

# HHS Competency Framework

HHS Leadership Competencies			
Basic Leadership	Supervisor	Manager	Executive
<p><b>All Core Competencies, plus:</b></p> <ul style="list-style-type: none"> <li>Flexibility</li> <li>Interpersonal Skills</li> <li>Self-Direction</li> <li>Technical Credibility</li> <li>Project Management</li> <li>Performance Management</li> <li>Leveraging Diversity</li> </ul>	<p><b>All Basic Competencies, plus:</b></p> <ul style="list-style-type: none"> <li>Resilience</li> <li>Conflict Management</li> <li>Team Building</li> <li>Influencing / Negotiating</li> <li>Human Resources Management</li> <li>Service Motivation</li> <li>Accountability</li> </ul>	<p><b>All Supervisor Competencies, plus:</b></p> <ul style="list-style-type: none"> <li>Creativity/Innovation</li> <li>Financial Management (HHS)</li> <li>Technology Management</li> <li>Entrepreneurship</li> <li>Organizational Systems Awareness</li> </ul>	<p><b>All Manager Competencies, plus:</b></p> <ul style="list-style-type: none"> <li>Strategic Thinking</li> <li>Vision</li> <li>External Awareness (HHS)</li> <li>Political Savvy</li> </ul>
HHS Core Competencies			
<p><b>Organizational</b></p> <ul style="list-style-type: none"> <li>Results Driven</li> <li>Customer Service</li> <li>Decision Making</li> <li>Collaboration/Partnering</li> <li>Problem Solving</li> </ul>		<p><b>Individual</b></p> <ul style="list-style-type: none"> <li>Written Communication</li> <li>Oral Communication</li> <li>Continuous Development</li> <li>Diversity</li> <li>Integrity</li> </ul>	
HHS Technical Competencies			
<p>Technical competencies vary by occupation.</p>			

# **Core Competencies**

## **Written Communication**

**Definition:** Express oneself clearly in business writing.

### **Key Behaviors**

- Uses writing effectively to create simple documents
- Expresses main thoughts clearly in written documents
- Uses appropriate style for the document
- Uses correct spelling, grammar, and punctuation
- Uses writing effectively to advance business aims
- Tailors writing style to audience
- Creates complex documents that achieve desired results
- Organizes and expresses complex ideas effectively, using graphics and other aids appropriately

### **Proficiency Levels**

- Expert: Models, leads, trains, and motivates multiple levels of personnel to be excellent in written communication.
- Advanced: Even in the most difficult and complex situations, uses writing effectively to advance business aims, creates complex documents that achieve desired results, tailors writing style to the audience, and organizes and express complex ideas effectively; using graphics and other aids as needed.
- Intermediate: Usually uses writing effectively to advance business aims, creates complex documents that achieve desired results, tailors writing style to the audience, and organizes and expresses complex ideas effectively; using graphics and other aids as needed.
- Basic: Sometimes expresses main thoughts clearly in written documents, effectively creates simple documents, and uses appropriate style, spelling, grammar, and punctuation.
- Awareness: Demonstrates a common knowledge or understanding in written communication, but may avoid or miss opportunities to communicate effectively in business writing.

## Oral Communication

**Definition:** Delivers clear, effective communication and takes responsibility for understanding others.

### Key Behaviors:

- Organizes and expresses ideas clearly orally
- Keeps manager and others informed of the status of projects and activities
- Ensures that regular communication occurs based on the needs of the project or the individual
- Clarifies the meaning and intent of others' communication when it is unclear
- Tailors communication to the level and experience of the audience
- Utilizes strong listening skills to formulate direct, responsive answers to questions
- Effectively communicates complex ideas using analogies, visuals, and other techniques
- Creatively identifies and utilizes effective communication channels and methods

### Proficiency Levels

- Expert: Models, leads, trains, and motivates multiple levels of personnel to be excellent in attention to communication.
- Advanced: Even in the most difficult situations, ensures that regular communication occurs based on the needs of the project or individual, listens well, clarifies the intent of others' communication, tailors communication to the level of the audience, and identifies creative methods such as analogies and visuals to communicate complex ideas.
- Intermediate: Usually ensures that regular communication occurs based on the needs of the project or individual, listens well, clarifies the intent of others' communication, tailors communication to the level of the audience, and utilizes creative methods such as analogies and visuals to communicate complex ideas.
- Basic: Sometimes uses appropriate grammar and choice of words, organizes and expresses ideas clearly, and keeps others informed of the status of projects.
- Awareness: Demonstrates a common knowledge or understanding of oral communication, but may avoid or miss opportunities to deliver effective communication or take responsibility to understand others.

