INTELLIGENCE COMMUNITY DIRECTIVE NUMBER 610

COMPETENCY DIRECTORIES FOR THE INTELLIGENCE COMMUNITY WORKFORCE

(EFFECTIVE: DATE OF SIGNATURE)

A. AUTHORITY. The National Security Act of 1947, as amended; the Intelligence Reform and Terrorism Prevention Act (IRTPA) of 2004; and other applicable provisions of law.

B. IMPLEMENTATION AND ADMINISTRATION. The Director of National Intelligence (DNI) and the heads of the executive departments and independent agencies with Intelligence Community (IC) employees have agreed upon and approve this IC Directive (ICD or "Directive"). The Office of the Director of National Intelligence (ODNI) and these executive departments and independent agencies will exercise their respective authorities to implement and administer this ICD consistent with its provisions. This ICD does not waive the respective statutory authorities of the DNI or the heads of the executive departments and independent agencies to carry out their respective missions and functions.[1]

C. PURPOSE. This Directive establishes IC-wide policy for identifying, defining, validating, using, cataloging, and disseminating, as applicable, IC-wide, departmental, independent agency, and component-specific competencies; provides a uniform competency nomenclature, including standard labels and definitions for describing IC workforce capabilities; promulgates an initial directory of IC competencies; and requires that qualification, training, career development, performance, promotion, and other standards for managing IC civilian personnel be derived from these competencies and nomenclature.

D. APPLICABILITY. This Directive applies to the executive departments and independent agencies, which are components of the IC or contain components of the IC as defined by the

[1] A legal determination as to whether the language in this paragraph is necessary under the IRTPA, in order for the DNI to execute this ICD, has not been made. However, in order to advance the policies established and agreed upon herein, and in accordance with the spirit and intent of the IRTPA, this language has been included in this ICD.

National Security Act of 1947, as amended, that have IC employees, and to civilian employees of other departments or agencies that may be designated by the President or designated jointly by the DNI and the head of the executive department or agency concerned, as an IC component, regardless of funding source. This Directive also applies to employees appointed on a time-limited basis or certain other employees of an executive department, as designated by the head of that department, to the extent permitted by law. This ICD may be extended to Federal Wage System employees at an IC component's discretion. Further, to the extent permitted by governing law, regulation, and policy, and at the discretion of the Departments of State and Defense, this ICD may also apply to uniformed military and Foreign Service personnel.

E. DEFINITIONS.

1. Competencies. The measurable or observable knowledge, skills, abilities, behaviors, and other characteristics needed to perform a type of work or function.

2. Competency Directory. A listing of those IC-wide, departmental, independent agency, and component-specific competencies, including established labels and definitions, typically defined for mission categories and major occupational groups.

3. Core. Competencies that apply universally to all IC employees regardless of agency or element, mission category, occupational group, or work category. Clusters of competencies provide the foundation for the performance elements as established in ICDs 651 and 656.

4. Executive Departments and Agencies with IC Employees. For purposes of this Directive, the Departments of State, Treasury, Defense, Justice, Energy, Homeland Security, the ODNI, the Central Intelligence Agency, and any other agency or element designated by executive order or law as part of the IC.

5. IC Community Capabilities Catalog (IC3). A subset of the IC Human Capital Repository (ICHCR), containing an inventory of IC employees according to their competencies and experience.

6. IC Components. For the purposes of this Directive, the intelligence agencies and elements that belong to or constitute executive departments and independent agencies.

7. IC Senior Program Executive (SPE). A senior ODNI or IC official vested by the DNI with IC-wide policy and/or program responsibility for a particular professional community (e.g., intelligence analysis or science and technology), professional discipline (e.g., financial management or acquisition), or mission function (e.g., counterterrorism or clandestine operations).

8. Mission Categories. The highest classification in the IC occupational structure comprising broad sets of related occupations representing a particular function. For purposes of job classification, a position is characterized in a particular mission category based on its duties and responsibilities; however, for purposes of financial accountability, the position may be funded by a different National Intelligence Program (NIP) budget category. For example, scientists and engineers funded by the Collection and Operations budget category may be classified under the Research and Technology Mission Category.

9. Occupational Groups. One or more functionally-related occupations that share distinct, common technical qualifications, competency requirements, career paths, and progression patterns. Occupations are mapped to appropriate mission categories.

10. Performance Elements. The IC-common and component-specific behaviors that describe the manner in which work is to be performed. Performance elements are derived from competencies developed in accordance with accepted legal, professional, and technical guidelines. ICDs 651 and 656 describe the performance elements common across the IC.

11. Professional Tradecraft. Competencies required for employees in one or more occupations within a particular mission category (e.g., Collection and Operations).

12. Proficiency. The level of expertise required of an employee at a particular work level within a work category and occupation.

13. Proficiency Scale. The labels used to describe competency proficiency levels ranging from basic/developmental to expert. The IC's proficiency scale has four levels.

14. Senior Civilian Officers (Senior Officers). All personnel in positions above the General Schedule grade 15 (GS-15) or equivalent; this includes members of the Senior National Intelligence Service (SNIS), the Senior Intelligence Service (SIS), the Department of Defense Intelligence Senior Executive Service (DISES), and Department of Defense Intelligence Senior Level (DISL) employees; members of the Federal Senior Executive Service (SES) appointed under title 5 United States Code (USC) §3393, Senior Level (SL) employees appointed under 5 USC §3324, and Scientific and Professional (ST) employees appointed under 5 USC §3325; and members of the Federal Bureau of Investigation and Drug Enforcement Administration SES.

15. Subject Matter Expertise/Specialty. Competencies required for employees in one or more occupations within a mission category, depending on a particular specialty or assignment. These competencies include substantive knowledge areas, such as intelligence topics and target countries, certifications, and intelligence disciplines (e.g., GEOINT, HUMINT, and SIGINT).

16. Work Categories. Common types of work (i.e., Technician/Administrative Support, Professional, and Supervision/Management). ICD 652 describes work categories for the IC.

17. Work Levels. General standards that define work in terms of increasing complexity, span of authority/responsibility, level of supervision (received or exercised), scope and impact of decisions, and work relationships associated with a particular work category. ICD 652 describes work levels for the IC.

