

# Crosswalk between COTR General Business Competencies and NIH non-technical Competencies

COTR General Business Competencies*	NIH Competencies
<p><b>Attention to Detail</b> Is thorough when performing work and conscientious about attending to detail.</p>	<p><b>Attention to Detail</b> Ensures information is complete and accurate; follows up with others to ensure that agreements and commitments have been fulfilled.</p>
<p><b>Decision-Making</b> Makes sound, well informed, and objective decisions; perceives the impact and implications of decisions; commits to action, even in uncertain situations, to accomplish organizational goals; causes change.</p>	<p><b>Decision Making</b> Obtains information and identifies key issues and implications to make informed and objective decisions.</p>
<p><b>Flexibility</b> Is open to change and new information; adapts behavior or work methods in response to new information, changing conditions, or unexpected obstacle; effectively deals with ambiguity.</p>	<p><b>Adaptability</b> Adapts quickly to change and easily considers new approaches.</p>
<p><b>Influencing/Negotiating</b> Persuades others to accept recommendations, cooperate, or change their behavior; work with others towards an agreement; negotiates to find mutually acceptable solutions.</p>	<p><b>Influence and Negotiation</b> Uses persuasion to gain the support and cooperation from stakeholders, superiors, colleagues, subordinates and other parties to achieve a desired course of action consistent with the organization's strategic goals and objectives.</p>
<p><b>Integrity/Honesty</b> Contributes to maintaining the integrity of the organization; displays high standards of ethical conduct and understands the impact of violating these standards on an organization, self, and others; is trustworthy.</p>	
<p><b>Interpersonal Skills</b> Shows understanding, courtesy, tact, empathy; develops and maintains relationships; deals with difficult people; relates well to people from varied backgrounds; is sensitive to individual differences.</p>	<p><b>Interpersonal Relations</b> Develops and maintains effective relationships with others; relates well to people from varied backgrounds and in different situations; shows understanding, courtesy, tact, empathy, concern, and politeness.</p>
<p><b>Oral Communication</b> Expresses information to individuals or groups effectively, taking into account the audience and nature of the information; makes clear and convincing presentations, listens to others; attends to nonverbal cues.</p>	<p><b>Communications</b> Delivers clear, effective communication and takes responsibility for understanding others.</p>

<b>FAI COTR General Business Competencies</b>	<b>NIH Competencies</b>
<p><b>Planning and Evaluating</b> Organizes work, sets priorities, determines resource requirements, determines goals and strategies; coordinates with other organizations, monitors progress; evaluates outcomes.</p>	<p><b>Planning and Prioritization</b> Plans and organizes work activities; manages several tasks at once.</p>
<p><b>Problem Solving</b> Identifies problems; determines accuracy and relevance of information; uses sound judgment to generate and evaluate alternatives, and make recommendations.</p>	<p><b>Problem Solving</b> Identifies problems and uses logic, judgment, and data to evaluate alternatives and recommend solutions to achieve the desired organizational goal or outcome.</p>
<p><b>Project Management</b> Develops and maintains a workable plan and manages resources to accomplish the overall goal of the project; plans, manages and follows through to ensure the smooth flow and timely completion of activities that deliver project results; anticipates obstacles or gaps that would impact project success and works to continuously improve the agency's capability to achieve success.</p>	<p><b>Project Management</b> Designs, implements and manages ongoing projects and directs the related resources, personnel and activities to successful completion.</p>
<p><b>Reasoning</b> Identifies rules, principles, or relationships that explain facts, data or other information; analyzes information and makes correct inferences or accurate conclusions.</p>	<p><b>Problem Solving</b> Identifies problems and uses logic, judgment, and data to evaluate alternatives and recommend solutions to achieve the desired organizational goal or outcome.</p>
<p><b>Self-Management/Initiative</b> 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.</p>	<p><b>Initiative</b> Identifies opportunities and issues, and proactively acts and follows through on work activities to capitalize or resolve them.</p>
<p><b>Teamwork</b> Encourages and facilitates cooperation, pride, trust; fosters commitment; works with others to achieve goals.</p>	<p><b>Teamwork</b> Works with and helps others to accomplish objectives.</p>
<p><b>Writing</b> Recognizes or uses correct English grammar, punctuation, and spelling; communicates information in a succinct and organized manner, produces written information that is appropriate for the intended audience.</p>	<p><b>Communications</b> Delivers clear, effective communication and takes responsibility for understanding others.</p>

\* Source: Federal Acquisition Institute from <http://www.fai.gov/acm/cotrcomp.asp>