



Transportation
Security
Administration

TSA Competency Proficiency Levels

Background and Purpose

The Office of Human Capital (OHC) has developed incremental proficiency levels for each competency as defined by [TSA's Competency Catalog](#). These scales are intended to reflect variations in proficiency for each competency across all positions and job levels in TSA. For example, the Oral Communication competency may be required for both entry and executive level positions; however, there are clear distinctions in the level of proficiency needed at each job level. As such, proficiency levels capture the whole range of expertise needed for each competency across all TSA positions and pay bands. These proficiency levels provide more robust guidelines for all TSA employees, and can be used to help improve and define criteria used for conducting job analyses, assessment tool development, drafting job opportunity announcements, performance management, career pathing, training, development, and current workforce skills assessments.

Please note, proficiency levels were added for each competency, however, the competency definitions themselves have not changed. The information for each competency proficiency level is meant to be used as a guide and can be altered depending on the purpose and how the competency proficiency level will be used. If you have any questions regarding the use of this tool, please contact Organizational Assessment Services at OAD@tsa.dhs.gov.

Competency Proficiency Level Definitions

Listed below is the TSA definition for a competency, as well as, each competency proficiency level (Expert, Intermediate, and Basic).

Competency Definition: An observable, measurable pattern of skills, knowledge, abilities, behaviors, and other characteristics that an individual needs in order to perform work roles, or occupational functions successfully.	
Expert 5	This is the highest level of proficiency. This level indicates a mastery of and expertise within the depths and scope of the competency. Employees at this level have mastered the competency and are often sought out by other leaders, peers and subordinates to provide advice or assistance because of their expertise.
4	<i>Does not quite meet Expert, but is at a higher level of proficiency than Intermediate.</i>
Intermediate 3	At this level, employees have experience and have developed advanced knowledge, skills and abilities in this competency. Employees at this level are capable of expanding their performance to significantly contribute to the organizational goals and occasionally assist others.
2	<i>Does not quite meet Intermediate, but is at a higher level of proficiency than Basic.</i>
Basic 1	This level indicates that the person can perform the competency at the minimum required standard and is the lowest acceptable level of expected performance for employees. Employees should minimally perform at the basic level of the specific competency to successfully complete all assigned duties and responsibilities.

Accountability: Holds self and others accountable for measurable high-quality, timely and cost-effective results; determines objectives, sets priorities and delegates work; accepts responsibility for mistakes; complies with established control systems and rules.

Expert 5	Establishes and meets timeframes, delegates assignments and holds self and others accountable in a collaborative manner for the successful completion of significant, high-quality projects, programs and activities. Assigns, monitors, and evaluates assignments and projects to ensure resources are effectively allocated and outcomes consistently meet or exceed expectations. Acknowledges own mistakes, as well as the mistakes of others, and recommends appropriate corrective actions. Ensures compliance with established rules, policies and standard operating procedures, and notifies others of violations, taking immediate corrective action, if necessary.
4	<i>Does not quite meet Expert, but is at a higher level of proficiency than Intermediate.</i>
Intermediate 3	Follows established timeframes and holds self and others accountable for completing assignments and tasks in an efficient manner. Delegates, monitors and evaluates assignments and projects to ensure resources are adequately allocated and outcomes meet expectations. Acknowledges mistakes and takes corrective actions. Ensures compliance with established rules, policies and standard operating procedures, and notifies others of violations.
2	<i>Does not quite meet Intermediate, but is at a higher level of proficiency than Basic.</i>
Basic 1	Follows established timeframes and holds self accountable for completing assignments and tasks in an acceptable manner. Acknowledges own mistakes. Follows established rules, policies and standard operating procedures.

Administration and Management: Applies business and management principles involved in strategic planning, resource allocation, and coordination of people and resources in support of organizational operations.	
Expert 5	Applies complex business and management principles involved in strategic planning. Designs approaches and procedures to support key local, national and/or international goals, objectives, and strategic plans. Promotes efficiency in operations by structuring and organizing own work and the work of others. Anticipates and resolves complex administrative issues by providing proper resources and deducing appropriate avenues of inquiry or sources of information. Tracks progress of management goals and strategically coordinates people and resources to meet deadlines. Identifies ways to improve organizational operations and implements appropriate management principles to gain results.
4	<i>Does not quite meet Expert, but is at a higher level of proficiency than Intermediate.</i>
Intermediate 3	Applies business and management principles involved in strategic planning. Implements procedures to support key local, national and/or international goals, objectives, and strategic plans. Organizes own work and the work of others to promote efficiency in operations. Resolves administrative issues by providing proper resources and deducing appropriate avenues of inquiry or sources of information. Tracks progress of management goals and coordinates resources to meet deadlines. Assists in identifying ways to improve organizational operations and carries out some management principles to gain results.
2	<i>Does not quite meet Intermediate, but is at a higher level of proficiency than Basic.</i>
Basic 1	Applies basic business and management principles involved in strategic planning. Implements routine procedures to support key local or national goals, objectives, and operations. Organizes own work to promote efficiency in operations. Resolves administrative issues by offering proper resources. Tracks progress of management goals.

Administrative Procedures and Tasks: Performs administrative responsibilities following guidelines and procedures; provides guidance to others; coordinates services, researches problems and recommends changes.	
Expert 5	Develops and maintains electronic filing or records systems. Conducts studies or surveys and organizes information in tables, charts, or graphs. Researches and answers questions regarding agency rules, regulations, and procedures and provides advice to employees and supervisors on a variety of topics. Analyzes and interprets complex problems and information in order to recommend improvements and changes to programs. Follows up with supporting documentation and research.
4	<i>Does not quite meet Expert, but is at a higher level of proficiency than Intermediate.</i>
Intermediate 3	Maintains electronic filing or records systems. Organizes information in tables, charts, or graphs. Utilizes local and agency policies to respond to simple administrative inquiries. Researches problems and analyzes and interprets routine information to accomplish tasks. Follows-up with supporting documents when requested.
2	<i>Does not quite meet Intermediate, but is at a higher level of proficiency than Basic.</i>
Basic 1	Assembles and labels information for filing and record keeping. Searches files, documents or other sources for information. Is familiar with local and agency policies. Analyzes and interprets routine information to accomplish basic tasks.

Arithmetic and Mathematical Reasoning: Performs computations such as addition, subtraction, multiplication, and division correctly; solves practical problems by choosing appropriately from a variety of mathematical techniques such as formulas and percentages.	
Expert 5	Independently determines the best mathematical or statistical approach to analyze data in order to identify trends, solve complex problems or make critical decisions. Verifies accuracy of others' arithmetic and mathematical reasoning. Performs complex analyses using advanced arithmetic operations, mathematical formulas or statistical concepts. Develops mathematical or statistical models when current approaches are inappropriate or inadequate. Highly skilled in organizing and manipulating numbers/variables, and working with large datasets.
4	<i>Does not quite meet Expert, but is at a higher level of proficiency than Intermediate.</i>
Intermediate 3	Determines the best mathematical or statistical approach to analyze data in order to identify trends, solve problems or make decisions. Performs analyses using intermediate-level arithmetic operations, mathematical formulas or statistical concepts. Works with fractions, decimals, percentages, and averages. Skilled at organizing numbers/variables and working with medium-sized datasets.
2	<i>Does not quite meet Intermediate, but is at a higher level of proficiency than Basic.</i>
Basic 1	Follows standard procedures and guidelines or takes direction from others when determining the appropriate approach to analyze data to solve problems or help make decisions. Performs analyses using basic-level arithmetic operations and mathematical formulas such as addition, subtraction, multiplication and division. Typically works with whole numbers and small datasets or datasets that are already clearly organized and ready for analysis.

Attention to Detail: Is thorough and precise when accomplishing a task with concern for all aspects of the job involved; double-checks the accuracy of information and work products to provide consistently accurate and high-quality work.

Expert 5	Is very thorough when performing assignments. Actively observes and tracks details, and discerns their significance when applying them to broad directives and objectives. Easily and effectively assimilates, recollects, and analyzes a complicated array of visual and auditory information about individuals and/or the environment. Consistently confirms accuracy of calculations and observations by use of several sources and methods.
4	<i>Does not quite meet Expert, but is at a higher level of proficiency than Intermediate.</i>
Intermediate 3	Is thorough when performing assignments. Notices minute details and consistently follows instructions and procedures in order to meet objectives. Assimilates, recollects, and analyzes detailed visual and auditory information about individuals and/or the environment. Routinely ensures the accuracy of calculations and observations.
2	<i>Does not quite meet Intermediate, but is at a higher level of proficiency than Basic.</i>
Basic 1	Completes routine or established tasks/procedures. Notices details and follows instructions, procedures and processes in order to meet objectives. Recalls basic visual and auditory information about individuals and/or the environment. Ensures the accuracy of calculations and observations when instructed.

Coaching and Mentoring: Provides clear, behaviorally specific performance feedback; makes suggestions for improvement in a manner that builds confidence and preserves self-esteem; works with individuals to develop improvement plans and achieve performance goals.	
Expert 5	Seeks opportunities to take on the role of coach and mentor for others. Coaches others on complex tasks. Provides feedback routinely and demonstrates effective coaching and mentoring skills in a way that preserves self-esteem and encourages success within the organization. Determines a mentee's objectives and skill level, and selects mentoring methods that enhance personal and professional development. Evaluates progress of mentees and adjusts mentoring style as needed for optimum results. Provides valuable guidance to individuals to help them develop and achieve performance goals. Demonstrates a high level of organizational knowledge and technical competence from which mentees can gain skills. Is supportive, patient and maintains confidentiality.
4	<i>Does not quite meet Expert, but is at a higher level of proficiency than Intermediate.</i>
Intermediate 3	Coaches or mentors individuals in many situations as opportunities arise. Coaches others on routine or non-technical tasks, and at times on non-routine or technical tasks. Provides guidance that assures successful accomplishment of a project or assignment. Adjusts coaching and mentoring style to mentees' needs upon request. Provides input and guidance to assist others in personal and professional development. Demonstrates a proficient level of organizational knowledge and technical competence from which mentees can gain skills. Is supportive and maintains confidentiality.
2	<i>Does not quite meet Intermediate, but is at a higher level of proficiency than Basic.</i>
Basic 1	Coaches or mentors individuals in some instances. Coaches others on simple concepts, processes, or tasks. Provides guidance using routine methods or a standard style. Provides feedback and guidance to others when requested. Demonstrates a basic level of organizational knowledge and technical competence from which mentees can gain skills. Is supportive in most instances and maintains confidentiality.

Command Presence: Demonstrates confidence, credibility, and professionalism in presence, demeanor, and conduct in performance of duties within the work environment.	
Expert 5	Projects confidence and authority naturally and positively (e.g.), without using overbearing methods such as a loud voice or dominant behavior) such that others will accept authority willingly. Demonstrates effective nonverbal presence (e.g., professional, purposeful and confident demeanor) and acts as an example to others. Provides credible direction to others. Changes communication style to fit the situation or audience as needed. Shows trust that others will accept authority and carry out assignments.
4	<i>Does not quite meet Expert, but is at a higher level of proficiency than Intermediate.</i>
Intermediate 3	Projects confidence, credibility and authority to direct others. Demonstrates effective nonverbal presence (e.g., professional, purposeful and confident demeanor). Changes communication style to fit the situation or audience as needed.
2	<i>Does not quite meet Intermediate, but is at a higher level of proficiency than Basic.</i>
Basic 1	Displays sufficient confidence and authority in directing others, when needed. Demonstrates effective nonverbal presence (e.g., professional, purposeful and confident demeanor). Uses one communication style across situations or audiences.

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.	
Expert 5	Demonstrates respect for others' opinions even if differences exist. Actively listens to others' positions and interests and considers their perspectives before voicing his/her own, and encourages others to do the same. Recognizes that differences of opinion may cause conflict and proactively takes steps to prevent or resolve conflict. Highly skilled in identifying areas of agreement and disagreement between two or more parties. Promotes cooperation by finding a common position and interest to unite individuals. Maintains objectivity and uses constructive methods to produce positive results from difficult situations. Advises others on resolving complex conflicts.
4	<i>Does not quite meet Expert, but is at a higher level of proficiency than Intermediate.</i>
Intermediate 3	Demonstrates respect for others' opinions. Actively listens to others' points of view and considers their perspectives before voicing his/her own. Often recognizes the possibility for conflict before it occurs and actively resolves conflict in most instances. Identifies areas of agreement or disagreement between two or more parties. Maintains objectivity in difficult/tense situations. Occasionally seeks the advice of others to help resolve more complicated conflicts.
2	<i>Does not quite meet Intermediate, but is at a higher level of proficiency than Basic.</i>
Basic 1	Demonstrates respect for others' opinions and the ability to listen to others' point of view. When he/she encounters conflict, he/she attempts to help resolve it. Attempts to identify areas of agreement or disagreement between two or more parties. Can usually maintain objectivity in difficult/tense situations. Seeks the advice of others to help resolve conflicts, as necessary.

