcomes or results; keeps others informed of progress • Values the concerns of people from all levels and does not criticize or belittle; respects and validates concerns voiced by others	Building Trust & Accountability	Core
Intermediate	Applies the competency in difficult situations; requires occasional guidance	• Fosters and nurtures an environment that allows for open expression and encourages ideas • Assumes ownership for results including issues or problems for oneself and one's staff; acknowledges one's own mistakes • Delivers results in line with agreed-upon outcomes; keeps others informed of progress; strives to meet commitments, even when difficult • Values the concerns of people from all levels; adapts behavior to communicate respect for other parties		
Advanced	Applies the competency in considerably difficult situations; generally requires little or no guidance	• Takes a leadership role in creating an environment that encourages open and honest communication throughout the organization • Assumes responsibility for results, including issues or problems, whether one or one's team member was responsible • Delivers agree-upon results and inspires others to exceed expectations; supports supervisors' and staff's efforts to meet difficult commitments • Sets and models the standard for respectful treatment and coaches others on addressing the concerns of others		
Expert	Applies the competency in exceptionally difficult situations; serves as a key resource & advises others	• Establishes a culture for honest, open communications throughout the organization; gives credit to others for their contributions • Accepts responsibility for the organizational culture; defends the organization and staff in adverse situations and personally accepts consequences for the organization • Strives to meet commitments to internal and external stakeholders while maintaining a balance between organizational goals and political directives • Establishes a culture of respect at all levels of the organization; sets expectations that diverse views are considered; coaches others on the ability to respectfully express or listen to divergent viewpoints		

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Customer Focus - The ability to identify and respond to current and future customer's needs. The ability to provide excellent service to internal and external customers. The ability to view issues without any pre-set biases or limitations. The ability to see the "big" picture.				
Proficiency Level	**Proficiency Description**	**Behavioral Indicators**	**Competency Cluster**	**Competency Type**
Basic	Applies the competency in somewhat difficult situations; requires frequent guidance	• Communicates regularly with customers to assess their business needs, may establish and maintain customer networks • Establishes, maintains, and ensures compliance with processes and procedures to ensure the effective delivery of products and services • Resolves routine customer problems utilizing unit resources and within existing processes and procedures; identifies and informs customers of constraints and recommends alternatives or solutions	Results Driven	Core
Intermediate	Applies the competency in difficult situations; requires occasional guidance	• Communicates with customers on sensitive or complex issues related to their expectations or business objectives; supports joint strategic planning to define shared business objectives with the customer • Establishes standards and monitors delivery of customer service across units or section, assesses the effectiveness of different delivery methods and recommends improvements • Resolves the more sensitive and complex customer problems; approves changes or exceptions to established processes or procedures or allots resources from outside the unit to resolve customer problems		
Advanced	Applies the competency in considerably difficult situations; generally requires little or no guidance	• Communicate with customers on the most critical or sensitive issues related to their expectations or business objectives; promotes joint strategic planning to define shared business objectives with the customer • Develops policy related to the effective delivery of products or services to the customer; secures resources required to maintain and improve the product or service to the customer • Resolves the most sensitive and complex customer problems which may have major policy, political or organizational impacts		
Expert	Applies the competency in exceptionally difficult situations; serves as a key resource & advises others	• Understands who the external stakeholders are and establishes effective partnerships and lines of communication; is aware of the organization's impact on the stakeholders; develops strategies to collaboratively work with stakeholders • Is cognizant of organization's interests and goals; understands and recognizes motives of external parties and influences • Utilizes effective communication skills and persuasion to represent organization's interests		

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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.				
Proficiency Level	**Proficiency Description**	**Behavioral Indicators**	**Competency Cluster**	**Competency Type**
Basic	Applies the competency in somewhat difficult situations; requires frequent guidance	• Makes sound and timely decisions for a project, team, or work unit • Seeks out best practices to make organizational decisions	Results Driven	Core
Intermediate	Applies the competency in difficult situations; requires occasional guidance	• Decides to redesign current system to better meet organizational needs • Makes the decision to solve controversial workplace issue by establishing an employee task force		
Advanced	Applies the competency in considerably difficult situations; generally requires little or no guidance	• Changes course of action despite public support when new information indicates previous strategy would not succeed • Makes timely decisions using available information regarding severe operating budget reductions including possible reductions in force		
Expert	Applies the competency in exceptionally difficult situations; serves as a key resource & advises others	• Uses limited information to solve a variety of complex problems during a crisis situation • Solves highly-complex technical, administrative, and policy issues involved in the implementation of new systems and programs by making timely decisions		

