

## ANNEX C: CORE COMPETENCIES FOR SUPERVISORY AND MANAGERIAL IC EMPLOYEES AT GS-15 AND BELOW

This Annex provides 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 and, or comparable personal rank and below), IC supervisory/managerial employees, regardless of IC component, mission category, or occupational group. Note, the core competencies identified and defined for non-supervisory IC civilian employees at GS-15 and below or equivalent (see Annex B) serve as the foundation for the competencies and performance elements provided in this annex. In addition, the core competencies provided here serve as the foundation for the competencies and performance elements for IC Senior Officers (see Annex D).

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

**Table C-1. Core Competencies for Supervisory and Managerial IC 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. In addition, IC supervisors are expected to create an environment that promotes engagement, collaboration, integration, and the sharing of information and knowledge.
Building Managerial Networks	Develops collaborative information and knowledge sharing networks and builds alliances with colleagues and counterparts within and/or across the organization, the IC, or other government/private organizations to share management practices and influence program outcomes.
Leveraging Collaborative Networks	Collaborates without boundaries using information and knowledge sharing networks and professional relationships to achieve common goals.
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. In addition, IC supervisors are expected to establish a work environment where employees feel free to engage in open, candid exchanges of information and diverse points of view.
Decisiveness	Identifies and understands issues, problems, and opportunities. Compares data from different sources throughout the IC and external agencies to draw conclusions. Chooses an approach, develops solutions, and takes action consistent with IC values, available facts, constraints, and probable consequences. Makes appropriate decisions in a timely manner even when data are limited or solutions produce unpleasant consequences.

<b>Core</b>	<b>Definition</b>
Flexibility	Is open to change and new information; rapidly adapts to new information, changing conditions, or unexpected obstacles.
Problem Solving	Identifies and analyzes problems; weighs relevance and accuracy of information; generates and evaluates alternative solutions; and makes recommendations.
<b>Leadership and Integrity</b>	IC supervisors and managers are expected to exhibit the same individual personal leadership behaviors as all IC employees. In their supervisory or managerial role, they also are expected to achieve organizational goals and objectives by creating shared vision and mission within their organization; establishing a work environment that promotes equal opportunity, diversity (of both persons and points of view), critical thinking, collaboration, and information sharing; mobilizing employees, stakeholders, and networks in support of their objectives; and recognizing and rewarding individual and team excellence, enterprise focus, innovation, and collaboration.
Character	Demonstrates core organizational values, honesty, integrity, and ethics in words and actions. Acts in a principled manner that instills trust and confidence. Is honest and straightforward when presenting data, conclusions, and recommendations.
Conflict Management	Encourages creative tension and differences of opinions. Anticipates and takes steps to prevent counterproductive confrontations. Manages and resolves conflicts and disagreements in a constructive manner.
Developing Others	Attracts, develops, and retains talented individuals. Creates a learning environment that supports employees in realizing their potential. Builds and uses systems and processes to develop the human capital required by the IC to meet current and future requirements.
Implementing the Vision	Develops and executes an implementation plan to achieve the visionary or strategic goals of senior leadership, leveraging the capabilities and resources of other organizations through collaborative partnerships when necessary. Inspires employee commitment, spirit, pride, and trust.
Leveraging Diversity	Fosters an inclusive workplace where diversity and individual differences are valued and leveraged to achieve the vision and mission of the organization.
Modeling Values	Demonstrates IC, department, and component values in all aspects of work, recognizing the example that is set will have an impact on the workforce.
<b>Accountability for Results</b>	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. In addition, IC supervisors are expected to use these same skills to accept responsibility for and achieve results through the actions and contributions of their subordinates and their organization as a whole.
Entrepreneurship	Positions the organization for future success by identifying new opportunities and builds the organization by developing or improving products or services. Takes calculated risks to accomplish organizational objectives.
Results Orientation	Sets goals for personal and group accomplishment and holds self and others accountable for working to meet or exceed those goals.

**Supervisory/Managerial Employees at GS-15 and Below**

Supervisory/Managerial Employees at GS-15 and Below	Core	Definition
	Management Proficiency	IC supervisors and managers are expected to possess the technical proficiency in their mission area appropriate to their role as supervisor or manager. They are also expected to leverage that proficiency to plan for, acquire, organize, integrate, develop, and prioritize human, financial, material, information, and other resources to accomplish their organization's mission and objectives. In so doing, all supervisors and managers are also expected to focus on the development and productivity of their subordinates by setting clear performance expectations, providing ongoing coaching and feedback, evaluating the contributions of individual employees to organizational results, and linking performance ratings and rewards to the accomplishment of those results.
	Financial Management	Understands the organization's financial processes. Prepares, justifies, and administers the project/program budget. Oversees procurement and contracting to achieve desired results. Monitors expenditures and analyzes cost-benefits to set priorities.
	Human Capital Management	Builds and manages the workforce based on organizational goals, budget considerations, and staffing needs. Ensures that employees are appropriately recruited, selected, appraised, and rewarded. Takes corrective action to address performance problems. Manages a multi-sector workforce and a variety of work situations.
	Team Building	Fosters and facilitates cooperation and motivates team members to accomplish group goals.
	Technical Credibility	Demonstrates technical and/or professional skill or knowledge in relevant organizational, functional, and technical contexts. Remains current on knowledge, technology, tools, and trends in area of expertise. Uses technical knowledge to instill confidence.
	Technology Management	Keeps up-to-date on technological developments. Makes effective use of technology to achieve results. Ensures access to and security of technology systems.
	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. In addition, IC supervisors are expected to use effective communication skills to build cohesive work teams, develop individual skills, and improve performance.
	Communicating with Impact	Articulates a clear message that makes the vision, mission, and set of values real for the workforce and guides them in decision-making and inspires them into action.
	Information Transfer	Cascades organizational and leadership information to the workforce and shares the perspective and ideas of the workforce with leadership.