Conscientiousness: Demonstrates responsible and dependable behavior; takes responsibility for personal performance through a high level of effort and commitment.

Expert 5	Completes all assigned tasks and verifies that work is done correctly. Learns new skills to enhance own work and provides instruction to others. Readily volunteers for additional responsibilities in response to shifting priorities. Schedules and completes multiple conflicting work assignments in a timely manner or ahead of schedule. Creates or develops procedures to increase efficiency.
4	<i>Does not quite meet Expert, but is at a higher level of proficiency than Intermediate.</i>
Intermediate 3	Completes a variety of assigned tasks and verifies that work is done correctly. Learns new skills to enhance own work and provides instruction to others. Willingly accepts added responsibilities and responds to shifting priorities when requested. Completes multiple work assignments on time.
2	<i>Does not quite meet Intermediate, but is at a higher level of proficiency than Basic.</i>
Basic 1	Completes assigned tasks and verifies that work is done correctly. Follows directions. Meets deadlines on most assigned tasks. Accepts additional responsibilities when requested.

Continual Learning: Assesses and recognizes own strengths and weaknesses; pursues self-development.	
Expert 5	Continually assesses and monitors his/her own knowledge, skills and abilities to identify strengths and weaknesses, while considering the current and future requirements of his/her job. Analyzes successes and failures to identify possible ways to improve. Solicits feedback from others. Consistently seeks out developmental opportunities and acts as a model of self-improvement for others. Seeks out challenging and unfamiliar projects/tasks. Actively looks for, explores and analyzes new ideas, methods, technology and tools that are relevant to his/her technical/professional area. Promotes a culture that values curiosity, self-reflection, personal development and learning.
4	<i>Does not quite meet Expert, but is at a higher level of proficiency than Intermediate.</i>
Intermediate 3	Accurately assesses his/her own knowledge, skills, and abilities and identifies strengths and weaknesses. Identifies personal successes and failures to determine where improvement is needed. Solicits feedback from others. Takes the initiative to find developmental opportunities. Volunteers for challenging and unfamiliar projects/tasks. Looks for and explores new ideas, methods, technology and tools that are relevant to his/her technical/professional area.
2	<i>Does not quite meet Intermediate, but is at a higher level of proficiency than Basic.</i>
Basic 1	Identifies gaps in his/her knowledge, skills or abilities, relative to job requirements. Accepts feedback and guidance from others for personal improvement and self-development. Willingly accepts developmental opportunities when they arise. Considers new ideas, methods, technology and tools that are relevant to his/her technical/professional area.

Contract Management: Applies knowledge of various types of contracts, techniques for contracting or procurement, and contract administration.	
Expert 5	Applies expert knowledge of acquisition strategies for complex contract actions. Interprets contracting and procurement laws, standards, regulations, policies, and procedures and mentors or provides expert guidance to others. Analyzes the potential impact of changes to contracting laws, standards, regulations, policies, and procedures and responds accordingly. Approves recommendations on major, complex, and high value contracting matters that interpret, extend, or revise significant elements of contracting actions. Develops contractual strategies for complex acquisition programs. Develops action plans that incorporate program or project requirements into overall office strategic requirements.
4	<i>Does not quite meet Expert, but is at a higher level of proficiency than Intermediate.</i>
Intermediate 3	Applies knowledge of acquisition strategies for moderately complex contract actions. Understands contracting and procurement laws, standards, regulations, policies, and procedures. Evaluates the impact of changes to contracting laws, standards, regulations, policies and procedures. Makes recommendations on complex, moderate value contracting matters that interpret, extend or revise elements of contracting actions. Develops contractual strategies for acquisition programs. Consults with higher level management to develop action plans that will incorporate program or project requirements into overall office strategic requirements.
2	<i>Does not quite meet Intermediate, but is at a higher level of proficiency than Basic.</i>
Basic 1	Applies basic knowledge of acquisition strategies for simple contract actions. Researches contracting and procurement laws, standards, regulations, policies, and procedures and identifies the potential impacts of same. Identifies recommendations on contracting matters that may extend or revise contracting actions. Develops contractual strategies for basic acquisition programs. Provides input to supervisors to develop action plans for program or project requirements into overall office strategic requirements.

Creativity and Innovation: Develops new insights into situations; questions conventional approaches; encourages new ideas and innovations; designs and implements new or cutting edge programs/processes.	
Expert 5	Independently generates meaningful new ideas, methods, and processes on a regular basis. Challenges others to change and improve established methods and procedures and to convey those ideas in an effective manner. Consistently enables others to translate innovative ideas into tangible performance improvements. Serves as a role model to others when designing and implementing new or cutting edge programs/processes. Applies novel solutions to complex situations.
4	<i>Does not quite meet Expert, but is at a higher level of proficiency than Intermediate.</i>
Intermediate 3	Independently or as a member of a team, demonstrates the ability to generate meaningful new ideas, methods and/or processes. Finds opportunities to change and/or improve established methods and procedures. Thinks creatively. Designs and implements new programs or processes. Applies novel solutions to conventional situations.
2	<i>Does not quite meet Intermediate, but is at a higher level of proficiency than Basic.</i>
Basic 1	Generates meaningful new ideas with assistance or during brainstorm sessions. Contributes to the design or implementation of new programs and/or processes. . Occasionally generates novel solutions to conventional situations.

Critical Thinking: Analyzes and evaluates information gathered by observation, experience, reflection, reasoning, or communication to draw conclusions and acts on them; processes and generates information to guide behavior; assesses surroundings and identifies potential risk.	
Expert 5	Applies comprehensive logic and reasoning to identify strengths and weaknesses of alternative solutions, conclusions, or approaches to problems. Correctly recognizes the need for additional information in order to draw conclusions and is able to identify the kind of information needed or additional options for consideration. Understands underlying relationships and connections between facts and issues, integrating previously learned and/or new information in order to generate a variety of high-quality approaches. Chooses the best solution after contemplating available approaches even in ambiguous situations and guides others to do the same.
4	<i>Does not quite meet Expert, but is at a higher level of proficiency than Intermediate.</i>
Intermediate 3	Applies advanced logic and reasoning to identify strengths and weaknesses of alternative solutions, conclusions, or approaches to problems. Organizes problems into manageable parts. Analyzes and evaluates alternative points of view independently. Accurately interprets evidence, statements, graphics, and questions. Understands underlying relationships and connections among facts and issues. Correctly categorizes information to identify main ideas. Draws conclusions from relevant and missing information.
2	<i>Does not quite meet Intermediate, but is at a higher level of proficiency than Basic.</i>
Basic 1	Applies basic logic and reasoning to identify solutions, conclusions, or approaches to problems. Organizes problems into manageable parts. Analyzes and evaluates obvious alternative points of view. Draws conclusions from relevant information already provided.

Customer Service: Anticipates and meets the needs of both internal and external customers. Delivers high-quality products and services; is committed to continuous improvement.

<p>Expert 5</p>	<p>Develops and maintains relationships with stakeholders/customers with diverse needs. Provides highly technical or complex information about projects, programs, products or services to stakeholders/customers as appropriate. Anticipates and assesses customers' needs and identifies or tailors products and/or services to meet their needs, if possible. Quickly responds to all technical and complex issues, problems, questions or complaints and ensures that they are resolved in a timely manner. Proactively gathers information from customers on product/service quality and customer satisfaction to make improvements such as refining program plans and incorporating new developments and advances in the industry or organization.</p>
<p>4</p>	<p><i>Does not quite meet Expert, but is at a higher level of proficiency than Intermediate.</i></p>
<p>Intermediate 3</p>	<p>Maintains relationships with stakeholders/ customers with diverse needs. Provides technical or complex information about projects, programs, products or services to stakeholders/customers as appropriate. Assesses customers' needs and identifies products and/or services to meet their needs. Ensures that all problems, questions, or complaints by customers are resolved or referred to the appropriate office or level. Gathers information from customers on product/service quality and customer satisfaction to recommend improvements such as modifying program plans and incorporating new developments in the organization.</p>
<p>2</p>	<p><i>Does not quite meet Intermediate, but is at a higher level of proficiency than Basic.</i></p>
<p>Basic 1</p>	<p>Provides routine or general information about products and/or services to stakeholders/customers as appropriate. Provides standard products or routine services to customers. Resolves simple problems, questions, or complaints; redirects complex or non-routine problems, questions, or complaints to superiors. Accepts feedback and other information from customers and relays information to the appropriate person.</p>

Decisiveness (Decision Making): Makes well-informed, effective and timely decisions, even when data are limited or solutions produce unpleasant consequences; perceives the impact and implications of decisions.	
Expert 5	Makes impactful decisions in relation to complex programs, projects or policies in a timely manner, even when they may produce unpleasant reactions. Takes responsibility for decisions made and effectively explains the logic used in making those decisions. Uses sound judgment to generate and evaluate alternatives, and to make recommendations. Anticipates problems, identifies and evaluates potential sources of information as needed and makes well informed decisions. Exercises broad discretion and ensures decisions align with overarching organizational objectives and policies.
4	<i>Does not quite meet Expert, but is at a higher level of proficiency than Intermediate.</i>
Intermediate 3	Makes timely decisions on issues that impact programs, projects or procedures. Effectively explains the logic used in making those decisions. Uses existing data or guidelines and gathers and applies information, from a variety of materials or sources to make decisions. Considers how decisions made impact other work units within the organization and proposes recommendations to leadership accordingly. Exercises discretion within his/her area of responsibility and ensures decisions align with overarching organizational objectives and policies.
2	<i>Does not quite meet Intermediate, but is at a higher level of proficiency than Basic.</i>
Basic 1	Makes decisions regarding routine work activities based on existing information and procedures. Considers how decisions can impact others, and proposes recommendations to supervisors accordingly. Uses existing data or guidelines to make decisions. Relies on others to solve unusual problems and to make policy interpretations. Makes decisions in a timely manner.

Developing Others: Develops the ability of others to perform and contribute to the organization by providing ongoing feedback and by providing developmental opportunities to learn through formal and informal methods.

<p>Expert 5</p>	<p>Closely monitors and evaluates employees' performance to identify potential developmental needs. Provides thoughtful, constructive feedback with specific and realistic recommendations for improvement. Asks employees about any struggles or obstacles they face in fulfilling their duties or achieving goals, and helps them find ways to overcome those obstacles. Devotes time to identifying projects or opportunities that would promote growth and development of subordinates. Motivates employees to follow development plans and monitors professional improvement.</p>
<p>4</p>	<p><i>Does not quite meet Expert, but is at a higher level of proficiency than Intermediate.</i></p>
<p>Intermediate 3</p>	<p>Identifies the developmental needs of others. Monitors performance and provides constructive feedback on progress. Encourages employees to take advantage of a variety of formal and/or informal developmental opportunities. Works with individual employees to develop plans for professional improvement.</p>
<p>2</p>	<p><i>Does not quite meet Intermediate, but is at a higher level of proficiency than Basic.</i></p>
<p>Basic 1</p>	<p>Contributes to identifying the developmental needs of others and provides objective feedback to maximize learning. Informs individuals of formal or informal developmental opportunities.</p>

Diversity Awareness: Recognizes variations among cultures and treats all people with respect; establishes and maintains effective working relationships with people from different backgrounds; demonstrates sensitivity to individual differences and treats others fairly; values and encourages varied perspectives, unique skills, and talents.

<p>Expert 5</p>	<p>Treats all employees and stakeholders with respect, fairness, and consistency, regardless of background. Creates and promotes a work environment that appreciates and values people of different backgrounds, experiences, and cultures. Exhibits understanding and sensitivity to varied cultural practices and beliefs when working with customers or co-workers with different backgrounds and encourages others to do so as well. Recognizes and utilizes the abilities of all individuals and groups equally to achieve organizational goals. Advocates the benefits of diverse values and skills to the organization.</p>
<p>4</p>	<p><i>Does not quite meet Expert, but is at a higher level of proficiency than Intermediate.</i></p>
<p>Intermediate 3</p>	<p>Treats all employees and stakeholders with respect and consistency, regardless of background. Contributes to creating a work environment that appreciates people of different backgrounds, experiences, and cultures. Assists others in understanding varied cultures and beliefs when possible. Demonstrates appreciation for varied perspectives. Respects the benefits of diverse values and skills to the organization.</p>
<p>2</p>	<p><i>Does not quite meet Intermediate, but is at a higher level of proficiency than Basic.</i></p>
<p>Basic 1</p>	<p>Treats all employees and stakeholders with respect, regardless of background. Works well with people of different backgrounds and cultures, maintaining effective working relationships. Demonstrates sensitivity to other cultural practices and beliefs.</p>

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.

