

Attachment 1

CORE LEADERSHIP COMPETENCIES AND DEFINITIONS FOR APHIS EMPLOYEES, SUPERVISORS, MANAGERS, AND EXECUTIVES

1. **Accountability:** Holds self and others accountable for measurable high-quality, timely, and cost effective results. Determines objectives, sets priorities, and delegates work. Accepts responsibility for mistakes. Complies with established control systems and rules.
2. **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.
3. **Continual Learning:** Assesses and recognizes own strengths and weaknesses. Pursues self-development.
4. **Creativity/Innovation:** Develops new insights into situations. Questions conventional approaches. Encourages new ideas and innovations. Designs and implements new or cutting edge techniques.
5. **Customer Service:** Anticipates and meets the needs of both internal and external customers. Delivers high-quality products and services. Demonstrates commitment to continuous improvement.
6. **Decisiveness:** Makes effective and timely decisions, even when data are limited or solutions produce unpleasant consequences. Perceives the impact and implications of decisions.
7. **Developing Others:** Develops the ability of others to perform and contribute to the organization by providing ongoing feedback and by providing opportunities to learn through formal and informal methods.
8. **Entrepreneurship:** Positions the organization for future success by identifying new opportunities. Builds the organization by developing or improving products or services. Takes calculated risks to accomplish organizational objectives.
9. **External Awareness:** Understands and keeps up-to-date on local, national, and international policies and trends that affect the organization and shape stakeholders' views. Demonstrates awareness of the organization's impact on the external environment.
10. **Financial Management:** Understands the organization's financial processes. Prepares, justifies, and administers the program budget. Oversees procurement and contracting to achieve desired results. Monitors expenditures and uses cost-benefit thinking to set priorities.
11. **Flexibility:** Demonstrates an openness to change and new information. Rapidly adapts to new information, changing conditions, or unexpected obstacles.

12. **Human Capital Management:** Builds and manages workforce based on organizational goals, budget considerations, and staffing needs. Ensures employees are appropriately recruited, selected, appraised, and rewarded. Takes action to address performance problems. Manages a multisector workforce and a variety of work situations.
13. **Influencing/Negotiating:** Persuades others. Builds consensus through give and take. Gains cooperation from others to obtain information and accomplish goals.
14. **Integrity/Honesty:** Behaves in an honest, fair, and ethical manner. Shows consistency in words and actions. Creates a culture that fosters high ethical standards.
15. **Interpersonal Skills:** Treats others with courtesy, sensitivity, and respect. Considers and appropriately responds to the needs and feelings of different people in different situations.
16. **Leveraging Diversity:** Fosters an inclusive workplace where diversity and individual differences are valued and leveraged to achieve the vision and mission of the organization.
17. **Oral Communication:** Makes clear and convincing oral presentations to individuals and groups. Listens effectively. Clarifies information as needed. Facilitates open communication.
18. **Partnering:** Develops networks and builds alliances. Collaborates across boundaries to build strategic relationships and achieve common goals.
19. **Political Savvy:** Identifies the internal and external politics that impact the work of the organization. Perceives organizational and political reality and acts accordingly.
20. **Problem Solving:** Identifies and analyzes problems. Weighs relevance and accuracy of information. Generates and evaluates alternative solutions. Makes recommendations.
21. **Public Service Motivation:** Shows a commitment to serve the public. Enables others to acquire the tools and support they need to perform well. Influences others toward a spirit of service and meaningful contributions to mission accomplishment.
22. **Resilience:** Deals effectively with pressure. Remains optimistic and persistent, even under adversity. Quickly recovers from setbacks.
23. **Strategic Thinking:** Formulates objectives and priorities, and implements plans consistent with the long-term interests of the organization in a global environment. Capitalizes on opportunities and manages risks.
24. **Team Building:** Inspires and fosters team commitment, spirit, pride, and trust. Facilitates cooperation and motivates team members to accomplish group goals.
25. **Technical Credibility:** Understands and appropriately applies principles, procedures, requirements, regulations, and policies related to specialized expertise.
26. **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.

27. **Vision:** Takes a long-term view and builds a shared vision with others. Acts as a catalyst for organizational change. Influences others to translate vision into action.
28. **Written Communication:** Writes in a clear, concise, organized, and convincing manner for the intended audience.