

Leadership Skills

Entry-Level	Mid-Level	Senior-Level
Innovation		
<p>Takes initiative to go beyond assigned tasks; identifies problems and proposes creative and sensible solutions; takes calculated risks to improve job and organization performance.</p>	<p>Develops insights into situations and applies them in the workplace; devises innovative solutions, including technical solutions, to make process/organizational improvements and policy adjustments; inspires staff to embrace change.</p>	<p>Creates an organization-wide environment which encourages innovation; takes a long-term view and acts as a catalyst for constructive change; conceives and institutes organization-wide policy and program initiatives that engage staff input and support; anticipates and prepares for the future.</p>
Decision Making and Judgment		
<p>Identifies issues (including safety and security concerns) and acts confidently and decisively within context of own responsibilities. Arrives at recommendations in a logical, orderly manner and is sensitive to needs and opinions of others. Displays good judgment by discerning what is appropriate, practical, realistic, and allowable in the performance of official duties. Keeps superiors appropriately informed of situations requiring attention.</p>	<p>Makes reasoned, effective, and timely decisions after considering all relevant factors and options, even when data are limited or conflicting or will produce unpleasant consequences; implements decisions and evaluates their impact and implications, making adjustments as needed. Determines whether and how to make decisions or take action without senior-level review, and displays good judgment in making those decisions. Understands own and others' authorities and refers issues appropriately; engages and approves as appropriate.</p>	<p>Integrates policy and administrative factors into problem solving and decision making in a manner enhancing the entire organization; actively works to achieve Department's goals and objectives; encourages staff to accept responsibility. Demonstrates good judgment in all decisions.</p>

Team Building		
<p><i>Is open</i> to views of others; works in collaborative, inclusive, outcome-oriented manner with U.S. and foreign colleagues <i>including USG and multilateral organizations; accepts and actively implements</i> team consensus.</p>	<p>Is an effective team or group leader, or supervisor who creates an environment that facilitates full participation and an open exchange of ideas; fosters cooperation and collaboration among U.S. and foreign <i>colleagues including USG and multilateral organizations</i>; motivates and guides team or group members toward a common goal. Actively develops the skills of subordinates <i>and colleagues</i>.</p>	<p>Is an effective team motivator and leader, who inspires staff to participate and contribute; encourages and develops a sense of pride and cohesiveness among staff; resolves work-related problems by mobilizing team skills and resources <i>from internal and external sources including multilateral organizations as appropriate</i>; develops and implements strategies to improve the workplace, morale, skills and achievements of team members and the effectiveness of the overall organization.</p>
Openness to Dissent and Differing Views		
<p>Demonstrates the intellectual integrity to speak openly within channels and a willingness to risk criticism in order to voice <i>constructive</i> dissent. Publicly supports official decisions while using appropriate dissent channels in case of disagreement. <i>Seeks to resolve disputes using appropriate mechanisms</i>.</p>	<p>Encourages frank communication with colleagues and subordinates. Discerns when well-founded <i>constructive</i> dissent is justified; engages in constructive advocacy of policy alternatives and guides staff to do the same.</p>	<p><i>Encourages personnel to express opinions</i>; accords importance to well-founded <i>constructive</i> dissent and solicits, <i>weighs</i>, and defends its appropriate expression.</p>

Community Service and Institution Building		
<p>Actively participates in outreach or “community service” activities that contribute to employee welfare. For example, volunteers for post, <i>office</i> or Department programs, initiatives, ceremonies, special events, and other activities.</p>	<p>Actively participates in institution building activities that strengthen a post, professional group, or office as an organization. Recognizes importance of and participates in performance evaluation, training, and resource allocation activities, e.g., serves on <i>Selection Boards, office or bureau working groups, post EER Review Panels, etc. and counsels/mentors colleagues as appropriate.</i></p>	<p>Actively participates in “institution building” activities that strengthen the Department as an organization, <i>and improve</i> the efficiency and morale of <i>the workforce.</i> For example, recruits for the Department; serves as Diplomat-in-Residence or on the Board of Examiners; serves on the Selection Boards; participates in Department mentoring program.</p>