Expert 5	Encourages employees at all levels to generate innovative ideas for products and services. Takes initiative to define important issues or challenges, and carries out actions to address them, independently or by directing a team. Assesses customer needs and develops new products and services to address those needs. Implements innovative strategies, campaigns, procedures, services and/or products to accomplish agency goals. Utilizes feedback from others to develop proposals resulting in a high return on investment.
4	<i>Does not quite meet Expert, but is at a higher level of proficiency than Intermediate.</i>
Intermediate 3	Generates and implements new ideas for products and services. Takes initiative to define important issues or challenges and partners with others to address them. Assesses and addresses customer needs. Provides quality feedback when new services or products are being developed.
2	<i>Does not quite meet Intermediate, but is at a higher level of proficiency than Basic.</i>
Basic 1	Successfully carries out ideas for new products and services. Provides input into defining important issues or challenges and helps generate solutions. Addresses customer needs, as necessary. Provides basic feedback when new services or products are being developed.

External Awareness: Understands and keeps up-to-date on local, national, and international policies and trends that affect the organization and shape stakeholders' views; is aware of the organization's impact on the external environment.

Expert 5	Constantly keeps up-to-date of current and emerging events, especially those that may affect TSA and have implications for Homeland Security. Even in the most complex situations, maintains up-to-date knowledge of legislation, regulations, policies, procedures and political trends, and applies knowledge to decisions. Reads, gathers, and analyzes materials and/or participates in briefings, conferences or seminars to learn about or identify key political, economic, social, and technological issues that affect the organization. Develops and maintains networks in national or international communities. Recognizes the possible impact of international events and global issues of environment and economy on U.S. society, the government, and the agency. Facilitates the development of programs while considering multiple views and needs of other agencies or external organizations.
4	<i>Does not quite meet Expert, but is at a higher level of proficiency than Intermediate.</i>
Intermediate 3	Keeps well informed of current or emerging events that may affect TSA and Homeland Security. Maintains up-to-date knowledge of regulations, policies and procedures, and applies knowledge to decisions. Reads and analyzes materials to learn about or identify key political, economic and social issues that affect the organization. Develops and maintains networks across organizations. Recognizes the impact of national events in short -term and long-term planning. Develops programs while considering multiple views and needs of other agencies or external organizations.
2	<i>Does not quite meet Intermediate, but is at a higher level of proficiency than Basic.</i>
Basic 1	Keeps informed of current events that may affect TSA or transportation security in general. Maintains knowledge of current regulations, policies, and procedures. Reads and studies materials to learn about current political and economic issues that affect the organization. Maintains contact with members of specific networks outside own organization. Takes into account multiple views and needs of other agencies or external organizations when performing work tasks.

Flexibility: Is open to change and new information; rapidly adapts to new information, changing conditions or unexpected obstacles.

Expert 5	Takes initiative to identify and recommend the development of new and innovative concepts, approaches, methodologies, techniques, and policies in response to changes in organizational objectives, new information, changing conditions, or unexpected obstacles for multiple work activities. Anticipates predictable issues and proposes recommendations or alternate courses of action in response to changing organizational goals and objectives. Ensures organizational goals and objectives are met despite unexpected challenges and obstacles. Rapidly adapts to different work styles to complete assignments and meet objectives.
4	<i>Does not quite meet Expert, but is at a higher level of proficiency than Intermediate.</i>
Intermediate 3	Appropriately adapts behavior and work methods in response to new information, changing conditions, or unexpected obstacles. Responds to change with a positive attitude and a willingness to learn new ways to accomplish work activities and objectives. Accomplishes work priorities despite unexpected changes and obstacles. Adapts to different work styles to complete assignments and meet objectives.
2	<i>Does not quite meet Intermediate, but is at a higher level of proficiency than Basic.</i>
Basic 1	Applies processes and methods as directed, in response to changing work priorities or conditions, new information, and unexpected obstacles. Completes work and fulfills responsibilities despite unexpected changes and obstacles. Adapts to different work styles to complete assignments and meet objectives.

Incident Management: Applies skills used to address situations that threaten the integrity of operations and/or the safety and security of people and significant assets.

<p>Expert 5</p>	<p>Responds to incidents by applying extensive experience and current and relevant Standard Operating Procedures to minimize loss of life and/or property damage. Effectively responds to and resolves incidents outside of normal Standard Operating Procedures, either independently or by quickly determining the appropriate entities for resolution. Identifies and maintains contact with appropriate partners for the resolution of incidents. Establishes, evaluates, and updates incident management plans to ensure continuation of essential functions in the face of various and complex crisis situations. Calmly and immediately responds to complex breaches of security and emergency situations. Prepares after action reports and includes recommendations for improvement to prevent future incidents.</p>
<p>4</p>	<p><i>Does not quite meet Expert, but is at a higher level of proficiency than Intermediate.</i></p>
<p>Intermediate 3</p>	<p>Responds to incidents by applying experience and current and relevant Standard Operating Procedures to safeguard personnel and property. Effectively responds to most incidents outside of normal Standard Operating Procedures. Identifies appropriate partners for the resolution of incidents. Evaluates and provides input into incident management plans to ensure continuation of essential functions in the face of various crisis situations. Immediately responds to breaches of security and emergency situations. Prepares after action reports for superiors and assists with investigations as needed.</p>
<p>2</p>	<p><i>Does not quite meet Intermediate, but is at a higher level of proficiency than Basic.</i></p>
<p>Basic 1</p>	<p>Responds to incidents by applying experience and current and relevant Standard Operating Procedures to safeguard personnel and/or property. Refers incidents outside of normal Standard Operating Procedures to his/her superior, and assists with resolution, as needed. Identifies individuals for the resolution of incidents. Provides input into incident management plans. Immediately responds to breaches of security and/or contacts the appropriate entity to respond. Provides information for after action reports to superiors and assists with investigations as requested.</p>

Influencing/Negotiating: Persuades others; builds consensus through give and take; gains cooperation from others to obtain information and accomplish goals.

<p>Expert 5</p>	<p>Carefully considers the views and opinions of others in order to prepare a negotiation strategy before developing solutions to technically complex, and/or potentially controversial issues. . Persuades individuals and groups to cooperate, even those who are reluctant to negotiate or do not stand to gain by negotiating. Builds consensus and gains buy-in by involving all parties when developing findings and recommendations. Convinces leadership, management, coworkers and stakeholders to cooperate, accept recommendations, and/or modify their behaviors and/or perceptions to address critical issues and accomplish goals.</p>
<p>4</p>	<p><i>Does not quite meet Expert, but is at a higher level of proficiency than Intermediate.</i></p>
<p>Intermediate 3</p>	<p>Considers the views of others when negotiating solutions to technically complex or potentially controversial issues. Negotiates successfully with parties who are somewhat reluctant to compromise. Gains cooperation with other parties to help understand differences and craft mutually acceptable decisions. Presents factual information in a matter that is convincing to others. Negotiates with individual stakeholders or groups of stakeholders with varying levels of expertise and interest.</p>
<p>2</p>	<p><i>Does not quite meet Intermediate, but is at a higher level of proficiency than Basic.</i></p>
<p>Basic 1</p>	<p>Considers others' perceptions when attempting to negotiate solutions to issues. Negotiates with individuals who are open to discussions to work towards a solution. Attempts to influence stakeholders to accept own point of view or attempts to build consensus. Works with supervisor and coworkers to gain cooperation from other stakeholders.</p>

Information Analysis: Applies knowledge of research and analysis methods and techniques in order to analyze, evaluate, and interpret the significance and validity of data, distribute the data accordingly, provide storage and maintenance, if required.

Expert 5	Applies expert knowledge of research and devises methods to organize highly complex or technical information for which there is no precedent. Maintains complex and/or large amounts of data. Develops and implements sophisticated methodology and guidelines for data analysis. Evaluates the significance and meaning of ambiguous or incomplete information. Interprets or analyzes highly complex information from multiple sources to discern patterns, trends, and relationships and draws conclusions by determining and then applying rules that involve multiple steps.
4	<i>Does not quite meet Expert, but is at a higher level of proficiency than Intermediate.</i>
Intermediate 3	Applies intermediate knowledge of research and devises methods to organize complex or technical information. Maintains a moderate amount of data. Develops and implements methodology and guidelines for data analysis. Interprets or analyzes complex information to make inferences or draw conclusions by applying rules that involve a moderate number of steps.
2	<i>Does not quite meet Intermediate, but is at a higher level of proficiency than Basic.</i>
Basic 1	Applies basic knowledge of research and devises methods to organize information. Maintains limited amounts of data. Develops and implements basic methodology and guidelines for data analysis. Interprets or analyzes information to make inferences or draw conclusions by applying rules that involve few steps.

Integrity/Honesty: Behaves in an honest, fair and ethical manner; shows consistency in words and actions; models high standards of ethics.

Expert 5	Exhibits fair and honest conduct; makes reasonable judgments based on merit. Consistently exhibits strict adherence to the code of federal standards, values and ethical behaviors. Inspires others to act at the highest level of honesty and integrity. Consistently displays ethical behaviors. Takes full responsibility for the outcome(s) of decisions made, is proactive in identifying and resolving his/her own mistakes, even in difficult situations or when there are potential negative personal consequences. Reports misconduct and other unethical behaviors to the appropriate officials promptly.
4	<i>Does not quite meet Expert, but is at a higher level of proficiency than Intermediate.</i>
Intermediate 3	Exhibits fair and honest conduct. Strictly adheres to the code of federal standards, values and ethical behaviors. Takes responsibility for the outcome(s) of decisions made and is forthright with self and others about his/her own mistakes. Reports misconduct to the appropriate individuals promptly.
2	<i>Does not quite meet Intermediate, but is at a higher level of proficiency than Basic.</i>
Basic 1	Exhibits fair and honest conduct. Understands and complies with the code of federal standards, values, and ethical behaviors. Takes responsibility for the outcome(s) of decisions made and tries to be forthright with self and others about his/her own mistakes. May seek guidance, advice, or input from ethical advisors as necessary when making ethical decisions.

Interpersonal Skills: Treats others with courtesy, sensitivity, and respect; considers and responds appropriately to the needs and feelings of different people in different situations.

Expert 5	Proactively builds rapport with stakeholders, program managers, subordinate staff and colleagues from multiple organizations, even when working on potentially controversial/high visibility/high impact initiatives, policies and programs. Maintains a professional and positive attitude during challenging interactions with others and is able to ensure that major goals are accomplished in spite of significant differences of opinion between key participants. Actively listens to and carefully considers the opinions and ideas of others. Facilitates discussions with individuals and groups even when faced with differing interests, goals, and opinions. Takes action to prevent and/or defuse tense situations. Encourages a respectful atmosphere by maintaining a consistent professional attitude. Responds appropriately to the needs, feelings and capabilities of different people.
4	<i>Does not quite meet Expert, but is at a higher level of proficiency than Intermediate.</i>
Intermediate 3	Demonstrates the ability to build rapport even when faced with technically complex and potentially controversial matters. Maintains a professional and positive attitude during interactions with others and is able to accomplish difficult tasks/assignments even when disagreements exist. Actively listens to and considers the ideas and opinions of others. Facilitates dialogue with individuals and groups. Treats others with respect and responds appropriately to the needs, feelings and capabilities of different people. Is tactful in difficult and sensitive situations.
2	<i>Does not quite meet Intermediate, but is at a higher level of proficiency than Basic.</i>
Basic 1	Builds rapport with others by being courteous and respectful. Maintains professionalism when interacting with others. Listens to others' ideas and opinions, responds appropriately, and allows others the opportunity to present their views.

Leadership: Inspires, influences, and guides others toward goal accomplishments; coaches, mentors, and encourages others to maximize potential; adjusts leadership styles to support a diverse workforce; models high standards of honesty, integrity, trust, openness, and respect for individuals by applying these values to daily behaviors.

<p>Expert 5</p>	<p>Guides and motivates others in accomplishing work activities. Ensures others are committed to shared organizational values and goal accomplishments. Provides coaching to others to leverage their strengths and effectively develop areas requiring improvement. Applies situational leadership to challenging or unusual situations, or to a variety of personalities or groups. Provides advice and direction to others on how to recognize and take appropriate action on problems and opportunities. Creates an atmosphere of trust where others will openly share ideas and information. Serves as a role model for others by modeling values such as integrity, trust, and respect for individuals.</p>
<p>4</p>	<p><i>Does not quite meet Expert, but is at a higher level of proficiency than Intermediate.</i></p>
<p>Intermediate 3</p>	<p>Motivates and gains support from others in accomplishing work activities. Encourages others to commit to shared organizational values and to support the accomplishment of goals. Assists others in completing tasks in an honest and respectful manner. Adapts leadership style to different situations or personalities during routine, daily interactions. Demonstrates high levels of integrity, trust and respect for individuals.</p>
<p>2</p>	<p><i>Does not quite meet Intermediate, but is at a higher level of proficiency than Basic.</i></p>
<p>Basic 1</p>	<p>Gains support of others in accomplishing work activities. Commits to shared organizational values and supports the accomplishment of goals. Recognizes the impact of one's behavior on others. Demonstrates integrity, trust and respect for individuals.</p>

Leveraging Diversity: Fosters an inclusive workplace where diversity and individual differences are valued and leveraged to achieve the vision and mission of the organization.

