

**ANNEX B: CORE COMPETENCIES FOR
NON-SUPERVISORY IC EMPLOYEES AT GS-15 AND BELOW**

This Annex provides the established labels and definitions for core competencies applicable to all GS-15 and below (that is, at or below General Schedule grade 15 or equivalent or comparable personal rank and below), non-supervisory IC civilian employees, regardless of IC component, mission category, or occupational group. Note, these core competencies serve as the foundation for the competencies and performance elements for IC civilian supervisors and managers at the GS-15 and below or equivalent (see Annex C) and those for IC Senior Officers (see Annex D).

Table B-1 provides the labels and definitions of the core competencies organized by the six IC performance elements for non-supervisory IC civilian employees GS-15 and below, as detailed in ICD 651.

Table B-1. Core Competencies for Non-Supervisory IC Employees at GS-15 and Below

Non-Supervisory Employees at GS-15 and Below	Core	Definition
	Engagement and Collaboration	IC employees have a responsibility to share information and knowledge to achieve results, and in that regard are expected to recognize, value, build, and leverage diverse collaborative networks of coworkers, peers, customers, stakeholders, and teams within an organization and/or across the IC.
	Building Professional/Technical Networks	Develops collaborative information and knowledge sharing networks and builds alliances with colleagues and counterparts within area of professional/technical expertise.
	Influencing/Negotiating	Persuades others, builds consensus through give and take, and gains cooperation from others to obtain information and accomplish goals.
	Interpersonal Skills	Develops and maintains effective working relationships, especially in difficult situations (e.g., when defending or critiquing a position). Demonstrates and fosters respect, understanding, courtesy, tact, and empathy. Considers varied cultural backgrounds, work experience, and organizational roles in working with others.
	Information Sharing	Identifies opportunities to increase information sharing, as appropriate, with customers, colleagues, and others. Recognizes the responsibility and takes action to provide information within the IC, to other federal, state and local law enforcement or authorities, the private sector, and/or foreign partners, as appropriate.

Non-Supervisory Employees at GS-15 and Below	Core	Definition
	Critical Thinking	IC employees are expected to use logic, analysis, synthesis, creativity, judgment, and systematic approaches to gather, evaluate, and use multiple sources of information to effectively inform decisions and outcomes.
	Creative Thinking	Develops new insights into situations and applies innovative solutions to problems and to improve processes. Designs new methods and tools where established methods and procedures are inapplicable, unavailable, or ineffective.
	Exploring Alternatives	Seeks out, evaluates, and integrates a variety of perspectives. Seeks to increase own and others' understanding of an issue based on new information and alternative perspectives. Listens to and shows appreciation for alternative ideas and approaches.
	Enterprise Perspective	Understands the interrelationships among organizations and components of the IC. Understands how one's own work impacts, and is impacted by, the mission and operations of IC organizations and components, and uses this information to maximize contribution to mission accomplishment.
	Situational Awareness	Maintains awareness of changing conditions, current events, and cultural and historical contexts as they affect one's own work.
	Synthesis	Identifies and uses principles, rules, and relationships to construct arguments or interpret facts, data, or other information. Dissects problems into meaningful parts and uses logic and judgment to determine accuracy and relevance of data. Identifies and reconciles gaps, uncertainties, and key assumptions of data. Integrates evidence/information, evaluates and prioritizes alternatives, and assesses similarities and differences in data to develop findings and conclusions. Understands potential implications of these findings or conclusions.
	Personal Leadership and Integrity	IC employees are expected to demonstrate personal initiative and innovation, as well as integrity, honesty, openness, and respect for diversity in their dealings with coworkers, peers, customers, stakeholders, teams, and collaborative networks across the IC. IC employees are also expected to demonstrate core organizational and IC values, including selfless service, a commitment to excellence, and the courage and conviction to express their professional views.
	Courage and Conviction	Exhibits courage when conveying views, presenting new ideas, and making/executing decisions irrespective of potentially adverse personal consequences. Does not alter judgments in the face of social or political pressure.
	Dedicated Service	Strives for excellence and demonstrates commitment to serve the IC. Ensures own actions meet mission needs and protects classified and sensitive information.

Non-Supervisory Employees at GS-15 and Below	Core	Definition
	Innovation	Questions conventional approaches, and supports an environment that encourages new ideas. Participates in the design and implementation of new or cutting edge programs/processes.
	Integrity/Honesty	Behaves in an honest, fair, and ethical manner. Shows consistency in words and actions. Models ethical standards.
	Resilience	Deals effectively with pressure. Remains optimistic and persistent, even under adversity; and recovers quickly from setbacks.
	Respect for Diversity	Values and leverages diversity and individual differences to achieve the vision and mission of the organization.
	Accountability for Results	IC employees are expected to take responsibility for their work, setting and/or meeting priorities, and organizing and utilizing time and resources efficiently and effectively to achieve the desired results, consistent with their organization's goals and objectives.
	Adaptability	Adapts behavior and work methods in response to new information, changing conditions, or unexpected obstacles. Adjusts rapidly to new situations warranting attention and resolution. Is open to change and new information.
	Continual Learning	Uses experiences and challenges as opportunities to improve and become more effective. Pursues assignments and other developmental opportunities to stretch skills to further professional growth. Seeks ways to improve the capacity of others and the organization through mentoring, coaching, and knowledge sharing.
	Initiative	Displays resourcefulness, self-reliance, energy, effort, and commitment in achieving results.
	Policy and Directives	Identifies, interprets, complies with and stays current on relevant regulations, guidelines, laws, and directives.
	Resource Management	Organizes work, sets priorities, and appropriately identifies resource requirements to accomplish the work. Develops realistic project goals and develops a plan to achieve these goals using available and/or shared resources.
	Rigor	Is conscientious, diligent, and thorough.
	Technical Expertise	IC employees are expected to acquire and apply knowledge, subject matter expertise, tradecraft, and/or technical competency necessary to achieve results.
	Professional Tradecraft	Demonstrates technical knowledge and skills common to a mission or occupational group to accomplish work.
Subject Matter Expertise	Demonstrates technical knowledge and skills to accomplish specialized work.	

Non-Supervisory Employees at GS-15 and Below	Core	Definition
	Communication	IC employees are expected to effectively comprehend and convey information with and from others in writing, reading, listening, and verbal and non-verbal action. Employees are also expected to use a variety of media in communicating and making presentations appropriate to the audience.
	Multimedia Communication	Develops, receives, and conveys information using computers, software applications, and multi-media and other technologies and techniques.
	Oral Communication	Expresses ideas, facts, or other information effectively to individuals or groups, taking into account the audience and nature of the information (e.g., technical, sensitive, controversial). Makes clear and convincing oral presentations using the proper briefing protocols. Listens to others, attends to non-verbal cues, and responds appropriately.
	Written Communication	Recognizes and uses correct grammar, punctuation, and spelling. Communicates information (e.g., facts, ideas, or messages) in a succinct and organized manner in the proper format. Produces written material that is appropriate for the intended audience.