Entrepreneurship - Positions the organization for future success by identifying new opportunities; builds the organization by developing or improving products or services. Takes calculated risks to accomplish organizational objectives.				
Proficiency Level	**Proficiency Description**	**Behavioral Indicators**	**Competency Cluster**	**Competency Type**
Basic	Applies the competency in somewhat difficult situations; requires frequent guidance	• Identifies concepts for new programs, products, or services • Seeks feedback for new programs or services based on customer needs	Results Driven	Core
Intermediate	Applies the competency in difficult situations; requires occasional guidance	• Creates a new product, service, or policy based on requirements submitted by users • Makes recommendation to invest in emerging technologies to produce new programs		
Advanced	Applies the competency in considerably difficult situations; generally requires little or no guidance	• Takes calculated risks by creating new and innovative business lines • Conducts research and develops business proposals resulting in a high return on investment		
Expert	Applies the competency in exceptionally difficult situations; serves as a key resource & advises others	• Assesses customer needs and develops innovative products and services to address recommendations • Implements an innovative strategic campaign to accomplish goals		

Technical Credibility - Understands and appropriately applies principles, procedures, requirements, regulations, and policies related to specialized expertise.				
Proficiency Level	**Proficiency Description**	**Behavioral Indicators**	**Competency Cluster**	**Competency Type**
Basic	Applies the competency in somewhat difficult situations; requires frequent guidance	• Provides staff with feedback and support on technical issues • Makes technically sound recommendations to develop effective work products	Results Driven	Core
Intermediate	Applies the competency in difficult situations; requires occasional guidance	• Uses technical expertise to identify and resolve conflicts between theories, procedures, requirements, regulations, and policies • Advises staff on solutions to complex problems, projects, or programs		
Advanced	Applies the competency in considerably difficult situations; generally requires little or no guidance	• Provides expertise in technical subject area to an organization or team • Provides technical expertise in the design and implementation of organization-wide projects		
Expert	Applies the competency in exceptionally difficult situations; serves as a key resource & advises others	• Serves as expert consultant to external managers on complex and controversial matters • Uses expert knowledge in subject matter area to develop new approaches to resolve technical problems		

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Interpersonal Skills - The ability to get along and interact positively with coworkers. The degree and style of understanding and relating to others.				
Proficiency Level	**Proficiency Description**	**Behavioral Indicators**	**Competency Cluster**	**Competency Type**
Basic	Applies the competency in somewhat difficult situations; requires frequent guidance	• Develops and applies appropriate communication style to a situation while maintaining a professional approach and positive image; considers the organizational culture when developing and applying the appropriate communication style • Effectively perceives and responds to non-verbal communication cues and sub-messages, and applies lessons from past experiences; recognizes one's own and staff's stressors and seeks appropriate tools and techniques to effectively address stressful situations	Communications	Core
Intermediate	Applies the competency in difficult situations; requires occasional guidance	• Tailors communication style to a wide range of situations while maintaining a professional approach and positive image; considers the organizational culture when developing and applying the appropriate communication style; provides guidance to team • Analyzes and responds effectively to non-verbal cues and coaches others on the analysis of unspoken sub-messages; recognizes one's own and staff's stressors and uses appropriate tools and techniques to effectively address stressful situations		
Advanced	Applies the competency in considerably difficult situations; generally requires little or no guidance	• Uses a variety of strategies for communicating information to various audiences, particularly in sensitive situations, while maintaining a professional approach and positive image; considers the organizational culture when developing and applying the appropriate communication style; mentors team on adapting personal style to fit the situation • Effectively assesses and responds to non-verbal cues and unspoken, complex sub-messages; leads others to develop perception skills; recognizes one's own and staff's stressors and leads others in the use of appropriate tools and techniques to effectively address stressful situations		
Expert	Applies the competency in exceptionally difficult situations; serves as a key resource & advises others	• Knows when to share information, how much information to share and who to share information with, particularly in sensitive situations; adapts the communication accordingly while maintaining a professional approach and positive image; considers the organizational culture when developing and applying the appropriate communication style • Assesses and responds to non-verbal cues and unspoken complex sub-messages to identify the concerns and interests of others; understands the impact of organizational history and the past and current interactions of executive management and stakeholders; mentors others in the development of perception skills; recognizes one's own and staff's stressors and mentors others in the use of appropriate tools and techniques to effectively address stressful situations		

