



TOOLS

Leadership Competencies

Integrity	Is trusted by others. Is seen as a direct and truthful individual. Keeps confidences of others. Does not misrepresent him/herself for personal gain. Displays high standards of ethical conduct and understands the impact of violating these on the organization, self and others. Keeps promises and commitments. Instills mutual trust and confidence. Behaves in a fair and ethical manner toward others, and demonstrates a sense of corporate responsibility and commitment to public service.
Innovativeness	Develops new insights into situations and applies innovative solutions to make improvements. Creates a work environment that encourages creative thinking and innovation. Seeks opportunities for business growth and change. Seizes opportunities when they arise. Assesses, manages and takes calculated risks. Explores positions and alternatives to reach outcomes.
Relationship Building	Builds and maintains successful working relationships with co-workers, colleagues and customers. Behaves professionally and supportively when working with men and women from a variety of ethnic, social and educational backgrounds.
Customer Focus	Shows interest in and understanding of the needs, expectations, and circumstances of internal and external customers at the individual, group, or organizational level. Explores options and pursues solutions until customers are satisfied. Is responsive, pleasant, professional, and easy to do business with. Looks at the organization and its services from the customer's point of view. Seeks and uses customer feedback to improve services or products. Demonstrates commitment to providing high-quality services and programs in a timely manner. Meets or exceeds internal and external customer expectations. Takes personal responsibility for resolving customer issues. Applies knowledge and expertise, analytical skills, creative thinking and business acumen to best meet customer needs/objectives.
Leadership	Coaches, mentors and challenges staff. Creates a positive work environment in which all staff are motivated to do their best. Ensures that clear, challenging and attainable goals are set for a group and that these goals are aligned with the goals of the organization/department. Ensures that the importance and benefits of goals and methods are understood and accepted by those who will carry them out. Conveys confidence and optimism in the group's ability to overcome obstacles and accomplish its goals. Inspires, motivates, and guides others toward goal accomplishments.
Managing Performance	Sets and aligns individual performance goals with the goals of the unit. Involves employees in setting their performance goals. Ensures employees have the means and skills to accomplish their goals. Tracks and measures individual and unit performance. Provides ongoing feedback. Treats all employees in an objective and consistent manner. Intervenes to correct poor performance, following steps of progressive discipline.
Teamwork	Works well with others to achieve team goals. Places team priorities before personal priorities. Defines success in terms of the whole team. Demonstrates cooperation and collaboration while participating in a group or team. Creates a feeling of belonging among team members. Develops effective working relationships inside and outside immediate work area.

	<p>Contributes ideas and shares information within and across work groups. Shares lessons learned.</p>
Strategic Focus	<p>Understands how an organization must change in light of internal and external trends and influences. Keeps the big, long range picture in mind. Anticipates where trends will lead. Builds a shared long-range organizational vision with others. Influences others to translate vision into action. Creates improvement strategies and plans. Balances competing objectives to establish overall organizational goals.</p>
Continuous Development (for self & direct reports)	<p>Builds professional skills and competencies of self and others. Identifies personal skill areas to be developed and translates them into measurable goals. Seeks out ways to improve performance and efficiency on the job. Understands and identifies a developmental need and seeks out or establishes applicable activities or materials. Seeks out opportunities and encourages others to learn from mistakes. Works toward performance improvement of self and others by identifying and acting upon factors that influence an individual's performance potential. Invests time and resources to learn, grow, and develop. Consistently seeks out opportunities that will create growth and development.</p>
Leveraging & Fostering Diversity	<p>Leads and manages an inclusive workplace that maximizes the talents of each person to achieve the vision and mission of the organization. Treats all individuals with respect regardless of individual differences (e.g., race, gender, age, ethnicity, physical capabilities/disabilities, sexual orientation, religion). Develops a knowledge and understanding of different cultures and backgrounds. Builds collaborative and mutually beneficial working relationships with people regardless of their individual differences. Modifies communication and behavior based on an understanding of individual differences. Utilizes an understanding of individual differences to communicate with, influence, and manage individuals (e.g., resolving conflict, building teams) throughout the organization. Recognizes and communicates the value of diverse perspectives. Fosters an environment of inclusion, where diverse thoughts are freely shared, respected and integrated. Helps others increase their awareness and acceptance of individual differences. Develops policies, procedures and values that encourage awareness and acceptance of diversity. Recruits, develops, and retains a diverse, high quality workforce in an equitable manner.</p>
Motivating Others	<p>Inspires others' commitment to their work and organizational excellence. Helps others see the personal benefits of doing their job well. Encourages others to do their best. Looks for and uses new, creative ways to motivate others. Acknowledges achievements and contributions. Helps others identify their long range plans and goals.</p> <p>Maintains and communicates a positive, yet realistic outlook, in spite of organizational challenges in order to sustain morale. Recognizes and tackles morale problems. Uses a variety of approaches to energize and inspire others. Communicates a vision of excellence for others that motivates them to improve.</p>
Risk Management	<p>Plans and implements measures that will avoid, overcome or compensate for elements of risk. Manages work and information within a strategic framework. Establishes or relies on proven risk management methods, models, and tools. Aligns efforts considering individual, division/branch/office, and organizational strategies. Identifies the risks of negative outcomes (including inadvertent error or fraud). Evaluates controls to help mitigate negative outcomes through prevention or detection and correction. Communicates the impact of identified risks and recommends corrective action. Ensures ongoing compliance with regulatory requirements. Conducts periodic review of activities to ensure work in compliance with risk objectives. Maintains consistent data. Collaborates with stakeholders and users to gain insight.</p>
Models Agency Values	<p>Displays support for the leadership of the organization. Exhibits behaviors that model the mission/vision of the organization. Makes decisions that comply with organizational values.</p>