Managerial Skills

Entry-Level	Mid-Level	Senior-Level
Operational Effectiveness		
<p>Plans, organizes, and directs operations and strategizes within areas of responsibility; ensures own projects meet customer requirements and are completed on schedule and within budget and scope; accepts supervision and guidance, and supports the projects of others; <i>effectively represents the Department in the interagency process and considers the interests of other agencies as appropriate;</i> provides feedback to supervisors. Demonstrates commitment and moral courage by making difficult choices, working with a sense of purpose and caring about the results.</p>	<p>Completes projects and produces results in <i>a timely and</i> effective manner while balancing the Department’s goals and objectives and constraints of time and resources; <i>coordinates with appropriate USG, multilateral and other organizations;</i> critically analyzes the organization’s strengths and weaknesses, and takes appropriate action. <i>Utilizes all available tools provided by the Department to manage a diverse and flexible workforce.</i></p>	<p>Establishes effective procedures and controls to manage the work activities of subordinates; encourages, develops and rewards efforts of staff to enhance their effectiveness, including their ability to contribute to the achievement of <i>USG goals</i> and objectives <i>productively, including the interagency process;</i> foresees challenges to and opportunities for the organization and takes steps in advance to deal with them.</p>

Directing and Developing Performance		
<p>Participates in preparation of work requirements for self and works with staff in preparing their work requirements; develops plans to accomplish work requirements; gives staff both formal and informal feedback on performance and potential; completes employee evaluations in accordance with standards and deadlines. Encourages and supports open communication with staff and colleagues; <i>delegates to staff as appropriate to grade and skill. Takes active role in own performance evaluation and ensuring accuracy of own personnel record, reviews and provides feedback as appropriate.</i></p>	<p>Establishes and clearly communicates broad performance expectations for unit; <i>develops work requirements with staff;</i> manages staff effectively to meet performance expectations; monitors plans to accomplish work requirements; delegates <i>effectively</i>; creates a productive work environment in which employees' contributions are valued and encouraged; works to prevent and resolve personnel problems in a timely manner; ensures that the evaluation process is properly conducted and that counseling occurs throughout the rating year; effectively selects, trains, develops and supervises employees; ensures that staff is appropriately utilized, appraised, and rewarded. <i>Counsels staff about performance when required; shows special sensitivity to developing, coaching, and training Entry Level Officers. Encourages, develops, and rewards efforts of staff to enhance their effectiveness, including their ability to contribute to the achievement of the Department's goals and objectives.</i></p>	<p>Establishes and clearly communicates organization-wide performance expectations in accordance with the Department's goals and objectives; inspires a high level of performance in staff; ensures the professional development and mentoring of staff; <i>actively promotes the mentoring and development of all</i> employees; oversees possible improvements in human resource <i>processes</i>; <i>ensures mid-level managers delegate substantive work to subordinates as appropriate</i>; ensures that the evaluation and counseling process is conducted effectively and in accordance with standards and deadlines. <i>Establishes the development, coaching, and training of Entry Level Officers as an organization-wide priority, while maintaining the development of other mission personnel.</i></p>

Management of Resources		
Utilizes internal controls to protect the integrity of the organization and prevent waste, fraud, and mismanagement, reporting any instances where such problems occur; uses material and financial resources prudently; strives to produce highest return with lowest cost. Complies with responsibilities regarding resource reporting.	Ensures effectiveness of internal controls; exercises accountability ; allocates resources efficiently, equitably, and in conformity with policy and regulatory guidelines; makes every effort to ensure that employees have the tools needed to work effectively.	Evaluates adequacy of internal controls and ensures implementation of improvements as warranted; holds managers accountable for the consequences of their resource policy decisions; seeks resource adjustments as needed.
Customer Service		
Interacts professionally, courteously , competently, and in a timely manner with all internal and external customers including government, civil society and/or business contacts ; demonstrates technical proficiency; explains technical information in non-technical terms appropriate and understandable to customers, colleagues, and superiors as appropriate ; recognizes the various types of customers served .	Balances competing and sometimes conflicting interests of customers including government, civil society and business contacts ; anticipates and responds appropriately to meet public and internal customer needs ; uses available and appropriate technology to meet customer service goals; seeks ways to use technology to improve customer service .	Encourages customer-oriented focus; maintains or improves services organization-wide; resolves complex problems to meet public and private customer needs ; promotes full utilization of professional and technical skills and technology to achieve customer service goals.