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Oral Communication - The ability to listen to others and communicate in an effective manner.				
Proficiency Level	**Proficiency Description**	**Behavioral Indicators**	**Competency Cluster**	**Competency Type**
Basic	Applies the competency in somewhat difficult situations; requires frequent guidance	• Provides and receives timely feedback on performance against stated goals • Listens attentively, and provides full attention and necessary time for discussion; asks follow-up and probing questions; reads non-verbal cues • Has frequent and ongoing communication with team members and supervisors, and ensures clear communication with other parties when appropriate	Communications	Core
Intermediate	Applies the competency in difficult situations; requires occasional guidance	• Enables feedback flow up, down, and across the organization by providing and receiving feedback • Demonstrates commitment to listening by seeking multiple sources of input, confirming understanding, and taking appropriate actions • Clearly communicates program objectives, performance, and process to teams, supervisors, and leaders; shares key points with stakeholders and other parties		
Advanced	Applies the competency in considerably difficult situations; generally requires little or no guidance	• Solicits regular input from a variety of sources and provides feedback across the organization • Fosters a culture of active listening by seeking out and carefully listening to others, coaching others on listening, and making decisions based on stated facts • Clearly communicates difficult messages and influences opinions of teams, stakeholders, leaders, and executives; adapts style to various audiences		
Expert	Applies the competency in exceptionally difficult situations; serves as a key resource & advises others	• Fosters an environment that encourages feedback from internal and external sources • Creates an environment that encourages and supports active listening throughout the organization; models active listening in interactions with others and coaches others on the art of listening and communication • Clearly communicates sensitive and difficult information using the appropriate communication style for the audience; effectively persuades and influences others and demonstrates support for final decisions and outcomes of the organization; effectively receives and provides 360 degree feedback throughout the organization		

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Written Communication - The ability to communicate ideas, thoughts, and facts in writing. The ability/skill to use correct grammar, correct spelling, sentence and document structure, accepted document formatting, and special literary techniques to communicate a message in writing.				
Proficiency Level	**Proficiency Description**	**Behavioral Indicators**	**Competency Cluster**	**Competency Type**
Basic	Applies the competency in somewhat difficult situations; requires frequent guidance	• Demonstrates commitment to information-sharing by using accessible methods, maintaining knowledge base, and meeting with leaders • Prepares and ensures team documents are accurate, grammatically correct and in department-specific writing style, for self and team members • Ensures written communications are clear, concise, relevant, and accurate	Communications	Core
Intermediate	Applies the competency in difficult situations; requires occasional guidance	• Demonstrates commitment to information-sharing by communicating across the organization using a variety of methods to ensure accessibility • Provides explicit editorial feedback to others and coaches team in proper writing conventions and department-specific writing style • Reviews, provides feedback on, and issues documents that meet or exceed expectations for clarity, relevance, accuracy, and focus		
Advanced	Applies the competency in considerably difficult situations; generally requires little or no guidance	• Champions information-sharing by establishing, implementing, and monitoring processes to disseminate and gather key information to and from all relevant stakeholders • Establishes, defines and ensures compliance with department writing style and standards and manages team performance against standards • Sets, communicates, and actively works to raise expectations for written expression and style with team		
Expert	Applies the competency in exceptionally difficult situations; serves as a key resource & advises others	• Coaches/mentors the management team on identifying the most effective and appropriate method to convey information based on the sensitivity and complexity of the information and the intended audience • Establishes organizational expectations for the delivery of error free communications; ensures that staff has the tools and resources to meet the expectations; monitors the organization's performance against expectations and holds staff accountable for accurate and timely communications • Clearly conveys sensitive, complex, urgent or highly visible issues in simple terms that can be easily understood by the audience; is aware of the impact of one's level within the organization when communicating with others		

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Leadership Competencies

Team Leadership - The ability to effectively manage and guide group efforts. This includes providing the appropriate level of feedback concerning group progress.

Proficiency Level	Proficiency Description	Behavioral Indicators	Competency Cluster	Competency Type
Basic	Applies the competency in somewhat difficult situations; requires frequent guidance	• Establishes and communicates team roles, responsibilities, goals, and deliverables; matches team members' roles and responsibilities to their strengths and developmental areas • Facilitates internal team discussions to encourage participation and enthusiasm; resolves conflicts effectively; knows when to escalate issues • Identifies team ground rules and creates an environment of respect for team members • Manages team goals effectively, monitors performance, and recognizes positive individual and group performance; celebrates successes	Fostering a Team Environment	Leadership
Intermediate	Applies the competency in difficult situations; requires occasional guidance	• Monitors and communicates team activities and recognizes impact on stakeholders • Monitors and communicates team activities and recognizes impact on stakeholders • Communicates importance of teamwork and respect, and recognizes effective cooperation • Leads teams in tackling challenges; provides frequent and candid performance feedback to close gaps; celebrates successful performance		
Advanced	Applies the competency in considerably difficult situations; generally requires little or no guidance	• Communicates progress to stakeholders; communicates objectives to the team leader; anticipates team and stakeholder challenges and plans contingencies • Engages internal and external team members to manage conflicts effectively; knows when to escalate issues • Serves as a role model in promoting teamwork and respect within both internal and external teams • Leads teams in tackling the toughest challenges; closely manages performance, and celebrates successful performance		
Expert	Applies the competency in exceptionally difficult situations; serves as a key resource & advises others	• Approves the team charter and sets the expectations for the team; authorizes funding and resources for the team • Serves as the executive sponsor for the team; serves as a champion for the team to senior management and stakeholders; clears obstacles cross-functionally; ensures that the team's vision remains clear • Creates an environment that promotes teamwork and respect; maintains regular contact with the team to assist them in adapting to any changes in direction or to facilitate overcoming obstacles • Recognizes the team's efforts and show appreciation; celebrates successes		

