



UNITED STATES OFFICE OF PERSONNEL MANAGEMENT

Washington, DC 20415

The Director

Thursday, August 21, 2008

MEMORANDUM FOR: Human Resources Directors

Subject: Leadership Competency Proficiency Level Illustrations

The U.S. Office of Personnel Management (OPM) is pleased to provide [proficiency level illustrations](#) for the 28 competencies in the Federal leadership competency model. These competencies form the foundation of many Governmentwide leadership initiatives and programs, including the Executive Core Qualifications (ECQs).

Proficiency levels indicate the expertise or mastery an individual has demonstrated in a competency. To supplement OPM's proficiency level scale, which ranges from awareness to expert, we developed illustrations. These illustrations provide examples of work behavior at each proficiency level.

We have incorporated the illustrations into the Federal Competency Assessment Tool for Management (FCAT-M). When used with the FCAT-M, the illustrations assist respondents in rating the leadership proficiency of managers.

To ensure agencies make maximum use of the leadership competencies and to support workforce planning efforts, we are providing the proficiency level illustrations for your use. If you have any questions regarding the leadership competency proficiency level illustrations, please contact your designated human capital officer or e-mail competency@opm.gov.