F. POLICY.

1. Competencies used for qualification, training, career development, performance evaluation, promotion, and other human resources management requirements will be described using the established labels and definitions provided in the Competency Directories (Annexes B through S of this ICD). Additional IC-wide, departmental, independent agency, and component-specific competencies will be added to the Competency Directories subject to applicable IC-wide labeling and definitional conventions, provided they have been validated and are distinct from the established competencies. Further, those departmental, independent agency, and component-

specific competencies will be provided to the Associate Director of National Intelligence for Human Capital (ADNI/HC) and the applicable IC SPE for review prior to use.

2. IC-wide, departmental, independent agency, and component-specific competencies applicable to IC employees will be incorporated into an integrated set of core and technical IC-wide Competency Directories, organized according to each major IC mission category and subject to labeling, definitional, methodological, and other conventions established by the ADNI/HC. Annexes A through S present the IC-wide Competency Directories:

a. Annex A – IC Competency Taxonomy (the taxonomy). Framework and nomenclature used to organize IC Competency Directories.

b. Annex B – Core Competencies for Non-Supervisory IC Employees at GS-15 and Below. The core competencies applicable to all non-supervisory IC employees at GS-15 and below or equivalent, regardless of IC component, mission category, occupational group, or work category. These competencies are organized by the six performance elements for non-supervisory IC employees at GS-15 and below or equivalent, as established in ICD 651.

c. Annex C – Core Competencies for Supervisory and Managerial IC Employees at GS-15 and Below. The core competencies applicable to all supervisory and managerial IC employees at GS-15 and below or equivalent, regardless of IC component, mission category, occupational group, or work category. These competencies are organized by the six performance elements for supervisory and managerial IC employees at GS-15 and below or equivalent, as established in ICD 651.

d. Annex D – Core Competencies for IC Senior Officers. The core competencies applicable to all senior officers assigned to agencies and elements of the IC, regardless of IC component, mission category, occupational group, or work category. These competencies are organized by the six performance elements for senior officers as established in ICD 656.

e. Annexes E through S – Mission- and Occupation-Specific Competency Directories. The competencies applicable to employees by mission category or occupational group. These competencies are organized by professional tradecraft and subject matter expertise/specialty.

3. IC-wide, departmental, independent agency, and component-specific standards for qualification, training, career development, performance evaluation, promotion, and other human resources management requirements will be derived from the established competencies and developed in accordance with applicable legal, professional, and technical guidelines [e.g., Principles for the Validation and Use of Employee Selection Procedures,[2] Standards for Educational and Psychological Testing,[3] and Uniform Guidelines on Employee Selection

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[2] *Principles for the Validation and Use of Personnel Selection Procedures,* 4th Edition (2003), Society for Industrial and Organizational Psychology, Bowling Green, OH.

[3] *Standards for Educational and Psychological Testing* (1999), American Educational Research Association, American Psychological Association, and National Council on Measurement in Education, Washington, DC.

Procedures (1978)[4]]. These standards will be provided to the ADNI/HC to ensure cross-community availability and consistency.

4. Where appropriate, competencies and associated standards will be further defined and anchored with respect to the applicable work category, work level, and proficiency level, using the following scale:

a. Basic/Developmental Proficiency Level (Proficiency Level 1). Typically required for competencies associated with work performed at the Entry/Developmental Work Level as defined in ICD 652 (or GS/GG equivalent) and the pre-supervisory equivalent.

b. Full Performance Proficiency Level (Proficiency Level 2). Typically required for competencies associated with work performed at the Full Performance Work Level as defined in ICD 652 (or GS/GG equivalent) and the supervisory or managerial equivalent.

c. Advanced Proficiency Level (Proficiency Level 3). Typically required for competencies associated with work performed at the Senior Work Level as defined in ICD 652 (or GS/GG equivalent) and the supervisory or managerial equivalent.

d. Expert Proficiency Level (Proficiency Level 4). Typically required for competencies associated with work performed at the Expert Work Level as defined in ICD 652 (or GS/GG equivalent) and the supervisory or managerial equivalent.

Specific work levels may require varying levels of proficiency in given competencies. For example, a position at the Expert Work Level may require a combination of competencies at the Full Performance, Advanced, and Expert Proficiency Levels. These proficiency levels do not apply where (1) an officially recognized credentialing body has established alternative proficiency levels (or their equivalents) governing qualification, certification, and/or licensing requirements for a particular occupation or set of occupations and where (2) credentials have been officially adopted by the IC and incorporated into the appropriate directory, as part of IC-wide, departmental, independent agency, and component-specific qualification, promotion, or retention standards established for those occupations. Credentialed occupations include, but are not limited to, those subject to Federal Acquisition Institute (FAI) and Defense Acquisition Workforce Improvement Act (DAWIA) certifications.

5. The Competency Directories will serve as the organizing structure and taxonomy for the Analytic Resources Catalog (ARC) and its successor, the IC3, which provides an inventory of the occupational data, competencies, and experience of IC civilian employees and other individuals, as applicable. The collection, storage, and dissemination of competencies linked to individuals or groups of IC personnel shall be governed by IC policies with respect to Identity Management (IdM) of Personally Identifiable Information (PII). Each IdM system requires approval by the ODNI IdM Executive Board prior to receiving authority to operate.

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[4] *Uniform Guidelines on Employee Selection Procedures* (1978), Equal Employment Opportunity Commission, Civil Service Commission, Department of Labor, and Department of Justice, Federal Register, 43(166), 38290-38215.

G. RESPONSIBILITIES.

1. Director of National Intelligence. The DNI, in coordination with the heads of the executive departments and independent agencies with IC employees, is responsible for establishing policy that defines IC-wide Competency Directories using common labels and definitions as the basis for cataloging workforce capabilities and setting qualification, training, career development, performance, promotion, and other standards for IC civilian employees.

2. Heads of the Executive Departments and Independent Agencies with IC Employees. These individuals and the heads of their subordinate IC components are responsible for identifying, validating, and adopting IC-wide competencies as the basis for cataloging workforce capabilities and setting qualification, training, career development, performance, promotion, and other standards for departmental, independent agency, and/or component employees (using the methodological, labeling, and definitional conventions established by this ICD). These individuals and the heads of their subordinate IC components are also responsible for providing departmental, independent agency, and component-specific competencies and standards to the ODNI, as well as for ensuring that IC employees complete and update the IC3 as required.

