

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).

Competency	Components
Managing Organizational Performance	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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



Competency	Components
Communication	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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

Competency	Components
Integrity and Courage	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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: <ul style="list-style-type: none"> • 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: <ul style="list-style-type: none"> • 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

Competency	Components
Administrative Knowledge	Knowledge of: <ul style="list-style-type: none"> • 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
Agility	<ul style="list-style-type: none"> • 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
Customer Focus	<ul style="list-style-type: none"> • 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.
Building Alliances	<ul style="list-style-type: none"> • 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
Accountability and Measurement	<ul style="list-style-type: none"> • 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



Competency	Components
Business Acumen	<ul style="list-style-type: none"> • Collects data on current and future needs from multiple stakeholders before establishing priorities. • Prioritizes competing resource requirements • Advocates for established priorities by fully representing the issues, the impact on one's group, and the wider impact on the organization • Recognizes when to communicate events upward and identifies the appropriate information to be relayed. • 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.