Conflict Management	Deals with interpersonally and/or politically challenging situations calmly and diplomatically, diffusing tension. Effectively intervenes in conflicts to facilitate communication and resolve problems, finding common ground when possible. Handles complaints and disputes with composure and tact. Identifies and takes steps to prevent potential situations that could result in unpleasant confrontation.
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Business Competencies

Problem Solving and Decision Making	Breaks down problems into components and recognizes interrelationships. Shows insight into the root-causes of problems or issues. Identifies pertinent facts and data. Generates a range of alternative solutions and courses of action with benefits, costs, and risks associated with each. Evaluates the chosen course of action after it has been implemented in order to determine its efficacy. Reaches sound conclusions timely and effectively based on analysis of facts, data, lessons learned from experience, and benchmarking. Considers conflicting needs, options, and information and makes the "tough" decisions. Has a clear rationale for decisions.
Planning and Organizing	Plans and/or organizes people and functions into an effective workforce. Implements or utilizes strategic plans on a day-to-day basis. Determines the logically necessary sequence of activities and the efficient level of resources needed by a group or the entire organization to achieve short and long term goals. Recognizes and addresses the interdependencies of activities and resources. Organizes work, sets priorities, determines resource requirements. Clarifies roles and responsibilities. Anticipates problems and mitigates risks. Produces realistic schedules for completion of steps and process components. Coordinates with other parts of the organization. Monitors progress and evaluates outcomes.
Flexibility and Adaptability	Reacts to change in a positive manner, quickly adapting work methods or learning and implementing new work methods or procedures. Adapts to changes in assignments and priorities. Maintains composure in the face of competing or conflicting demands, ambiguous assignments, interruptions and distractions. Makes effective decisions and achieves desired results in the midst of changes in responsibilities, work processes, timeframes, performance expectations, organizational culture or work environment. Maintains stable performance under pressure or opposition. Is resilient.
Effort and Initiative	Is punctual and reliable. Consistently produces quality work products under minimal supervision. Works to remedy problems without being told by a peer or supervisor. Persistent in overcoming obstacles. Sees what needs to be done and does it. Focuses on a goal and harnesses own and/or others' energy to drive toward goal attainment.
Self-Management	Manages one's own time, priorities and resources. Prioritizes tasks with respect to importance and deadlines. Adjusts priorities as situations change. Utilizes sound methods to plan and track work and appointments. Clusters related tasks to increase efficiency. Consistently meets commitments and deadlines. Is results-oriented. Takes accountability for completing work assignments.
Active Listening	Shows attention through verbal and non-verbal cues (e.g., eye contact, smiling, nodding, body orientation). Picks up on nuances in tone and meaning. Is attentive to non-verbal cues and body language. Checks comprehension and shows understanding by paraphrasing and responding appropriately. Asks clarifying questions that assist the speaker in providing clearer or more detailed information.
Oral Communication	Uses correct vocabulary and grammar. Presents information clearly and in an organized manner. Adapts to audience. Makes clear and convincing oral presentations to individuals or groups. Questions others skillfully.

