
**PWS
APPENDIX F**

MANAGERIAL SUCCESS PROFILE

FEDERAL AVIATION ADMINISTRATION MANAGERIAL SUCCESS PROFILE

Dimension 1. Achieving Results

Competency 1: Managing Organizational Performance

1. Sets clear individual and unit or organizational performance objectives.
2. Promotes a sense of individual responsibility, professionalism, and pride for organizational performance.
3. Effectively addresses individual and unit or organizational performance issues.
4. Adjusts the way work is performed to meet changing conditions and demands.
5. Resolves conditions and work practices that pose risks to employee safety and returns injured employees to work as soon as they are able.
6. Recognizes and rewards high performance.

Competency 2: Accountability and Measurement

7. Translates objectives into meaningful performance measures.
8. Takes responsibility for achieving individual and unit or organizational performance objectives.
9. Holds individuals accountable for achieving their performance objectives.
10. Reaches agreement with other managers on common goals and mutual accountability.
11. Fulfills commitments.

Competency 3: Problem Solving

12. Accurately identifies and effectively resolves problems and barriers that impede success.
13. Defines decision-making criteria up front.
14. Identifies root causes before seeking solutions.
15. Takes into account a variety of complex factors.
16. Seeks win-win solutions in the face of opposing viewpoints.
17. Analyzes the potential effects of different options and determines appropriate course of action.
18. Considers the impacts and consequences of decisions.
19. Helps resolve problems beyond own function that affect overall unit or organizational performance.

Competency 4: Business Acumen

20. Justifies resource requirements with hard data and business cases, (e. g. cost-effectiveness, return on investment).
21. Aligns people, finances, and other resources to achieve cost and performance objectives.
22. Tracks costs of doing business and implements strategies to control them.
23. Takes corrective action to ensure that critical programs meet budget and schedule requirements.
24. Looks for opportunities to enhance productivity.
25. Evaluates business successes and failures and applies lessons learned.

Competency 5: Customer Focus

26. Seeks and uses customers' feedback and suggestions to enhance organization's effectiveness.
27. Shares information and ideas with customers.
28. Engages customers and stakeholders in critical decisions.
29. Stays alert to changing customer needs and challenges.
30. Takes into account the organization's impact on stakeholders.
31. Builds customer and stakeholder understanding of organizational policy, business, and operational issues.

Dimension 2. Leading People

Competency 6: Building Teamwork and Cooperation

- 32. Creates an environment in which people thrive and accomplish their best.
- 33. Uses teamwork effectively to achieve business results.
- 34. Capitalizes on the full range of talent to enhance team performance.
- 35. Encourages differing opinions to be expressed and respected.
- 36. Provides clear direction but gives space for initiative and creativity.
- 37. Coaches teams toward goal achievement.

Competency 7: Building a Model EEO Program

- 38. Demonstrates leadership and commitment to the FAA model EEO Program.
- 39. Ensures equal opportunity for all employees or applicants through compliance with applicable EEO laws and regulations.
- 40. Prevents and eliminates discrimination, harassment and retaliation.
- 41. Cooperates fully and ensures the full cooperation of employees under his/her supervision in authorized EEO complaint processing.
- 42. Allocates mission personnel, as appropriate, to participate in activities such as community out-reach and recruitment programs.
- 43. Seeks assistance and/or guidance from the FAA Office of Civil Rights and other staff offices immediately as EEO questions arise and the need for EEO training is identified.

Competency 8: Developing Talent

- 44. Provides feedback to employees to support their development.
- 45. Coaches, mentors, and guides development of employees.
- 46. Focuses training and development investments on defined business priorities.
- 47. Uses duty assignments to provide developmental opportunities (e.g., details, OJT).
- 48. Considers the future talent needs of the unit or organization and implements appropriate workforce planning.
- 49. Uses feedback to identify and close one's own managerial skill gaps.

Dimension 3. Building Relationships

Competency 9: Communication

- 50. Communicates openly and honestly.
- 51. Listens effectively and communicates understanding.
- 52. Effectively interprets intent, influence, and non-verbal elements of communications.
- 53. Tailors communication style to fit different groups and circumstances.
- 54. Presents financial and operational data clearly and persuasively.
- 55. Fosters open communication and exchange of ideas and knowledge.

Competency 10: Building Alliances

- 56. Represents FAA and organizational positions effectively.
- 57. Builds and maintains external stakeholder trust and confidence.
- 58. Fosters networks, alliances, and other business relationships.
- 59. Develops common ground among a wide range of stakeholders (e.g. other operational units, labor, industry, public, international, or other government entities).
- 60. Works collaboratively to resource and achieve critical priorities (e.g., business and aerospace safety objectives).
- 61. Works effectively across functions and cultures (e.g., facility, office, organization).

Competency 11: Interpersonal Relations and Influence

- 62. Builds and sustains commitment to decisions.
- 63. Helps build consensus
- 64. Consistently treats others with respect.
- 65. Develops rapport with other managers.
- 66. Handles emotionally charged or controversial issues responsibly.
- 67. Deals fairly and effectively with conflicts in the workplace.

Competency 12: Integrity and Honesty

- 68. Leads with consistency, dignity, compassion, and integrity.
- 69. Demonstrates and fosters high standards and ethical behavior.
- 70. Presents viewpoints with courage and conviction.
- 71. Makes tough decisions and stands behind them.
- 72. Models commitment to public service and the mission of the FAA.

Dimension 4. Leading Change

Competency 13: Vision

- 73. Anticipates changes that will impact mission (e.g., economic, technological, political, etc)
- 74. Looks for trends to determine how the organization will change in the future
- 75. Builds a shared vision with others across the organization.
- 76. Engages others in translating vision into action.
- 77. Communicates organizational direction and priorities clearly.
- 78. Articulates the connection between the efforts of employees and the mission of the agency.

Competency 14: Strategy Formulation

- 79. Balances a long-term view of mission and purpose with short-term requirements.
- 80. Identifies immediate and longer range objectives.
- 81. Plans for changing trends that can affect operations.
- 82. Develops and implements realistic business plans to achieve strategic goals and objectives.
- 83. Develops strategies to implement organizational change.

Competency 15: Agility

- 84. Works effectively under pressure (e.g., flexible, adaptable, resilient).
- 85. Changes viewpoints, behavior and work methods in response to new information.
- 86. Handles complex or ambiguous situations effectively.
- 87. Demonstrates a positive attitude to achieving results.
- 88. Recovers quickly from setbacks.
- 89. Learns from experience (failures and successes).

Competency 16: Innovation

- 90. Models creative thinking and innovation.
- 91. Challenges the status quo (e.g., seeks better efficiency, effectiveness).
- 92. Champions implementation of new systems, technology, and processes to improve quality and productivity.
- 93. Anticipates barriers and resistance to change and looks for solutions.
- 94. Supports and rewards individuals who take responsible risks.