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Conflict Management - The ability to prevent, manage, and/or resolve conflict. The ability to develop, maintain, and strengthen relationships with others inside or outside of the organization who can provide information, assistance, and support.				
Proficiency Level	**Proficiency Description**	**Behavioral Indicators**	**Competency Cluster**	**Competency Type**
Basic	Applies the competency in somewhat difficult situations; requires frequent guidance	• Holds regular open discussions, encourages questions, and works toward conflict resolution solutions of anticipated or existing conflicts • Identifies interpersonal styles and discusses appropriate communication methods with team • Recognizes and defines conflicts to finalize resolution and course of action • Monitors and documents behaviors after conflict resolution and takes appropriate action as necessary	Fostering a Team Environment	Leadership
Intermediate	Applies the competency in difficult situations; requires occasional guidance	• Facilitates group discussions and offers conflict resolution feedback and advice to others • Coaches team on the importance of respecting different interpersonal styles and applies knowledge to own team • Coaches and evaluates others on conflict identification and resolution • Documents, advises, and monitors behaviors after conflict resolution and takes appropriate actions necessary		
Advanced	Applies the competency in considerably difficult situations; generally requires little or no guidance	• Provides conflict resolution guidance to other leaders and develops innovative methods for conflict prevention • Leads others in the use of different interaction methods for various interpersonal styles and uses knowledge to further team's mission • Fosters an environment that promotes rapid identification and resolution of potential conflicts; anticipates, diffuses and mitigates potential conflicts; monitors the work environment to avoid potential conflicts; sets expectations for handling conflicts • Mentors and coaches others on conflict resolution management; ensures appropriate policies and expectations exist and verifies compliance with laws, policies and established practices		
Expert	Applies the competency in exceptionally difficult situations; serves as a key resource & advises others	• Works with others to resolve differences within and outside the organization • Develops networks and builds alliances with others (e.g. professional colleagues) in order to achieve the strategic goals and objectives of the organization • Actively seeks input and listens to colleagues, staff, stakeholders and customers and considers their diverse opinions; encourages key participants to voice concerns and opinions in order to aid understanding and enhance the decision-making process • Actively assists others within and outside the organization in the development of collaborative networks in order to meet shared business objectives		

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		Change Leadership - The ability to manage, lead, and enable the process of change and transition while helping others to deal with their effects.		
Proficiency Level	**Proficiency Description**	**Behavioral Indicators**	**Competency Cluster**	**Competency Type**
Basic	Applies the competency in somewhat difficult situations; requires frequent guidance	• Identifies inefficient areas within unit and generates new ideas and recommendations • Encourages innovative solutions from team members; serves as a role model for change by striving for continuous improvement • Understands and effectively communicates the reasons for change to team members; supports team members' efforts to adapt to change	Creating Organizational Transformation	Leadership
Intermediate	Applies the competency in difficult situations; requires occasional guidance	• Engages team members or stakeholders who are resistant to change and gains their support and commitment • Develops innovative approaches to address inefficiencies and streamline complex situations • Serves as a role model for valuing the potential benefits of change; encourages team to adapt to change by addressing their concerns throughout the change process		
Advanced	Applies the competency in considerably difficult situations; generally requires little or no guidance	• Successfully leads difficult changes efforts with broad impact; works with executive leaders and/or stakeholders to overcome obstacles • Generates innovative ideas that are strategically aligned with department goals • Serves as a change agent; creates a positive environment of excitement around the potential benefits of change; supports the management team's efforts to adapt to change by facilitating the flow of information		
Expert	Applies the competency in exceptionally difficult situations; serves as a key resource & advises others	• Creates a culture of change and innovation within the organization; aligns change efforts with the vision and strategic goals of the organization; facilitates the management team's efforts to overcome obstacles • Encourages internal and external partnerships and collaborations for organizational improvements; provides access or opportunity to resources to support change efforts • Understands when it is time for the organization to change and what the organizational and global impacts and consequences of the change will be; creates the vision for the change and articulates the benefits and consequences to all impacted internal and external parties; supports the organizational change agents throughout the change process		

