**Leadership Competencies**

A competency is a measurable pattern of knowledge, skills, abilities, behaviors, and other characteristics that an individual needs to perform work roles or occupational functions successfully. Competencies specify the *how* of performing job tasks.

Competencies are identified as general or technical. General competencies reflect the cognitive and social capabilities (problem solving, interpersonal skills) required for job performance in a variety of occupations. Technical competencies are more specifically tailored to the particular knowledge and skill requirements necessary for a specific job.

Competencies are used for assessing and selecting candidates for a job; assessing and managing team member performance; workforce planning; and team member training and development. Organizations are encouraged to use competency-based talent management solutions as way to foster an environment of teamwork and building relationships.

As this guide will discuss, each individual within an organization brings their own strengths and areas of opportunity. An organization that exhibits a high level of teamwork recognizes that those strengths and areas of development extend beyond job specific or technical tasks. Deploying competency-based development solutions allows managers and team members within the organization to recognize the diversity of talents and understand how to leverage that diversity to the organization’s fullest potential.

***Intent of the Tool***

The intent of this guide is to provide tools that will make it easier for long-term care communities to view, explore and use the competency-based approach of talent management. It describes the core leadership functions and aligns corresponding general competencies. The tools define the general competencies and demonstrate how to use the competencies to support team member development, performance management and team member engagement initiatives.

Organizations are encouraged to customize the Leadership Core Functions, individual competencies and corresponding tools and resources. This publication provides some discussion on how to customize the tools to align with community specific culture, organizational mission, vision and values.

***Leadership Core Functions***

For a competency-based talent management approach to succeed within an organization, leaders must clearly understand how their core functions as a leader relate to the mission, vision and values of the organization. Leaders must also understand how their function as a leader relates to individual competencies.

Many organizations struggle with answering the question “What Makes a Leader?” or “How Do I Define a Leader?” This guide defines six core functions of leadership. The functions and corresponding illustrative descriptions of the functions are based on the competency model developed by the Office of Personnel Management (OPM). OPM has been conducting occupational studies using its multipurpose occupational systems analysis inventory methodology for more than two decades. Through these studies, OPM has identified the critical competencies and tasks team members need to perform successfully in well over 200 occupations and in leadership positions.

The Leadership Core Functions are defined in the below chart.

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| **Leadership Core Function** | **Description of Qualification** |
| Leading Change | This core qualification involves the ability to bring about strategic change, both within and outside the organization, to meet organizational goals. Inherent to this leadership core function is the ability to establish an organizational vision and to implement it in a continuously changing environment. |
| Leading People | This core qualification involves the ability to lead people toward meeting the organization's vision, mission, and goals. Inherent to this leadership core function is the ability to provide an inclusive workplace that fosters the development of others, facilitates cooperation and teamwork, and supports constructive resolution of conflicts. |
| Results Driven | This core qualification involves the ability to meet organizational goals and customer expectations. Inherent to this leadership core function is the ability to make decisions that produce high-quality results by applying technical knowledge, analyzing problems, and calculating risks. |
| Business Acumen | This core qualification involves the ability to manage human, financial, and information resources strategically. |
| Building Coalitions | This core qualification involves the ability to build coalitions internally and externally with state and local governments, nonprofit and private sector organizations. |
| Fundamental Competencies | These competencies are the foundation for success in each of the leadership core functions. |

***Aligning Leadership Core Functions to Competencies***

Each Leadership Core Function can be aligned to a general competency.

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| **Leadership Core Function** | **Competencies** |
| Leading Change | Creativity and Innovation  External Awareness  Flexibility  Resilience  Strategic Thinking  Vision |
| Leading People | Conflict Management  Leveraging Diversity  Developing Others  Team Building |
| Results Driven | Accountability  Customer Service  Decisiveness  Entrepreneurship  Problem Solving  Technical Credibility |
| Business Acumen | Financial Management  Human Capital Management  Technology Management |
| Building Coalitions | Partnering  Political Savvy  Influencing/Negotiating |
| Fundamental Competencies | Interpersonal Skills  Oral Communication  Integrity/Honesty  Written Communication  Continual Learning |

*Exhibit A* defines each of the competencies identified above. Further discovery and understanding of the competencies is available via the recommended *Additional Resources* listed in *Principle 5: Program Facilitator Guide.*

***Proficiency Levels and Competencies***

A proficiency level describes a state of development of a competence. This guide identifies development in five proficiency levels:

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| **OVERALL PROFICIENCY LEVEL** | |
| **Level 5- Expert** | -Applies competency in exceptionally difficult situations  -Serves as a key resource and advises others |
| **Level 4-Advanced** | -Applies competency in considerably difficult situations  -Generally requires little or no guidance |
| **Level 3- Intermediate** | -Applies competency in difficult situations  -Requires occasional guidance |
| **Level 2- Basic** | -Applies competency in somewhat difficult situations  -Requires frequent guidance |
| **Level 1- Awareness** | -Applies competency in the simplest situations  -Requires close and extensive guidance |

This guide provides illustrations articulating the degree of proficiency from Level 5: Expert (most skilled) to Level 1: Awareness (least skilled) in Exhibit B *“Proficiency Levels for Leadership Competencies.*

***Leveraging Leadership Core Functions, Proficiency Levels and Competencies***

After making any needed customizations to the Leadership Core Functions and associated competencies, the next step in deploying the competency based talent management process would be for an organization to deploy a tool that would assist with conducting a self-assessment and management review or a holistic 360°review of each individual leader’s proficiency levels within each competency.

Organization may decide to incorporate competency based development discussions into their overall team member development process including:

* Performance Reviews (Management/360° Ratings)
* *Team member Development Plan* Check Ins
* Competency Based Performance Self Assessments
* Training & Development Opportunities
* Mentorship
* Coaching, Recognition, Feedback
* SMART Goal Setting

*See also Team member Development Plan* and *Team member Performance Review* tools structured to incorporate competency based approach.

***Further Use of the Tool: Leveraging Competencies Beyond Leadership Levels***

As discussed in Principle #4*: Career Pathways*, use of competencies to guide talent management conversations can be beneficial at all levels within a long-term care organization (not just at the leadership level) and within all positions regardless of the presence or absence of direct reports.

It may be beneficial for an organization to review each of the twenty-seven (27) competencies, identify the need to create any unique competencies that may be required per the job family, and assign the corresponding minimum proficiency level.

Factors to consider in identifying the appropriate competencies per position and corresponding proficiency levels: general organizational information about the position, basic functions and responsivities, and the frequency and extent of required interactions or lack thereof, with other team members, leadership, residents, families, and external community members.

Once a community has assessed the competencies required by position, the competencies can then service as the basis for assessing and selecting candidates for a job; assessing and managing team member performance; workforce planning; and team member training and development.

