ANNEX D: CORE COMPETENCIES FOR IC SENIOR OFFICERS

This Annex provides the established labels and definitions for core leadership competencies applicable to all senior officers (that is, those employees in positions above General Schedule grade 15 or equivalent, or comparable personal rank). Note, the core competencies identified and defined for non-supervisory IC civilian employees at GS-15 and below or equivalent (see Annex B) and those for IC civilian supervisors and managers at the GS-15 and below or equivalent (see Annex C) serve as the foundation for the competencies and performance elements provided in this Annex.

Table D-1 provides the labels and definitions of core competencies organized by the six IC performance elements developed for senior officers.

Table D-1. Core Competencies for IC Senior Officer

Core	Definition
Collaboration and Integration	IC senior officers have a responsibility to share information and knowledge to achieve results, and in that regard are expected to build effective networks and alliances with key peers and stakeholders across the IC, and/or with other United States Government (USG), state, local, tribal and foreign officials, as appropriate; actively engage these peers and stakeholders; involve them in key decisions; and effectively leverage these networks and alliances to achieve significant results. In addition, senior officers are expected to create an environment that promotes employee engagement, collaboration, integration, information and knowledge sharing, and the candid, open exchange of diverse points of view.
Building Strategic Networks	Develops collaborative information and knowledge sharing networks and builds alliances with colleagues and counterparts within and/or across the organization, the IC, other government/private organizations, or professional/technical disciplines to achieve organizational outcomes.
Leading Integrative Action	Identifies common interests of parties to formulate collaborative plans and implements, leads, and champions integrative solutions.
Enterprise Focus	IC senior officers are expected to demonstrate a deep understanding of how the missions, structures, leaders, and cultures of the various IC components interact and connect; synthesize resources, information, and other inputs to effectively integrate and align component, IC, and USG interests and activities to achieve IC-wide, national, or international priorities. In addition, senior officers are expected to encourage and support joint duty assignments and developmental experiences that develop and reinforce an enterprise focus among their subordinates.
Enterprise Acumen and Acuity	Understands roles and missions of the enterprise (e.g., agency, department, IC) and other external factors. Perceives organizational and political reality and understands how actions by one entity affect others to identify practical solutions for enterprise mission accomplishment.

Senior Officers

Core	Definition
External Awareness	Understands and keeps up-to-date on local, national, and international policies and trends that affect the organization and shape stakeholders' views; is aware of the organization's impact on the external environment.
Systems Thinking	Understands how variables within a system interact with one another and change over time. Applies this understanding to solve complex problems and drive integration.
Values-Centered Leadership	IC senior officers are expected to personally embody, advance and reinforce IC core values: a *Commitment* to selfless service and excellence in support of the IC's mission, as well as to preserving, protecting, and defending the Nation's laws and liberties; the integrity and *Courage* (moral, intellectual, and physical) to seek and speak the truth, to innovate, and to change things for the better, regardless of personal or professional risk; and *Collaboration* as members of a single IC-wide team, respecting and leveraging the diversity of all members of the IC, their background, their sources and methods, and their points of view. In addition, senior officers are also expected to demonstrate and promote departmental and/or component core values, which may be incorporated in writing, as applicable.
Assuring Diversity	Sets strategic direction to ensure the appropriate focus and attention is given to diversity and that relevant policies and procedures reflect a commitment to diversity.
Instilling Values	Demonstrates, promotes, and inculcates IC, department, and component values to the workforce and ensures policies and practices are aligned with values.
Executive Leadership	IC senior officers are expected to articulate and achieve organizational vision; demonstrate adaptability and flexibility in leading organizational change; engage and motivate employees, peers and stakeholders; exhibit political savvy; create a workplace that promotes and reflects diversity (of both persons and points of view) and equal opportunity; encourage innovation and critical thinking; and maintain organizational and personal focus, intensity, and persistence even under adversity. Those IC senior officers with duties that are primarily technical in nature (for example, S&T or DISL employees) are expected to adapt and apply these same competencies in dealing with professional colleagues and peers in their particular technical field or professional discipline, as well as organizational customers or clients.
Leading Change	Continuously seeks (or encourages others to seek) opportunities for different and innovative approaches to address organizational problems and opportunities. Plans and implements organizational change efforts.
Leading People	Ability to lead people toward meeting the organization's vision, mission, and goals and provide an inclusive workplace that fosters the development of others, facilitates cooperation and teamwork, and supports constructive resolution of conflicts.

The left margin of the table is labeled vertically: **Senior Officers**

Core	Definition
Senior Officers	
Vision	Takes a long-term view and builds a shared vision with others. Integrates the vision into the enterprise mission.
Management Tradecraft	IC senior executives are expected to acquire, plan, organize, develop, integrate and prioritize the human, financial, material, and information resources to effectively accomplish their organization's mission, strategic goals, and performance objectives. In so doing, senior officers are also expected to make sound and timely decisions, set clear employee performance expectations, give them constructive coaching and feedback, provide appropriate developmental opportunities; make meaningful distinctions between the performance of subordinates, and rigorously and realistically evaluate the contributions of individual employees to organizational results. Those IC senior officers with duties that are primarily technical in nature (for example, S&T or DISL employees) are expected to adapt and apply these same competencies to the oversight, coordination, and/or technical management of research, programs, or projects in their particular technical field or professional discipline.
Business Acumen	Ability to manage human, financial, and information resources strategically.
Strategic Thinking	Formulates objectives and priorities, and implements plans consistent with the long-term interests of the Intelligence Community. Capitalizes on opportunities and manages risk.
Domain Knowledge	IC senior officers are expected to acquire and maintain a deep knowledge and understanding of their leadership and/or management "domain," that is, the institutional, organizational, functional, and/or technical context in which they operate, or demonstrate the capacity to quickly acquire such knowledge; they are also expected to strategically and systematically leverage that knowledge and understanding to plan, develop, direct, and integrate employees and programs, and to achieve organizational results.
Domain Acuity	Quickly acquires and uses knowledge and resources given limited prior experience or familiarity with a specific domain to become engaged and rapidly add value to the organization.
Leveraging Expertise	Strategically and systematically uses employee knowledge and expertise to achieve results. Creates conditions that enable technical and professional employees to function effectively in their roles as experts, project leaders, and advisors.