

Management Core Competency Categories/Examples

The following chart provides definitions for the six Core Competency categories upon which the appraisal of managers will be based and provides some examples of skills that can be included in assessing each competency area and/or determining goals for managers.

Managers will be rated using the competencies listed on the left side of the chart. The right side of the chart provides examples of various attributes related to each competency. Only those attributes that apply to a manager's job duties are to be reviewed and discussed relative to setting performance expectations for the manager. **Not all attributes will apply to every manager's job.** The supervisor and manager may also define other attributes that relate more specifically to an individual job.

COMPETENCY	EXAMPLES OF COMPETENCY SKILLS (you may identify attributes from this list or develop your own)
<p>Leadership/Judgment <i>Guides and directs others toward meeting business objectives while encouraging openness, creativity, and innovation</i></p>	<ul style="list-style-type: none"> • Leads confidently by taking personal responsibility for decisions and actions • Aligns organizational vision with County strategic goals and department business objectives • Uses creativity and innovation in achieving business objectives • Builds effective working relationships inside and outside the organization • Promotes flexibility by planning for the effects of organizational change • Initiates and displays a willingness to change in order to obtain and sustain key business initiatives • Values learning and finds opportunities for challenging and improving personal performance • Actively promotes teamwork by creating a culture and environment that supports individual and team empowerment • Exhibits courage to take action by tackling difficult challenges • Promotes the principles of contemporary leadership practices • Keeps technical knowledge, certifications, licenses, etc. current • Displays departmental and/or County perspective in dealing with issues • Confronts conflict directly and objectively with a goal of resolution for all parties • Makes suggestions for improvements
<p>Effective Communication <i>Delivers a message orally or in writing in such a way that the receiver understands the message the way it was intended</i></p>	<ul style="list-style-type: none"> • Promotes open, candid information sharing across organizational boundaries • Builds consensus among diverse groups for the purpose of meeting business objectives • Listens effectively to others • Presents ideas and complex material clearly, concisely, logically, and persuasively both orally and in writing • Deals effectively with various levels of the organization • Ensures timely, appropriate communication with stakeholders • Applies contemporary technical concepts and best practices to assignment • Readily and routinely shares technical knowledge with others

<p>Planning and Organization Effectively prioritizes work and meets established deadlines</p>	<ul style="list-style-type: none"> • Sets project goals and objectives aligned with departmental and/or County priorities • Plans for acquiring resources needed for project completion • Integrates changes smoothly • Works in an organized manner • Exhibits cost consciousness and conserves departmental and/or County resources • Assigns work to project team members, establishes expectations, and monitors activities
<p>Problem Solving Uses rational processes to make timely and sound decisions</p>	<ul style="list-style-type: none"> • Finds and acts on new opportunities, eliminates barriers to change and unneeded bureaucracy • Makes sound business decisions based on limited, complex, or contradicting information and relevant public service ethical principles • Integrates new ideas and contemporary approaches into problem solving • Gathers, analyzes, and applies information skillfully • Develops alternative solutions • Exhibits innovation and creativity in identifying and resolving problems as they occur • Works effectively in group problem solving situations
<p>Results-Oriented Achieves measurable results</p>	<ul style="list-style-type: none"> • Sets challenging, measurable project goals that are aligned with broad County strategies and departmental business objectives • Plans, organizes, and implements projects to meet established timeframes • As opportunities arise, reengineers business processes and improves organizational effectiveness by proposing and implementing change initiatives required to improve efficiency, streamline operations, and meet current and future business needs • Measures performance against key operational and financial targets/goals • Investigates and adopts best practices where possible • Sets appropriate priorities and modifies as needed • Is accountable for personal performance and goal achievement and maintains sufficient content and knowledge to perform all aspects of the job effectively • Applies contemporary technical concepts to communications
<p>Supervision Accomplishes business goals through others by collaboratively monitoring, developing skills, and managing performance Note: This competency only applies to those managers who supervise staff</p>	<ul style="list-style-type: none"> • Ensures that individual performance action plans are aligned to business strategies • Motivates performance for the purpose of achieving County and/or departmental goals • Assists employees in defining and following through with actions that support performance and personal development • Uses reward and recognition programs appropriately • Clarifies performance expectations (e.g., roles, responsibilities, standards, and goals) collaboratively with others • Motivates people to reach their highest performance potential • Sets direction to meet business objectives • Provides honest, timely feedback about performance

	<ul style="list-style-type: none">• Tailors developmental suggestions (e.g., training, learning opportunities, key experiences) to fit individual, team, and organizational needs• Effectively manages all aspects of the County's performance management system within established timeframes• Recognizes that making mistakes is an important part of learning• Assigns clear authority and holds others accountable for goal achievement• Within the scope of business limitations, provides resources and support to ensure that key strategies and results are achieved• Values learning for staff and seeks out opportunities and skill development as resources permits• Administers discipline in a fair and consistent manner as required
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