***Further Use of the Tool: Customizing Competencies to Align with an Organization’s Mission, Vision and Values***

To integrate an organizations mission, vision and values into the competency architecture, an organization may decide to use “core competencies.” Core competencies are general competencies that all team members must possess to enable the organization to achieve its vision. They describe in behavioral terms the key values of the organization and represent organizational strengths that help differentiate oneself from competitors.

***Final Review: Leadership Core Functions and Relationship to Competencies***

Some organizations may define Leadership Core Functions as Leadership Competencies. In this guide we refer to Leadership Core Functions as the compilation of organizational core and job family specific competencies. The below image articulates this relationship:

**EXHIBIT A**

**DESCRIPTION OF COMPETENCIES**

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| **COMPETENCY** | **DESCRIPTION OF COMPETENCY** |
| **Creativity and Innovation** | Develops new insight ideas and innovations; designs into situations; questions conventional approaches; implements new or cutting-edge programs/processes. |
| **External Awareness** | Understands and keeps up-to-date on local, and national policies and trends that affect the organization and shape stakeholders' views; is aware of the organization's impact on the external environment. |
| **Flexibility** | Is open to change and new information; rapidly adapts to new information, changing conditions, or unexpected obstacles. |
| **Resilience** | Deals effectively with pressure; remains optimistic and persistent, even under adversity. Recovers quickly from setbacks. |
| **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. |
| **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. |
| **Conflict Management** | Encourages creative tension and differences of opinions. Anticipates and takes steps to prevent counter-productive confrontations. Manages and resolves conflicts and disagreements in a constructive manner. |
| **Leveraging Diversity** | Fosters an inclusive workplace where diversity and individual differences are leveraged to achieve the vision and mission of the organization. |
| **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. |
| **Team Building** | Inspires and fosters team commitment, spirit, pride, and trust. Facilitates cooperation amongst team members, residents and family members to accomplish group goals. |
| **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 and complies with established policies and procedures. |
| **Customer Service** | Anticipates and meets the needs of both internal and external customers. Delivers high-quality service; is committed to continuous improvement. |
| **Decisiveness** | Makes well-informed, effective, and timely decisions, even when data are limited or solutions produce unpleasant consequences; perceives the impact and implications of decisions. |
| **Entrepreneurship** | Positions the organization for future success by identifying new opportunities; builds the organization by developing or improving services. Takes calculated risks to accomplish organizational objectives. |
| **Problem Solving** | Identifies and analyzes problems. Weighs relevance and accuracy of information. Evaluates alternative solutions and makes recommendations. |
| **Technical Credibility** | Understands and appropriately applies principles, procedures, regulations, requirements, and policies related to specialized expertise. |
| **Financial Management** | Understands the organization's financial processes. Prepares, justifies, and administers the program budget. Oversees procurement and contracting to achieve desired results. |
| **Human Capital Management** | Builds and manages workforce based on organizational goals, budget considerations, and staffing needs. Ensures that team members are appropriately recruited, selected, appraised, and rewarded; takes action to address performance problems. Manages a multi-sector workforce and a variety of work situations. |
| **Technology Management** | Keeps up-to-date on technological developments. Makes effective use of results. Ensures access to and security of technology systems. |
| **Partnering** | Develops networks and builds alliances; collaborates across boundaries to build strategic relationships and achieve common goals. |
| **Political Savvy** | Identifies the internal and external politics that influence the work of the organization. Perceives organizational and political reality and acts accordingly. |
| **Influencing/Negotiating** | Persuades others, build consensus through give and take; gains cooperation from others to gather information and accomplish goals. |
| **Interpersonal Skills** | Treats others with courtesy, sensitivity, and respect. Considers and responds appropriately to the needs and feelings of different people in different situations. |
| **Oral Communications** | Makes clear and convincing oral presentations. Listens effectively, clarifies information as needed. |
| **Integrity/Honesty** | Behaves in an honest, fair and ethical manner. Shows consistency in words and actions. Models high standards of ethics. |
| **Written Communications** | Writes in a clear, concise, organized and convincing manner for the intended audience. |
| **Continual Learning** | Assesses and recognizes own strengths and weaknesses; pursues self-development. |

**EXHIBIT B**

**PROFICIENCY LEVELS FOR LEADERSHIP COMPETENCIES**

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| **COMPETENCY**  *Creativity and Innovation:**Develops new insight ideas and innovations; designs into situations; questions conventional approaches; implements new or cutting-edge programs/processes*. | | |
| **Proficiency Level** | **Proficiency Level Definition** | **Proficiency Level Illustrations** |
| **Level 5**  **Expert** | * Applies the competency in exceptionally difficult situations * Serves as a key resource and advises others | * Creates new methods, procedures, and approaches having organization-wide impact * Develops new performance management system aligned with organization vision to measure staff performance * Develops, introduces, defends, and gains support for a new approach impacting the budget process organization-wide |
| **Level 4**  **Advanced** | * Applies the competency in considerably difficult situations * Generally requires little or no guidance | * Creates new methods for planning, designing, and carrying out program objectives * Organizes and leads cross-divisional work group in developing creative solutions to address problems * Creates new units to streamline functions based on work flow analysis |
| **Level 3**  **Intermediate** | * Applies the competency in difficult situations * Requires occasional guidance | * Creates a system to redistribute work across units during unexpected situations * Solicits feedback from team members in the creation of new organization initiatives and services * Displays creativity by deviating from traditional methods in developing new procedures * Reevaluates current procedures and suggests improvements to ensure an effective, streamlined process |
| **Level 2**  **Basic** | * Applies the competency in somewhat difficult situations * Requires frequent guidance | * Creates a new quality control system to monitor unit processes * Uses cutting-edge ideas to develop business unit services * Works with coworkers to coordinate a project using a creative process |
| **Level 1**  **Awareness** | * Applies the competency in the simplest situations * Requires close and extensive guidance | * Recognizes creativity in work unit * Considers innovative ideas generated by others |

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| **COMPETENCY**  *External Awareness: Understands and keeps up-to-date on local, state and national policies and trends that affect the organization and shape stakeholders' views; is aware of the organization's impact on the external environment.* | | |
| **Proficiency Level** | **Proficiency Level Definition** | **Proficiency Level Illustrations** |
| **Level 5**  **Expert** | * Applies the competency in exceptionally difficult situations * Serves as a key resource and advises others | * Examines and utilizes best practices to build an organizational infrastructure * Develops programs taking into account multiple, diverse views and needs of other agencies or external organizations |
| **Level 4**  **Advanced** | * Applies the competency in considerably difficult situations * Generally requires little or no guidance | * Provides policy advice to officials which are consistent with local, state and national policies and trends * Reflects industry best practices in the development of organization-wide policies and procedures |
| **Level 3**  **Intermediate** | * Applies the competency in difficult situations * Requires occasional guidance | * Considers the impact of a shift in programmatic direction to meet the needs of local and national customers * Synthesizes complex information gathered from a variety of external sources and disseminates it to staff |
| **Level 2**  **Basic** | * Applies the competency in somewhat difficult situations * Requires frequent guidance | * Gathers and summarizes information to predict stakeholder views on a new policy * Considers external policies and trends when reviewing correspondence, reports, and policy documents |
| **Level 1**  **Awareness** | * Applies the competency in the simplest situations * Requires close and extensive guidance | * Keeps up-to-date by attending key meetings hosted by other agencies or organizations * Keeps abreast of developments of other parts of the organization |