Expert 5	Actively seeks inclusion of individuals from diverse backgrounds on work teams, committees and/or projects to maximize group performance. Sets the example of inclusiveness when leading employees to optimize operational effectiveness. Recommends selection of qualified applicants who would broaden unit diversity. Actively works to attract and retain high caliber employees to ensure diversity, and utilizes the value of different perspectives to accomplish work and elevate employee engagement. Demonstrates strong support for agency efforts to make the workplace more diverse and inclusive.
4	<i>Does not quite meet Expert, but is at a higher level of proficiency than Intermediate.</i>
Intermediate 3	Takes diversity into account when establishing groups. Promotes a culture of inclusion to optimize operational effectiveness. Works to attract and retain high caliber employees to ensure diversity, and utilizes the value of different perspectives to accomplish work. Supports the efforts of others who work to improve diversity. Shows respect for individuals from different backgrounds and expresses support for workplace diversity.
2	<i>Does not quite meet Intermediate, but is at a higher level of proficiency than Basic.</i>
Basic 1	Supports and promotes workplace diversity practices and a culture of inclusion. Shows respect for and works well with individuals from different backgrounds and values diversity in the workplace.

Managing and Organizing Information: Gathers and systematically maintains data; determines its importance, accuracy, and effectiveness and presents it by using a variety of methods to meet a specific need.

Expert 5	Gathers and maintains a wide variety of information using multiple and diverse sources and methods. Proactively researches data that is not typically collected to contribute to the organization's efficiency. Develops, maintains, and researches multiple database systems to organize and deliver information efficiently and effectively. Analyzes unique and challenging data to determine its significance and utility. Presents complex data utilizing a wide variety of delivery methods to meet the needs of end users.
4	<i>Does not quite meet Expert, but is at a higher level of proficiency than Intermediate.</i>
Intermediate 3	Gathers different types of information using various methods. Maintains and organizes data in multiple databases, depending on the nature of the information. Analyzes data to determine its importance, accuracy and effectiveness. Presents data utilizing a variety of delivery methods to meet the needs of end users.
2	<i>Does not quite meet Intermediate, but is at a higher level of proficiency than Basic.</i>
Basic 1	Gathers basic information following established guidelines and procedures. Maintains data in traditional and established databases. Distributes and/or presents information using simple methods.

Multitasking: Manages a high volume of work by balancing competing deadlines and priorities effectively amongst a variety of diverse tasks.

Expert 5	Completes, manages and leads multiple, complex, or high-priority projects simultaneously and also ensures that all projects or assignments are completed in advance of or within established timeframes. Proactively prioritizes assignments based on urgency and importance. Advises team members on restructuring tasks to minimize conflicting responsibilities. Maintains composure while reordering priorities due to circumstances or events that require changes in scheduling, deadlines, priorities or goals.
4	<i>Does not quite meet Expert, but is at a higher level of proficiency than Intermediate.</i>
Intermediate 3	Efficiently completes routine tasks that frequently have competing priorities. Coordinates with others to restructure tasks to minimize conflicting responsibilities. Effectively manages schedules and time in response to competing priorities. Consistently ensures projects are completed within established time frames.
2	<i>Does not quite meet Intermediate, but is at a higher level of proficiency than Basic.</i>
Basic 1	Completes routine or daily tasks that occasionally have competing priorities. Exhibits the ability to work on multiple projects or assignments but generally focuses on and completes one project or assignment at a time. At the direction of supervisor or team leader, manages schedules and time in response to competing priorities.

Oral Communication: Makes clear and convincing oral presentations; listens effectively; clarifies information as needed.	
Expert 5	Communicates, explains, and/or defends complex ideas or information clearly and adapts to the audience's level of knowledge. Thoughts are extremely well organized. Presents an open and accepting demeanor that allows even the most reluctant person to express his/her views. Delivers accurate, clear, and concise messages verbally that inform and frequently persuade audiences to take appropriate action. Adapts to the needs of diverse audiences and/or complex situations. Actively listens to others, often paraphrasing the message to the speaker for clarification or to address misunderstandings. Communicates information to senior leadership, subordinates, other organizational units, peers, and internal and external customers.
4	<i>Does not quite meet Expert, but is at a higher level of proficiency than Intermediate.</i>
Intermediate 3	Communicates or explains moderately complex ideas or information clearly. Thoughts are well organized. Communicates effectively and confidently by expressing ideas verbally in a clear, concise, and engaging manner. Provides clarifying information as needed. Listens attentively to the speaker and actively asks questions to confirm understanding and avoid miscommunications. Adapts to the needs of most audiences to ensure his/her message is understood. Communicates information to peers, higher-level managers, leadership from other organizational units, internal and external customers, and stakeholder groups.
2	<i>Does not quite meet Intermediate, but is at a higher level of proficiency than Basic.</i>
Basic 1	Communicates basic ideas or information clearly. Communicates effectively and confidently by expressing ideas verbally in an organized, clear, concise manner. Provides clarifying information as needed. Listens to others and responds appropriately. Easily understands verbal directions and responds appropriately to questions. Communicates information to peers, leadership, and (if applicable) subordinates, and to as internal and external customers and stakeholders as appropriate.

Organizational Awareness: Demonstrates commitment to the organization's mission, functions, policies, and procedures, and interfaces with other stakeholders to operate effectively.	
Expert 5	Understands the organization's formal and informal structure, policies and culture in depth. Demonstrates the ability to interact effectively and strategically with various internal and external stakeholders. Stays informed of new and developing political, social, and economic issues within and outside of the organization that may impact the organization's mission and goals. Demonstrates the ability to predict how new events or situations will affect individuals and groups within the organization.
4	<i>Does not quite meet Expert, but is at a higher level of proficiency than Intermediate.</i>
Intermediate 3	Understands and effectively works within the organization's structure, policies and culture. Demonstrates the ability to interact effectively with internal and external stakeholders. Supports the organization's mission and goals by keeping informed of current political, social, and economic issues and situations that may have an impact on the organization.
2	<i>Does not quite meet Intermediate, but is at a higher level of proficiency than Basic.</i>
Basic 1	Understands the work flow, structure, policies and culture of the organization. Has a basic understanding of political, social, and economic issues affecting the organization. Supports the organization's mission and goals.

Partnering: Develops networks and builds alliances; collaborates across boundaries to build strategic relationships and achieve common goals.	
Expert 5	Understands when and where partnerships are needed to achieve organizational, program, or policy objectives and is skilled in identifying individuals, groups and organizations with which to partner. Proactively builds effective relationships and alliances with difficult or uncooperative individuals and organizations through identification of common interests and goals. Successfully leverages networks to meet goals. Works effectively and makes decisions in collaboration with others. Anticipates possible obstacles to collaboration efforts and proactively takes action to resolve issues in order to protect and strengthen working relationships.
4	<i>Does not quite meet Expert, but is at a higher level of proficiency than Intermediate.</i>
Intermediate 3	Identifies individuals, groups or organizations to collaborate with to achieve program or project objectives. Independently builds relationships and alliances with individuals and works to make decisions collaboratively to meet goals. Detects obstacles to collaboration and takes action to resolve issues and repair working relationships.
2	<i>Does not quite meet Intermediate, but is at a higher level of proficiency than Basic.</i>
Basic 1	Builds relationships or alliances with individuals or groups, as directed. Actively participates in established partnerships or networks and works collaboratively with others to meet goals and overcome obstacles. Resolves issues that are creating obstacles through collaboration.

Planning and Evaluating: Determines objectives and strategies in order to meet goals; organizes work, sets priorities, and determines resource requirements; anticipates opportunities and assesses potential threats to project/program completion; monitors and evaluates the progress and outcomes of projects/programs.

<p>Expert 5</p>	<p>Establishes priorities for multiple objectives, tasks, and strategies to achieve short- and long-term goals. Acquires and allocates resources to accomplish work. Prepares action plans and sets priorities for specific work activities, ensuring resources are assigned and effectively utilized to accomplish goals. Monitors and evaluates project/program quality and progress for complex projects/programs. Integrates work with other parts of the organization to accomplish goals. Anticipates potential risks and threats, developing actions to mitigate those issues.</p>
<p>4</p>	<p><i>Does not quite meet Expert, but is at a higher level of proficiency than Intermediate.</i></p>
<p>Intermediate 3</p>	<p>Formulates plans for programs or projects, ensuring prescribed objectives are met and strategies are implemented. Manages acquired resources to accomplish work. Prepares action plans for work activities to ensure goals are accomplished. Monitors and evaluates project/program quality and progress. Looks for opportunities to work with other parts of the organization to accomplish goals. Identifies issues and maintains awareness of potential risks and threats to accomplishing goals.</p>
<p>2</p>	<p><i>Does not quite meet Intermediate, but is at a higher level of proficiency than Basic.</i></p>
<p>Basic 1</p>	<p>Develops basic plans for work projects. Assesses work products and monitors progress against assigned goals. Effectively interprets and follows guidelines to meet objectives and accomplish assignments. Coordinates with others to plan time and use assigned resources to accomplish tasks. Reports any risks and threats that may impact achieving goals.</p>

Political Savvy: Identifies the internal and external politics that impact the work of the organization; perceives organizational and political reality and acts accordingly.

Expert 5	Influences the organization's policy agenda. Has a comprehensive understanding of the formal and informal authority structures within and outside of the organization. Uses that information to support the mission and goals of the organization. Critically evaluates the political and organizational impact of different courses of action before making a decision. Provides leadership and guidance to others on navigating organizational politics or different agendas. Actively promotes organizational policies and initiatives by effectively building coalitions and gaining support from internal or external sponsors as needed.
4	<i>Does not quite meet Expert, but is at a higher level of proficiency than Intermediate.</i>
Intermediate 3	Promotes the organization's policy agenda. Understands the formal and informal authority structures within and outside the organization. Uses that information to support and accomplish the goals of the work unit. Considers the political impact of different courses of action before making a decision. Promotes organizational initiatives and effectively gains support from internal sponsors as needed.
2	<i>Does not quite meet Intermediate, but is at a higher level of proficiency than Basic.</i>
Basic 1	Recognizes the organization's policy agenda. Understands the basic formal and informal authority structures within the organization. Uses that information to accomplish individual work goals. Considers the political impact of different courses of action before making a decision. Helps gain support for organizational initiatives and policies.

Problem Solving: Identifies and analyzes problems; weighs relevance and accuracy of information; generates and evaluates alternative solutions; makes recommendations.

Expert 5	Consistently uses logic to identify alternatives to solve complex or sensitive problems. Compiles and analyzes research related to complex problems and offers innovative solutions, usually where precedents do not exist; proposes solutions that may require modifications to existing processes. Researches and analyzes the root cause of complex problems and develops methods for remediation. Provides expert advice on innovative approaches and solutions to solve intractable problems; often solves problems while under considerable pressure.
4	<i>Does not quite meet Expert, but is at a higher level of proficiency than Intermediate.</i>
Intermediate 3	Consistently uses logic to identify alternatives to solve moderately difficult problems. Identifies, integrates, and evaluates potential sources of information; generates alternatives to solve problems where precedents may not exist; distinguishes between relevant and irrelevant information. Researches the root cause of non-standard problems. In some instances, solves problems utilizing previously unused methods.
2	<i>Does not quite meet Intermediate, but is at a higher level of proficiency than Basic.</i>
Basic 1	Uses logic to identify alternatives to solve routine problems. Reacts to and solves problems by identifying, gathering, and applying information from standard materials or sources. Provides logical solutions to specific problems.

Program Management: Directs and facilitates the resources, planning, organization, monitoring and completion of all aspects of an ongoing program in order to achieve established objectives within agreed upon time, budget allocation and performance criteria.