	Recognizes non-verbal cues in listeners and adjusts speech and tone accordingly. Adjusts word choice according to the audience and purpose. Uses tone, inflection, pauses, and body language for increased impact. Facilitates an open exchange of ideas and fosters an atmosphere of open communication.
Written Communication	Uses correct vocabulary, grammar, sentence structure, spelling, and punctuation. Presents information clearly and in an organized manner. Varies content, tone and style to suit the purpose and intended reader. Makes the desired impact. Uses bullet points and tables to organize and present information that is detailed or complex. Expresses facts and ideas in writing in a clear, convincing and organized manner.
Negotiating	Builds constructive relationships with customers, business units, and organizations to meet mutual goals and objectives. Builds partnerships necessary to compete in a multifaceted environment; seeks and seizes profitable business opportunities; willing to take calculated risks to achieve business goals. Convincingly explains the benefits of a course of action or advantages over alternatives. Shows enthusiasm and belief in what s/he proposes. Persists tactfully in promoting a position, adjusting style to fit the situation. Gains rapport and trust of other parties. Seeks mutually agreeable trade-offs in deal-making. Questions and counters others' proposals without damaging relationships. Holds ground appropriately; knows how to walk away amicably with the best deal possible. Persuades others to consider and adopt a new position or attitude on a topic. Wins concessions from others.
Process and Product Improvement	Controls and improves cyclical processes. Knows how to separate and combine activities and roles into efficient workflow. Benchmarks best practices in the industry. Knows what to measure and how to measure it for tracking quality, quantity, schedule, resource utilization, and customer feedback. Knows how to identify process problems and opportunities for improvement and simplification.
Project Management	Structures and controls own and others' work on defined projects. Defines project goals and criteria for success. Guards against expansion of project scope. Involves key stakeholders. Ensures adequate resources and necessary skill sets among project staff. Clarifies roles and responsibilities, deliverables, milestones, and boundaries for independent decision making. Uses project management software. Establishes a course of action for self and others to accomplish goals, utilizing appropriate resources; monitors results and project effectiveness. Delivers results on time and within budget.
Budget Savvy	Uses business unit and/or program/project budget wisely. Is aware of budget implications when making strategic decisions. Forecasts expenditures, monitors budget, and makes adjustments to prevent budget overruns. Makes wise financial decisions based upon goals, priorities, and/or anticipated return on investment.
Presentation Skills	Demonstrates knowledge of the topic matter when presenting. Presents ideas effectively in formal and informal presentations. Presents material in a manner that keeps the audience focused on the topic.
Meeting and Facilitation Skills	Conducts efficient meetings that accomplish specific goals within time limits. Encourages input from participants and facilitates the exchange of ideas.
Knowledge Management	Establishes and provides on-going support of knowledge management processes and tools in order to ensure continued organizational viability and progress toward vision. Identifies and deploys the necessary resources to effectively capture and distribute knowledge. Provides on-

	going support of processes and systems that identify, capture, distribute and reuse knowledge. Cultivates a learning organization by encouraging and rewarding knowledge sharing and reuse. Stays abreast of leading practices and tools in knowledge management. Models desired knowledge sharing behaviors.
Using Technology	Is proficient with the equipment and computer applications used on the job. Learns new versions and how to use advanced features. Knows recent developments and trends in technology. Finds ways to apply technology to tasks to increase speed, quality, or create new capabilities. Develops strategies using new technology to enhance decision-making.

Technical Competencies

Professional/Technical Expertise	Has knowledge of current information, techniques, practices, laws, and regulations of the field. Has clear developmental record of formal and on-the-job acquisition of knowledge and skills of the occupation. Uses knowledge and judgment in applying appropriate methods and techniques to ensure speed, quality, and consistency in work products. Handles challenging tasks requiring technical expertise.
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