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Vision & Strategic Thinking - The ability to support, promote, and ensure alignment with the organization's vision and values. The ability to understand how an organization must change in light of internal and external trends and influences.				
Proficiency Level	**Proficiency Description**	**Behavioral Indicators**	**Competency Cluster**	**Competency Type**
Basic	Applies the competency in somewhat difficult situations; requires frequent guidance	- Clearly describes the organization's vision, mission, strategies, and rationale - Maintains an environment where individual and team activities contribute to vision; references vision in major communications and work plans - Communicates links to vision in designing and delegating assignments; encourages team members to contribute ideas that support the vision	Creating Organizational Transformation	Leadership
Intermediate	Applies the competency in difficult situations; requires occasional guidance	- Integrates and implements the vision across multiple teams - Explains vision objectives; encourages ownership of vision - Clarifies the vision by explaining how it will impact team and individual success; works collaboratively with team to brainstorm an action plan to implement the vision; sets objectives to put the vision into action through policies and procedures		
Advanced	Applies the competency in considerably difficult situations; generally requires little or no guidance	- Integrates longer term vision into all aspects of the organization; encourages implementation of vision through strategic goals and policies - Establishes an environment that fully supports the vision through integration and coordination of significant team activities - Effectively communicates strategic value of the vision to stakeholders, staff and high-level audiences; sets goals to put the vision into action through policies and procedures		
Expert	Applies the competency in exceptionally difficult situations; serves as a key resource & advises others	- Establishes or adjusts the department's strategic plan, goals and objectives to align with global changes, organizational changes, or input from key stakeholders; initiates the implementation of the vision and strategic plan - Initiates regular discussions of the vision and strategic plan with the management team; ensures that there is a clear "line of sight" between tactical business plans and the organization's strategic plan - Establishes an environment where individuals are recognized for putting the strategic vision into action		

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Flexibility - The ability to adapt to and work with a variety of situations, individuals and groups. The ability to be open to different and new ways of doing things. The willingness to modify one's preferred way of doing things.				
Proficiency Level	**Proficiency Description**	**Behavioral Indicators**	**Competency Cluster**	**Competency Type**
Basic	Applies the competency in somewhat difficult situations; requires frequent guidance	• Asks probing questions to understand other viewpoints before responding to them • Bases decisions on relevant data; displays a willingness to change position if data dictates the need to change • Understands that many internal and external factors (legislative, media, budget, etc.) can impact an organization's key actions	Creating Organizational Transformation	Leadership
Intermediate	Applies the competency in difficult situations; requires occasional guidance	• Encourages opportunities to discuss topics where there are divergent points of view • Supports changes in procedures that enhance the organization's ability to meet its strategic goals and objectives • Successfully adjusts one's initial approach to an issue to overcome obstacles and achieve results		
Advanced	Applies the competency in considerably difficult situations; generally requires little or no guidance	• Proactively seeks out differing viewpoints in order to find a new way of doing things. • Champions innovation and the integration of technology into the organization • Effectively adapts to the changing environment while taking appropriate risks and continuing to meet strategic goals and objectives		
Expert	Applies the competency in exceptionally difficult situations; serves as a key resource & advises others	• Creates an organizational culture where differing viewpoints are valued • Establishes an environment that encourages and supports new organizational structures, changes in procedures and other innovative solutions to enhance the organization's ability to meet its strategic goals and objectives • Continues to meet strategic goals and objectives while adapting to changing environments		

Organizational Awareness - The ability to understand the workings, structure, and culture of the organization as well as the political, social, and economic issues affecting the organization.

Proficiency Level	Proficiency Description	Behavioral Indicators	Competency Cluster	Competency Type
Basic	Applies the competency in somewhat difficult situations; requires frequent guidance	• Considers the business unit's goals and objectives when making decisions • Tracks legislative or industry trends	Creating Organizational Transformation	Leadership
Intermediate	Applies the competency in difficult situations; requires occasional guidance	• Considers the organization's strategic goals and objectives when making decisions • Stays informed of issues and trends by building networks with stakeholders and professional organizations		
Advanced	Applies the competency in considerably difficult situations; generally requires little or no guidance	• Understands the strategic goals and objectives of the organization and implements them into daily operations • Understands the major concerns of the organization by keeping open communication with staff, managers, and other executives		
Expert	Applies the competency in exceptionally difficult situations; serves as a key resource & advises others	• Anticipates long-term effects of implementing strategic goals and plans accordingly • Embraces and models the values of the organization; understands the organization's culture and how to effectively achieve the strategic goals and objectives		