3. Associate Director of National Intelligence for Human Capital (ADNI/HC). The ADNI/HC, in coordination with the chief human capital officers in the executive departments and independent agencies with IC employees, is responsible for identifying, defining, validating, disseminating, cataloging, and maintaining, as applicable, comprehensive directories of IC-wide, departmental, independent agency, and component-specific competencies, and establishing the labeling and definitional taxonomy to support those directories. As the DNI's designee, the ADNI/HC provides oversight and evaluation of the provisions of this ICD. The ADNI/HC also will establish, implement, and maintain a competency-based inventory of IC workforce capabilities and serve as the IC SPE for core and leadership competencies.

4. IC Senior Program Executives (SPEs). Designated IC SPEs, in coordination with the ADNI/HC, are responsible for identifying, defining, reviewing, approving, disseminating, and/or ensuring adoption and use of, as applicable, the IC-wide, departmental, independent agency, and component-specific competencies within their particular program area of responsibility, as well as any IC-wide, departmental, independent agency, and component-specific standards derived from those competencies. The SPEs, in collaboration with the IC components, are responsible for ensuring that the competency-based IC3 is complete and accurate for their respective professional or functional communities and, in coordination with the Chancellor, National Intelligence University (NIU), are responsible for setting foreign language requirements for IC3.

5. Office of the Chancellor, National Intelligence University (NIU). The Chancellor, NIU is responsible for ensuring that all IC-wide, departmental, independent agency, and component-specific education and training standards are derived from the IC-wide, departmental, independent agency, and component-specific competencies listed in the Competency Directories established by this ICD. The Chancellor, NIU is also responsible for ensuring that all education and training courses, curricula, and course catalogs specify the competencies, work levels, and proficiency levels set forth in ICDs 610 and 652, as applicable.

H. DNI OVERSIGHT. The DNI or designee will conduct periodic oversight of departmental, independent agency, and component IC human capital implementation policies, procedures, and processes to ensure compliance with this Directive.

I. REVIEW AND REVISIONS.

1. Periodic Review. The DNI, in consultation with the heads of the executive departments and independent agencies with IC employees, will periodically review this ICD to determine whether its requirements should be retained or revised.

2. Revisions. The DNI and/or the head of an executive department or independent agency with IC employees may request revisions or exceptions to this ICD at any time to address significant issues.

J. EFFECTIVE DATE. This ICD is effective upon signature. All executive departments and independent agencies will develop a plan to implement this ICD and provide that plan to the ADNI/HC within 45 days of the effective date. All executive departments and independent agencies will implement the provisions of this Directive no later than October 1, 2008, to coincide with the implementation of ICDs 651 and 656.

J.M. McConnell
Director of National Intelligence

1 SEP 08
Date

APPENDIX A – ACRONYM LIST
ICD 610, COMPETENCY DIRECTORIES FOR THE INTELLIGENCE COMMUNITY WORKFORCE

ADNI/HC	Associate Director of National Intelligence for Human Capital
ARC	Analytic Resources Catalog
CBRNE	Chemical, Biological, Radiological, Nuclear, and Explosive
DAWIA	Defense Acquisition Workforce Improvement Act
DISES	Defense Intelligence Senior Executive Service
DISL	Defense Intelligence Senior Level
DNI	Director of National Intelligence
FAI	Federal Acquisition Institute
GEOINT	Geospatial Intelligence
GG	General Grade
GS	General Schedule
HUMINT	Human Intelligence
IC	Intelligence Community
ICD	Intelligence Community Directive
IC3	Intelligence Community Capabilities Catalog
ICHCR	Intelligence Community Human Capital Repository
IdM	Identity Management
INT	Intelligence Discipline
IRTPA	Intelligence Reform and Terrorism Prevention Act
IT	Information Technology
NIP	National Intelligence Program
NIPF	National Intelligence Priority Framework
NIU	National Intelligence University
ODNI	Office of the Director of National Intelligence
PII	Personally Identifiable Information
SES	Senior Executive Service
SIGINT	Signals Intelligence
SIS	Senior Intelligence Service
SL	Senior Level
SME	Subject Matter Expert

APPENDIX A – ACRONYM LIST (CONT'D)
ICD 610, COMPETENCY DIRECTORIES FOR THE INTELLIGENCE COMMUNITY WORKFORCE

SNIS	Senior National Intelligence Service
SPE	Senior Program Executive
ST	Scientific and Professional
S&T	Science and Technology
S&TI	Scientific and Technical Intelligence
TRL	Technology Readiness Levels
USC	United States Code
USG	United States Government
WMD	Weapons of Mass Destruction

ANNEXES

Annex A:	IC Competency Taxonomy
Annex B:	Core Competencies for Non-Supervisory IC Employees at GS-15 and Below
Annex C:	Core Competencies for Supervisory and Managerial IC Employees at GS-15 and Below
Annex D:	Core Competencies for IC Senior Officers
Annexes E - S:	Mission- and Occupation-Specific Competency Directories: E. Competency Directory for Collection and Operations F. Competency Directory for Processing and Exploitation G. Competency Directory for Analysis and Production H. Competency Directory for Research and Technology I. Competency Directory for Information Technology (Mission and Enterprise) J. Competency Directory for Acquisition K. Competency Directory for Administration L. Competency Directory for Communications and Media Services M. Competency Directory for Facilities and Logistics N. Competency Directory for Financial Management O. Competency Directory for Health Services and Environmental Safety P. Competency Directory for Human Capital Q. Competency Directory for Legal and Compliance R. Competency Directory for Security S. Competency Directory for Mission Management[5]

[5] This Annex is reserved for future inclusion.

ANNEX A: IC COMPETENCY TAXONOMY

This Annex provides the framework and nomenclature used to organize IC workforce competency data for the Competency Directories. The taxonomy allows ODNI to provide and manage a uniform system that describes IC work and capabilities using established and consistent labels and definitions. The IC Competency Taxonomy is shown in Table A-1.