# Continuous Development

**Definition:** Builds professional skills and competencies and improves work processes.

**Key Behaviors:**

- Consistently seeks out business opportunities that will create growth and development,
- Identifies personal skill areas to be developed,
- Invests time and resources to learn, grow, and develop,
- Looks for opportunities to learn from mistakes,
- Looks for ways to improve performance and efficiency on the job,
- Provides other with tools and approaches to solve problems and improve processes,
- Regularly analyzes systems, processes, and performance trends to identify opportunities for improvement,
- Uses a variety of resources to generate potential ideas for improvement.

**Proficiency Levels**

**Expert:** Models, leads, trains, and motivates multiple levels of personnel to be excellent in continuous development.

**Advanced:** Habitually analyzes systems, processes and performance trends to identify opportunities for improvement, seeks out business opportunities that will create growth, provides others with tools to solve problems, and invests time and resources to learn and develop.

**Intermediate:** Usually analyzes systems, processes and performance trends to identify opportunities for improvement, seeks out business opportunities that will create growth, provides others with tools to solve problems, and invests time and resources to learn and develop.

**Basic:** Sometimes identifies personal skill areas to be developed, looks for opportunities to learn from mistakes, looks for ways to improve performance, and uses a variety of resources to do so.

**Awareness:** Demonstrates common knowledge or understanding of continuous development, but may avoid or miss opportunities to build professional skills and competencies and improve work processes.

## Diversity

**Definition:** The ability to recognize each person's differences and utilize those differences to increase the organization's effectiveness.

### Key Behaviors:

- Recruits, develops and retains a diverse high quality workforce in an equitable manner.
- Leads and manages an inclusive workplace that maximizes the talents of each person to achieve sound business results.
- Respects, understands, values and seeks out individual differences to achieve the vision and mission of the organization.
- Develops and uses measures and rewards to hold self and others accountable for achieving results that embody the principles of diversity.
- Promotes increased understanding of individual differences and perspectives that will enable workforce cohesiveness.

### Proficiency Levels

- Expert: Models, leads, trains, and motivates multiple levels of personnel to be excellent in cross-cultural sensitivity.
- Advanced: Habitually uses cultural understanding to communicate, influence, and manage across cultures as well as to resolve conflict, helps others increase their awareness and acceptance of cultural differences, and develops policies and procedures that encourage this acceptance.
- Intermediate: Usually uses cultural understanding to communicate, influence, and manage across cultures as well as to resolve conflict, helps others increase their awareness and acceptance of cultural differences, and develops policies and procedures that encourage this acceptance.
- Basic: Sometimes develops knowledge of different cultures and modifies behavior and communication based on this knowledge, treats all individuals with respect regardless of their culture or background, and builds collaborative and mutually beneficial working relationships with people of different backgrounds.
- Awareness: Demonstrates a common knowledge or understanding of cross-cultural sensitivity, but may avoid or miss opportunities to understand or utilize cultural differences.