Support for Equal Employment Opportunity and Merit Principles		
<p>Takes diversity training and applies its principles to the workplace; treats all individuals with respect and without regard to race, color, gender, religion, national origin, age, disability, marital status, <i>genetic information, gender identity</i>, or sexual orientation, <i>and protects them from reprisal</i>; acts in compliance with USG and Department EEO policies.</p>	<p>Manages diversity by recruiting diverse staff at all levels and ensuring staff diversity training and awareness; promotes diversity awareness through training; ensures, by example and instruction, and verifies, through monitoring and follow-up, that all employees are treated with fairness and respect; applies EEO and merit principles consistently; identifies and addresses situations giving rise to complaints and grievances based on issues of fairness in the workplace.</p>	<p>Fosters an organization-wide environment in which diversity is valued and respected; encourages the organization to realize the full potential of a diverse staff; provides personal leadership and vigorous support for EEO, merit principles, and fair employment practices; recognizes that diversity within the workplace is a strategic advantage and acts accordingly.</p>
Security and Safety, including Management of Sensitive and Classified Material, Information and Infrastructure		
<p>Practices good personal, information, and physical security; takes full responsibility for <i>properly</i> handling and safeguarding sensitive and classified material, information, and infrastructure; has knowledge of security threats, responsibilities, procedures, regulations and issues; <i>properly handles and accounts for dangerous equipment; reports or addresses possible safety or security hazards or unsafe practices.</i></p>	<p>Encourages the practice of good personal, information, and physical security measures and serves as a model for others. Ensures that effective procedures are in place to protect sensitive and classified material, information and infrastructure and that established security regulations are being followed; <i>monitors and addresses changes in the security environment that impact risk management, decisions and actions</i>; assigns appropriate priority to addressing health, safety or security hazards.</p>	<p>Promotes the practice of good personal, information, and physical security measures by employees; promotes security consciousness on an organization-wide basis; evaluates and monitors procedures to safeguard sensitive and classified material, information, and infrastructure and ensures that necessary changes are made if current procedures are inadequate; holds managers accountable for the consequences of their security policy decisions; <i>actively leads or participates in post's Emergency Action Committee (EAC) to improve the mission's security posture and counter potential threats against U.S. interests.</i></p>

Crisis Management Skills		
<p><i>Possesses</i> appropriate knowledge of short-term (emergency) management and long-term (business continuity) management responses to crises, incidents or other serious situations, and when appropriate <i>participates</i> in the development of plans to respond to such incidents.</p>	<p><i>Leads</i> crisis management for the area of responsibility, including the development of preventative (risk management) plans, <i>and develops colleagues and subordinates</i> awareness and skill in crisis management.</p>	<p><i>Leads</i> crisis management and risk management for the entire organizational unit; sets the tone for the importance of crisis management for the unit; and seeks to reduce the need for crisis management if possible.</p>

Interpersonal Skills		
Entry-Level	Mid-Level	Senior-Level
Professional Standards		
<p><i>Is self-aware and</i> holds self accountable for rules and responsibilities; is dependable and conscientious; is composed, professional, and productive, even in difficult conditions; treats all with respect; is aware of and seeks to report instances or events that could create or result in a hostile work environment.</p>	<p>Holds others accountable for rules and responsibilities; consistently maintains equanimity and a professional demeanor; maintains own motivation, and encourages others to persevere in difficult circumstances. Manages subordinates in a manner that clearly and consistently demonstrates respect.</p>	<p>Sets the standard for integrity and workplace behavior by example and instruction; does not lose composure under stress or in crisis; fosters a climate based on mutual respect and trust.</p>
Persuasion and Negotiation		
<p>Learns to influence <i>others in the public and private sectors</i>; gains cooperation while showing, in the spirit of mutual respect, understanding of other positions; <i>applies these skills in both technical and nontechnical settings, as appropriate.</i></p>	<p>Influences others deftly; fosters understanding of USG/Department views and positions and/or procedures and requirements; develops mutually-beneficial working relationships <i>with counterparts from government, civil society and business</i>; finds common ground among disparate forces and builds consensus; facilitates win-win situations. <i>Negotiates</i> effectively with host country, federal, state and local counterparts, <i>and the private sector as appropriate.</i></p>	<p>Negotiates effectively on a wide range of issues in internal, bilateral, multilateral environments (to include interagency, <i>civil society and business communities</i>); manages and resolves major conflicts and disagreements in a <i>goal-oriented manner mindful of individual interests</i>; manifests a faculty for astute compromise without sacrificing ultimate goals.</p>

