



AS FSNS WE WANT MISSION DIRECTORS TO KNOW:

- FSNS are the memory and essential to the Mission's development efforts.
- FSN Empowerment and Talent Management is key to Mission and Agency success.
- Training and TDY opportunities are essential to professional development.
- Open door policy opens communication channels with all employees levels.
- A friendly environment and mutual respect (FSNs and FSOs, TCNs, USPSCs) are keys to collaboration and communication.
- Management by walking around allows time for listening to employees ideas and problems and sends an important signal that employee voices matter.
- Acknowledgment reinvigorates commitment and motivation.

BEST PRACTICES SUGGESTED BY ADVOCACY COUNCIL:

- FSNS in full-time leadership positions (e.g. Deputy Office Directors and Senior Adviser to Front Office) optimize Mission management and maintain continuity.
- Create FSN Grade 13 where appropriate.
- Hold regular meetings with the FSN Committees to discuss agency priorities, changes, and challenges.
- Initiate a Cross Cultural sponsorship program for all hiring mechanisms.
- Invite FSN Advocacy Council and FSN committee members to join in regular Washington calls and attend regional and global Mission Directors conferences.
- Support the Fellowship program, TDY and talent exchange opportunities along with professional and leadership training for all staff levels.
- Create tuition reimbursement to sponsor employees educational advancement.
- Ensure support offices are invited to field trips and site visits.
- Actively engage FSNS and Interagency management to influence the local compensation plan process.

IDEAS TO CONSIDER WHEN ARRIVING TO THE MISSION:

- Meet with the FSN Committee and discuss their priorities.
- Have informal meetings with staff from all levels, consider happy hour or TGIF gatherings.
- Ask each Office Director about their office's talent and work dynamics.
- Explore the country's different circumstances, culture and working environment through the lens of your FSNS.
- Review that FSN performance management and professional development are included in the work objectives of all supervisors.