Table A-1. IC Competency Taxonomy

<table>
<tr><td colspan="2">Core
Competencies that apply universally to all IC employees regardless of agency or element, mission category, occupational group, or work category. Clusters of competencies provide the foundation for the performance elements as established for non-supervisory, supervisory, and managerial IC employees at GS-15 and below in ICD 651 and for senior civilian officers in ICD 656.</td></tr>
<tr><td rowspan="2">Technical Expertise</td><td>Professional Tradecraft
Competencies required for employees in one or more occupations within a particular mission category (e.g., Collection and Operations).</td></tr>
<tr><td>Subject Matter Expertise
Competencies required for employees in one or more occupations within a mission category, depending on a particular specialty or assignment. These competencies include substantive knowledge areas, such as intelligence topics and target countries, certifications, and intelligence source disciplines (e.g., GEOINT, HUMINT, and SIGINT).</td></tr>
</table>

The competencies in Annexes B through S are organized according to this taxonomy.

ANNEX B: CORE COMPETENCIES FOR NON-SUPERVISORY IC EMPLOYEES AT GS-15 AND BELOW

This Annex provides the 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 or comparable personal rank and below), non-supervisory IC civilian employees, regardless of IC component, mission category, or occupational group. Note, these core competencies serve as the foundation for the competencies and performance elements for IC civilian supervisors and managers at the GS-15 and below or equivalent (see Annex C) and those for IC Senior Officers (see Annex D).

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

Table B-1. Core Competencies for Non-Supervisory IC Employees at GS-15 and Below

Non-Supervisory 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.
	Building Professional/Technical Networks	Develops collaborative information and knowledge sharing networks and builds alliances with colleagues and counterparts within area of professional/technical expertise.
	Influencing/Negotiating	Persuades others, builds consensus through give and take, and gains cooperation from others to obtain information and accomplish goals.
	Interpersonal Skills	Develops and maintains effective working relationships, especially in difficult situations (e.g., when defending or critiquing a position). Demonstrates and fosters respect, understanding, courtesy, tact, and empathy. Considers varied cultural backgrounds, work experience, and organizational roles in working with others.
	Information Sharing	Identifies opportunities to increase information sharing, as appropriate, with customers, colleagues, and others. Recognizes the responsibility and takes action to provide information within the IC, to other federal, state and local law enforcement or authorities, the private sector, and/or foreign partners, as appropriate.

Non-Supervisory Employees at GS-15 and Below	Core	Definition
	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.
	Creative Thinking	Develops new insights into situations and applies innovative solutions to problems and to improve processes. Designs new methods and tools where established methods and procedures are inapplicable, unavailable, or ineffective.
	Exploring Alternatives	Seeks out, evaluates, and integrates a variety of perspectives. Seeks to increase own and others' understanding of an issue based on new information and alternative perspectives. Listens to and shows appreciation for alternative ideas and approaches.
	Enterprise Perspective	Understands the interrelationships among organizations and components of the IC. Understands how one's own work impacts, and is impacted by, the mission and operations of IC organizations and components, and uses this information to maximize contribution to mission accomplishment.
	Situational Awareness	Maintains awareness of changing conditions, current events, and cultural and historical contexts as they affect one's own work.
	Synthesis	Identifies and uses principles, rules, and relationships to construct arguments or interpret facts, data, or other information. Dissects problems into meaningful parts and uses logic and judgment to determine accuracy and relevance of data. Identifies and reconciles gaps, uncertainties, and key assumptions of data. Integrates evidence/information, evaluates and prioritizes alternatives, and assesses similarities and differences in data to develop findings and conclusions. Understands potential implications of these findings or conclusions.
	Personal Leadership and Integrity	IC employees are expected to demonstrate personal initiative and innovation, as well as integrity, honesty, openness, and respect for diversity in their dealings with coworkers, peers, customers, stakeholders, teams, and collaborative networks across the IC. IC employees are also expected to demonstrate core organizational and IC values, including selfless service, a commitment to excellence, and the courage and conviction to express their professional views.
	Courage and Conviction	Exhibits courage when conveying views, presenting new ideas, and making/executing decisions irrespective of potentially adverse personal consequences. Does not alter judgments in the face of social or political pressure.
	Dedicated Service	Strives for excellence and demonstrates commitment to serve the IC. Ensures own actions meet mission needs and protects classified and sensitive information.

Non-Supervisory Employees at GS-15 and Below	Core	Definition
	Innovation	Questions conventional approaches, and supports an environment that encourages new ideas. Participates in the design and implementation of new or cutting edge programs/processes.
	Integrity/Honesty	Behaves in an honest, fair, and ethical manner. Shows consistency in words and actions. Models ethical standards.
	Resilience	Deals effectively with pressure. Remains optimistic and persistent, even under adversity; and recovers quickly from setbacks.
	Respect for Diversity	Values and leverages diversity and individual differences to achieve the vision and mission of the organization.
	Accountability for Results	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.
	Adaptability	Adapts behavior and work methods in response to new information, changing conditions, or unexpected obstacles. Adjusts rapidly to new situations warranting attention and resolution. Is open to change and new information.
	Continual Learning	Uses experiences and challenges as opportunities to improve and become more effective. Pursues assignments and other developmental opportunities to stretch skills to further professional growth. Seeks ways to improve the capacity of others and the organization through mentoring, coaching, and knowledge sharing.
	Initiative	Displays resourcefulness, self-reliance, energy, effort, and commitment in achieving results.
	Policy and Directives	Identifies, interprets, complies with and stays current on relevant regulations, guidelines, laws, and directives.
	Resource Management	Organizes work, sets priorities, and appropriately identifies resource requirements to accomplish the work. Develops realistic project goals and develops a plan to achieve these goals using available and/or shared resources.
	Rigor	Is conscientious, diligent, and thorough.
	Technical Expertise	IC employees are expected to acquire and apply knowledge, subject matter expertise, tradecraft, and/or technical competency necessary to achieve results.
	Professional Tradecraft	Demonstrates technical knowledge and skills common to a mission or occupational group to accomplish work.
	Subject Matter Expertise	Demonstrates technical knowledge and skills to accomplish specialized work.

