# Competencies for Technical Operations Manager

The competencies described in the table below are required for successful performance as a Technical Operations Manager (FV-2186-K).

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<th>Competency</th>
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| Managing Organizational Performance | • Knowledge of group member job structure, functions, duties, and linkages  
• Manages a team of System Support Center (SSC) Managers to achieve group, district, and agency goals  
• Establishes individual performance expectations with each direct report and holds them accountable for meeting them  
• Delegates work based on organizational needs and individual capabilities and development needs  
• Provides timely, valuable feedback to direct reports  
• Promptly addresses performance issues among direct reports  
• Accurately evaluates the performance of direct reports  
• Supports SSC Managers when they address performance issues among their employees  
• Recognizes and rewards good performance  
• Ensures SSC Managers are managing the performance of their team members |
| Developing Talent                   | • Develops SSC Managers for enhanced job performance and career growth  
• Provides development opportunities both within and outside the group  
• Matches work assignments to development needs as possible  
• Proactively coaches SSC Managers to prepare them for coming challenges  
• Coaches SSC Managers through people and technical situations including grievances and EEO matters  
• Solicits and applies feedback on own performance  
• Identifies own development needs; creates and implements a personal development plan |
| Building Teamwork and Cooperation  | • Provides clear direction  
• Seeks and executes opportunities to pull employees together as a team at the SSC and District levels  
• Provides training and/or coaching in team collaboration  
• Develops strong personal and working relationships with SSC Managers based on understanding each other’s values and establishing trust  
• Works with managers and employees to establish SMART (specific, measurable, actionable, realistic, and time bound) group goals  
• Communicates group goals to all group members, linking group goals to each person’s job  
• Ensures each group member can explain the line of sight from their individual performance expectations to the group goals to organizational goals |
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| Communication                    | • Communicates orally in clear and concise language  
• Actively listens including identifying important elements of what is being communicated  
• Recognizes the audience’s level of understanding  
• Is aware of one’s own tone and attitude and reception by others  
• Tailors messages to the audience in terms of both relevant content and approach.  
• Prepares and delivers effective presentations in person and remotely  
• Uses multiple media to convey messages.  
• Writes clear, concise, and meaningful memos, directives, performance evaluations, recognition letters, and other communications  
• Leads meetings effectively and efficiently.  
• Thinks on one’s feet – can respond spontaneously to questions and challenges  
• Communicates orally in clear and concise  |
| Interpersonal Relations and Influence | • Establishes a vision and engages and inspires others  
• Builds rapport easily with others  
• Influences and motivates others  
• Leverages strong collaborative relationships to accomplish work effectively and efficiently  
• Manages conflict effectively  
• Negotiates for win-win solutions  
• Demonstrates empathy and support for others  
• Tactful and diplomatic  
• Confident and assertive but not aggressive  
• Optimistic and enthusiastic  |
| Problem Solving                  | • Analytical reasoning including assessing and understanding events; anticipating questions and potential impact  
• Integrating information from several sources to understand an issue  
• Strategic thinking and planning  
• Troubleshooting (identifying the source of problems)  
• Solving problems  
• Creativity in identifying and developing unique, customized solutions  
• Draws upon the expertise of others to assist in addressing issues or solving problems  
• Takes prudent risks  
• Makes thoughtful decisions based on sound rationale  |
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| Integrity and Courage           | • Takes a stand on important issues despite opposition  
• Makes and supports difficult or unpopular decisions when needed  
• Consistently fulfills commitments  
• Demonstrates high standards of ethical behavior and inspires trust  
• Admits to errors or lack of knowledge  
• Addresses difficult or uncomfortable issues  
• Is open and honest                                                             |
| Leading People through Change    | • Educates self on upcoming changes, how they help achieve organizational goals, and associated language  
• Proactively recognizes needed changes and takes the initiative to advocate for and plan for change  
• Communicates upcoming changes in advance to managers and employees.  
• Creatively frames change messages to be relevant to the group and their needs  
• Anticipates and overcomes barriers to change.  
• Presents information about organizational initiatives positively regardless of personal feelings. Links the initiative to organizational goals and individual employee jobs. Engages employees in open conversation about the initiative.  
• Disseminates information about identified issues and lessons learned to stimulate change. |
| Technical Knowledge              | Knowledge of:  
• National Air Space operations and safety protocols  
• Organizational big picture and the potential impact of the group’s work on the larger organization, e.g., runway incursions.  
• Technical Operations services and equipment sufficient to ask the right questions, identify the correct resources, and identify and resolve potential or actual problems |
| Organizational Knowledge         | Knowledge of:  
• Organizational mission and structure  
• Organizational programs, processes, and procedures  
• Current organizational goals (FAA, ATO, Tech Ops, and District)  
• Orders and guidelines that define how to operate, report on activities, maintain equipment, avert risk and ensure safety  
• Chain of command and protocol  
• Reporting formats  
• Organizational online systems and tools, technical resources, and people available to provide information or assist in resolving problems and how to access them  
• Organizational priorities and understanding they may change  
• Organizational environment and culture |
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<td>Administrative Knowledge</td>
<td>Knowledge of: • Equal Employment Opportunity guidelines • Bargaining unit contracts • Grievance policies and procedures • Finance and budgeting principles and processes • Staffing principles • Administrative requirements • Accountability Board policies and procedures</td>
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<td>Agility</td>
<td>• Adapts easily to new situations and demands • Independence • Positive attitude • Deals well with ambiguity • Patience in trying circumstances • Composure under pressure • Sees new possibilities • Willingness to learn • Creativity • Visionary – sees the possibilities • Multi-tasking</td>
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<td>Customer Focus</td>
<td>• Knowledge of the functions and responsibilities of stakeholders and how they use your group’s equipment and services • Works with stakeholders to establish mutual and reciprocal expectations and roles • Develops strong, long-term working relationships with internal and external stakeholders • Anticipates the needs of stakeholders, confirms the needs with stakeholders, then acts to find solutions • Collaborates with stakeholders to solve problems and issues</td>
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<td>Building Alliances</td>
<td>• Establishes effective working relationships with people in the organization who can provide information or assist in resolving problems before their help is needed • Continually works to establish and maintain strong collaborative working relationships with colleagues across the organization, especially in Air Traffic • Develops a network of both formal and informal contacts</td>
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<td>Accountability and Measurement</td>
<td>• Takes responsibility for achieving group goals • Establishes and uses metrics to measure accomplishment of group goals and makes adjustments in work as needed • Uses metrics and other resources to identify and resolve systemic issues. • Takes personal accountability for own actions and errors</td>
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<td>Business Acumen</td>
<td>• Collects data on current and future needs from multiple stakeholders before establishing priorities.</td>
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<td>• Prioritizes competing resource requirements</td>
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<td>• Advocates for established priorities by fully representing the issues, the impact on one’s group, and the wider impact on the organization</td>
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<td>• Recognizes when to communicate events upward and identifies the appropriate information to be relayed.</td>
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<td>• Presents alternative strategies for addressing events and issues when reporting these upward. Provides recommendations for the best approach to minimize negative impact of events and continue operations.</td>
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