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Analytical Thinking - The ability to approach a problem by using a logical, systematic, sequential approach.				
Proficiency Level	**Proficiency Description**	**Behavioral Indicators**	**Competency Cluster**	**Competency Type**
Basic	Applies the competency in somewhat difficult situations; requires frequent guidance	• Identifies causes for problems related to processes, procedures or technical issues • Breaks down specific or simple tasks and problems and delegates to staff; analyzes information and provides options/recommendations and potential solutions for decision making • Systematically gathers and analyzes relevant information from a variety of sources and asks effective probing questions to prioritize action items at the department level • Proactively identifies and addresses key actions and underlying issues and problems at the department level	Maximizing Performance Results	Leadership
Intermediate	Applies the competency in difficult situations; requires occasional guidance	• Identifies causes for problems related to programs or processes in a broader context of organizational resources and procedures • Breaks down moderately complex problems that affect multiple units and delegates work to other supervisors; develops findings, recommendations, and potential solutions for a variety of audiences that are supported by sound technical rationale • Logically approaches a wide range of situations and prioritizes actions based on analyzing relevant information from a variety of sources and asking effective probing questions at a business unit level • Anticipates moderately complex and broad key program actions and underlying issues at the business unit level		
Advanced	Applies the competency in considerably difficult situations; generally requires little or no guidance	• Identifies causes for problems related to policy or more global issues that affect the organization • Breaks down significantly complex problems that affect several teams and delegates work to other supervisors; develops findings, recommendations and potential solutions for a variety of audiences that are supported by sound technical rationale • Exhibits ability to synthesize information provided by supervisors and other relevant sources, asks effective probing questions and recognizes and prioritizes organizational key actions at the branch/division level • Anticipates significant organizational key actions and underlying issues at the branch/division or higher level		
Expert	Applies the competency in exceptionally difficult situations; serves as a key resource & advises others	• Identifies causes for highly sensitive problems which may affect the organization, other departments and/or outside stakeholders • Considers politics, socio-economics, media interest, policy impact, cross-organizational impact, risk and legal implications when breaking down and delegating highly sensitive and complex problems • Synthesizes information provided by the management team and stakeholders, asks effective probing questions and considers the strategic goals and objectives of the organization when setting key priorities • Anticipates highly sensitive organizational key actions (policy changes, legislative changes) and recognizes the underlying issues and the impacts to the organization and stakeholders		

NSF International Leadership Competency Model

Decision Making - The ability to make decisions and solve problems involving varied levels of complexity, ambiguity, and risk.				
Proficiency Level	**Proficiency Description**	**Behavioral Indicators**	**Competency Cluster**	**Competency Type**
Basic	Applies the competency in somewhat difficult situations; requires frequent guidance	• Makes effective decisions by gathering and prioritizing facts and information; knows when to ask for more guidance and information; makes decisions by consensus when appropriate; follows up to determine results of decisions • Keeps well-informed of department policies and priorities, and of external factors that may impact department policies and priorities in order to make decisions which have minor organizational impact • Expresses ideas and decisions in an open and confident manner; takes responsibility for decisions • Tackles reoccurring and/or tactical problems proficiently; displays a willingness to change approach if facts dictate the need to change	Maximizing Performance Results	Leadership
Intermediate	Applies the competency in difficult situations; requires occasional guidance	• Makes effective decisions by seeking concrete information in ambiguous situations and weighing unsubstantiated information; makes decisions by consensus when appropriate; follows up to determine results of decisions • Keeps well-informed of department policies and priorities, and of external factors that may impact department policies and priorities in order to make decisions which have moderate organizational impact • Demonstrates an ability to make effective decisions with confidence even when information is missing or incomplete; considers best practices when making decisions; takes responsibility for decisions • Tries different approaches when initial efforts to solve problems do not work; displays a willingness to change approach if facts dictate the need to change		
Advanced	Applies the competency in considerably difficult situations; generally requires little or no guidance	• Makes effective critical decisions with limited information under tight deadlines; makes decisions by consensus when appropriate; follows up to determine results of decisions • Keeps well-informed of department policies and priorities, and of external factors that may impact department policies and priorities in order to make decisions that have significant organizational impact • Introduces new ways of thinking about problems and encourages non-traditional ideas from team members and stakeholders; takes responsibility for decisions • Navigates expeditiously, effectively and confidently to resolve problems and overcome obstacles; displays a willingness to change approach if facts dictate the need to change		
Expert	Applies the competency in exceptionally difficult situations; serves as a key resource & advises others	• Makes effective mission critical and/or politically sensitive decisions with limited information under tight deadlines; makes decisions by consensus when appropriate • Keeps well-informed of department policies and priorities and of internal and external factors in order to make decisions which may affect the organization, other departments and/or outside stakeholders • Encourages and supports innovative ideas and approaches to improve public service and/or deliverables • Exercises critical judgment with confidence in		

		consideration of the range of impact to all affected parties		

Planning & Organizing - The ability to define tasks and milestones to achieve objectives, while ensuring the optimal use of resources to meet those objectives.

