

LEADERSHIP & BUSINESS CORE COMPETENCIES

CORE COMPETENCY	UPPER MANAGER	MIDDLE MANAGER	FIRST LINE SUPERVISORS
Building Effective Teams	<ul style="list-style-type: none"> • Fosters an environment that encourages teamwork, supports group decision-making and builds good rapport with team members. • Encourages both teams and individuals to use resources and authority to make and execute decisions. Removes obstacles and barriers to team and individual authority. Holds individual team members accountable for contributing to team performance. • Understands team dynamics, how to motivate team members and the appropriate assignments for teams. Capitalizes on the strengths of individual team members and maximizes these strengths to create a balanced and well-rounded team. • Assists team members and individuals to look for opportunities for improvement and lessons learned when decisions do not produce anticipated results. • Coaches staff on how to assemble talented staff by hiring best people from inside and outside the County. 	<ul style="list-style-type: none"> • Creates an environment that encourages teamwork and group decision-making. • Assists team with making and executing decisions and holds individual team members accountable for contributing to team performance. • Facilitates effective team dynamics by making individual team assignments that capitalize on the individual strengths and styles of each team member. • Recognizes team accomplishments. • Is adept at assembling talented staff by hiring best people from inside and outside the County. 	<ul style="list-style-type: none"> • Supports an environment that encourages teamwork and group decision-making. • Assists team with making and executing decisions and holds individual team members accountable for contributing to team performance. • Recognizes and draws upon the individual differences and talents of team members. • Recognizes team accomplishments. • Is adept at assembling talented staff by hiring best people from inside and outside the County.
Communication	<ul style="list-style-type: none"> • Communicates complex information in a well thought-out, concise and easy to understand manner. Is comfortable communicating both orally and in writing in a variety of settings and styles that are tailored to the audience being addressed. • Communicates with others in an honest, direct and professional manner. 	<ul style="list-style-type: none"> • Provides well thought-out, concise and timely oral and written information in a variety of settings and styles that are tailored to the audience being addressed. • Communicates with others in an honest, direct and professional manner. 	<ul style="list-style-type: none"> • Communicates orally and in writing in clear, succinct and understandable ways. • Adjusts style to fit the audience. • Communicates with others in an honest, direct and professional manner.

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Communication (cont)	<ul style="list-style-type: none"> • Relates well to others, builds rapport and effective relationships, and is adept at using diplomacy to diffuse high-tension situations. • Demonstrates active listening by asking clarifying questions and accurately restating the opinions of others. • Identifies and shares relevant information that is important to others. • Solicits feedback from others and gives and receives feedback objectively. • Has a positive sense of humor and uses humor to ease tension. 	<ul style="list-style-type: none"> • Promotes and sustains effective relationships with others. • Demonstrates active listening by asking clarifying questions and accurately restating the opinions of others. • Shares relevant information with others. • Solicits feedback from others and gives and receives feedback objectively. • Has a positive sense of humor and uses humor to ease tension. 	<ul style="list-style-type: none"> • Builds effective relationships with others. • Demonstrates active listening by asking clarifying questions and accurately restating the opinions of others. • Passes information on to customers and staff, as appropriate. • Gives and receives feedback objectively. • Has a positive sense of humor and uses humor to ease tension.
Conflict Management	<ul style="list-style-type: none"> • Effectively resolves conflicts. Acts as a neutral third-party in the resolution of disputes through use of effective mediation and negotiation principles to reach fair and equitable agreements. • Objectively analyzes issues without regard for personal ownership of ideas or personal bias. • Solves difficult problems using thorough analysis of many sources to find answers. 	<ul style="list-style-type: none"> • Resolves conflicts at lowest possible level using effective mediation techniques. Identifies trends in conflicts and brings them to the attention of upper management. • Encourages expression of different points of view and negotiates to find common ground. • Objectively analyzes issues without regard for personal ownership of ideas or personal bias. 	<ul style="list-style-type: none"> • Addresses and mediates conflict. Refers unresolved conflicts to middle manager. • Encourages expression of different points of view and negotiates to find common ground. • Objectively analyzes issues without regard for personal ownership of ideas or personal bias.
Customer Orientation	<ul style="list-style-type: none"> • Develops plans to address customer feedback, improve customer satisfaction and maintain effective relationships with customers. 	<ul style="list-style-type: none"> • Administers plans to address customer feedback, improve customer satisfaction and maintain effective relationships with customers. 	<ul style="list-style-type: none"> • Gives employees the freedom and authority to meet customer expectations in a timely manner within established guidelines.