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| **COMPETENCY**  *Flexibility: Is open to change and new information; rapidly adapts to new information, changing conditions, or unexpected obstacles.* | | |
| **Proficiency Level** | **Proficiency Level Definition** | **Proficiency Level Illustrations** |
| **Level 5**  **Expert** | * Applies the competency in exceptionally difficult situations * Serves as a key resource and advises others | * Implements a successful action plan after a major organizational change * Prioritizes, considers alternatives, and responds quickly and effectively to unexpected and rapidly changing conditions |
| **Level 4**  **Advanced** | * Applies the competency in considerably difficult situations * Generally requires little or no guidance | * Adjusts organizational priorities quickly as situations change * Shifts organization and/or department specific goals and initiatives to align with organization wide priorities. |
| **Level 3**  **Intermediate** | * Applies the competency in difficult situations * Requires occasional guidance | * Realigns resources to meet changing customer needs * Takes feedback into consideration while implementing organizational change |
| **Level 2**  **Basic** | * Applies the competency in somewhat difficult situations * Requires frequent guidance | * Uses staff feedback to streamline processes in order to meet deadlines * Adjusts project plan based on input from staff and stakeholders |
| **Level 1**  **Awareness** | * Applies the competency in the simplest situations * Requires close and extensive guidance | * Meets with team to adjust and coordinate schedules to accommodate all team members * Adjusts staff assignments based on feedback and work load priorities |

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| **COMPETENCY**  *Resilience: Deals effectively with pressure; remains optimistic and persistent, even under adversity. Recovers quickly from setbacks.* | | |
| **Proficiency Level** | **Proficiency Level Definition** | **Proficiency Level Illustrations** |
| **Level 5**  **Expert** | * Applies the competency in exceptionally difficult situations * Serves as a key resource and advises others | * Defends current policy to high-level officials by explaining legal ramifications of suggested changes and the potential impact of legal action on the organization * Demonstrates persistence when providing rationale to staff during times of significant organizational change |
| **Level 4**  **Advanced** | * Applies the competency in considerably difficult situations * Generally requires little or no guidance | * Responds to setbacks by developing alternative approaches to determine the best course of action * Maintains unit's effectiveness, quality, and morale during organizational change * Cultivates internal and external stakeholders to develop strategies for obtaining funding from alternate sources following budget cuts |
| **Level 3**  **Intermediate** | * Applies the competency in difficult situations * Requires occasional guidance | * Perseveres on project despite changing objectives, deliverables, and deadlines * Develops strategies using existing resources for achieving objectives following budget cuts |
| **Level 2**  **Basic** | * Applies the competency in somewhat difficult situations * Requires frequent guidance | * Meets with team members resistant to organizational change to address concerns * Provides feedback in a constructive manner and adjusts behavior accordingly |
| **Level 1**  **Awareness** | * Applies the competency in the simplest situations * Requires close and extensive guidance | * Continues presentation to customer despite difficulties * Maintains composure and direction in high- pressure situations * Accepts feedback in a constructive manner and adjusts behavior accordingly |

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| **COMPETENCY**  *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.* | | |
| **Proficiency Level** | **Proficiency Level Definition** | **Proficiency Level Illustrations** |
| **Level 5**  **Expert** | * Applies the competency in exceptionally difficult situations * Serves as a key resource and advises others | * Anticipates a demographic change and establishes a vision to effect change through formulation and implementation of objectives and priorities * Designs approaches and procedures to develop a strategic plan supporting key national goals and objectives |
| **Level 4**  **Advanced** | * Applies the competency in considerably difficult situations * Generally requires little or no guidance | * Leads and directs a team to address and outline the future direction of an organization * Establishes strategic performance measures to allow the organization to continually assess and adjust program direction |
| **Level 3**  **Intermediate** | * Applies the competency in difficult situations * Requires occasional guidance | * Conducts review of the organization's core mission and gathers information from relevant sources to support development of a strategic plan * Develops and implements organization policy by determining target audience, building coalitions with the appropriate population, and developing a budget |
| **Level 2**  **Basic** | * Applies the competency in somewhat difficult situations * Requires frequent guidance | * Considers customer needs and trends in the development of strategic plans * Implements strategic objectives and develops metrics to assess attainment of work unit goals |
| **Level 1**  **Awareness** | * Applies the competency in the simplest situations * Requires close and extensive guidance | * Develops project teams and staffing plans based on consideration of strategic objectives * Ensures team objectives are consistent with strategic plan |

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| **COMPETENCY**  *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*. | | |
| **Proficiency Level** | **Proficiency Level Definition** | **Proficiency Level Illustrations** |
| **Level 5**  **Expert** | * Applies the competency in exceptionally difficult situations * Serves as a key resource and advises others | * Develops an approach to improve efficiency and effectiveness of the organizational structure by using creative reorganizing concepts * Considers various viewpoints from internal and external sources when developing new organizational mission and vision * Builds nationwide coalitions to develop and garner support for shared programs |
| **Level 4**  **Advanced** | * Applies the competency in considerably difficult situations * Generally requires little or no guidance | * Directs and provides guidance to managers to develop long-term strategic plan for the division * Educates organization officials about new system and outlines how the long-term benefits align with organization goals * Conducts workshop with team members, human resources staff, and customers to build a vision, strategy, and goals for the unit |
| **Level 3**  **Intermediate** | * Applies the competency in difficult situations * Requires occasional guidance | * Involves team members and stakeholders in an organizational change process by conducting meetings and providing frequent updates * Acknowledges organizational strengths and develops plan to address areas needing improvement * Communicates vision and mission of new office to team members while incorporating team member feedback for ideas on accomplishing new goals and objectives |
| **Level 2**  **Basic** | * Applies the competency in somewhat difficult situations * Requires frequent guidance | * Involves staff in setting annual goals to ensure buy-in * Conducts interviews with staff to ascertain organization's needs * Conveys vision of organization to staff and stakeholders |
| **Level 1**  **Awareness** | * Applies the competency in the simplest situations * Requires close and extensive guidance | * Meets with staff to address concerns about new organizational structure * Develops and generates support for work group vision |