Proficiency Level	Proficiency Description	Behavioral Indicators	Competency Cluster	Competency Type
Basic	Applies the competency in somewhat difficult situations; requires frequent guidance	• Plans own workload and those of others, prioritizing key tasks and ensuring the appropriate allocation of time and effort to achieve the required results • Gathers information from staff and prepares course of action for recommendations at higher levels; implements new or revised laws, regulations, policies, standards, or procedures • Breaks down the project or program elements into manageable and achievable tasks/activities and creates a logical plan	Maximizing Performance Results	Leadership
Intermediate	Applies the competency in difficult situations; requires occasional guidance	• Effectively budgets, deploys and organizes resources, develops timetables and targets and checks progress; identifies risks and issues and possible solutions • Outlines tasks and milestones, then delegates responsibilities to complete objectives; informs manager when necessary; implements new or revised laws, regulations, policies, standards, or procedures • Creates clear, logical and realistic plans and makes sure that everyone on the team knows action steps and objectives		
Advanced	Applies the competency in considerably difficult situations; generally requires little or no guidance	• Establishes and manages the overall budget, priorities and objectives of the team to focus time and resources in key areas • Establishes priorities and understands the big-picture by considering the impact and timing of internal and external events; effectively communicates objectives to key stakeholders; implements new or revised laws, regulations, policies, standards, or procedures • Creates a clear, logical, and realistic plan by considering the impact of internal and external constraints and the timing of external events (e.g. legislation, budget cycle)		
Expert	Applies the competency in exceptionally difficult situations; serves as a key resource & advises others	• Sees the big picture; keeps open lines of communication to anticipate problems; collaboratively develops contingency plans and alternatives • Anticipates continual changes in the environment (e.g., industry, workforce, political, etc.); develops plans to prepare for opportunities or problems • Plans for consequences of future actions; keeps lines of communication open to develop and expand relationship with staff and stakeholders and instill trust		

Developing Others - The ability and willingness to delegate responsibility, work with others, and coach them to develop their capabilities.				
Proficiency Level	**Proficiency Description**	**Behavioral Indicators**	**Competency Cluster**	**Competency Type**
Basic	Applies the competency in somewhat difficult situations; requires frequent guidance	• Encourages staff to reflect on their successes and failures and identify lessons learned for future application • Ensures that staff are aware of and have access to all the necessary tools and training to successfully complete their assignments; seeks new tools or training to improve existing processes • Ensures that all employees receive an orientation to the unit and the department; provides employees with clear expectations, their roles and responsibilities and the organization's vision and mission • Determines staff's short and long term career goals; evaluates staff's work formally and informally to identify development areas and career goals; identifies resources to enhance staff's skills	Promoting a High-Performance Culture	Leadership
Intermediate	Applies the competency in difficult situations; requires occasional guidance	• Establishes an environment where learning from mistakes is encouraged and coaches others in creating this environment • Encourages staff to identify new tools and training to improve business processes; identifies opportunities to improve efficiency by sharing or connecting resources across units or sections • Coaches others on the role of the unit and department and how it relates to the organization's vision and mission and the importance of every employee's role in the organization • Prioritizes conflicting training needs across multiple units where resources are limited; obtains necessary resources to meet staff's development needs		
Advanced	Applies the competency in considerably difficult situations; generally requires little or no guidance	• Serves as a role model for encouraging growth and exploration; ensures that mistakes are used as learning opportunities • Champions the resource needs of staff and secures and maintains necessary resources; rewards improved efficiency achieved through the effective use of resources • Establishes and communicates unit and department roles and links them to the organization's vision and mission • Identifies what is good for the organization and proactively plans staff development to meet the needs of the organization		
Expert	Applies the competency in exceptionally difficult situations; serves as a key resource & advises others	• Sets the expectation for a continuous learning environment; seeks collaborative opportunities and partnerships to promote learning and development • Considers potential unintended consequences of final outcomes and develops strategies to mitigate any negative consequences • Gains the support and buy-in of others by effectively articulating the organization's position and forming alliances • Uses good judgment to identify stalemates and when issues need to be escalated; anticipates key objectives and potential resolutions		