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Customer Orientation (cont)	<ul style="list-style-type: none"> • Fosters an environment at all levels of the organization that is focused on customer needs. Establishes and communicates customer service standards to staff. • Models a strong commitment to quality, cost-effective internal and external customer service. • Implements a process for seeking ongoing customer feedback. 	<ul style="list-style-type: none"> • Communicates customer expectations and service standards to staff. • Establishes guidelines for serving customers and responding to customer expectations. • Promotes and sustains a strong commitment to customer service and implements improvements to meet customer expectations. • Seeks ongoing customer feedback and communicates results to staff. 	<ul style="list-style-type: none"> • Ensures staff meets customer service standards. • Provides timely service to customers. • Promotes and sustains a strong commitment to customer service and implements improvements to meet customer expectations. • Genuinely listens to and considers customers' concerns and complaints.
Effective Decision Making	<ul style="list-style-type: none"> • Makes timely decisions that demonstrate a broad and creative range of options and a view toward long-term solutions. • Gathers appropriate level of data and conducts thorough analysis to make sound decisions. • Supports and rewards effective decisions made by middle managers. • Encourages new and creative alternatives. • Is valued by others for advice and solutions. 	<ul style="list-style-type: none"> • Makes timely decisions that demonstrate a broad and creative range of options. • Recommends best course of action based on thorough analysis of options and appropriate criteria or guidelines. • Supports and rewards effective decisions made by first line supervisors. • Promotes new and creative alternatives. 	<ul style="list-style-type: none"> • Makes timely decisions based on the best information available. • Considers alternatives and selects among ones that are most effective. • Supports effective decisions made by employees. • Is open to new and creative alternatives.
Employee Performance Development & Coaching	<ul style="list-style-type: none"> • Establishes succession management program and employee development standards for staff. • Creates an environment where people can stretch and grow by performing increasingly difficult assignments. • Sets clear direction for staff and assigns appropriate workload. Maintains open dialogue with staff and is available to coach staff as needed. 	<ul style="list-style-type: none"> • Promotes employee development through work assignments, training opportunities and coaching feedback sessions. • Sets clear direction for staff and assigns appropriate workload. Is available to coach staff as needed. Maintains open dialogue with staff. 	<ul style="list-style-type: none"> • Supports employee development through work assignments, training opportunities and coaching feedback sessions. • Assigns appropriate workload to staff. Maintains open dialogue with staff.

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Employee Performance Development & Coaching (cont)	<ul style="list-style-type: none"> Delegates both large projects and important tasks to staff. Allows staff to work independently to complete own work and shares the responsibility and accountability for successful completion of tasks. Provides coaching direction to middle managers on assessing each person's career goals, supporting development of individual goals and encouraging the pursuit of new learning opportunities through training. Establishes employee performance standards and provides direct and actionable feedback to staff. Responds to personnel problems quickly and directly. Establishes and upholds standards for progressive discipline. Responds to all formal disciplinary matters with consistency and objectivity. Recognizes and supports employee readiness for new assignments and provides opportunities for growth. Demonstrates the ability to foster and actively utilize multicultural skills, knowledge and experience to improve the work environment and better serve customers. 	<ul style="list-style-type: none"> Delegates both important and routine tasks to staff. Allows staff to work independently to complete own work and shares the responsibility and accountability for successful completion of tasks. Is aware of each person's career goals, supports development of individual goals and encourages the pursuit of new learning opportunities through training. Implements employee performance standards and provides direct and actionable feedback to staff. Responds to personnel problems in a timely manner. Implements and upholds standards for progressive discipline. Mentors first line supervisors on appropriate progressive disciplinary measures. Assesses employee readiness for new assignments and recommends opportunities for growth. Utilizes multicultural skills, knowledge and experience to improve the work environment and better serve customers. 	<ul style="list-style-type: none"> Delegates both important and routine tasks to staff. Allows staff to work independently to complete own work and shares the responsibility and accountability for successful completion of tasks. Supports development of individual goals and encourages new learning opportunities. Monitors employee performance standards and provides direct and actionable feedback to staff. Manages employee performance through progressive discipline measures. Identifies personnel performance and behavioral problems and works with middle manager to address and resolve them. Delegate tasks to staff to provide new learning opportunities.
Ethics & Integrity	<ul style="list-style-type: none"> Consistently models the organizational values (Six Pillars of Character) and leaves no doubt about his/her ethics and values. Sets ethical standards and holds staff accountable for meeting the standards. 	<ul style="list-style-type: none"> Consistently models the organizational values (Six Pillars of Character) and leaves no doubt about his/her ethics and values. Communicates ethical standards and holds staff accountable for meeting the standards. 	<ul style="list-style-type: none"> Consistently models the organizational values (Six Pillars of Character) and leaves no doubt about his/her ethics and values. Communicates ethical standards.