<p>Expert 5</p>	<p>Oversees all aspects of program s, to ensure goals and objectives are met. Collaborates with stakeholders to solicit competitive offers from potential vendors, define program needs, and develop program strategies. Monitors and analyzes trends and events related to a program, making adjustments to action plans, procedures, processes, and personnel as needed, ensuring goals are achieved. Reviews and approves requirements packages. Evaluates multiple elements of complex data and information to draw conclusions regarding the best options for planning, organizing, managing, and completing all aspects of programs. Advises others in the application of standards to measure the effectiveness of budget allocation, resource allocation, and performance criteria. Identifies real and potential risks, creates and implements plans to avoid or mitigate them.</p>
<p>4</p>	<p><i>Does not quite meet Expert, but is at a higher level of proficiency than Intermediate.</i></p>
<p>Intermediate 3</p>	<p>Collaborates with stakeholders to define program needs and manage acquisition strategies. Monitors trends and events related to programs and adjusts program goals as needed. Reviews requirements packages to solicit competitive offers from potential vendors. Evaluates moderately complex data and information to identify the best options for planning, monitoring, and completing the program. Applies standards to measure the effectiveness of budget allocation and performance criteria. Identifies risks, creates and implements plans to mitigate them.</p>
<p>2</p>	<p><i>Does not quite meet Intermediate, but is at a higher level of proficiency than Basic.</i></p>
<p>Basic 1</p>	<p>Collaborates with stakeholders to define program needs. Monitors trends and events for potential impacts to a program and notifies others if adjustments are needed. Drafts requirements documents to solicit offers from potential vendors. Evaluates data and information to assist in identifying the best options for planning and completing the program. Applies standards to measure the effectiveness of performance criteria. Identifies risk and recommends plans to mitigate them.</p>

Project Management: Directs and facilitates the planning, organization, monitoring and completion of a defined project in order to achieve established objectives within agreed upon time, cost, and performance criteria.

Expert 5	Oversees all aspects of projects to ensure goals and objectives are met. Collaborates with stakeholders to define project needs, achieve timely objectives and manage project strategies. Monitors and analyzes trends and events related to projects, making adjustments to action plans to ensure goals are achieved. Reviews and approves project requirements. Evaluates complex information to ensure project milestones are met. Advises others on the application of standards to measure the effectiveness of resources, budget allocation and performance criteria. Identifies real and potential risks; creates and implements plans to avoid or mitigate them.
4	<i>Does not quite meet Expert, but is at a higher level of proficiency than Intermediate.</i>
Intermediate 3	Collaborates with stakeholders to define project needs and manage project strategies. Monitors current trends and events related to projects and applies the information to appropriate action plans. Reviews project requirements. Evaluates moderately complex information to ensure project milestones are met. Applies standards to measure the effectiveness of budget allocation and performance criteria. Identifies risks, creates and implements plans to mitigate them.
2	<i>Does not quite meet Intermediate, but is at a higher level of proficiency than Basic.</i>
Basic 1	Collaborates with stakeholders to define project needs. Monitors current trends and events related to a project. Drafts project requirements. Evaluates information pertaining to meeting project milestones. Applies standards to measure the effectiveness of performance criteria. Identifies risks and recommends plans to mitigate them.

Public Service Motivation: Shows a commitment to serve the public; ensures that actions meet public needs; aligns organizational objectives and practices with public interests.

Expert 5	Demonstrates exceptional personal commitment and dedication to providing high quality transportation and/or infrastructure security and efficient service for the public. Approaches job as a public servant and spends substantial time ensuring organizational objectives and practices are aligned with public interests. Listens carefully and responds objectively to issues, complaints and concerns of the public and motivates others to do the same. Proactively works to protect the taxpayers' interests, government human capital, assets, and funds, and encourages others to do the same.
4	<i>Does not quite meet Expert, but is at a higher level of proficiency than Intermediate.</i>
Intermediate 3	Demonstrates strong personal commitment to providing high quality and efficient service for the public. Approaches job as a public servant and spends time ensuring organizational objectives and practices are aligned with public interests. Listens to and addresses the concerns of the public. Proactively works to protect the taxpayers' interests, government human capital, assets, and funds.
2	<i>Does not quite meet Intermediate, but is at a higher level of proficiency than Basic.</i>
Basic 1	Demonstrates personal commitment to providing quality service for the public. Approaches job as a public servant. Addresses the concerns of the public. Works to protect the taxpayers' interests, government human capital, assets, and funds.

Reading: Understands and interprets written material, including technical material, rules, regulations, instructions, reports, charts, graphs, or tables; applies what is learned from written material to specific situations.

Expert 5	Understands, interprets and summarizes a variety of advanced written materials for self and others. Applies complex written materials in order to convey scientific, technical, or legal information. Interprets highly complex charts, tables, graphs, or diagrams and applies information gained from each in order to complete complicated tasks.
4	<i>Does not quite meet Expert, but is at a higher level of proficiency than Intermediate.</i>
Intermediate 3	Understands, interprets, and summarizes written materials for others. Interprets and applies information gained from moderately complex written materials, such as charts, tables, graphs or diagrams, in order to complete assignments and tasks.
2	<i>Does not quite meet Intermediate, but is at a higher level of proficiency than Basic.</i>
Basic 1	Understands routine written materials. Interprets written information, such as rules and procedures, including simple charts, tables, and graphs in order to complete routine assignments or tasks.

Self-Management: Sets well-defined and realistic personal goals; displays a high level of initiative, effort, and commitment towards completing assignments in a timely manner; works with minimal supervision; is motivated to achieve; demonstrates responsible behavior.	
Expert 5	Independently sets goals and priorities for individual assignments while accounting for multiple and competing factors and projects to ensure deadlines are met. Recognizes beforehand when a task or project exceeds his/her individual capability and seeks alternatives. Applies sustained levels of effort, persistence, and autonomy toward the achievement of goals.
4	<i>Does not quite meet Expert, but is at a higher level of proficiency than Intermediate.</i>
Intermediate 3	Independently sets goals and priorities for individual assignments to ensure deadlines are met. Recognizes when a task or project goes beyond his/her individual capability and seeks assistance from others when needed. Applies considerable effort, persistence, and autonomy toward the achievement of goals.
2	<i>Does not quite meet Intermediate, but is at a higher level of proficiency than Basic.</i>
Basic 1	Works with supervisor to set realistic personal goals and adheres to deadlines. Accepts additional responsibilities when asked. Notifies supervisor of problems or difficulties with completing tasks. Applies sufficient levels of effort, persistence, and autonomy toward the achievement of goals.

Situational Awareness: Recognizes that the environment is both complex and constantly changing; maintains engagement with team and environment while performing individual duties.

Expert 5	Demonstrates expert ability in perceiving the complexity of a situation, accurately gathering and integrating environmental information, and perceiving critical and non-critical factors; understands what those factors mean. Continually assesses and reassesses surroundings in relation to the mission. Stays fully informed by collecting information from a wide variety of sources, relates the information to co-workers and/or subordinates, and uses the information in making critical decisions that affect the mission and vision.
4	<i>Does not quite meet Expert, but is at a higher level of proficiency than Intermediate.</i>
Intermediate 3	Demonstrates advanced ability in perceiving the complexity of a situation, accurately gathering environmental information, and perceiving critical and non-critical factors. Continually assesses and reassesses surroundings. Stays informed by gathering information from a variety of sources, relates the information to co-workers and/or subordinates, and uses the information to enhance teamwork that affects the mission.
2	<i>Does not quite meet Intermediate, but is at a higher level of proficiency than Basic.</i>
Basic 1	Demonstrates ability in gathering and integrating environmental information and perceiving critical factors in the environment. Integrates factors in relation to operational and mission goals. Stays informed by gathering information from relevant sources, and uses the information to enhance individual performance that affects the mission.

Strategic Thinking: Formulates objectives and priorities, and implements plans consistent with the long-term business and competitive interests of the organization in a global environment; capitalizes on opportunities and manages risks.

<p>Expert 5</p>	<p>Designs approaches and procedures to develop organizational plans supporting agency mission and vision. Performs environmental scanning and forecasting to determine and recommend actions addressing strengths, weaknesses, opportunities and threats. Considers government and agency needs and trends in the development of all strategic plans and aligns appropriately. Effectively makes adjustments to goals and key actions based on analysis of opportunities and potential risks. Creates well-planned performance measures allowing the organization to continually assess and adjust its strategic direction. Develops metrics to assess achievement of organizational work goals. Develops sophisticated risk mitigation strategies.</p>
<p>4</p>	<p><i>Does not quite meet Expert, but is at a higher level of proficiency than Intermediate.</i></p>
<p>Intermediate 3</p>	<p>Creates objectives and establishes priorities to assist in developing organizational plans that support the agency's mission and vision. Performs environmental scanning and forecasting to identify developments that may impact organizational objectives. Considers agency needs and trends in the development of long-term plans. Identifies threats or opportunities that affect objectives and priorities and alerts more senior staff. Documents performance measures to allow the organization to continually assess and adjust its strategic direction. Tracks metrics to assess achievement of organizational work goals. Develops risk mitigation strategies.</p>
<p>2</p>	<p><i>Does not quite meet Intermediate, but is at a higher level of proficiency than Basic.</i></p>
<p>Basic 1</p>	<p>Understands objectives and priorities when assisting in the development of plans supporting the agency's mission and vision. Considers agency needs in the development of plans. Considers performance measures that allow the organization to adjust its strategic direction. Is mindful of metrics used to assess achievement of organizational work goals. Assists in the identification of potential risks and in the development of risk mitigation strategies.</p>

Team Building: Inspires and fosters team commitment, spirit, pride and trust; facilitates cooperation and motivates team members to accomplish group goals.	
Expert 5	Demonstrates broad experience leading and working cooperatively in a group. Uses motivational tools and reinforces common goals to promote confidence and improve group performance. Takes action to resolve problems or conflicts that interfere with achieving group goals. Works to provide necessary resources for team activities. Models cooperative behavior as a team leader and member. Shows enthusiasm and willingness to help others solve problems. Expresses positive ways of communicating authority and credibility to others to achieve group goals.
4	<i>Does not quite meet Expert, but is at a higher level of proficiency than Intermediate.</i>
Intermediate 3	Demonstrates experience working cooperatively in a group. Shows willingness to take action to resolve problems or conflicts that interfere with achieving group goals. Puts group goals ahead of own point of view or opinion. Inspires commitment and trust in team members. Communicates well with team members to keep group activity focused and on track. Demonstrates commitment to team efforts and to meeting challenging goals.
2	<i>Does not quite meet Intermediate, but is at a higher level of proficiency than Basic.</i>
Basic 1	Demonstrates ability to work cooperatively in a group. Shows willingness to take action to resolve problems or conflicts that interfere with achieving group goals. Engages in cooperative behavior as a team member. Willingly helps others when asked. Expresses commitment to team efforts and goals.

Teamwork: Works co-operatively with others to achieve shared goals; openly shares information, knowledge, and expertise with the team; puts team goals ahead of individual/personal goals.

Expert 5	Seeks out opportunities to work with others and participates actively as an experienced team member or team lead for large projects or activities. Proactively provides guidance to less experienced team members. Facilitates group discussions and information sharing by building on the ideas of others. Identifies and emphasizes common goals to promote cooperation among project team members from diverse backgrounds and organizations.
4	<i>Does not quite meet Expert, but is at a higher level of proficiency than Intermediate.</i>
Intermediate 3	Participates as an experienced team member and assists less experienced team members as necessary. Cooperates with others to establish priorities and develop work plans. Encourages team unity and cooperation. Consistently works well with a variety of different people. Is open to suggestions and feedback from team members. Treats all team members in a respectful, courteous, and professional manner. Supports team despite different points of view or setbacks.
2	<i>Does not quite meet Intermediate, but is at a higher level of proficiency than Basic.</i>
Basic 1	Participates as a team member to achieve shared goals. Cooperates with others to complete routine tasks. Attends team meetings and shares information when asked. Effectively interacts and works with others on the team. Treats team members in a respectful, courteous, and professional manner.

Time Management: Concentrates efforts on the most important priorities; makes effective decisions within specified timeframes and takes appropriate action; allocates time effectively to reach goals.	
Expert 5	Effectively manages his or her schedule and skillfully prioritizes tasks based on urgency and importance, often accommodating a narrow timeframe. Meets deadlines for a broad range of tasks and activities either on time or ahead of schedule. Individual is an expert on using time proficiently. Proactively anticipates internal and external factors that may affect timeframes; communicates changes in a timely manner to stakeholders. Maintains follow-up commitments to others and reprioritizes tasks based on concurrent deadlines. Provides guidance to others on a regular basis to help them effectively manage their time and priorities.
4	<i>Does not quite meet Expert, but is at a higher level of proficiency than Intermediate.</i>
Intermediate 3	Concentrates efforts on most important priorities and schedules adequate time to complete tasks. Attends to all assigned activities. Makes effective decisions and takes appropriate actions in the allotted timeframe. Utilizes time effectively and meets deadlines. Frequently maintains follow-up commitments to others and reprioritizes tasks based on concurrent deadlines. Occasionally assists others with the development of their time management skills.
2	<i>Does not quite meet Intermediate, but is at a higher level of proficiency than Basic.</i>
Basic 1	Schedules time to complete the most important tasks. Plans the use of his or her time. Makes decisions and takes appropriate action in the allotted timeframe. Occasionally prioritizes tasks to meet deadlines as assigned. Communicates to others in advance if deadlines cannot be met.