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| **COMPETENCY**  *Conflict Management: Encourages creative tension and differences of opinions. Anticipates and takes steps to prevent counter-productive confrontations. Manages and resolves conflicts and disagreements in a constructive manner.* | | |
| **Proficiency Level** | **Proficiency Level Definition** | **Proficiency Level Illustrations** |
| **Level 5**  **Expert** | * Applies the competency in exceptionally difficult situations * Serves as a key resource and advises others | * Leads managers through consensus process on organization's response to controversial issues * Resolves conflicts arising at the organization level due to competing objectives, limited resources, or differing perspectives |
| **Level 4**  **Advanced** | * Applies the competency in considerably difficult situations * Generally requires little or no guidance | * Recognizes conflict and takes steps to address issues by meeting with the involved parties * Mitigates staff concerns regarding organization-wide issues by investigating allegations and taking appropriate action |
| **Level 3**  **Intermediate** | * Applies the competency in difficult situations * Requires occasional guidance | * Meets with team members and addresses concerns regarding critical issues in an open and honest manner * Takes action to address behavior issues to ensure team members treat each other with respect * Manages conflict among team members by utilizing mediation techniques |
| **Level 2**  **Basic** | * Applies the competency in somewhat difficult situations * Requires frequent guidance | * Implements changes to ensure work environment is fair and equitable based on team member concerns * Ensures team members receive mediation to resolve issues affecting the workgroup * Resolves issues by meeting one-on-one with team member |
| **Level 1**  **Awareness** | * Applies the competency in the simplest situations * Requires close and extensive guidance | * Addresses team member concerns by providing accurate information to reduce conflict or concern within workplace * Takes action to address team member grievances |

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| **COMPETENCY**  *Leveraging Diversity: Fosters an inclusive workplace where diversity and individual differences are aged to achieve the vision and mission of the organization.* | | |
| **Proficiency Level** | **Proficiency Level Definition** | **Proficiency Level Illustrations** |
| **Level 5**  **Expert** | * Applies the competency in exceptionally difficult situations * Serves as a key resource and advises others | * Creates a diverse and inclusive environment after a major reorganization which brings together different cultures, ideas, and experiences * Identifies creative approaches for targeted recruiting to develop a representative workforce that benefits from diverse strengths |
| **Level 4**  **Advanced** | * Applies the competency in considerably difficult situations * Generally requires little or no guidance | * Builds a diverse staff with a variety of skills who function effectively to accomplish the mission of the organization * Develops a creative initiative focused on recognizing the various dimensions of diversity to encourage inclusiveness in the workplace |
| **Level 3**  **Intermediate** | * Applies the competency in difficult situations * Requires occasional guidance | * Recognizes and utilizes skills of staff with diverse backgrounds to benefit the organization, clients, and coworkers * Addresses and corrects the use of inappropriate language or actions which deride diversity |
| **Level 2**  **Basic** | * Applies the competency in somewhat difficult situations * Requires frequent guidance | * Adheres to EEO policies, goals, objectives, and philosophies of valuing diversity in performing everyday duties and responsibilities * Builds teams leveraging diverse capabilities of staff |
| **Level 1**  **Awareness** | * Applies the competency in the simplest situations * Requires close and extensive guidance | * Attends diversity programs to increase staff awareness * Meets with staff to obtain input on diversity issues within workgroup |

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| **COMPETENCY**  *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.* | | |
| **Proficiency Level** | **Proficiency Level Definition** | **Proficiency Level Illustrations** |
| **Level 5**  **Expert** | * Applies the competency in exceptionally difficult situations * Serves as a key resource and advises others | * Designs and implements opportunities for career development in anticipation of organization restructuring, including mentoring staff and providing training * Directs working group to design training programs focused on skills necessary for meeting strategic goals * Designs, implements, and communicates leadership development opportunities for staff at all levels in the organization |
| **Level 4**  **Advanced** | * Applies the competency in considerably difficult situations * Generally requires little or no guidance | * Recommends details and developmental assignments to staff based on career interests and work unit needs * Recognizes staff potential and guides team members in developing skills by recommending appropriate training and sources of information * Works with staff to develop individual development plans addressing team member needs and meeting organizational goals |
| **Level 3**  **Intermediate** | * Applies the competency in difficult situations * Requires occasional guidance | * Assesses staff and provides timely and consistent feedback regarding technical proficiency and effectiveness * Provides constructive feedback, guidance, and reinforcement to team members regarding job performance * Works with staff to identify work goals and create individual development plans * Evaluates training programs to ensure content meets staff needs |
| **Level 2**  **Basic** | * Applies the competency in somewhat difficult situations * Requires frequent guidance | * Encourages team members to participate in mentoring programs and other learning opportunities * Pairs new staff with seasoned team members to facilitate understanding of the position and organization * Provides orientation to new team members |
| **Level 1**  **Awareness** | * Applies the competency in the simplest situations * Requires close and extensive guidance | * Provides developmental feedback to staff on job performance * Involves staff in developing project goals and timelines |

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| **COMPETENCY**  *Team Building:* Inspires and fosters team commitment, spirit, pride, and trust. Facilitates cooperation amongst team members, residents and family members to accomplish group goals. | | |
| **Proficiency Level** | **Proficiency Level Definition** | **Proficiency Level Illustrations** |
| **Level 5**  **Expert** | * Applies the competency in exceptionally difficult situations * Serves as a key resource and advises others | * Leads a team to address controversial organization-wide legislative and regulatory policy issues * Inspires inter-organization team to accomplish short and long-term strategic goals |
| **Level 4**  **Advanced** | * Applies the competency in considerably difficult situations * Generally requires little or no guidance | * Promotes cohesiveness of a dysfunctional team by defining roles and responsibilities of each team member and establishing overall objectives * Leads teams to implement organization wide strategic goals * Motivates organization-wide team by assigning work based on team member skill level and area of interest |
| **Level 3**  **Intermediate** | * Applies the competency in difficult situations * Requires occasional guidance | * Includes entire team in decision-making process when developing mission and goals for the division * Creates teams to design and implement requirements for new systems and procedures * Leads team from various organizational units to create new systems or processes |
| **Level 2**  **Basic** | * Applies the competency in somewhat difficult situations * Requires frequent guidance | * Encourages staff to share skills and abilities within work group to facilitate completion of challenging tasks * Forms teams to identify and address organization concerns * Informs team members of issues requiring resolution and considers input |
| **Level 1**  **Awareness** | * Applies the competency in the simplest situations * Requires close and extensive guidance | * Works with team to implement operating procedures within organization * Suggests utilizing team building exercises to improve team dynamics |