# Integrity

**Definition:** Gains the trust of others by taking responsibility for own actions and telling the truth.

## Key Behaviors

- Follows through on commitments and agreements
- Respects confidentiality
- Maintains confidentiality regardless of pressure from others
- Admits mistakes in spite of the potential for negative consequences
- Admits mistakes when in low risk situations
- Consistently tells the truth
- Challenges others who are not acting with integrity or telling the truth
- Takes stands based on principles and values despite personal or professional risk

## Proficiency Levels

- Expert: Models, leads, trains, and motivates multiple levels of personnel to have a high level of trustworthiness.
- Advanced: Habitually maintains confidentiality regardless of pressure from others, admits mistakes and takes stands based on principles and values in spite of the potential for negative consequences, and challenges others who are not acting with integrity.
- Intermediate: Usually maintains confidentiality regardless of pressure from others, admits mistakes and takes stands based on principles and values in spite of the potential for negative consequences, and challenges others who are not acting with integrity.
- Basic: Sometimes follows through on commitments and agreements, respects confidentiality, tells the truth, and admits mistakes in low risk situations.
- Awareness: Occasionally demonstrates integrity, but may avoid or miss opportunities to take responsibility for own actions and tell the truth.

## **Collaboration/Partnering**

**Definition:** Establishes and maintains relationships for the purpose of achieving business goals.

### **Key Behaviors**

- Builds relationships within and outside of the organization
- Devotes time and effort to maintaining a broad network of relationships
- Leverages expertise and contacts to solve problems, gain knowledge, or develop new business
- Initiates creative business alliances to accomplish business objectives or execute strategy
- Develops networks that are diverse in level and function
- Identifies and initiates new relationships to add to the network
- Looks for ways to return favors in order to build a mutually beneficial relationship
- Takes the lead in inspiring individuals or groups with diverse needs to work together for mutual benefit

### **Proficiency Levels**

- Expert: Models, leads, trains, and motivates multiple levels of personnel to be excellent in networking.
- Advanced: Habitually develops networks that are diverse in level and function, identifies and initiates new relationships as well as creative alliances to accomplish business objectives, and inspires people with diverse needs to work together for mutual benefit.
- Intermediate: Usually develops networks that are diverse in level and function, identifies and initiates new relationships as well as creative alliances to accomplish business objectives, and inspires people with diverse needs to work together for mutual benefit.
- Basic: Sometimes devotes time and effort to building relationships, looks for ways to return favors, and leverages expertise and contacts to solve problems, gain knowledge or develop new business.
- Awareness: Demonstrates common knowledge or understanding of networking, but may avoid or miss opportunities to establish relationships for the purpose of achieving business goals.

## **Problem Solving**

**Definition:** Accurately assesses problems and effectively and efficiently arrives at excellent solutions.

### **Key Behaviors**

- Proactively identifies the root causes of problems
- Identifies and evaluates many possible causes for a problem
- Notices discrepancies and inconsistencies in information related to problems
- Asks meaningful and relevant questions to understand problems and potential causes
- Breaks down complex problems into their fundamental parts
- Analyzes costs, benefits, risks, and chances for success of potential solutions
- Creatively comes at problems in new and different ways that lead to innovative solutions
- Uses logical, systematic approaches to break down and solve problems

### **Proficiency Levels**

- Expert: Models, leads, trains, and motivates multiple levels of personnel to be excellent at problem solving.
- Advanced: Even in the most complex situations, breaks down problems into their fundamental parts, identifies their root causes, analyzes costs, benefits, risks, and chances for success of potential solutions, and creatively attacks problems in ways that lead to innovative solutions.
- Intermediate: Often breaks down problems into their fundamental parts, identifies their root causes, analyzes costs, benefits, risks, and chances for success of potential solutions, and creatively attacks problems in ways that lead to innovative solutions.
- Basic: Sometimes breaks down problems into their fundamental parts, identifies their root causes, analyzes costs, benefits, risks, and chances for success of potential solutions, and creatively attacks problems in ways that lead to innovative solutions.
- Awareness: Occasionally solves problems effectively and efficiently, but often fails to do so because key steps in the problem solving process are not done well.