Workplace Perceptiveness		
Demonstrates sensitivity in both domestic and foreign environments, <i>inside and outside the office</i> , to status, protocol relationships, and chain of command; responds considerately to the needs, feelings, and capabilities of others; shows respect for cultural differences or different missions of agencies or counterparts.	Understands and deals effectively with relationships <i>managing horizontally as well as vertically</i> ; anticipates how others will react; frames own responses to achieve results; <i>identifies potential interpersonal issues and proactively resolves them before they become problems</i> ; <i>understands and anticipates budgetary restraints that may inhibit innovation</i> .	Navigates easily in an environment of shifting relationships; anticipates socially sensitive issues and potential conflicts of interest and takes appropriate action; <i>encourages mentoring, coaching and development of personnel to expand workplace effectiveness</i> .
Adaptability		
<i>Demonstrates flexibility in adapting</i> behavior and work methods as needed in response to new information, changing conditions, preferences of other people, or unexpected obstacles; displays sensitivity to cultural differences.	Champions necessary change. Guides staff in adjusting to change; models and reinforces flexibility in the staff; manages risk and uncertainty; seeks to reduce any negative impact of change on the organization; and maintains own standards and identity despite change.	Anticipates the need for change; weighs risks; creates proactive plans to deal with change to reduce any negative impact on the unit; uses change to improve the effectiveness of the unit and its members; and exercises sophisticated cultural sensitivity in all circumstances.
Relationship Building and Representational Skills		
Establishes and maintains purposeful and productive relationships with domestic, interagency <i>and</i> foreign contacts, clients and counterparts; interacts effectively in official and social encounters; <i>attends</i> , uses and/or hosts representational events to promote relationships and understanding with <i>contacts and counterparts</i> as appropriate.	Identifies and cultivates professional relationships with key <i>contacts</i> , counterparts and institutions; advances USG interests through hosting and attending representational events.	Moves with ease at all social settings and levels; cultivates professional relationships with audiences important to U. S. interests; hosts (when appropriate) representational events at most senior levels of society.

Communication and Foreign Language Skills

Entry-Level	Mid-Level	Senior-Level
Written Communication		
<p>Writes succinctly; produces written materials that are thorough <i>and on-time</i>; conveys analysis that highlights essential points and clearly explains essence of subject to the intended audience; prepares written information <i>to ensure understanding by the target audience. Appropriately contributes to social media platforms to further the Department's goals.</i></p>	<p>Writes clearly and persuasively; ensures that policy and operational issues are articulated in ways most helpful to the intended audience; assists staff to develop effective writing skills; <i>edits others' texts judiciously.</i></p>	<p>Exhibits full mastery of written communication; shows sophisticated ability to analyze, synthesize, and advocate in a timely manner.</p>
Oral Communication		
<p>Speaks in a concise, effective, and organized manner, tailored to the audience and the situation; speaks convincingly in groups and in individual discussion; communicates and explains technical information through use of analogy and other techniques to ensure understanding by the <i>intended</i> audience.</p>	<p>Speaks authoritatively to all audiences, demonstrating comprehensive understanding of issues and options; articulates policy goals persuasively; fosters an atmosphere of open communication and exchange of ideas; <i>utilizes and promotes the most effective communication tools to successfully engage intended audiences.</i></p>	<p>Effectively argues complex policy issues; deals comfortably with the most senior levels of government and society.</p>
Active Listening		
<p>Listens attentively; understands and comprehends others' messages; correctly reads nonverbal signals; summarizes others' views accurately and confirms accuracy of understanding; considers and responds respectfully and appropriately.</p>	<p>Instills trust in others which motivates them to speak openly and candidly; understands and respects cultural sensitivities and constraints in discussing issues and opinions; asks open-ended, incisive questions to ensure accuracy of understanding.</p>	<p>Adeptly discerns the meanings and nuances of messages that others convey; <i>solicits feedback and incorporates modifications and input as appropriate to foster an organization-wide open communication environment.</i></p>

