

## 4.5: Competencies

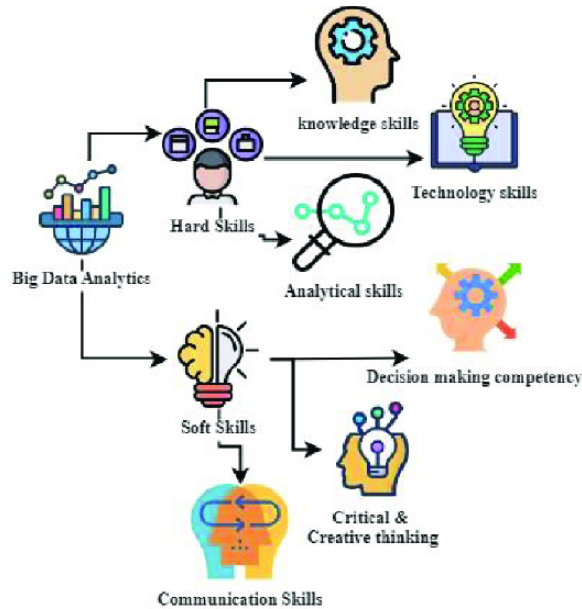


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### Selecting Competencies

Competence is the set of demonstrable characteristics and skills that enable and improve the efficiency or performance of a job. Competency is a series of knowledge, abilities, skills, experiences and behaviors, which leads to effective performance in an individual's activities.

The competencies you select will be used when you prepare your interview guides - the competencies will guide you in your question writing.

### Competencies Dictionary

The competencies included represent the basic knowledge, skills, abilities and behaviors that administrative employees at NIH need to be successful.

The competencies are divided into four sections:

- **Non-Technical:** These are foundational competencies such as “Communication” and “Leveraging Technology” which can be applied across NIH administrative positions.
- **Technical:** These competencies represent the skill sets required for specific functional areas.
- **Leadership & Management:** Represent the essential competencies necessary to be a successful leader or manager at NIH.
- **Executive Proficiencies:** These proficiencies are designed to identify the skill sets of the top levels of management and can be used as a guide for individuals aspiring to reach these positions (e.g., IC Director, Deputy IC Director, Scientific Director, Extramural Director, or Executive Officer).

You can learn more about competencies by following the link below, or reading the printable attachment below.

- [National Institutes of Health Office Management Competencies Dictionary](#).

Source: "Harvard University Competency Dictionary FY14", Harvard University website, 2014.

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