Non-Supervisory Employees at GS-15 and Below	Core	Definition
	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.
	Multimedia Communication	Develops, receives, and conveys information using computers, software applications, and multi-media and other technologies and techniques.
	Oral Communication	Expresses ideas, facts, or other information effectively to individuals or groups, taking into account the audience and nature of the information (e.g., technical, sensitive, controversial). Makes clear and convincing oral presentations using the proper briefing protocols. Listens to others, attends to non-verbal cues, and responds appropriately.
	Written Communication	Recognizes and uses correct grammar, punctuation, and spelling. Communicates information (e.g., facts, ideas, or messages) in a succinct and organized manner in the proper format. Produces written material that is appropriate for the intended audience.

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

Supervisory/Managerial 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.

Supervisory/Managerial Employees at GS-15 and Below	Core	Definition
	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.
	Leadership and Integrity	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.
	Accountability for Results	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	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.

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
Senior Officers	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.

	Core	Definition
Senior Officers	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.

	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.

ANNEX E: Competency Directory for Collection and Operations

This Annex provides the established labels and definitions of competencies developed and validated for employees in the Collection and Operations Mission Category and may also apply across other IC mission categories or occupational groups. Table E-1 summarizes the Collection and Operations Competency Directory, including the performance elements and technical expertise competencies. Table E-2 provides the labels and definitions for the Collection and Operations technical expertise competencies. Core competency labels and definitions associated with the performance elements are provided in Annexes B through D.

Table E-1. Competency Directory Summary for Collection and Operations

<table>
<tr><th colspan="3">Core</th></tr>
<tr><th>Non-supervisory
GS-15 and Below</th><th>Supervisory and Managerial
GS-15 and Below</th><th>Senior Officer</th></tr>
<tr><td>• Engagement and Collaboration
• Critical Thinking
• Personal Leadership and Integrity
• Accountability for Results
• Technical Expertise
• Communication
See Annex B</td><td>• Engagement and Collaboration
• Critical Thinking
• Leadership and Integrity
• Accountability for Results
• Management Proficiency
• Communication
See Annex C</td><td>• Collaboration and Integration
• Enterprise Focus
• Values-Centered Leadership
• Executive Leadership
• Management Tradecraft
• Domain Knowledge
See Annex D</td></tr>
<tr><th colspan="3">Technical Expertise</th></tr>
<tr><th colspan="2">Professional Tradecraft</th><th>Subject Matter Expertise (SME)</th></tr>
<tr><td colspan="2">• Collection Operations
• Collection Resources Management
• Customer Operations and Requirements
• Tools and Methods</td><td>• Academic/Professional Disciplines
• Counterintelligence
• Counterproliferation
• Counterterrorism
• Covert Influence Operations
• Cultural Expertise
• Cyber
• Intelligence Disciplines (INTs)
• Intelligence Topics
• Investigation
• Languages
• Paramilitary Operations
• Targets</td></tr>
<tr><td colspan="3">See Below in this Annex E</td></tr>
</table>

Table E-2. Technical Expertise Competencies and Definitions for Collection and Operations

	Professional Tradecraft	Definition
Collection and Operations	Collection Operations	Develops and demonstrates operational knowledge of capabilities and accesses of the collection disciplines, strengths and weaknesses of specific technical sensors/platforms, and human sources in area of responsibility. Executes collection using appropriate collection strategies and within the priorities established through the collection management process.
	Collection Resources Management	Receives and analyzes customer requirements, determines resource availability and capability, prioritizes and develops collection strategies, identifies task collection resources, evaluates performance and/or reporting, and updates collection planning.
	Customer Operations and Requirements	Applies knowledge of relevant customer organizations or operations (e.g., military, policy-makers, and law enforcement), including how to translate requirements to provide appropriate output or response to meet customer needs.
	Tools and Methods[1]	Applies tools and methods to substantive discipline, domain, or area of work. Adapts existing tools and/or methods or employs new methodological approaches required for substantive discipline, domain, or area of work.
	SME	**Definition**
	Academic/Professional Disciplines[2]	Applies the concepts, principles, theories, and methods of an academic/professional discipline.
	Counterintelligence	Gathers information and conducts activities to protect against espionage, other intelligence activities, sabotage, or assassinations conducted for or on behalf of foreign powers, organizations or persons, or international terrorist activities.
	Counterproliferation	Supports United States Government (USG) efforts to discourage, prevent, eliminate, deter, and/or mitigate the development, proliferation, or use of weapons of mass destruction (WMD) and their means of delivery. Provides policymakers with early warning of plans and intentions to develop weapons of mass destruction and identifies WMD-related people, programs, and networks of concern, eliminating priority gaps in knowledge. Identifies and helps the USG leverage opportunities to counter the development and spread of WMD [e.g., chemical, biological, radiological, nuclear, and explosive (CBRNE)].

[1] A list of tools and methods can be found in the Intelligence Community Capabilities Catalogue (IC3).
[2] A list of fields of study can be found in the IC3.

	SME	Definition
Collection and Operations	Counterterrorism	Supports USG efforts to discourage, deter, and prevent acts of terrorism by providing policymakers, operators, and warfighters with an understanding of terrorist motives, ideologies, intentions, and capabilities, weapons (including WMD) as well as early warning of plans for attacks. Identifies means of radicalization and recruitment and current and potential terrorism-related people, entities, programs, and networks of concern. Identifies and helps the USG leverage opportunities to counter current and developing terrorist threats and trends.
	Covert Influence Operations	Develops, plans, manages, executes, oversees, measures, and/or otherwise sustains covert influence programs at all levels.
	Cultural Expertise[3]	Demonstrates knowledge of the cultural characteristics of a given group of people that permits deduction and inference as to real intent and probable causative factors of actions or communications of individuals and subgroups within that group.
	Cyber	Prevents, assesses, and/or mitigates threats to information systems and infrastructures and the information contained in or transmitted by these systems and infrastructures.
	Intelligence Disciplines (INTs)[4]	Applies knowledge of concepts and terminology, policies and directives, organizational missions, and functions, with respect to intelligence capabilities.
	Intelligence Topics[5]	Demonstrates current knowledge of, and prior experience in, one or more National Intelligence Priority Framework (NIPF) topics and other DNI-identified topics.
	Investigation	Applies tactics, techniques, and procedures for a full range of investigative tools and processes to include but not limited to interview and interrogation techniques, surveillance, countersurveillance, and surveillance detection and appropriately balances the benefits of prosecution versus intelligence gathering.
	Languages[6]	Demonstrates knowledge of and skill in one or more foreign languages and dialects.
	Paramilitary Operations	Leads, plans, manages, executes, and otherwise operates in land, air, or sea in response to Presidential findings, mandated programs, or operational directives. Assesses possible damage or compromise of clandestine operations.
	Targets[7]	Applies current knowledge of one or more regions, countries, non-state entities, and/or technologies.