Vision: Takes a long-term view and builds a shared vision with others; acts as a catalyst for organizational change; influences others to translate vision into action.	
Expert 5	Creates and understands the organization's long-term goals and objectives and develops strategies consistent with the organization's vision. Redirects activities toward new organizational priorities to support change. Considers various viewpoints from internal and external sources when developing new organizational missions and visions. Educates others about organizational missions and visions and outlines the importance of aligning long-term objectives to agency goals.
4	<i>Does not quite meet Expert, but is at a higher level of proficiency than Intermediate.</i>
Intermediate 3	Develops strategies for programs or projects that are consistent with key organizational priorities and values. Redirects program or project activities toward new organizational priorities. Acknowledges organizational strengths and develops plans to address areas in need of improvement. Communicates vision and mission to others, while incorporating employee suggestions for accomplishing new goals and objectives.
2	<i>Does not quite meet Intermediate, but is at a higher level of proficiency than Basic.</i>
Basic 1	Performs work activities that complement the goals and objectives of the agency. Suggests changes in work activities to meet organizational objectives. Supports organizational changes that align with the mission and vision. Communicates vision of agency to others; generates support for vision.

Written Communication: Writes in a clear, concise, organized, and convincing manner for the intended audience.	
Expert 5	Composes complex correspondence and/or highly technical written work that is controversial and/or politically sensitive for high-level officials, senior leaders or the general public. Writes and/or provides explanations of policies, regulations, precedents, and practices in terms easily understood by the intended audience. Is proficient in a variety of writing styles and adapts writing styles to audiences' levels of understanding. Supports and/or defends decisions clearly and convincingly in writing. Independently creates and incorporates visual aids such as charts, diagrams, graphics, illustrations, etc. into written products that effectively support and clarify content. Responsible for final proofreading and editing of others' complex or highly technical writing. Highly skilled in document organization, sentence structure, and grammar.
4	<i>Does not quite meet Expert, but is at a higher level of proficiency than Intermediate.</i>
Intermediate 3	Composes and/or proofreads moderately complex, technical and/or non-technical documents and correspondence. Uses writing styles that are tailored for the intended audiences. Produces written material that is generally well organized and includes a clear introduction, body, and conclusion. Independently creates and/or incorporates visual aids such as charts, diagrams, graphics, illustrations, etc. into written products to support and clarify content. Avoids spelling and grammatical errors.
2	<i>Does not quite meet Intermediate, but is at a higher level of proficiency than Basic.</i>
Basic 1	Composes documents or correspondence involving non-technical or routine information. Uses a writing style that is appropriate for intended audiences. Produces written information using acceptable grammar, organization and structure. Incorporates visual aids into written products to support and clarify content in some instances.

TSA Technical Competencies

Application of Standard Operating Procedures: Retains and implements knowledge of all applicable Standardized Operating Procedures (SOPs) related to current position.	
Expert 5	Serves as a subject matter expert on Standard Operating Procedures (SOPs) by applying most or all applicable SOPs and helps others become familiar with the content. Evaluates procedures to ensure SOPs are consistently implemented and followed. Makes the necessary corrections to conform to SOPs if a compliance issue arises. Addresses others if they are operating outside of standard procedures and provides help or training on SOP compliance as needed. Effectively applies SOPs in stressful and challenging situations.
4	<i>Does not quite meet Expert, but is at a higher level of proficiency than Intermediate.</i>
Intermediate 3	Thoroughly reviews all applicable Standard Operating Procedures (SOPs). Ensures SOPs are consistently implemented and followed within a work group. Identifies the need for corrective action if there is a compliance issue. Notifies others if they are operating outside of standard procedures. Recognizes challenging situations and, with occasional assistance from experienced co-workers, effectively applies SOPs in stressful and challenging situations.
2	<i>Does not quite meet Intermediate, but is at a higher level of proficiency than Basic.</i>
Basic 1	Takes appropriate steps to become familiar with all applicable Standard Operation Procedures (SOPs). Diligently implements and follows SOPs. Reports any deviations from SOPs to a supervisor or the appropriate point of contact. Requests assistance to effectively apply SOPs in difficult situations when necessary.

Data Analysis: Collects information to determine the validity and application of various types of data; applies different strategies for acquiring data; analyzes information and makes reasonable inferences or draws well-supported conclusions.

Expert 5	Serves as a subject matter expert on a variety of advanced analytic techniques and identifies the optimal approach to analyze information given available data and relative to the question/goal. Acquires data using multiple distinct methods. Actively seeks out and explores new data sources. Validates the accuracy and relevance of data. Takes a data-driven approach to drawing reasonable, well-informed inferences and forming accurate conclusions from data.
4	<i>Does not quite meet Expert, but is at a higher level of proficiency than Intermediate.</i>
Intermediate 3	Acquires data using multiple methods and sources. Validates the accuracy and relevance of questionable data. Understands a variety of analytic techniques and selects the most appropriate methods to analyze information. Takes a data-driven approach to drawing reasonable, well-informed inferences and forming accurate conclusions from data.
2	<i>Does not quite meet Intermediate, but is at a higher level of proficiency than Basic.</i>
Basic 1	Acquires data from a variety of sources. Utilizes different analytic techniques and selects appropriate methods to analyze information. Considers data when drawing inferences and forming accurate conclusions.

Financial Management: Understands the organization's financial processes; prepares, justifies and administers the program budget; oversees procurement and contracting to achieve desired results; monitors expenditures and uses cost-benefit thinking to set priorities.	
Expert 5	Manages financial activities for an organizational unit or program, including forecasting short and long-term requirements. Allocates funds based on assigned project(s) and program staffing models. Prepares complex financial documents and budget reports based on current and projected program needs. Conducts holistic reconciliation of budget reports against each unit's or program's accounts. Ensures optimal return on expenditures through analysis of cost-benefits, and return on investment options and initiatives. Creates systems and procedures for tracking efficient utilization of resources, making adjustments as needed to increase cost efficiency. Demonstrates expert knowledge of the federal budgeting process, and uses that information to plan financial actions and spending cycles.
4	<i>Does not quite meet Expert, but is at a higher level of proficiency than Intermediate.</i>
Intermediate 3	Administers budget for a program or project, including forecasting short and long-term financial requirements. Justifies budget related project requirements to management. Monitors revenues and expenditures for a program or project. Prepares routine financial documents and budget reports. Reviews current and projected program or project expenditures to determine availability of funds for allocation. Holds contractors and suppliers accountable for delivering products and services on schedule and within budget. Allocates budget in ways that optimize use of resources to accomplish goals. Tracks resources to increase cost efficiency. Demonstrates comprehension of the federal budgeting process.
2	<i>Does not quite meet Intermediate, but is at a higher level of proficiency than Basic.</i>
Basic 1	Maintains budget in support of financial activities. Conducts and records routine financial transactions related to a program or project. Reviews and verifies financial documents and budget reports for accuracy. Tracks program or project purchases to ensure monthly and annual expenditures remain within assigned allocations.

Government Administrative Systems: Determines compliance with government policies and procedures; and cooperates with inspections and audits.	
Expert 5	Develops authoritative guidance/training on management and program operations used throughout the organization. Reviews work from multiple sources and organizational entities for policy compliance. Analyzes relevant information to develop organizational positions on complex issues. Validates/approves submitted data for audits and inspections. Applies knowledge of pertinent laws, regulations, policies, and precedents affecting programs and administrative operations. Ensures compliance with relevant laws, regulations, and procedures when making high impact decisions. Develops strategy for improvement efforts for work operations, administrative, and program activities.
4	<i>Does not quite meet Expert, but is at a higher level of proficiency than Intermediate.</i>
Intermediate 3	Provides advice and guidance regarding the application of policies and procedures to both internal and external stakeholders. Gathers input and prepares communications to develop organizational positions on moderately complex issues. Creates or establishes processes for gathering input and status reports for projects requiring inspection and audit. Plans, schedules, and directs team efforts to evaluate and recommend improvements in work operations, administrative, and program activities.
2	<i>Does not quite meet Intermediate, but is at a higher level of proficiency than Basic.</i>
Basic 1	Provides input for the development of guidance regarding the application of policies and procedures to internal stakeholders and communicates organizational positions on issues. Provides input and status updates for projects requiring inspection or audit.

Human Capital Management: Builds and manages workforce based on organizational goals, budget considerations and staffing needs; ensures that employees are appropriately recruited, selected, appraised and rewarded; takes action to address performance problems; manages a multi-sector workforce and a variety of work situations.

<p>Expert 5</p>	<p>Serves as an expert leading or supervising employees, fully understands financial and budget operations, and staffing needs for an organization or work unit. Demonstrates expert knowledge of and expertise in complex Human Capital programs such as recruitment and staffing, performance evaluation, benefits, classification, employee relations, and related administrative matters. Skilled in recruiting and selecting staff to appropriately support the organizational mission. Successfully addresses and/or rewards employee performance and conduct, using sophisticated methods, available tools, and applying best practices to resolve issues. Demonstrates expert skill in addressing workforce challenges by evaluating options and finding alternative ways to successfully accomplish work despite challenges.</p>
<p>4</p>	<p><i>Does not quite meet Expert, but is at a higher level of proficiency than Intermediate.</i></p>
<p>Intermediate 3</p>	<p>Possesses experience leading or supervising employees, understands financial and budget operations, and establishes short-term plans for an organization or work unit. Demonstrates knowledge of and expertise in multiple Human Capital programs, such as recruitment and staffing, performance evaluation, benefits, classification, employee relations, and related administrative matters. Selects and manages staff to appropriately distribute work assignments and meet deadlines. Uses a variety of methods to successfully addresses and/or reward employee performance or conduct. Identifies and addresses workforce challenges by evaluating options and making recommendations for successful work accomplishment.</p>
<p>2</p>	<p><i>Does not quite meet Intermediate, but is at a higher level of proficiency than Basic.</i></p>
<p>Basic 1</p>	<p>Determines staff requirements, and distributes and monitors work assignments for a single program or project involving several employees. Has a basic understanding of financial and budget operations. Demonstrates basic understanding of various Human Capital programs and related administrative matters. Provides employees with developmental assignments to improve their skills. Distributes work assignments. Uses established methods to address and/or reward employee performance or conduct. Identifies workforce challenges and contributes to recommendations for accomplishing work.</p>

Investigative Skills: Recognizes, collects and presents evidence that reconstructs events, sequences, and time elements; and establishes relationships, responsibilities, legal liabilities, and conflicts of interest, in a manner that meets requirements for presentation(s).	
Expert 5	Performs internal and external investigative work to reconstruct events, sequences and time elements, and verify facts. Evaluates, monitors, and ensures compliance with investigation laws, regulations, policies, standards, and procedures. Directs, plans, and coordinates joint internal and external investigations. Establishes information networks and addresses individuals who are difficult, hostile, or distressed to obtain information relevant to a particular investigation or sequence of events. Writes and reviews complex investigation reports and documents, and debriefs appropriate personnel on progress of investigations. Monitors current trends or events likely to affect operations or the program area and applies the information as appropriate. Develops investigative models or theoretical approaches to obtain relevant information regarding events, sequences and time elements. Provides technical advice on investigative matters to others.
4	<i>Does not quite meet Expert, but is at a higher level of proficiency than Intermediate.</i>
Intermediate 3	Performs internal and external investigative work to obtain information, gather evidence, or verify facts and share that information with the appropriate supervisory and subordinate personnel. Evaluates investigation documents to ensure compliance. Participates in and cooperates with joint investigations. Uses established information network to obtain information relevant to a particular investigation or sequence of events. Writes and reviews investigation reports and debriefs appropriate personnel on progress of investigations. Keeps abreast of the latest investigative technology and research. Uses established investigative models and theoretical approaches to obtain relevant information regarding events, sequences, and time elements.
2	<i>Does not quite meet Intermediate, but is at a higher level of proficiency than Basic.</i>
Basic 1	Performs basic internal and external investigative work. Evaluates investigation documents and notifies supervisors and/or others in cases of non-compliance and/or discovery of illegal or criminal activity. Obtains information relevant to a particular investigation. Contributes to investigation reports. Tracks the progress of investigations. Maintains awareness of current technology and research that may impact investigative techniques. Uses established investigative models and theoretical approaches to obtain information relevant to a particular investigation.