# Decision Making

**Definition:** Makes decisions in a timely manner.

## **Key Behaviors**

- Uses clear criteria for timing of a decision
- Considers consequences and risks in order to assess the timing for a decision
- Makes decisions in a timely manner when the options and consequences are clear
- Recognizes issues, problems, or opportunities and determines whether action is needed to advance the decision making process
- Includes others in the decision making process
- Makes decisions in a timely manner under ambiguous circumstances
- Takes charge of a group when it is necessary to facilitate either action or a decision
- Makes decisions when there exists considerable personal and/or organizational risk

## **Proficiency Levels**

- Expert: Models, leads, trains, and motivates multiple levels of personnel to be excellent in decisiveness.
- Advanced: Even in the most difficult situations, recognizes problems or opportunities and determines whether action is needed, takes charge of a group when it is necessary to facilitate a decision, and makes decisions in a timely manner under ambiguous circumstances and when there exists considerable risk.
- Intermediate: Usually recognizes problems or opportunities and determines whether action is needed, takes charge of a group when it is necessary to facilitate a decision, and makes decisions in a timely manner under ambiguous circumstances and when there exists considerable risk.
- Basic: Sometimes considers consequences and risks in order to assess the timing for a decision, uses clear criteria for and includes others in the decision making process, and makes decisions in a timely manner when the options and consequences are clear.
- Awareness: Demonstrates common knowledge or understanding of being decisive, but may avoid or miss opportunities to make decisions in a timely manner.

# Customer Service

**Definition:** Commits to satisfying internal and external customers.

## Key Behaviors

- Treats customers courteously
- Responds to customer requests in a timely manner
- Elicits feedback from customers to monitor their satisfaction
- Considers both short and long-term interests of the customer in making service decisions
- Proactively identifies customer needs
- Takes responsibility to resolve customer complaints
- Takes business or personal risks to serve customers' long-term interests
- Creates strategies to help the organization serve customers more effectively

## Proficiency Levels

- Expert: Models, leads, trains, and motivates multiple levels of personnel to be excellent in service focus.
- Advanced: Even in the most difficult situations, elicits feedback from customers, creates strategies to help the organization serve customers more effectively, considers both short and long-term interests of the customer in making service decisions, and takes risks to serve these interests.
- Intermediate: Usually elicits feedback from customers, creates strategies to help the organization serve customers more effectively, considers both short and long-term interests of the customer in making service decisions, and takes risks to serve these interests.
- Basic: Sometimes treats customers courteously, responds to their requests in a timely manner, proactively identifies customer needs, and takes responsibility to resolve complaints.
- Awareness: Demonstrates common knowledge or understanding of service focus, but may avoid or miss opportunities to satisfy customers.

## Results Driven

**Definition:** Focuses on desired results, and sets and achieves challenging goals.

### Key Behaviors

- Develops standards against which to measure behavior and performance
- Measures performance against results
- Takes risks, faces fears, and demonstrates a strong sense of urgency about achieving goals
- Persists in the face of significant difficulties to achieve goals
- Sets achievable goals
- Sets challenging goals
- Strives to achieve goals
- Strive to meet expectations of others

### Proficiency Levels

- Expert: Models, leads, trains, and motivates multiple levels of personnel to be excellent in results orientation.
- Advanced: Habitually sets challenging goals and develops standards against which to measure behavior and performance, persists in the face of significant difficulties, takes risks, faces fears, and demonstrates a strong sense of urgency about achieving goals.
- Intermediate: Usually sets challenging goals and develops standards against which to measure behavior and performance, persists in the face of significant difficulties, takes risks, faces fears, and demonstrates a strong sense of urgency about achieving goals.
- Basic: Sometimes sets achievable goals, strives to achieve goals and meet expectations of others, and measures performance against results.
- Awareness: Demonstrates common knowledge or understanding of being results oriented, but may avoid or miss opportunities to set and achieve challenging goals.

# **Leadership Competencies - Basic**

## **Flexibility**

**Definition:** Responds quickly to change and easily considers new approaches.

### **Key Behaviors:**

- Is open to new ideas, perspectives, structures, strategies, or positions
- Supports new ideas, systems, and procedures
- Takes steps to understand reasons for change in environment or tasks
- Promptly switches strategies or tactics if the current ones are not working
- Maintains work efficiency and responds positively to a changing environment
- Responds immediately to changing situations by coming up with creative ideas and actions
- Is willing to reconsider even the most strongly held ideas
- Operates well in situations when the consequences of decisions and actions are unclear

### **Proficiency Levels:**

**Expert:** Models, leads, trains, and motivates multiple levels of personnel to be excellent in flexibility.

**Advanced:** Even in the most rapidly changing ambiguous situations, is willing to reconsider strongly held ideas, and maintains work efficiency and responds positively to a changing environment by coming up with creative ideas.