[3] A list of cultural characteristics can be found in the IC3.
[4] A list of Intelligence Disciplines can be found in the IC3.
[5] A list of NIPF topics can be found on the ODNI classified website and in the IC3.
[6] A list of languages can be found in the IC3.
[7] Regions, countries, and non-state entities can be found on the ODNI classified website and in the IC3. A list of specific technologies can be found in the IC3.

ANNEX G: Competency Directory for Analysis and Production

This Annex provides the established labels and definitions of competencies developed and validated for employees in the Analysis and Production Mission Category and may also describe work in other IC mission categories or occupational groups. Table G-1 summarizes the Analysis and Production Competency Directory, including the performance elements and technical expertise competencies. Table G-2 provides the labels and definitions for the analytic technical expertise competencies. Core competency labels and definitions associated with the performance elements are provided in Annexes B through D.

Table G-1. Competency Directory Summary for Analysis and Production

Core		
GS-15 and Below Non-supervisory	**GS-15 and Below Supervisory and Managerial**	**Senior Officer**
• Engagement and Collaboration • Critical Thinking • Personal Leadership and Integrity • Accountability for Results • Technical Expertise • Communication *See Annex B*	• Engagement and Collaboration • Critical Thinking • Leadership and Integrity • Accountability for Results • Management Proficiency • Communication *See Annex C*	• Collaboration and Integration • Enterprise Focus • Values-Centered Leadership • Executive Leadership • Management Tradecraft • Domain Knowledge *See Annex D*
Technical Expertise		
Professional Tradecraft	**Subject Matter Expertise (SME)**	
• Collection Systems Capabilities • Customer Operations and Requirements • Processing and Exploitation Capabilities • Researching • Tools and Methods	• Academic/Professional Disciplines • Counterintelligence • Counterproliferation • Counterterrorism • Cultural Expertise • Cyber • Intelligence Disciplines (INTs) • Intelligence Topics • Languages • Scientific and Technical Intelligence (S&TI) • Targets	
See Below in this Annex G		

Table G-2. Technical Expertise Competencies and Definitions for Analysis and Production

	Professional Tradecraft	Definition
Analysis and Production	Collection Systems Capabilities	Gains and applies knowledge of capabilities, limitations, and accesses of the intelligence source disciplines, strengths and weaknesses of specific technical sensors/platforms, and human sources in area of responsibility. Knowledge of IC collection management processes, systems, and tools. Demonstrates knowledge of collection strategies, targeting, assessment and methodology, feedback, and source validation/vetting processes.
	Customer Operations and Requirements	Applies knowledge of relevant customer organizations or operations (e.g., military, policy makers, and law enforcement), including how to translate requirements to provide appropriate output or response to meet customer needs.
	Processing and Exploitation Capabilities	Demonstrates knowledge of how relevant INTs are processed from collection to dissemination and demonstrates knowledge of INT report formats and terminology. Understands capabilities and limitations of information processing and exploitation techniques associated with each INT.
	Researching	Identifies a need for and knows where or how to gather information. Obtains, evaluates, organizes, and maintains information.
	Tools and Methods[1]	Applies tools and methods to substantive discipline, domain, or area of work. Adapts existing tools and/or methods or employs new methodological approaches required for substantive discipline, domain, or area of work.
	SME	**Definition**
	Academic/Professional Disciplines[2]	Applies the concepts, principles, theories, and methods of an academic/professional discipline.
	Counterintelligence	Gathers information and conducts activities to protect against espionage, other intelligence activities, sabotage, or assassinations conducted for or on behalf of foreign powers, organizations or persons, or international terrorist activities.
	Counterproliferation	Supports United States Government (USG) efforts to discourage, prevent, eliminate, deter, and/or mitigate the development, proliferation, or use of weapons of mass destruction (WMD) and their means of delivery. Provides policymakers with early warning of plans and intentions to develop weapons of mass destruction and identifies WMD-related people, programs, and networks of concern, eliminating priority gaps in knowledge. Identifies and helps the USG leverage opportunities to counter the development and spread of WMD [e.g., chemical, biological, radiological, nuclear, and explosive (CBRNE)].

[1] A list of tools and methods can be found in the Intelligence Community Capabilities Catalogue (IC3).
[2] A list of fields of study can be found in the IC3.

	SME	Definition
Analysis and Production	Counterterrorism	Supports USG efforts to discourage, deter, and prevent acts of terrorism by providing policy makers, operators, and warfighters with an understanding of terrorist motives, ideologies, intentions, and capabilities, weapons (including WMD) as well as early warning of plans for attacks. Identifies means of radicalization and recruitment and current and potential terrorism-related people, entities, programs, and networks of concern. Identifies and helps the USG leverage opportunities to counter current and developing terrorist threats and trends.
	Cultural Expertise[3]	Demonstrates knowledge of the cultural characteristics of a given group of people that permits deduction and inference as to real intent and probable causative factors of actions or communications of individuals and subgroups within that group.
	Cyber	Prevents, assesses, and/or mitigates threats to information systems and infrastructures and the information contained in or transmitted by these systems and infrastructures.
	Intelligence Disciplines (INTs)[4]	Applies knowledge of concepts and terminology, policies and directives, organizational missions, and functions, with respect to intelligence capabilities.
	Intelligence Topics[5]	Demonstrates current knowledge of, and prior experience in, one or more National Intelligence Priority Framework (NIPF) topics and other DNI-identified topics.
	Languages[6]	Demonstrates knowledge of and skill in one or more foreign languages and dialects.
	Scientific and Technical Intelligence (S&TI)	Applies knowledge of basic and applied science and technical research and development processes and techniques with respect to developments in foreign intelligence capabilities.
	Targets[7]	Applies current knowledge of one or more regions, countries, non-state entities, and/or technologies.