Public Outreach		
<p>Develops public speaking, writing, and <i>social media</i> skills by seeking appropriate opportunities <i>and forums</i> to present U. S. views and perspectives; <i>exercises appropriate discretion and seeks guidance in communicating sensitive issues; uses emerging technologies to connect with external communities.</i></p>	<p>Seizes and creates opportunities to advocate U.S. perspectives to a variety of audiences; actively develops the skills of subordinates; <i>develops relationships with external communities to enhance communication through social media, emerging technologies, and traditional methods to advance Department goals.</i></p>	<p>Deals comfortably with the media; is active and effective in public diplomacy, both in the U.S. and overseas; contributes to and implements strategies to encourage a fair hearing for U.S. views and perspectives; <i>incorporates emerging technologies into mission goals and objectives to enhance public outreach; directs communication strategy to determine best means to achieve results.</i></p>
Foreign Language Skill (Generalists; Specialists as applicable)		
<p>Meets appropriate language probation requirements; uses foreign language skills to enhance job performance and better serve customers; seeks to improve foreign language skills.</p>	<p>Actively builds foreign language skills to meet Career Development (CDP) requirements; strives to acquire advanced level proficiency and/or general professional proficiency in additional languages; uses those skills effectively to communicate USG themes and exercise influence, or to improve relationships with local community to better serve customers and promote USG programs; works to increase foreign language ability.</p>	<p>Maintains and/or further develops proficiency in foreign language(s); uses skills to promote U.S. interests with a wide range of audiences, including the media.</p>

Intellectual Skills

Entry-Level	Mid-Level	Senior-Level
Information Gathering and Analysis		
<p>Locates, determines reliability of, and evaluates key information and quickly assimilates it; reorganizes information logically to maximize its practical utility and identify key underlying factors; recognizes when additional information is required and responds accordingly; considers a variety of sources, cross-checking when appropriate; <i>uses social media sources as appropriate.</i></p>	<p>Has a sophisticated understanding of sources and their reliability; knows what to report and when; accepts that it may be necessary to base recommendations, decisions, or actions on incomplete information; <i>draws on the expertise of the Department, other USG agencies, and the private sector in order to refine analysis; encourages colleagues to do the same.</i></p>	<p>Integrates fully a wide range of information and prior experiences in policy making; ensures that subordinates research and evaluate information before making recommendations and decisions; recognizes situations in which information and analysis are incomplete, and responds wisely, <i>leveraging the expertise of the Department, other USG agencies and the private sector</i>; accepts accountability for self and insists on it for staff.</p>
Critical Thinking		
<p>Identifies key information, central issues, and common themes; identifies the strengths and weaknesses of various approaches; outlines realistic options; distinguishes fact from opinion and relevant from irrelevant information.</p>	<p>Isolates key points, central issues, and common themes in a mass of complex information or procedures; determines the best solution or action from a range of options; objectively analyzes problems and <i>motivations of others.</i></p>	<p>Clearly analyzes and defines complex policy issues in terms which permit them to be dealt with in a practical way; encourages staff to analyze situations and propose options, giving constructive and instructive feedback; correctly senses when it is appropriate to take risks, and does so.</p>

Professional Development, including Active Learning		
Seeks out new job-related knowledge and readily grasps its implications for the workplace; seeks informal feedback and learns from mistakes; recognizes own strengths and weaknesses and pursues self-development; <i>is self-aware</i> about own areas of insufficient knowledge; maintains current certifications as appropriate.	Develops own knowledge through broadening experiences, whether work-related, academic studies, or <i>through work at other USG agencies and or non-government organizations</i> ; applies the principles learned on the job <i>or in the private sector</i> and encourages and supports professional development among subordinates and colleagues; provides informal feedback to colleagues and seeks feedback on own performance.	Anticipates the need for new information or knowledge for self and others; identifies sources of new information; communicates these sources to staff and facilitates access; actively promotes professional development at the organizational unit level; applies principles to foster organizational improvements, and promotes a workplace <i>that supports professional development both inside and outside the Department.</i>
Leadership and Management Training		
Learns <i>and applies</i> principles of effective leadership and management; pursues formal and informal training opportunities.	Uses training opportunities to improve personal leadership and management skills and to keep abreast of current theory and techniques; <i>develops subordinates</i> ; promotes training that benefits the organization or develops employee skills even if it does not immediately benefit post or office.	Actively promotes leadership and management training at the organizational unit level; applies principles of leadership and management training to foster organizational improvements.