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| **COMPETENCY**  *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 and complies with established policies and procedures.* | | |
| **Proficiency Level** | **Proficiency Level Definition** | **Proficiency Level Illustrations** |
| **Level 5**  **Expert** | * Applies the competency in exceptionally difficult situations * Serves as a key resource and advises others | * Revises and communicates to team members expectations and methods for achieving results in light of failed or delayed organization-level project * Administers and provides oversight of a new complex procedure which delegates responsibility for compliance to various agencies or parties * Accomplishes cultural change of accountability among staff by defining roles and responsibilities to ensure organization goals are met |
| **Level 4**  **Advanced** | * Applies the competency in considerably difficult situations * Generally requires little or no guidance | * Provides and promotes position information across divisions to educate staff on respective duties, performance expectations, and consequent impact on accomplishment of organization goals * Holds staff accountable for new performance standards and expectations by taking action with team members not meeting standards |
| **Level 3**  **Intermediate** | * Applies the competency in difficult situations * Requires occasional guidance | * Implements new guidelines and procedures mandated by federal, state and local regulators. * Accepts responsibility when missed deadlines affect major project outcome * Develops and implements internal controls for pilot program to manage potential barriers to implementation |
| **Level 2**  **Basic** | * Applies the competency in somewhat difficult situations * Requires frequent guidance | * Investigates claims of team member violations and encourages staff to take responsibility for actions * Outlines goals and assesses workgroup progress towards goal achievement * Plans and researches safety issues and contacts organization to ensure safety standards are fully utilized * Distributes workload among staff to ensure staff meet key deliverables |
| **Level 1**  **Awareness** | * Applies the competency in the simplest situations * Requires close and extensive guidance | * Maintains confidentiality of sensitive information by establishing new policies and procedures for handling such information * Delegates work to staff to ensure responsibilities are completed * Meets weekly with team to monitor progress of work plans * Outlines written policies and procedures to ensure consistent adherence by staff |

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| **COMPETENCY**  *Customer Service: Anticipates and meets the needs of both internal and external customers. Delivers high-quality services; is committed to continuous improvement.* | | |
| **Proficiency Level** | **Proficiency Level Definition** | **Proficiency Level Illustrations** |
| **Level 5**  **Expert** | * Applies the competency in exceptionally difficult situations * Serves as a key resource and advises others | * Develops innovative customer service initiative which significantly improves quality and enhances customer satisfaction * Implements organization-wide customer service initiative to raise team member skill levels to improve customer service |
| **Level 4**  **Advanced** | * Applies the competency in considerably difficult situations * Generally requires little or no guidance | * Anticipates growing customer needs and expectations to continuously improve service delivery * Creates work group consisting of stakeholders and neutral parties to develop solutions to customer service barriers |
| **Level 3**  **Intermediate** | * Applies the competency in difficult situations * Requires occasional guidance | * Develops policies, procedures, guides and user manuals to improve resident satisfaction. * Develops customer satisfaction surveys, analyzes results, and makes necessary improvements * Addresses customer service deficiencies by involving appropriate individuals to identify solutions |
| **Level 2**  **Basic** | * Applies the competency in somewhat difficult situations * Requires frequent guidance | * Supports customer satisfaction surveys by adjusting work roles and responsibilities accordingly. * Streamlines procedures based on customer feedback * May respond to customer satisfaction concerns |
| **Level 1**  **Awareness** | * Applies the competency in the simplest situations * Requires close and extensive guidance | * Follows organization policy and procedures targeted towards maintaining customer satisfaction. * Addresses customer questions in a timely manner * Timely directs dissatisfied customers to appropriate authority |

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| **COMPETENCY**  *Decisiveness: Makes well-informed, effective, and timely decisions, even when data are limited or solutions produce unpleasant consequences; perceives the impact and implications of decisions.* | | |
| **Proficiency Level** | **Proficiency Level Definition** | **Proficiency Level Illustrations** |
| **Level 5**  **Expert** | * Applies the competency in exceptionally difficult situations * Serves as a key resource and advises others | * Uses limited information to solve a variety of complex problems during a crisis situation * Solves highly-complex technical, administrative, and policy issues involved in the implementation of new systems and programs by making timely decisions * Integrates diverse approaches to make a complete solution |
| **Level 4**  **Advanced** | * Applies the competency in considerably difficult situations * Generally requires little or no guidance | * Changes course of action despite public support when new information indicates previous strategy would not succeed * Considers multiple approaches or different options prior to making a decision. |
| **Level 3**  **Intermediate** | * Applies the competency in difficult situations * Requires occasional guidance | * Decides to redesign current performance appraisal system to better meet organizational needs * Makes the decision to solve controversial workplace issue by establishing an team member task force |
| **Level 2**  **Basic** | * Applies the competency in somewhat difficult situations * Requires frequent guidance | * Makes sound and timely decisions for a project, team, or work unit * Seeks out best practices to make organizational decisions |
| **Level 1**  **Awareness** | * Applies the competency in the simplest situations * Requires close and extensive guidance | * Develops meeting agenda and determines topics for group decision making * Determines the appropriate individuals needed for a decision making process |

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| **COMPETENCY**  *Entrepreneurship: Positions the organization for future success by identifying new opportunities; builds the organization by developing or improving services. Takes calculated risks to accomplish organizational objectives.* | | |
| **Proficiency Level** | **Proficiency Level Definition** | **Proficiency Level Illustrations** |
| **Level 5**  **Expert** | * Applies the competency in exceptionally difficult situations * Serves as a key resource and advises others | * Assesses customer needs and develops innovative services or deploys the use of a new product to address recommendations * Implements an innovative strategic campaign to accomplish organization goals |
| **Level 4**  **Advanced** | * Applies the competency in considerably difficult situations * Generally requires little or no guidance | * Takes calculated risks by creating new and innovative business lines * Conducts research and develops business proposals resulting in a high return on investment |
| **Level 3**  **Intermediate** | * Applies the competency in difficult situations * Requires occasional guidance | * Creates a new service, leverages a new product or policy based on requirements submitted by users * Makes recommendation to invest in emerging technologies, new products or services. |
| **Level 2**  **Basic** | * Applies the competency in somewhat difficult situations * Requires frequent guidance | * Identifies concepts for new programs, products, or services * Seeks feedback for new products or services based on customer needs |
| **Level 1**  **Awareness** | * Applies the competency in the simplest situations * Requires close and extensive guidance | * Considers and follows current guidelines when using a new product or service * Shares resident feedback |

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| **COMPETENCY**  *Problem Solving: Identifies and analyzes problems. Weighs relevance and accuracy of information. Evaluates alternative solutions and makes recommendations.* | | |
| **Proficiency Level** | **Proficiency Level Definition** | **Proficiency Level Illustrations** |
| **Level 5**  **Expert** | * Applies the competency in exceptionally difficult situations * Serves as a key resource and advises others | * Improves organizational efficiency by developing, planning, and implementing a multi-tier solution to complex or unprecedented problems * Develops and implements a remediation plan restoring stakeholder confidence in a critical organization program |
| **Level 4**  **Advanced** | * Applies the competency in considerably difficult situations * Generally requires little or no guidance | * Synthesizes information from internal and external sources to develop an action plan addressing program issues * Addresses systemic barriers inhibiting the achievement of results by forming teams to conduct focus groups and develop solutions |
| **Level 3**  **Intermediate** | * Applies the competency in difficult situations * Requires occasional guidance | * Reconciles conflicting and/or incomplete information to develop solutions * Applies appropriate methodology to discover or identify policy issues and resource concerns |
| **Level 2**  **Basic** | * Applies the competency in somewhat difficult situations * Requires frequent guidance | * Addresses routine organizational problems by leading a team to brainstorm solutions * Establishes guidelines to clarify complex and/or controversial processes |
| **Level 1**  **Awareness** | * Applies the competency in the simplest situations * Requires close and extensive guidance | * Proposes solution to improve customer satisfaction * Determines cause of workforce problem and recommends corrective action |