[3] A list of cultural characteristics can be found in the IC3.
[4] A list of Intelligence Disciplines can be found in the IC3.
[5] A list of NIPF topics can be found on the ODNI classified website and in the IC3.
[6] A list of languages can be found in the IC3.
[7] Regions, countries, and non-state entities can be found on the ODNI classified website and in the IC3 and a list of specific technologies can be found in the IC3.

ANNEX H: Competency Directory for Research and Technology

This Annex provides the established labels and definitions of competencies developed and validated for employees in the Research and Technology Mission Category and these competencies may also describe work in other IC mission categories or occupational groups. Table H-1 summarizes the Research and Technology Competency Directory, including the performance elements and technical expertise competencies. Table H-2 provides the labels and definitions for the research and technology technical expertise competencies. Core competency labels and definitions associated with the performance elements are provided in Annexes B through D.

Table H-1. Competency Directory Summary for Research and Technology

Core		
Non-supervisory GS-15 and Below	**Supervisory and Managerial GS-15 and Below**	**Senior Officer**
• Engagement and Collaboration • Critical Thinking • Personal Leadership and Integrity • Accountability for Results • Technical Expertise • Communication *See Annex B*	• Engagement and Collaboration • Critical Thinking • Leadership and Integrity • Accountability for Results • Management Proficiency • Communication *See Annex C*	• Collaboration and Integration • Enterprise Focus • Values-Centered Leadership • Executive Leadership • Management Tradecraft • Domain Knowledge *See Annex D*
Technical Expertise		
Professional Tradecraft	**Subject Matter Expertise (SME)**	
• Customer Operations and Requirements • Exploration and Development • Research and Exploration • Research and Technology Program/Project Management • Technology Demonstration • Technology Insertion/Integration • Technology Operations • Tools and Methods	• Academic/Professional Disciplines • Counterintelligence • Counterproliferation • Counterterrorism • Cultural Expertise • Intelligence Disciplines (INTs) • Intelligence Topics • Languages • Targets	
See Below in this Annex H		

Table H-2. Technical Expertise Competencies and Definitions for Research and Technology

	Professional Tradecraft	Definition
Research and Technology	Customer Operations and Requirements	Applies knowledge of relevant customer organizations or operations (e.g., military, policy makers, and law enforcement), including how to translate requirements to provide appropriate output or response to meet customer needs.
	Exploration and Development	Leverages discoveries from global science and technology intelligence to assess capabilities and implications for weapons systems, determine US vulnerabilities, and formulate the executable evolution of missions over the long-term.
	Research and Exploration	Applies science and technology to investigate mission opportunities (e.g., intelligence, warfighter support, systems defense) and designs, develops, and implements creative and effective mission concepts and prototypes. Includes Department of Defense Technology Readiness Levels (TRL) 1 1-3.
	Research and Technology Program/Project Management	Directs and plans technical and scientific programs, projects, and contracts of various scales, balancing technical, financial, personnel, and performance considerations.
	Technology Demonstration	Conducts technology assessment and integration processes; provides and supports a prototype capability and evaluates its utility. Includes TRL1 4-6.
	Technology Insertion/ Integration	Combines science and technology concepts and prototypes with existing capabilities to create new or improved capabilities and systems. Plans for and introduces new science and technology discoveries into projects. Includes TRL1 7-9.
	Technology Operations	Creates and employs technology applications and systems in daily operations. Includes developing or evaluating new tactics; testing or employing new equipment; or planning, conducting, or learning from exercises or real world operations.
	Tools and Methods[1]	Applies tools and methods to substantive discipline, domain, or area of work. Adapts existing tools and/or methods or employs new methodological approaches required for substantive discipline, domain, or area of work.
	SME	**Definition**
	Academic/Professional Disciplines[2]	Applies the concepts, principles, theories, and methods of an academic/professional discipline.

[1] A list of tools and methods can be found in the Intelligence Community Capabilities Catalogue (IC3).
[2] A list of fields of study can be found in the IC3.

	SME	Definition
Research and Technology	Counterintelligence	Gathers information and conducts activities to protect against espionage, other intelligence activities, sabotage, or assassinations conducted for or on behalf of foreign powers, organizations or persons, or international terrorist activities.
	Counterproliferation	Support United States Government (USG) efforts to discourage, prevent, eliminate, deter, and/or mitigate the development, proliferation, or use of weapons of mass destruction (WMD) and their means of delivery. Provides policy makers with early warning of plans and intentions to develop weapons of mass destruction and identifies WMD-related people, programs, and networks of concern, eliminating priority gaps in knowledge. Identifies and helps the USG leverage opportunities to counter the development and spread of WMD [e.g., chemical, biological, radiological, nuclear, and explosive (CBRNE)].
	Counterterrorism	Supports USG efforts to discourage, deter, and prevent acts of terrorism by providing policymakers, operators, and warfighters with an understanding of terrorist motives, ideologies, intentions, and capabilities, weapons (including WMD) as well as early warning of plans for attacks. Identifies means of radicalization and recruitment and current and potential terrorism-related people, entities, programs, and networks of concern. Identifies and helps the USG leverage opportunities to counter current and developing terrorist threats and trends.
	Cultural Expertise[3]	Demonstrates knowledge of the cultural characteristics of a given group of people that permits deduction and inference as to real intent and probable causative factors of actions or communications of individuals and subgroups within that group.
	Intelligence Disciplines (INTs)[4]	Applies knowledge of concepts and terminology, policies and directives, organizational missions, and functions, with respect to intelligence capabilities.
	Intelligence Topics[5]	Demonstrates current knowledge of, and prior experience in, one or more National Intelligence Priority Framework (NIPF) topics and other DNI-identified topics.
	Languages[6]	Demonstrates knowledge of and skill in one or more foreign languages and dialects.
	Targets[7]	Applies current knowledge of one or more regions, countries, non-state entities, and/or technologies.