Substantive Knowledge

Entry-Level	Mid-Level	Senior-Level
Job Information		
<p>Develops and applies body of professional knowledge needed in current assignment; learns factors which impact work; understands how job relates to organizational goals and U.S. policy objectives, and gains understanding of interagency equities. Uses FSI and other training to improve individual job performance. Applies accumulated professional and/or technical knowledge to current assignment.</p>	<p>Has broad knowledge of job-related processes and practices; remains current on professional standards, policies, programs, and trends that affect the organization; analyzes the forces influencing the achievement of policy and program objectives and makes reasonable recommendations. Uses professional knowledge, training and other means to effectively monitor and improve programs and operations. Supports continuous learning of employees through both training and work opportunities.</p>	<p>Integrates thorough knowledge of issues arising in job to formulate and implement policies and programs; monitors internal and external sources for information and ideas; uses job knowledge to shape outcomes. Utilizes training to raise level of organizational unit performance. Creates an environment and strategies to support professional development both through training and work opportunities.</p>
Institutional Knowledge		
<p>Understands the roles and authorities of both the Department and other USG agencies and how they affect the Department and its overseas missions. Applies that knowledge and the institutional realities it imposes to develop interagency cooperation, accomplish tasks, and provide effective customer service.</p>	<p>Proactively applies knowledge of other USG agencies or field of expertise and promotes interagency cooperation to effectively advance Department goals; operates on an equal footing with officials in other bureaus, foreign governments, business communities, academia, and media; develops these same skills in subordinates.</p>	<p>Uses sophisticated understanding of other USG agencies and institutional realities to effectively advance USG foreign policy objectives, solve complex problems or meet/manage customer expectations, and develop those same skills in subordinates. Promotes interagency cooperation with a wide variety of senior USG officials to achieve the Department's foreign policy objectives.</p>

Technical Skills		
Develops technical skills and makes effective use of technology in the job setting; uses it to improve business processes; uses professional body of knowledge to develop and apply best practices in the use of technology.	Continuously enhances own and staff's understanding of work-related technologies and their applications ; advances policy, program, and customer service goals through the use of available and appropriate technology; devises efficient and cost-effective strategies to integrate more effective technology into the workplace.	Promotes own and staff's full utilization of professional and technical skills, and technology to achieve bureau/mission customer service goals.
Professional Expertise		
Understands and applies Department of State procedures, requirements, regulations, and policies; assimilates Department of State Civil Service and Foreign Service culture; supports open communication with staff and colleagues; responds to delegation and delegates to staff as appropriate. Builds knowledge of U.S. and foreign environments; uses developing expertise in work situations. Uses professional expertise to offer solutions, resolve problems, and provide effective customer service.	Deepens understanding of the Department of State and of the Foreign Service as a profession; uses expertise to evaluate policies and programs and to advise, develop and assist others; operates independently to further bureau/mission objectives. Promotes a work environment that enhances professional development and morale.	Combines mastery of U.S. policy objectives and body of professional knowledge as well as knowledge of foreign environments to advance USG goals; develops Foreign Service skills and expertise of staff.
Knowledge of Foreign Cultures		
Develops and demonstrates knowledge of other cultures, values, and norms to include practicing effective customer service and business etiquette appropriate to the host country culture. Understands foreign or regional perspectives relevant to postings abroad or domestically.	Has thorough knowledge of foreign political, economic, cultural, and information environments; relates this knowledge to fulfillment of bureau/mission and customer service goals.	Uses sophisticated knowledge of foreign environments and other cultures or norms to identify and seize opportunities to advance USG goals and operate effectively in local communities. Develops subordinates' understanding of how best to advance U.S. interests in local environments.