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| **COMPETENCY**  *Technical Credibility: Understands and appropriately applies principles, procedures, regulations, requirements, and policies related to specialized expertise.* | | |
| **Proficiency Level** | **Proficiency Level Definition** | **Proficiency Level Illustrations** |
| **Level 5**  **Expert** | * Applies the competency in exceptionally difficult situations * Serves as a key resource and advises others | * Serves as expert consultant to external managers on complex and controversial matters * Uses expert knowledge in subject matter area to develop new approaches to resolve technical problems |
| **Level 4**  **Advanced** | * Applies the competency in considerably difficult situations * Generally requires little or no guidance | * Provides expertise in technical subject area to an organization or team * Develops technical portions of organization guidelines for internal and external use * Evaluates, incorporates, and communicates the latest developments in specialty area through organization guidelines and criteria * Provides technical expertise in the design and implementation of organization-wide projects |
| **Level 3**  **Intermediate** | * Applies the competency in difficult situations * Requires occasional guidance | * Resolves technical issues promptly by determining and correcting problems * Advises staff on solutions to complex problems, projects, or programs * Uses technical expertise to identify and resolve conflicts between theories, procedures, requirements, regulations, and policies |
| **Level 2**  **Basic** | * Applies the competency in somewhat difficult situations * Requires frequent guidance | * Provides staff with feedback and support on technical issues Makes sound recommendations to improve delivery of services. |
| **Level 1**  **Awareness** | * Applies the competency in the simplest situations * Requires close and extensive guidance | * Interacts with staff to understand technical aspects of job duties * Gathers technical information from internal and external stakeholders |

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| **COMPETENCY**  *Financial Management: Understands the organization's financial processes. Prepares, justifies, and administers the program budget. Oversees procurement and contracting to achieve desired results.* | | |
| **Proficiency Level** | **Proficiency Level Definition** | **Proficiency Level Illustrations** |
| **Level 5**  **Expert** | * Applies the competency in exceptionally difficult situations * Serves as a key resource and advises others | * Designs and implements an organization-wide financial management system to meet organizational objectives * Develops organization-wide financial procurement procedures and policies * Audits major acquisitions having organization-wide impact, presents findings, takes corrective action and builds relationships as needed. |
| **Level 4**  **Advanced** | * Applies the competency in considerably difficult situations * Generally requires little or no guidance | * Develops and implements new supply procurement system to support organization program within time and budgetary constraints * Ensures financial commitments and deadlines are met by facilitating and assessing processes, situations, and issues and takes corrective action, as needed * Considers implications of financial decisions and suggests methods for meeting needs of staff and the organization overall * Develops, justifies, and manages organization- wide budgets for annual projects and programs |
| **Level 3**  **Intermediate** | * Applies the competency in difficult situations * Requires occasional guidance | * Conducts research to determine resource needs and guides the procurement process to acquire resources * Conducts a cost-benefit analysis to develop sound financial plans with programmatic impact * Follows established guidelines and procedures to ensure approval of funding for key initiatives * Prepares and monitors office's annual operating budget |
| **Level 2**  **Basic** | * Applies the competency in somewhat difficult situations * Requires frequent guidance | * Justifies requested budget allocation to management in relation to program objectives * Allocates program budget across multiple projects |
| **Level 1**  **Awareness** | * Applies the competency in the simplest situations * Requires close and extensive guidance | * Ensures inventory accounting is accurate and complete * Monitors income and expenditures for projects |

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| **COMPETENCY**  *Human Capital Management: Builds and manages workforce based on organizational goals, budget considerations, and staffing needs. Ensures that team members are appropriately recruited, selected, appraised, and rewarded; takes action to address performance problems. Manages a multi-sector workforce and a variety of work situations.* | | |
| **Proficiency Level** | **Proficiency Level Definition** | **Proficiency Level Illustrations** |
| **Level 5**  **Expert** | * Applies the competency in exceptionally difficult situations * Serves as a key resource and advises others | * Redesigns organizational structure to provide improved service to customers by considering organizational goals, timeframes for achieving goals, and staff responsibilities * Creates new organization-wide human capital programs and activities to meet strategic objectives * Leads task force to analyze organization-wide staffing needs and develops strategy to address recruitment needs * Develops new organization-wide incentive program to retain team members with technical expertise |
| **Level 4**  **Advanced** | * Applies the competency in considerably difficult situations * Generally requires little or no guidance | * Develops rewards system to recognize the impact of team member contributions to the organization * Identifies creative strategies to recruit team members with the required skills and qualifications, despite having limited resources * Identifies mission critical occupations and associated competencies needed to perform organizational functions |
| **Level 3**  **Intermediate** | * Applies the competency in difficult situations * Requires occasional guidance | * Reviews and updates position descriptions and performance plans * Explains restructuring plan to staff and addresses concerns * Recognizes team member contributions by rewarding team members publicly |
| **Level 2**  **Basic** | * Applies the competency in somewhat difficult situations * Requires frequent guidance | * Recognizes and addresses deficiencies of human resources processes or tools * Provides positive feedback to high-performing staff and rewards exceptional performance * Considers impact of personnel decisions on current staff |
| **Level 1**  **Awareness** | * Applies the competency in the simplest situations * Requires close and extensive guidance | * Makes personnel decisions based upon promotion criteria and position requirements * Utilizes peer recognition process to recognize team members * Meets with team members to set performance goals * Hosts team member appreciation dinner for staff |