Fostering Diversity - The ability to promote equal and fair treatment and opportunity for all. The ability to effectively promote equal opportunity in employment and maintain a work environment that is free of discrimination and harassment. The ability to demonstrate the knowledge of a supervisor's responsibility for promoting equal opportunity in hiring and employee development and promotion.				
Proficiency Level	**Proficiency Description**	**Behavioral Indicators**	**Competency Cluster**	**Competency Type**
Basic	Applies the competency in somewhat difficult situations; requires frequent guidance	• Proactively identifies diversity within staff; discusses appropriate methods for working together; seeks information from others who have different personalities, backgrounds, styles and skill sets and includes them in decision-making and problem solving; coaches others on the importance of respecting diversity • Ensures that all staff understand and comply with the harassment prevention and anti-discrimination policies, laws and rules; models appropriate workplace behavior; intervenes promptly if inappropriate behavior occurs	Promoting a High-Performance Culture	Leadership
Intermediate	Applies the competency in difficult situations; requires occasional guidance	• Understands and recognizes the diversity of staff across units; seeks information from others who have different personalities, backgrounds, styles and skill sets and includes them in decision-making and problem solving; proactively establishes a standard of fair and equitable treatment • Coaches others on properly handling harassment or discrimination complaints; ensures that necessary resources are available; serves as a roles model for appropriate workplace behavior; takes prompt and effective action if inappropriate behavior occurs		
Advanced	Applies the competency in considerably difficult situations; generally requires little or no guidance	• Implements and promotes a diversity policy that develops and preserves a diverse workforce that strengthens service delivery for a diverse customer base and achieves organizational goals; seeks information from others who have different personalities, backgrounds, styles and skill sets and Includes them in decision-making and problem solving • Develops, implements and promotes a policy that ensures a work environment that is free of harassment and discrimination; ensures that appropriate action is taken expeditiously when issues occur		
Expert	Applies the competency in exceptionally difficult situations; serves as a key resource & advises others	• Fosters an inclusive work environment where diversity and individual differences are valued and used positively to achieve the mission and strategic goals of the organization; seeks information from others who have different personalities, backgrounds, styles and skill sets and includes them in decision-making and problem solving • Establishes a work environment that is free of harassment and discrimination; ensures that there are appropriate polices, processes and procedures established to respond expeditiously to complaints of sexual harassment or discrimination		

Workforce Management - The ability to effectively recruit, select, develop, and retain competent staff; includes making appropriate assignments and managing staff performance.				
Proficiency Level	**Proficiency Description**	**Behavioral Indicators**	**Competency Cluster**	**Competency Type**
Basic	Applies the competency in somewhat difficult situations; requires frequent guidance	• Actively engages in the recruitment, selection, and retention of staff; develops hiring and recruitment packages for the unit; participates in workforce planning efforts • Provides informal and formal feedback to improve performance • Monitors, identifies, and mitigates any observable behaviors that are not consistent with organizational or team success • Prepares Individual Development Plans (IDPs); provides training opportunities within department	Promoting a High-Performance Culture	Leadership
Intermediate	Applies the competency in difficult situations; requires occasional guidance	• Proactively monitors staff turnover and immediately addresses hiring and retention issues; reviews and approves hiring and recruitment packages to ensure compliance with applicable laws, rules, polices, and procedures; significantly contributes to workforce planning efforts • Conducts regular evaluation and guidance in career development; sets goals and provides feedback • Takes corrective action to keep performance outcomes on track • Proactively follows-up with IDPs; provides training opportunities across departments		
Advanced	Applies the competency in considerably difficult situations; generally requires little or no guidance	• Actively manages performance gaps to ensure recruitment and retention of valuable talent; significantly contributes to workforce and succession planning efforts from an organizational perspective • Conducts effective performance reviews while empowering team members to develop "stretch" goals and improve performance • Matches staff development needs and goals with development and training opportunities • Develops training and development plans; approves training and development budget and assures funding allocation; Models career development by maintaining one's own high level of professional expertise		
Expert	Applies the competency in exceptionally difficult situations; serves as a key resource & advises others	• Ensures that a workforce and succession plan and planning process is in place to recruit and retain valuable talent in order to meet the organization's long and short term strategic goals and objectives; initiates regular discussions of the workforce planning process with the management team; ensures that there is a clear "line of sight" between the workforce plan and the organization's strategic plan; ensures that policies and procedures are implemented to hire and retain staff with the skills required for the organization to achieve its strategic goals and objectives • Establishes an environment where staff receives consistent feedback on performance, regular and effective performance reviews and the guidance to carry out work activities effectively • Establishes expectations that conflicts and disagreements are resolved in a constructive manner and that corrective action will be taken when necessary • Mentors others to gain experiences which will assist them to achieve their career goals and objectives; understands the organization's financial and budget management process in		

		order to secure sufficient funding for staff training and development needs		