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Ethics & Integrity (cont)	<ul style="list-style-type: none"> • Is both fair and straightforward when interacting with others. • Requires timely investigation of ethical complaints and appropriate corrective actions. • Establishes expectation for frequent discussions about ethics in staff meetings that involve ethical judgments and decision-making. 	<ul style="list-style-type: none"> • Makes fair decisions based on facts and sound values. • Is open and honest when interacting with others. • Investigates ethical complaints and implements appropriate corrective actions in a timely manner. • Initiates frequent discussions about ethics in staff meetings that involve ethical judgments and decision-making. 	<ul style="list-style-type: none"> • Makes fair decisions based on facts and sound values. • Is open and honest when interacting with others. • Keeps confidences and maintains confidentiality of information. • Participates in frequent discussions and ethical decision-making.
Financial and Resource Management	<ul style="list-style-type: none"> • Promotes fiscal responsibility acting as a trustee of County resources and ensuring that they are used appropriately in accordance with policies or requirements. • Is dedicated to continually improving the fiscal performance of the department and requires fiscal responsibility and accountability of staff as good stewards of public resources. • Oversees and allocates program resources in the most cost-effective manner. • Demonstrates a thorough understanding of budget allocations and expenditures. • Holds staff accountable for monitoring existing resources and expenditures, adhering to authorized spending plan and making necessary adjustments. • Requires a sound business case for future spending decisions and monitors performance outcomes. • Pursues and leverages available resources to generate and protect funding that supports County programs. 	<ul style="list-style-type: none"> • Promotes fiscal responsibility by making timely decisions on how staff resources and dollars are committed. • Identifies and recommends improvements to fiscal performance. • Administers program resources in the most cost-effective manner. • Assists in the development of the budget and understands budget allocations and expenditures. • Manages resources and expenditures, ensures spending is within allocated budget, and makes any necessary adjustments. • Develops a sound business case for future spending decisions and reports performance outcomes. • Maximizes all available resources to support County programs. 	<ul style="list-style-type: none"> • Adheres to fiscal policies on how staff resources and dollars are committed. • Utilizes program resources in the most cost-effective manner. • Understands program specific budget allocations as appropriate.

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Managing Vision & Purpose	<ul style="list-style-type: none"> • Articulates the County's and department's vision for the future and uses it to drive daily decisions, strategies and actions. • Strives to develop organizational strengths to further vision. • Guides others to share the vision and stay focused. • Copes effectively with change and is comfortable handling risk and uncertainty. • Demonstrates ability to act without having total picture. 	<ul style="list-style-type: none"> • Communicates the County's and department's vision for the future and uses it to drive daily decisions, strategies and actions. • Promotes employee understanding about program strengths that further the County's and department's vision. • Copes effectively with change and handles risk and uncertainty without regard for personal ownership of ideas or personal bias. • Demonstrates ability to act without having total picture. 	<ul style="list-style-type: none"> • Communicates the County's and department's vision in appropriate ways. • Educates employees about program strengths that further the County's and department's vision. • Copes effectively with change.
Organizational Performance Management	<ul style="list-style-type: none"> • Provides leadership to staff to consistently take actions to improve the work process so that quality, service and efficiency improve. Guides staff in understanding how to use time effectively on most important priorities. • Establishes and communicates goals and performance standards through a dialogue that ensures understanding and commitment. • Encourages and supports innovation. • Stays abreast of individual/team performance and achievements, providing feedback and confronting substandard performance as required. Evaluates performance against pre-established expectations. • Monitors and promotes the achievement of expected performance outcomes. Inspires people to do their best. 	<ul style="list-style-type: none"> • Identifies and takes action to improve work processes. Guides staff in setting priorities. • Communicates goals and performance standards through a dialogue that ensures understanding and commitment. • Encourages and supports innovation. • Strengthens employees' confidence in their abilities, while holding them accountable for results. Provides honest, helpful feedback. • Evaluates performance against pre-established expectations for priorities, deadlines and quality. 	<ul style="list-style-type: none"> • Clearly states expectations for what is to be done, why, and with what concerns for priorities, deadlines and quality. • Encourages and supports innovation. • Strengthens employees' confidence in their abilities, while holding them accountable for results. Provides honest, helpful feedback. • Assesses performance against objective standards.

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Organizational Performance Management (cont)	<ul style="list-style-type: none"> Educates staff about current and future trends in areas of responsibility and ensures staff has functional and technical skills necessary to support high performance. 	<ul style="list-style-type: none"> Communicates current and future trends to staff. Ensures staff has functional and technical skills necessary to support high performance. 	
Strategic Management & Planning	<ul style="list-style-type: none"> Promotes a long-term strategic planning process that identifies future organizational priorities and goals. Develops goals and measurable outcomes that establish performance expectations for the future direction of the organization. Guides the development of action plans to support the priorities and goals. Defines for staff how the department's planning efforts fit into the Board of Supervisors' priorities and goals. Conducts progress assessments to determine organizational progress in meeting priorities and goals and identifies mid-course adjustments to action plans. Anticipates events and expectations and stays ahead of emerging issues and trends. 	<ul style="list-style-type: none"> Promotes goals and measurable outcomes that establish performance expectations for the future direction of the organization. Participates in the development of the strategic plan and action plans. Understands and communicates how the work unit's efforts fit in to the organization's goals. Measures progress periodically. Plans for contingencies and adjusts and maintains plans as needed. Anticipates future needs and works toward meeting them. 	<ul style="list-style-type: none"> Implements short-term actions. Identifies goals, objectives, and strategies to support the departmental strategic plan and develops action plans. Understands and communicates how the work unit's efforts fit in to the organization's goals. Measures progress periodically and reports progress to middle managers. Identifies future needs and communicates them to middle manager.