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| **COMPETENCY**  *Technology Management: Keeps up-to-date on technological developments. Makes effective use of results. Ensures access to and security of technology systems.* | | |
| **Proficiency Level** | **Proficiency Level Definition** | **Proficiency Level Illustrations** |
| **Level 5**  **Expert** | * Applies the competency in exceptionally difficult situations * Serves as a key resource and advises others | * Prioritizes and approves organization investment in information technology (IT) applications and systems * Identifies IT system shortcomings, researches options, and advocates a redesign and restructure of the process to implement new system * Reforms infrastructure and develops innovative IT business systems by leveraging expert IT knowledge and sharing information with staff |
| **Level 4**  **Advanced** | * Applies the competency in considerably difficult situations * Generally requires little or no guidance | * Improves organization productivity by expanding the use of existing technology applications for use by residents and staff * Stays abreast of technology changes and trends external to the organization. * Makes recommendations of technology solutions that may assist in accomplishing short and long term community goals. |
| **Level 3**  **Intermediate** | * Applies the competency in difficult situations * Requires occasional guidance | * Reviews current use of technology systems and makes recommendations to streamline or improve processes * Teaches others how to use technologically automated systems or analytics to adjust work flow * Manages the implementation of a new electronic processing system in the organization |
| **Level 2**  **Basic** | * Applies the competency in somewhat difficult situations * Requires frequent guidance | * Reads reports or alerts from technology systems and applies information to work flow. * Troubleshoots basic technology issues * Teaches others the basics of technology systems within position scope. For an example: turn on & off computer and monitor, CD drive, USB Port, printer, how to manage any community specific shared drives or programs, resetting passwords…etc. |
| **Level 1**  **Awareness** | * Applies the competency in the simplest situations * Requires close and extensive guidance | * Uses technology as required by position. |

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| **COMPETENCY**  *Partnering: Develops networks and builds alliances; collaborates across boundaries to build strategic relationships and achieve common goals.* | | |
| **Proficiency Level** | **Proficiency Level Definition** | **Proficiency Level Illustrations** |
| **Level 5**  **Expert** | * Applies the competency in exceptionally difficult situations * Serves as a key resource and advises others | * Develops, publicizes, and garners support for programs and policies by meeting with key professionals, executives, unions, team members, and other interested parties * Partners with key officials from various offices and agencies to develop strategic goals |
| **Level 4**  **Advanced** | * Applies the competency in considerably difficult situations * Generally requires little or no guidance | * Collaborates with headquarters, regional offices, and key stakeholders to implement new initiatives * Partners with various parties by sharing information and resources across multiple levels to establish new programs |
| **Level 3**  **Intermediate** | * Applies the competency in difficult situations * Requires occasional guidance | * Builds consensus with partners by considering input and promoting trust between various parties * Gains support from key leaders and staff within the organization to ensure support for work objectives and team initiatives * Coordinates with partners regarding new strategies to ensure consistent communication with agencies * Ensures future partnerships by developing strong relationships and resolving issues with partners |
| **Level 2**  **Basic** | * Applies the competency in somewhat difficult situations * Requires frequent guidance | * Considers stakeholder input when developing strategies to ensure mutually agreeable initiatives * Coordinates with various agencies to plan and conduct annual events * Coordinates across and within organizations to determine required resources to support goals * Works with a team of managers or team members across agencies to address mutual issues and concerns |
| **Level 1**  **Awareness** | * Applies the competency in the simplest situations * Requires close and extensive guidance | * Meets regularly with peers and supervisors to identify recurring issues * Develops and maintains network of stakeholders for collection and sharing of information * Meets with staff to discuss plans to implement strategic goals |

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| **COMPETENCY**  *Political Savvy: Identifies the internal and external politics that impact the work of the organization. Perceives organizational and political reality and acts accordingly.* | | |
| **Proficiency Level** | **Proficiency Level Definition** | **Proficiency Level Illustrations** |
| **Level 5**  **Expert** | * Applies the competency in exceptionally difficult situations * Serves as a key resource and advises others | * Understands political issues and effectively works with professional associations, legislative leadership at state and national level to receive legislative approval * Leads reorganization of an organization by meeting with stakeholders to understand perspectives and reach consensus on organization-wide plan * Responds to allegations from state and national investigative agencies in alignment with organization mission, vision and values. |
| **Level 4**  **Advanced** | * Applies the competency in considerably difficult situations * Generally requires little or no guidance | * Ensures staff understands documentation and required metrics to analyze political issues * Meets with community leaders to discuss political issues and address concerns * Establishes a clear vision for the organization by meeting with managers organization-wide to ensure initiatives are understood * Addresses controversial political issues by conducting research and considering best practices |
| **Level 3**  **Intermediate** | * Applies the competency in difficult situations * Requires occasional guidance | * Evaluates political implications by considering different courses of action on a key issue * Meets with key decision makers to ensure approval of new office space to support an organization manpower increase |
| **Level 2**  **Basic** | * Applies the competency in somewhat difficult situations * Requires frequent guidance | * Addresses political issues that may impact internal and external stakeholders * Develops relationships with new political leaders in the organization |
| **Level 1**  **Awareness** | * Applies the competency in the simplest situations * Requires close and extensive guidance | * Considers impact of union when addressing team member performance expectations * Considers staff concerns regarding organizational changes |

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| **COMPETENCY**  *Influencing/Negotiating: Persuades others, build consensus through give and take; gains cooperation from others to gather information and accomplish goals.* | | |
| **Proficiency Level** | **Proficiency Level Definition** | **Proficiency Level Illustrations** |
| **Level 5**  **Expert** | * Applies the competency in exceptionally difficult situations * Serves as a key resource and advises others | * Convinces colleagues and management to accept recommendations involving substantive organization resources and changes in established practice * Influences external executive decision makers to achieve substantive goals |
| **Level 4**  **Advanced** | * Applies the competency in considerably difficult situations * Generally requires little or no guidance | * Negotiates with leaders for changes to reorganization design based on feedback from subordinates * Develops plan and convinces high-level organization officials to adopt approach by meeting with officials to explain points * Guides a team of experts to provide advice on, and build credibility for, a multi-level negotiation process |
| **Level 3**  **Intermediate** | * Applies the competency in difficult situations * Requires occasional guidance | * Develops trust among various parties involved in a negotiation process * Persuades manager to change leadership position or approach to better fit a situational need * Represents the organization in reaching agreements with other organizations and contractors * Obtains union buy-in for a change in working conditions by using open and honest communication and by carefully listening to the union leadership's ideas |
| **Level 2**  **Basic** | * Applies the competency in somewhat difficult situations * Requires frequent guidance | * Meets with team leaders to gain buy-in for new direction of division * Uses factual information to support own point of view when meeting with team members |
| **Level 1**  **Awareness** | * Applies the competency in the simplest situations * Requires close and extensive guidance | * Explains to staff the importance of their involvement on high stakes projects * Recommends team member seek professional assistance for personal issues affecting work performance * Justifies request for internal resources to accomplish goals |

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| **COMPETENCY**  *Interpersonal Skills: Treats others with courtesy, sensitivity, and respect. Considers and responds appropriately to the needs and feelings of different people in different situations.* | | |
| **Proficiency Level** | **Proficiency Level Definition** | **Proficiency Level Illustrations** |
| **Level 5**  **Expert** | * Applies the competency in exceptionally difficult situations * Serves as a key resource and advises others | * Interacts with public interest groups with opposing viewpoints while conducting the organization's work * Is consistently open and approachable when resolving highly sensitive and complex issues |
| **Level 4**  **Advanced** | * Applies the competency in considerably difficult situations * Generally requires little or no guidance | * Treats individuals from all levels of the organization with courtesy and sensitivity * Meets with staff and listens to their perspective on organizational policies and procedures |
| **Level 3**  **Intermediate** | * Applies the competency in difficult situations * Requires occasional guidance | * Makes self-accessible to team members at all levels * Corrects team member mistakes in a courteous manner |
| **Level 2**  **Basic** | * Applies the competency in somewhat difficult situations * Requires frequent guidance | * Shows team members empathy and respect * Welcomes new team members into organization by explaining mission and organization goals |
| **Level 1**  **Awareness** | * Applies the competency in the simplest situations * Requires close and extensive guidance | * Interacts with co-workers in a tactful manner * Responds to team member inquiries |

