

CORE PRECEPTS

Entry-level expectations

LEADERSHIP SKILLS

Innovation

Decision Making and Judgment

Team Building

Openness to Dissent

Community Service and Institution Building

MANAGERIAL SKILLS

Operational Effectiveness

Directing and Developing Performance

Management of Resources

Customer Service

Support for Equal Employment Opportunity and Merit Principles

Security, including Management of Sensitive and Classified Material, Information and Infrastructure

Crisis Management Skills

INTERPERSONAL SKILLS

Professional Standards

Persuasion and Negotiation

Workplace Perceptiveness

Adaptability

Relationship Building and Representational Skills

COMMUNICATION AND FOREIGN LANGUAGE SKILLS

Written Communication

Oral Communication

Active Listening

Public Outreach

Foreign Language Skill (Generalists; Specialists as Applicable)

INTELLECTUAL SKILLS

Information Gathering and Analysis

Critical Thinking

Professional Development, including Active Learning

Leadership and Management Training

SUBSTANTIVE KNOWLEDGE

Job Information

Institutional Knowledge

Technical Skills

Professional Expertise

Knowledge of Foreign Cultures

LEADERSHIP SKILLS

- Innovation

Takes initiative to go beyond assigned tasks; identifies problems and proposes creative solutions; seeks to improve job and organization performance.

- Decision Making and Judgment

Identifies issues within the context of own job which require decisions or other action; arrives at recommendations in a logical, orderly manner; acts confidently and decisively within own purview, consulting others as appropriate; is sensitive to the needs and opinions of others. Displays good judgment by discerning what is appropriate, practical, and realistic in the performance of official duties.

- Team Building

Applies what he/she learns about team building to be an effective team member. Is open to views of others; works in collaborative, inclusive, outcome-oriented manner with U.S. and foreign colleagues; accepts team consensus.

- Openness to Dissent

Demonstrates the intellectual integrity to speak openly within channels and a willingness to risk criticism in order to voice sensible dissent. Publicly supports official decisions, even when disagreeing with them.

- Community Service and Institution Building

Participates actively in outreach or “community service” activities that contribute to employee welfare. For example, volunteers for Post or Department programs, initiatives, ceremonies, special events, blood and fund drives, and other activities.

MANAGERIAL SKILLS

- Operational Effectiveness

Plans, organizes and directs operations and strategies within areas of responsibility effectively; ensures that projects within area of responsibility are completed in a timely, high quality and efficient manner; accepts supervision and guidance, and supports the projects of others; provides feedback to supervisors. Demonstrates commitment and moral courage by making difficult choices, by working with a sense of purpose, and by caring about the results.

- Directing and Developing Performance

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.

- 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.

- Customer Service

Responds professionally, courteously and competently to both internal and external customers.

- Support for Equal Employment Opportunity and Merit Principles

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, or sexual orientation; acts in compliance with USG and Department EEO policies.

- Security, including Management of Sensitive and Classified Material, Information and Infrastructure

Practices good personal, information, and physical security. Takes full responsibility for handling and safeguarding sensitive and classified material, information, and infrastructure

properly. Has knowledge of security threats, responsibilities, procedures, regulations and issues.

- Crisis Management Skills

Possesses appropriate knowledge of short-term (emergency) management and long-term (business continuity) management responses to crises, incidents or other serious situations and when appropriate may participate in the development of plans to respond to such incidents.

INTERPERSONAL SKILLS

- Professional Standards

Holds self accountable for rules and responsibilities; is dependable and conscientious; is composed, professional, and productive, even in difficult conditions. Treats all with respect.

- Persuasion and Negotiation

Learns to influence others; gains cooperation while showing, in the spirit of mutual respect, understanding of others' positions.

- Workplace Perceptiveness

Demonstrates sensitivity in both domestic and foreign environments to status, protocol, and chain of command; responds considerately to the needs, feelings, and capabilities of others; shows respect for cultural differences.

- Adaptability

Adapts behavior and work methods as needed in response to new information, changing conditions, preferences of other people, or unexpected obstacles; and displays sensitivity to cultural differences.

- Relationship Building and Representational Skills

Establishes and maintains purposeful and productive relationships with domestic and foreign contacts; interacts effectively in official and social encounters; attends and representational events to promote relationships and understanding with host country officials and when appropriate, hosts such events.

COMMUNICATION AND FOREIGN LANGUAGE SKILLS

- Written Communication

Writes succinctly; produces written materials that are thorough; conveys analysis that highlights essential points and clearly explains essence of subject to the intended audience—whether mission management or senior Department official.

- Oral Communication

Speaks in a concise, effective, and organized manner, tailored to the audience and the situation; speaks convincingly in groups and in individual discussion.

- Active Listening

Listens attentively; understands and absorbs others' messages; correctly reads nonverbal signals; summarizes others' views accurately and confirms accuracy of understanding; considers and responds respectfully and appropriately.

- Public Outreach

Develops public speaking and writing skills by seeking appropriate opportunities to present U.S. views and perspectives.

- Foreign Language Skill (Generalists; Specialists as Applicable)

Meets language probation requirements; uses foreign language skills to enhance job performance; seeks to improve foreign language skills.

INTELLECTUAL SKILLS

- Information Gathering and Analysis

Locates, evaluates, and quickly assimilates key information; 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.

- Critical Thinking

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.

- 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.

- Leadership and Management Training

Learns basic principles of effective leadership and management. Pursues formal and informal training opportunities.

SUBSTANTIVE KNOWLEDGE

- Job Information

Develops and applies knowledge needed in current assignment; learns factors which impact work; understands how job relates to organizational goals and U.S. policy objectives. Uses FSI and other training to improve individual performance.

- Institutional Knowledge

Understands the roles and authorities of both the Department and other USG agencies and how they affect the Department. Applies that knowledge and the institutional realities it imposes to develop interagency cooperation to get tasks accomplished.

- Technical Skills

Learns and uses technical skills and technology as appropriate in setting of job; understands the impact of technology on the workplace; seeks ways to use technology to enhance performance.

- Professional Expertise

Understands and applies Department of State procedures, requirements, regulations, and policies; assimilates Department of State and Foreign Service milieu; builds knowledge of U.S. and foreign environments; uses developing expertise in work situations.

- Knowledge of Foreign Cultures

Develops and demonstrates knowledge of foreign cultures, values, and norms; appropriately applies foreign perspective to domestic assignments and host country perspective to assignments abroad.