Law Enforcement Proficiency: Applies administrative and criminal investigative techniques and procedures; demonstrates knowledge of criminal statutes, rules of evidence, precedent court decisions, legal aspects of investigations, interviewing techniques and examination of evidentiary documents or material and the functions and jurisdictions of other Federal, State and local law enforcement agencies.	
Expert 5	Participates in a full range of Law Enforcement operational activities requiring interpretation and adaptation of Law Enforcement operating standards, laws and regulations. Utilizes knowledge of missions and operations to review or recommend appropriate action concerning special and unique cases. Provides feedback and recommendations regarding implementation of policies, directives and procedures based on internal and external stakeholder interests. Directs others in response to crisis incidents. Provides subject matter expertise in the formulation and communication of recommendations and techniques that positively impact Law Enforcement Operations.
4	<i>Does not quite meet Expert, but is at a higher level of proficiency than Intermediate.</i>
Intermediate 3	Mentors teammates to develop their knowledge of Law Enforcement mission, laws and regulations. Identifies suspicious or unusual behavior and conducts appropriate follow-up investigations and/or field interviews. Serves as a team leader on domestic or international missions.
2	<i>Does not quite meet Intermediate, but is at a higher level of proficiency than Basic.</i>
Basic 1	Participates in domestic or international missions. Demonstrates comprehension of policies, directives and regulations and how they relate to or impact Law Enforcement Operations. Knows laws, violations and appropriate responses. Demonstrates an understanding of the diverse functions that affect critical operational or support activities.

Occupational Safety and Health Policies and Procedures: Applies knowledge of occupational safety and health protocols and requirements such as lifting techniques, blood-borne pathogens, and safety hazard identification.	
Expert 5	Manages and develops programs to help others work safely in their environments by identifying and assessing workplace hazards. Leads others in conducting workplace inspections to abate or mitigate occupational safety and health hazards. Expertly applies comprehensive knowledge of occupational safety and health program policies, principles, concepts, regulations and practices, analytical methods, and techniques in performing multiple, varying, and complex assignments in managing hazardous situations, such as those that involve proper lifting techniques, blood-borne pathogens, safety hazard identification, and related programs and processes.
4	<i>Does not quite meet Expert, but is at a higher level of proficiency than Intermediate.</i>
Intermediate 3	Implements programs to help employees work safely in their environments by identifying and assessing workplace hazards. Conducts workplace inspections to identify and abate or mitigate occupational safety and health hazards. Applies knowledge of occupational safety and health program policies, principles, regulations, and analytical techniques in performing multiple and varying occupational safety and health assignments, such as situations that involve lifting techniques, blood-borne pathogens, safety hazard identification, and related programs and processes.
2	<i>Does not quite meet Intermediate, but is at a higher level of proficiency than Basic.</i>
Basic 1	Follows programs to work safely by identifying, assessing, and reporting workplace hazards. Applies basic knowledge of occupational safety and health program regulations and techniques in performing routine assignments or job functions related to safety hazards.

Operations Management: Directs all aspects of a program to ensure that work progresses toward achieving goals and objectives; assesses short- and long-term resource requirements and advises leadership on ways to address these requirements; evaluates overall program effectiveness, and adjusts strategies as needed, to ensure performance standards are met.

Expert 5	Has significant broad-based experience managing and overseeing major programs. Identifies and assesses short and long-term resource requirements and ensures challenging goals are met. Proactively advises leadership on ways to address resource requirements to meet complex needs. Effectively adjusts priorities and mitigates critical challenges, ensuring work is accomplished, and objectives are successfully met. Evaluates and addresses how his/her operations may impact the government and the organization as a whole, as well as individual programs within the organization.
4	<i>Does not quite meet Expert, but is at a higher level of proficiency than Intermediate.</i>
Intermediate 3	Has experience managing and overseeing programs. Assesses short and long-term resource requirements and ensures goals are met. Advises leadership on ways to address resource requirements to meet needs. Effectively adjusts priorities and mitigates challenges to ensure goals are achieved. Evaluates how his/her operations impact the organization as a whole, as well as individual programs within the organization.
2	<i>Does not quite meet Intermediate, but is at a higher level of proficiency than Basic.</i>
Basic 1	Has experience overseeing projects or programs to ensure work progresses as expected. Recommends additional resources, when necessary. Adjusts priorities and addresses challenges promptly and monitors performance of others to ensure work is accomplished. Evaluates how his/her operations impact individual programs within the organization.

Program Evaluation: Applies knowledge of quantitative / qualitative evaluation methods and techniques, including metrics and fact-finding to conduct studies and analyses of organizational effectiveness, efficiency, and productivity.

Expert 5	Applies expert knowledge of quantitative and qualitative analytic methods to assess programs. Designs approaches to organize, review and evaluate complex technical data and information to identify the best options for assessing programs. Develops and implements sophisticated methodologies to effectively conduct large and complex studies to measure the effectiveness, efficiency, and productivity of programs. When appropriate, uses recognized industry best practices or benchmark standards. When necessary, develops benchmarks and metrics for monitoring operational effectiveness and/or compliance with regulations. Identifies and mitigates real and potential risks associated with programs, recommending and implementing improvements.
4	<i>Does not quite meet Expert, but is at a higher level of proficiency than Intermediate.</i>
Intermediate 3	Applies intermediate knowledge of quantitative and qualitative methods to analyze programs. Designs approaches to organize, review and evaluate technical data and information to identify the best options for assessing programs. Develops and implements methodologies to effectively conduct studies to measure effectiveness, efficiency, and productivity of programs. Determines appropriate benchmarks and metrics for monitoring operational effectiveness and/or compliance with regulations. Identifies and works with others to mitigate real and potential risks associated with programs, recommending potential improvements.
2	<i>Does not quite meet Intermediate, but is at a higher level of proficiency than Basic.</i>
Basic 1	Applies basic knowledge of quantitative and qualitative methods to analyze programs. Designs approaches to organize, review and evaluate data and information to identify options for assessing programs. Develops and implements methodologies to effectively conduct small studies to measure the effectiveness, efficiency, and productivity of a program. Uses established benchmarks or metrics as appropriate when monitoring operational effectiveness and/or compliance with regulations. Identifies real risks associated with a program and suggests potential mitigation.

Requirements Management and Metrics: Monitors contract performance, takes any necessary action, and applies remedies to protect the rights of the Government. Uses metrics to evaluate performance of processes, workflow requirements, and outputs against goals.	
Expert 5	Serves as a subject matter expert for the application of contracting management principles, concepts, regulations, and practices. Develops analytical methods, techniques, and metrics to monitor contract performance for deliverables, compliance with terms and conditions of the contract, and documentation of performance and payments to protect the rights of the Government. Ensures alignment of organizational goals, policies, and the requirements of projects against contracts and statements of work. Performs inspections of contractor products.
4	<i>Does not quite meet Expert, but is at a higher level of proficiency than Intermediate.</i>
Intermediate 3	Applies contracting management principles, concepts, regulations, and practices. Uses metrics to monitor contract performance and reports any potential problems with performance and delivery, noncompliance with terms and conditions of the contract, and contractor performance and invoices. Ensures program goals, policies, and requirements of projects are aligned with contracts and statements of work. Performs inspections of contractor products.
2	<i>Does not quite meet Intermediate, but is at a higher level of proficiency than Basic.</i>
Basic 1	Adheres to contracting principles, concepts, regulations, and practices. Uses metrics to provide feedback to appropriate stakeholders related to contract performance. Ensures goals, policies, and requirements of projects are being met. Reviews contractor products.

Resilience: Deals effectively with pressure; remains optimistic and persistent, even under adversity; recovers quickly from setbacks.	
Expert 5	Responds constructively to setbacks by developing alternative approaches to determine the best course of action. Maintains a positive attitude when faced with continual change or adversity. Demonstrates optimism when providing rationale to staff during times of significant organizational change, while maintaining unit effectiveness, quality, and morale. Serves as a role model for maintaining composure in high-pressure situations.
4	<i>Does not quite meet Expert, but is at a higher level of proficiency than Intermediate.</i>
Intermediate 3	Responds constructively to setbacks by identifying lessons learned and looking ahead to other opportunities. Maintains a positive attitude when faced with frequent change or adversity. Perseveres on projects despite changing objectives, deliverables, and deadlines. Assists others resistant to organizational change adopt a positive outlook. Maintains composure in high-pressure situations.
2	<i>Does not quite meet Intermediate, but is at a higher level of proficiency than Basic.</i>
Basic 1	Responds constructively to setbacks. Maintains a positive attitude when faced with change or adversity. Demonstrates the ability to work effectively despite changing objectives or deadlines. Provides constructive feedback to others in handling organizational change.

Respecting Privacy and Preserving Freedoms: Ensures that systems, processes, and practices are effectively established and implemented to respect and protect the privacy of individuals affected by TSA's transportation security activities.

Expert 5	Identifies complex trends in transportation security activities to forecast TSA's ability to protect the privacy of the traveling public. Conducts detailed analyses of transportation activities to ensure systems, processes, and practices are effectively established and efficiently implemented. Creates and maintains solutions that secure sensitive and personal information for the traveling public. Acts as a role model in interpreting and following policies, directives, and procedures related to Freedom of Information Act (FOIA), the Privacy Act (PA), Sensitive Security Information (SSI), Personally Identifiable Information (PII), and transportation security. Develops strategies for addressing breaches in privacy and leads others to implement them.
4	<i>Does not quite meet Expert, but is at a higher level of proficiency than Intermediate.</i>
Intermediate 3	Interprets or analyzes trends in transportation security activities and TSA's ability to protect the privacy of the traveling public. Reviews previous analyses to determine which systems, processes, and practices are working properly. Works towards solutions to secure sensitive and personal information for the traveling public. Interprets and follows policies and procedures related to Freedom of Information Act (FOIA), the Privacy Act (PA), Sensitive Security Information (SSI), Personally Identifiable Information (PII), and transportation security. Identifies strategies for addressing breaches in privacy and works with others to implement them.
2	<i>Does not quite meet Intermediate, but is at a higher level of proficiency than Basic.</i>
Basic 1	Monitors simple trends in transportation security activities to assist others in determining how to protect the privacy of the traveling public. Monitors transportation activities to ensure systems, processes, and practices are working as designed. Works towards solutions that secure sensitive and personal information. Follows policies and procedures related to Freedom of Information Act (FOIA), the Privacy Act (PA), Sensitive Security Information (SSI), Personally Identifiable Information (PII), and transportation security. Works with others to address and resolve breaches in privacy.

Risk Management: Demonstrates ability to access, critically analyze, evaluate, and apply risk information to the decision making process in support of organizational goals and objectives.	
Expert 5	Gathers information from multiple sources and creates methods for analyzing, evaluating, and mitigating risks. Effectively communicates, explains, or defends complex risk management objectives to all audiences. Applies risk information to make critical decisions and develop or modify theories/systems that positively impact the organization. Successfully anticipates and identifies risks, and devises methods to avoid or mitigate them. Interprets or analyzes complex risk patterns and trends, and draws conclusions that support organizational goals and objectives.
4	<i>Does not quite meet Expert, but is at a higher level of proficiency than Intermediate.</i>
Intermediate 3	Gathers information and uses guidelines or precedents to evaluate and manage risks. Communicates or explains risk management objectives to targeted audiences. Uses risk information to make decisions and develop or modify theories that impact the organization or work unit. Anticipates and identifies risks and works with others to mitigate them. Analyzes risk trends and provides feedback that supports organizational or work unit goals.
2	<i>Does not quite meet Intermediate, but is at a higher level of proficiency than Basic.</i>
Basic 1	Gathers information from sources identified by others. Organizes and maintains routine information using clearly established guidelines. Explains risk management objectives to supervisor or peers as requested. Considers impact of risk information on the work unit. Identifies risks and risk patterns, and notifies appropriate supervision.

Security Components and Programs in DHS and Other Organizations: Applies knowledge of security programs and activities in other components of DHS and other government agencies that impact, are impacted by, or otherwise relate to TSA security operations and programs.	
Expert 5	Is fully aware of current and emerging security-related programs, activities, and operations in DHS and other organizations that impact or are impacted by TSA security operations and programs. Understands and is able to oversee when and how TSA needs to operationally interact with DHS and other organizations. Effectively represents TSA and leads efforts to partner with or report to external organizations, taskforces, law enforcement officials, judicial systems/officials, and other stakeholders as needed when implementing TSA security-related operations and programs. Ensures compliance with all relevant DHS standard operating procedures, regulations, and requirements related to TSA security operations and programs.
4	<i>Does not quite meet Expert, but is at a higher level of proficiency than Intermediate.</i>
Intermediate 3	Possesses a clear understanding of current security-related programs, activities, and operations in DHS and other organizations that impact or are impacted by TSA security operations and programs. Effectively works directly with external organizations, taskforces, law enforcement officials, judicial systems/officials, and other stakeholders as needed when implementing TSA security-related operations and programs. Follows all relevant DHS standard operating procedures, regulations, and requirements related to TSA security operations and programs.
2	<i>Does not quite meet Intermediate, but is at a higher level of proficiency than Basic.</i>
Basic 1	Possesses a basic understanding of current security-related programs, activities, and operations in DHS and other organizations that impact or are impacted by TSA security operations and programs. Serves as a supporting team member when TSA works with external organizations, taskforces, law enforcement officials, judicial systems/officials, and other stakeholders to implement TSA security-related operations and programs. Follows all relevant DHS standard operating procedures, regulations, and requirements related to TSA security operations and programs.