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| **COMPETENCY**  *Oral Communications: Makes clear and convincing oral presentations. Listens effectively, clarifies information as needed.* | | |
| **Proficiency Level** | **Proficiency Level Definition** | **Proficiency Level Illustrations** |
| **Level 5**  **Expert** | * Applies the competency in exceptionally difficult situations * Serves as a key resource and advises others | * Presents complex information articulately when meeting with key executives or public officials regarding a high-visibility issue * Communicates with professional associations, national and state legislatures and may testify before the legislature on a significant issue's impact on the organization's responsibilities and requirements * Communicates sensitive information of broad organizational impact on topics without precedence |
| **Level 4**  **Advanced** | * Applies the competency in considerably difficult situations * Generally requires little or no guidance | * Conducts presentations and briefings for high- level organization officials * Presents, explains, and defends organization positions and proposals to staff and stakeholders |
| **Level 3**  **Intermediate** | * Applies the competency in difficult situations * Requires occasional guidance | * Communicates with committee regarding necessary actions and suggested approaches to accomplish committee objectives * Conveys information clearly and concisely to ensure staff or team members remain focused on agenda items * Explains benefits to stakeholders to gain acceptance of programmatic change * Presents information, analyses, and recommendations to officials and stakeholders |
| **Level 2**  **Basic** | * Applies the competency in somewhat difficult situations * Requires frequent guidance | * Communicates effectively with staff by conducting regular meetings to discuss initiatives and current events * Explains and clarifies policy to affected parties * Provides status updates to management team during quarterly division meeting |
| **Level 1**  **Awareness** | * Applies the competency in the simplest situations * Requires close and extensive guidance | * Communicates organization goals and initiatives to staff in a clear and concise manner * Communicates information regarding organizational changes to staff * Updates supervisors on project status * Listens actively to staff ideas and concerns regarding work-related issues |

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| **COMPETENCY**  *Integrity/Honesty: Behaves in an honest, fair and ethical manner. Shows consistency in words and actions. Models high standards of ethics.* | | |
| **Proficiency Level** | **Proficiency Level Definition** | **Proficiency Level Illustrations** |
| **Level 5**  **Expert** | * Applies the competency in exceptionally difficult situations * Serves as a key resource and advises others | * Promotes a climate of openness and honesty and does not penalize responsible dissent * Does not acquiesce to inappropriate personal requests for favors, political pressure, or promise of gain * Displays fortitude to support ethical actions that may negatively impact self or stakeholders |
| **Level 4**  **Advanced** | * Applies the competency in considerably difficult situations * Generally requires little or no guidance | * Instills a climate of trust by admitting own mistakes and taking responsibility for one's actions * Discusses potential ethical problems and wrong- doing with team members and responds appropriately |
| **Level 3**  **Intermediate** | * Applies the competency in difficult situations * Requires occasional guidance | * Communicates honestly with team members regarding potential changes affecting the organization to ensure staff are treated fairly * Investigates issues and takes corrective action, as appropriate |
| **Level 2**  **Basic** | * Applies the competency in somewhat difficult situations * Requires frequent guidance | * Provides staff with accurate information about the vision of the organization and outlines changes in an upfront manner * Remains fair and objective when determining skill set needed for projects to select effective team members |
| **Level 1**  **Awareness** | * Applies the competency in the simplest situations * Requires close and extensive guidance | * Establishes open and honest communication with team members * Addresses concerns with team member behavior in a confidential and respectful manner |

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| **COMPETENCY**  *Written Communications: Writes in a clear, concise, organized and convincing manner for the intended audience.* | | |
| **Proficiency Level** | **Proficiency Level Definition** | **Proficiency Level Illustrations** |
| **Level 5**  **Expert** | * Applies the competency in exceptionally difficult situations * Serves as a key resource and advises others | * Writes, reviews, and publishes advanced research findings and guidelines to be made available to other groups and agencies * Writes white paper on key organization objectives for use by high-level officials |
| **Level 4**  **Advanced** | * Applies the competency in considerably difficult situations * Generally requires little or no guidance | * Writes complex technical reports using clear terminology and a concise format for use by high- level decision makers * Reviews technical reports, edits materials, and provides suggestions to improve clarity while ensuring documents are targeted to the intended audience |
| **Level 3**  **Intermediate** | * Applies the competency in difficult situations * Requires occasional guidance | * Develops documents outlining organization mission and goals for use by the local community * Writes reports and position papers outlining various viewpoints on controversial subjects |
| **Level 2**  **Basic** | * Applies the competency in somewhat difficult situations * Requires frequent guidance | * Writes daily briefs or guidelines to ensure team members are provided with updated information * Develops press releases to ensure important issues are addressed |
| **Level 1**  **Awareness** | * Applies the competency in the simplest situations * Requires close and extensive guidance | * Summarizes recommendations made in annual report * Drafts checklist to track project status |

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| **COMPETENCY**  *Continuous Learning: Assesses and recognizes own strengths and weaknesses; pursues self-development.* | | |
| **Proficiency Level** | **Proficiency Level Definition** | **Proficiency Level Illustrations** |
| **Level 5**  **Expert** | * Applies the competency in exceptionally difficult situations * Serves as a key resource and advises others | * Engages in systematic, self-directed training and development activities aligned with the strategic needs of the organization * Applies what is learned in training to produce a major positive impact for the organization |
| **Level 4**  **Advanced** | * Applies the competency in considerably difficult situations * Generally requires little or no guidance | * Completes leadership development program including training, coaching, and mentoring opportunities and applies key learnings * Arranges and completes rotational assignment meeting own developmental goals and aligning with organizational strategies |
| **Level 3**  **Intermediate** | * Applies the competency in difficult situations * Requires occasional guidance | * Completes human capital training required for managers and applies key learnings * Recognizes areas needing improvement and takes training to increase skills |
| **Level 2**  **Basic** | * Applies the competency in somewhat difficult situations * Requires frequent guidance | * Solicits periodic feedback to continually improve quality of own work * Visits other work sites to gain understanding of staff functions and daily tasks |
| **Level 1**  **Awareness** | * Applies the competency in the simplest situations * Requires close and extensive guidance | * Attends professional conferences to maintain technical knowledge * Recognizes opportunities for self-development |