

MANAGEMENT STAFF COMPETENCIES

LEADING PEOPLE

This core competency emphasizes the ability to develop and implement strategies to maximize employee performance excellence and foster high ethical standards in meeting the County's vision, mission, and goals.

Interpersonal Skills

- Is tactful, compassionate, sensitive, and treats others with respect
- Leads by positive example
- Assesses and responds to the needs, feelings, and capabilities of different people in various situations
- Manages and resolves conflicts in a positive and constructive manner
- Openly shares information with appropriate individuals to meet organizational objectives

Leveraging Diversity

- Recruits, develops, rewards, and retains a diverse high quality workforce in an equitable manner in accordance with applicable law
- Understands, values and seeks out individual differences and strengths to achieve the vision and mission of the organization
- Develops and uses measures and rewards to hold self and others accountable for achieving results that embody the principles of diversity
- Accurately assesses employees and provides developmental opportunities to maximize their capabilities and contributions to achieve the organization's goals

Team Building

- Acknowledges and reinforces individual contributions to team efforts
- Encourages and facilitates cooperation within the organization and with customers to develop team spirit and common focus
- Develops leadership skills in others through coaching, mentoring, rewarding, and guiding employees
- Assumes responsibility for team shortcomings and shares accolades for success with the team
- Attends to morale and organizational climate by identifying, preventing and/or managing negative confrontation

Integrity/ Honesty

- Creates a culture that fosters a high standard of ethics
- Behaves in a fair and ethical manner

COMMUNICATING AND BUILDING COALITIONS

This core competency involves the ability to explain and advocate facts and ideas in a convincing manner while communicating and negotiating with individuals and groups. It also includes the ability to develop a professional network with other organizations and individuals to assist in solving issues and identifying the internal and external forces that impact the work of the organization.

Oral Communication

- Uses correct English grammar
- Makes clear and convincing oral presentations and discussions
- Listens effectively to ensure mutual understanding and clarifies information as needed to achieve mutual understanding
- Facilitates an open exchange of ideas and fosters an atmosphere of open communication through demonstrated respect and receptivity to others' ideas and contributions

Written Communication

- Uses correct English grammar, punctuation, and spelling
- Expresses technically accurate facts and ideas in a clear, convincing, logical, organized and professional manner
- Ensures that all documents generated reflect the position and work of the organization

Influencing/ Negotiating

- Persuades others, builds consensus through give and take
- Gains cooperation from others to obtain information and accomplish organizational goals
- Facilitates "win-win" situations

Partnering

- Establishes and maintains working relationships with internal units and strengthens internal support bases
- Develops and enhances networks and alliances
- Engages in cross-functional activities
- Collaborates across functional boundaries; finds common ground with a wide range of stakeholders

PUBLIC SECTOR KNOWLEDGE AND PERFORMANCE

This core competency involves the efficient and effective management of financial, human, and technological resources to accomplish the organization's mission. Inherent in this ability is the need to balance change with stability and continuity while striving to improve customer service within the basic government framework. It also involves the ability to foster a work environment that encourages creative thinking and the ability to maintain focus, intensity, and persistence, even under adversity and in the face of specific as well as institutional resistance to change.

Organizational Awareness

- Identifies the internal and external environment that impacts the work of the organization
- Approaches each situation with a clear perception of organizational and governmental reality; recognizes the impact of alternative courses of action
- Understands linkages between administrative competencies, mission needs, and legal constraints
- Develops plans to deal with, and responds appropriately to, unanticipated internal and external changes (e.g., budget cuts, new legislation, emergencies, disasters, or public health problems)

Vision

- Takes a long-term view and acts as a catalyst for organizational change
- Builds a shared vision with others
- Has the ability to motivate and influence others to translate vision into action
- Leads the organization's potential for driving performance to higher levels of effectiveness and productivity
- Leads others to fulfillment of the vision

Accountability

- Assures that effective and efficient controls are developed and maintained to ensure the integrity of the organization including working within legal authority, structure, and frameworks
- Holds self and others accountable for rules and responsibilities
- Can be relied upon to ensure that projects and products/services within areas of specific responsibility are completed in a timely manner and within budget
- Develops, monitors, evaluates and implements plans
- Takes corrective actions that focus on results and measure attainment of meaningful outcomes

MANAGEMENT STAFF COMPETENCIES - continued

Service Motivation

- Creates and sustains an organizational culture that fosters the quality of service essential to high performance
- Enables others to acquire the tools and support they need to perform well
- Shows a commitment to public service
- Influences others toward a spirit of service and meaningful contributions to both internal and external customers

Problem Solving

- Identifies and analyzes problems
- Distinguishes between relevant and irrelevant information to make logical decisions
- Provides constructive and effective solutions to individual and organizational problems

TECHNICAL CREDIBILITY

This core competency requires broad knowledge, skills, and abilities in the technical area(s) for which the leader is responsible.

- Is knowledgeable about the subject matter and understands and appropriately applies procedures, requirements, regulations, and policies related to specialized expertise
- Provides expert advice to supervisors and staff, higher-level management, peers, internal and external customers and stakeholders.
- Makes sound hiring and capital resource decisions to support technical functions
- Identifies and addresses training and development needs for self and others

Added discipline-specific elements:

[Supervisors must develop these elements to complete this competency.]