Security Directives and Regulations: Applies knowledge of TSA transportation security policies, directives, and regulations, including on-going regulations and new or emerging directives, as well as understanding of how to implement the policies, directives and regulations in local TSA airport and/or FAMS operations.	
Expert 5	Serves as a subject matter expert on current and emerging TSA transportation security policies, directives, and regulations. Provides training and guidance on how to implement security policies, directives, and regulations in airports or other operations; requests feedback from peers and subordinates on issues encountered during implementation. Makes recommendations for new or improved security policies, directives, and regulations based on feedback from the field, as well as information on potential risks/threats or new technology and trends.
4	<i>Does not quite meet Expert, but is at a higher level of proficiency than Intermediate.</i>
Intermediate 3	Has a thorough understanding of current and emerging TSA transportation security policies, directives, and regulations. Monitors his/her environment to ensure compliance with security policies, directives, and regulations. Provides feedback to leadership on issues encountered during implementation of new policies, directives, and regulations.
2	<i>Does not quite meet Intermediate, but is at a higher level of proficiency than Basic.</i>
Basic 1	Applies basic understanding of current TSA transportation security policies, directives, and regulations to successfully perform assigned work. Consistently complies with security policies, directives, and regulations. Requests information or guidance on new or emerging directives as needed to ensure s/he stays up-to-date on security policies, directives, and regulations.

Security Equipment Proficiency: Operation of security equipment (e.g., passenger X-ray technology, baggage X-ray technology, Explosive Trace Detection, passenger screening wands, magnetometer / walk through metal detector, two-way radios).

Expert 5	Serves as a subject matter expert in the operation, calibration, and maintenance of existing and newly acquired transportation security equipment. Ensures timely and comprehensive training and provides guidance on the use of existing and newly acquired security equipment. Requests feedback from peers and/or subordinates on issues encountered when using security equipment. Serves as a liaison for communicating equipment issues with manufacturers. Makes recommendations for new or improved security equipment to be acquired and used by TSA.
4	<i>Does not quite meet Expert, but is at a higher level of proficiency than Intermediate.</i>
Intermediate 3	Possesses a detailed understanding of existing and newly acquired transportation security equipment. Monitors the environment to ensure others are using the equipment effectively and appropriately.
2	<i>Does not quite meet Intermediate, but is at a higher level of proficiency than Basic.</i>
Basic 1	Possesses a basic understanding of existing transportation security equipment to perform work duties. Consistently and effectively uses the security equipment appropriately. Seeks out information or guidance on newly acquired security equipment to ensure proficiency on specific security equipment.

Technical Credibility: Understands and appropriately applies principles, procedures, requirements, regulations and policies related to specialized expertise.

Expert 5	Has an expert level of understanding and appropriately applies principles, procedures, requirements, regulations, and policies related to specialized expertise. May be asked to develop or contribute to the development of new procedures, policies, requirements, and regulations. Serves as a Subject Matter Expert (SME), providing technical advice or assistance to leaders, peers, and subordinates.
4	<i>Does not quite meet Expert, but is at a higher level of proficiency than Intermediate.</i>
Intermediate 3	Has an intermediate level of understanding and appropriately applies principles, procedures, requirements, regulations, and policies related to specialized expertise at a journey level. Develops his/her technical skills in order to contribute to organizational goals. Occasionally assists others in completing technical work.
2	<i>Does not quite meet Intermediate, but is at a higher level of proficiency than Basic.</i>
Basic 1	Has a basic level of understanding and appropriately applies principles, procedures, requirements, regulations, and policies related to specialized expertise at an entry level. Performs the basic requirements to successfully complete technical work.

Technology Application: Uses a variety of electronic products and equipment (e.g., wireless devices, and two-way radios); uses job specific software systems and databases to communicate and analyze information in the appropriate format.

Expert 5	Masters the use of electronic equipment utilized by the agency and instructs others in using them. Effectively uses complex software systems, programs, and databases to communicate and analyze information in the appropriate format.
4	<i>Does not quite meet Expert, but is at a higher level of proficiency than Intermediate.</i>
Intermediate 3	Employs a wide variety of electronic equipment in order to perform his/her job. Uses software systems, programs, and agency databases to communicate and analyze information in various formats.
2	<i>Does not quite meet Intermediate, but is at a higher level of proficiency than Basic.</i>
Basic 1	Uses the proper electronic equipment necessary to perform his/her job. Uses basic software systems, programs, and agency databases appropriately to communicate and analyze information.

Technology Management: Keeps up-to-date on technological developments; makes effective use of technology to achieve results; ensures access to and security of technology systems.

Expert 5	Masters knowledge of technological fundamentals to create competitive advantage for the agency. Teaches others to plan, design, and optimize the operation and control of technological products. Keeps current in awareness and application of new and emerging technological developments and research. Oversees a wide variety of complex technological systems. Effectively manages technology to achieve organizational goals. .
4	<i>Does not quite meet Expert, but is at a higher level of proficiency than Intermediate.</i>
Intermediate 3	Applies knowledge of technological fundamentals to maintain competitive advantage for the agency. Plans, designs, and optimizes the operation and control of technological products. Keeps current with the latest technological developments. Oversees a variety of technological systems. Effectively manages technology to achieve work unit goals.
2	<i>Does not quite meet Intermediate, but is at a higher level of proficiency than Basic.</i>
Basic 1	Applies basic knowledge of technological fundamentals to keep the agency competitive. Uses and maintains control of basic technological products. Keeps current in technological developments. Oversees assigned technological systems. Effectively manages technology to accomplish job duties.

Training Development: Applies learning theories, methods and principles of adult education to one or more of the five phases of the Instructional System Design process to create and/or review training programs.	
Expert 5	Provides expert knowledge in applying learning theories. Fluently conducts in-depth training needs analysis to develop and implement complex training criteria. Designs and approves training curriculum specific to the level of learners. Regularly selects and approves a wide range of instructional methods to enhance learning. Develops high-level training goals and objectives of training program(s) collaboratively with subject matter experts. Continuously improves quality by regularly monitoring training programs and processes within assigned training area(s). Develops significant revisions through analysis, testing, and evaluation, as needed. Implements state-of-the-art training theories and practices and applies new technologies, when appropriate, to enhance the learning process.
4	<i>Does not quite meet Expert, but is at a higher level of proficiency than Intermediate.</i>
Intermediate 3	Provides knowledge in applying learning theories. Conducts training needs analysis to develop and implement advanced training criteria. Designs and oversees training curriculum specific to the level of learners. Selects a variety of teaching methods to enhance learning. Develops training goals and objectives of training program(s) as member of a team, collaboratively with subject matter experts. Improves quality by monitoring training programs and processes within assigned training area(s). Develops revisions through analysis, testing, and evaluation, as needed. Applies new technologies, when appropriate, to enhance the learning process.
2	<i>Does not quite meet Intermediate, but is at a higher level of proficiency than Basic.</i>
Basic 1	Provides basic knowledge in applying learning theories. Conducts training needs analysis to develop and implement training criteria. Develops training curriculum specific to the level of learners. Selects established teaching methods to enhance learning. Contributes to the development of training goals and objectives of training program(s). With guidance, improves quality by monitoring training program(s) and processes within assigned training area through feedback and/or evaluation.

Training Instruction: Deliver or facilitates using a combination of training delivery techniques and technical subject matter expertise; applies adult learning methodology to implement educational techniques which best compliment the curriculum and the audience.

Expert 5	Demonstrates a comprehensive understanding of adult education principles and applies them during training sessions. Applies expertise in evaluating and gauging the learning abilities and preferences of students. Adapts behavior and instructor facilitation methods in response to student interactions and responses, new information, changing conditions, changing audiences, and unexpected challenges. Responds to course content changes with a positive attitude and learns new ways to accomplish training activities and objectives. Achieves learning goals. Consistently uses subject matter expertise during training instruction.
4	<i>Does not quite meet Expert, but is at a higher level of proficiency than Intermediate.</i>
Intermediate 3	Demonstrates an understanding of adult education principles and applies them during training sessions. Is aware of the learning abilities/preferences of students. Adapts instruction methods in response to new course content and evolving events, changing conditions, changing audiences, or unexpected challenges. Demonstrates intermediate instructional techniques while displaying an openness and receptivity to suggestions, experimentation or new methods. Completes learning goals and objectives. Uses subject matter expertise during training instruction.
2	<i>Does not quite meet Intermediate, but is at a higher level of proficiency than Basic.</i>
Basic 1	Provides technically correct training content delivery by strictly following the course content. Applies basic adult learning principles. Adapts instruction or work methods, at the direction of a supervisor, in response to new course content or evolving events, changing conditions, changing audiences, or unexpected challenges. Demonstrates basic instructional techniques while displaying openness to suggestions, experimentation, or new methods. Completes learning objectives, seeking assistance to overcome obstacles when necessary.

Transportation Security Proficiency: Demonstrates understanding of the range of security issues, threats, and challenges facing TSA; the roles of other federal, state, and local government agencies in addressing them; and the frameworks for effectively analyzing and addressing them.

<p>Expert 5</p>	<p>Serves as a subject matter expert on current and emerging TSA transportation security issues, threats, challenges, transportation security laws, regulations, policies, and procedures. Clearly understands the roles of other federal, state, and local government agencies when addressing security issues, etc. Provides guidance to others when developing a framework for effectively analyzing and addressing TSA security risks, issues, threats, and vulnerabilities. Recommends or develops new or improved procedures, regulations, or policies to address security issues, threats, and challenges.</p>
<p>4</p>	<p><i>Does not quite meet Expert, but is at a higher level of proficiency than Intermediate.</i></p>
<p>Intermediate 3</p>	<p>Has a thorough understanding of current and emerging TSA transportation security issues, threats, challenges, transportation security laws, regulations, policies, and procedures. Understands the roles of other federal, state, and local government agencies when addressing security issues, etc. Independently follows a framework for effectively analyzing and addressing TSA security risks, issues, threats, and vulnerabilities. Provides feedback to leadership when addressing security issues, threats, and challenges.</p>
<p>2</p>	<p><i>Does not quite meet Intermediate, but is at a higher level of proficiency than Basic.</i></p>
<p>Basic 1</p>	<p>Applies basic understanding of current TSA transportation security issues, threats, challenges, transportation security laws, regulations, policies, and procedures to successfully perform assigned work. Has a basic understanding of the roles of other federal, state, and local government agencies when addressing security issues, etc. Has working knowledge of the framework for effectively analyzing and addressing TSA security risks, issues, threats, and vulnerabilities. Requests information or guidance on new or emerging security issues, threats, and challenges.</p>

Visual Observation: Notices details and pays attention to instructions, demonstrations, and other activities; takes in and recalls incoming visual sensory information and uses it to make predictions, comparisons, and/or evaluations; recognizes differences or similarities, or senses challenges in circumstances of event; discerns between relevant visual cues or information and irrelevant or distracting information; visually inspects persons, property, or equipment.

<p>Expert 5</p>	<p>Consistently notices minute details and scrutinizes various complicated instructions, procedures, processes and objectives; easily assimilates, recollects, and analyzes all visual information about individuals and the environment; regularly double checks observations. Makes accurate and timely predictions, comparisons, and evaluations; recognizes even subtle differences or similarities between visual information when observing events and is attuned to challenges circumstances may present. Is an expert at discerning between relevant visual cues or information and irrelevant or distracting information. Maintains high degree of visual acuity during stressful situations.</p>
<p>4</p>	<p><i>Does not quite meet Expert, but is at a higher level of proficiency than Intermediate.</i></p>
<p>Intermediate 3</p>	<p>Observes significant details, and carefully reads instructions, procedures, processes and objectives; easily takes in and recalls visual information about individuals and/or the environment; double checks observations. Makes timely predictions, comparisons, and/or evaluations; recognizes differences or similarities in visual information when observing events and is attuned to most challenges circumstances may present. Is skillful at discerning between relevant visual cues or information and irrelevant or distracting information. Maintains visual acuity during stressful situations.</p>
<p>2</p>	<p><i>Does not quite meet Intermediate, but is at a higher level of proficiency than Basic.</i></p>
<p>Basic 1</p>	<p>Notices details and reads various instructions, procedures, processes and objectives; takes in and recalls visual information about individuals and/or the environment. Makes comparisons, and/or evaluations; recognizes noticeable differences or similarities in visual information when observing events and is attuned to some challenges circumstances may present; discerns between relevant visual cues or information and some irrelevant or distracting information. With the assistance of a supervisor, leader, or coworker, maintains visual acuity during stressful situations.</p>