[3] A list of cultural characteristics can be found in the IC3.
[4] A list of Intelligence Disciplines can be found in the IC3.
[5] A list of NIPF topics can be found on the ODNI classified website and in the IC3.
[6] A list of languages can be found in the IC3.
[7] Regions, countries, and non-state entities can be found on the ODNI classified website and in the IC3. A list of specific technologies can be found in the IC3.

ANNEX J: Competency Directory for Acquisition

This Annex provides the established labels and definitions of competencies developed and validated for employees in the Acquisition Occupational Group within the Enterprise Management and Support Mission Category and may also apply across other IC mission categories or occupational groups. Table J-1 summarizes the Acquisition Competency Directory, including the performance elements and technical expertise competencies. Table J-2 provides the labels and definitions for the acquisition technical expertise competencies. Core competency labels and definitions associated with the performance elements are provided in Annexes B through D.

Table J-1. Competency Directory Summary for Acquisition

Core		
Non-supervisory GS-15 and Below	**Supervisory and Managerial GS-15 and Below**	**Senior Officer**
• Engagement and Collaboration • Critical Thinking • Personal Leadership and Integrity • Accountability for Results • Technical Expertise • Communication *See Annex B*	• Engagement and Collaboration • Critical Thinking • Leadership and Integrity • Accountability for Results • Management Proficiency • Communication *See Annex C*	• Collaboration and Integration • Enterprise Focus • Values-Centered Leadership • Executive Leadership • Management Tradecraft • Domain Knowledge *See Annex D*
Technical Expertise		
Professional Tradecraft	**Subject Matter Expertise (SME)**	
• Community Budget Process • Customer Requirements Generation/ Management • Federal Acquisition Process • Federal/Commercial Business Practices	• Academic/Professional Disciplines • Auditing • Business Cost Estimating and Financial Management • Certifications • Contracting/Procurement • Facilities Engineering • Industrial/Contract and/or Property Management • Information Technology • Intelligence Disciplines (INTs) • Life Cycle Logistics • Production Quality and Manufacturing • Program Management • Risk Assessment • Systems Engineering • Test and Evaluation	
See Below in this Annex J		

Table J-2. Technical Expertise Competencies and Definitions for Acquisition

Acquisition	Professional Tradecraft	Definition
	Community Budget Process	Demonstrates knowledge of the planning, programming, budgeting and execution process, congressional budgetary processes, and DoD/IC-specific budget practices.
	Customer Requirements Generation/ Management	Demonstrates knowledge of how to build, prioritize, levy, track, review, and validate customer requirements and ensure they are documented and measurable. Includes actions to resolve conflicts between customers and the acquisition community.
	Federal Acquisition Process	Demonstrates knowledge of how applicable federal executive agencies acquire supplies and services with appropriated funds.
	Federal/Commercial Business Practices	Demonstrates knowledge of federal/commercial business practice methods, measurements, tools, and techniques, including market analysis, knowledge of suppliers, business strategies, and market environments.
	SME	**Definition**
	Academic/ Professional Disciplines[1]	Applies the concepts, principles, theories, and methods of an academic/professional discipline.
	Auditing	Applies generally accepted auditing standards and procedures for conducting financial, compliance, economic, efficiency, and program results audits and for internal management controls and testing.
	Business Cost Estimating and Financial Management	Plans, analyzes, and executes actions to assess a broad array of financial conditions to assure appropriate contract financing in accordance with contract financing requirements, including cost estimation, analysis, and reconciliation, permissibility of cost and invoicing determinations, budget analysis/execution, earned value management, return on investment, and other methods of financial and performance measurement.
	Certifications	Credentials granted by a third party certifying body to individuals who have demonstrated mastery of predefined knowledge and skills in a specified area. This demonstration is accomplished by satisfying criteria/standards established by the certifying organization, which may include successfully completing a formal assessment (e.g., written, oral, or practical examination and portfolio assessment).
	Contracting/ Procurement	Solicits and identifies eligible vendors; prepares, negotiates, and awards contracts. Conducts all phases of contract administration, including termination or closeout of contracts consistent with legislation, policies, regulations, and methods used in contracting and business and industry practices.

[1] A list of fields of study can be found in the IC3.

	SME	Definition
Acquisition	Facilities Engineering	Provides advice on facilities acquisition and applies the appropriate environmental, structural, and other requirements, taking into account facilities disposal, sustainment, and contingency planning.
	Industrial/Contract and/or Property Management	Executes the acquisition and disposition of Government leased and owned property, evaluates and recommends actions on development decisions, and evaluates the effects of economic change on real estate assets.
	Information Technology	Applies knowledge of current and emerging IT acquisition strategies and program management approaches to measure the business value of IT products and services, conduct acquisition planning, solicitation, and administration activities for IT projects, and manage IT reviews and contract oversight.
	Intelligence Disciplines (INTs)[2]	Applies knowledge of concepts and terminology, policies and directives, organizational missions, and functions, with respect to intelligence capabilities.
	Life Cycle Logistics	Applies performance-based logistic efforts that optimize total system life cycle availability, supportability, and reliability/maintainability while minimizing cost, logistic footprint, and interoperability.
	Production Quality and Manufacturing	Monitors contractor manufacturing, establishes quality assurance standards and controls, develops and executes plans for design quality/conformance/fitness for use, and integrates quality plans into the systems engineering process.
	Program Management	Applies program management principles, techniques, services, and practices to effectively achieve domestic and international program goals and objectives. Identifies performance outcomes and establishes metrics to assess the impact (e.g., return on investment) of programs and initiatives.
	Risk Assessment	Analyzes potential threats and vulnerabilities, determines the level of risk, and develops and recommends appropriate mitigation countermeasures in operational and non-operational situations. Conducts assessments in a counterintelligence context to protect against espionage, other intelligence activities, and sabotage conducted for or on behalf of foreign powers, organizations or persons, or international terrorist activities.
	Systems Engineering	Identifies, establishes, or implements acquisition engineering objectives or specifications by applying knowledge of engineering activities relating to the design, development, fabrication, installation, modification, or analysis of systems or systems components.
	Test and Evaluation	Applies principles and methods for cost-effective planning, evaluating, verifying, and validating technical, functional, and performance characteristics (including interoperability) of systems or elements of systems incorporating IT.

[2] A list of Intelligence Disciplines can be found in the IC3.