**Intermediate:** Usually operates well in ambiguous situations, is willing to reconsider strongly held ideas, and maintains work efficiency and responds positively to a changing environment by coming up with creative ideas.

**Basic:** Sometimes is open to or supports new ideas, takes steps to understand reasons for change in environment or tasks, and promptly switches strategies or tactics if the current ones are not working.

**Awareness:** Demonstrates common knowledge or understanding of being flexible but may avoid or miss opportunities to respond quickly to change or consider new approaches.

## **Interpersonal Skills**

**Definition:** Considers and responds appropriately to the needs, feelings, and capabilities of different people in different situations.

### **Key Behaviors:**

- Listens attentively to peoples' ideas and concerns
- Responds to others' verbalized concerns and feelings
- Asks questions to clarify others' concerns and feelings
- Plans and prepares by anticipating others' reactions
- Uses non-verbal cues and body language to identify and interpret others' concerns and feelings
- Responds to others' unspoken concerns and feelings
- Acknowledges others' concerns and feelings, in spite of disagreement
- Approaches others about sensitive issues in non-threatening ways

### **Proficiency Levels:**

- Expert: Models, leads, trains, and motivates multiple levels of personnel to be excellent in interpersonal awareness.
- Advanced: Habitually uses non-verbal cues and body language to interpret others' feelings and respond to their unspoken concerns, acknowledges others' concerns in spite of disagreement, and approaches others about sensitive issues in non-threatening ways
- Intermediate: Usually uses non-verbal cues and body language to interpret others' feelings and respond to their unspoken concerns, acknowledges others' concerns in spite of disagreement, and approaches others about sensitive issues in non-threatening ways.
- Basic: Sometimes listens attentively and responds to peoples' concerns and feelings, asks questions to clarify them, and plans and prepares by anticipating others' reactions.
- Awareness: Demonstrates common knowledge or understanding of interpersonal awareness, but may avoid or miss opportunities to elicit, notice, interpret, and anticipate others' concerns and feelings.

## **Self-Direction**

**Definition:** Proactively identifies and acts on problems and opportunities.

### **Key Behaviors:**

- Volunteers for tasks
- Identifies what needs to be done and takes appropriate action
- Takes action without being asked or required to do so
- Persists in the face of difficulties
- Seizes opportunities and takes action to take advantage of them
- Initiates individual or group projects and takes complete responsibility for their success
- Takes responsibility to originate all steps of a project when the outcomes and circumstances are not well-defined

### **Proficiency Levels:**

- Expert: Models, leads, trains, and motivates multiple levels of personnel to be excellent in initiative.
- Advanced: Habitually takes advantage of opportunities, initiates projects and takes responsibility for their success even when the outcomes and circumstances are not well defined, and takes action in the face of obstacles, freshly identifying what must be done.
- Intermediate: Usually takes advantage of opportunities, initiates projects and takes responsibility for their success even when the outcomes and circumstances are not well defined, and takes action in the face of obstacles, freshly identifying what must be done.
- Basic: Sometimes volunteers for tasks, persists in the face of difficulties, identifies what needs to be done, and takes action without being asked or required to do so.
- Awareness: Demonstrates common knowledge or understanding in taking initiative, but may avoid or miss opportunities to identify and act on problems and opportunities.

## Technical Credibility

**Definition:** Demonstrates a depth of judgment, knowledge and technical skill important for the position.

### Key Behaviors:

- Applies knowledge of basic techniques and concepts
- Uses good judgment to handle basic issues and problems
- Keeps informed about the technical field
- Acquires and applies new skills as necessary to keep current in field
- Tracks new advances and cutting-edge developments in the technical field
- Acts as a technical resource and transfers the most current knowledge and skills to others
- Exercises excellent judgment in all aspects of the execution of job duties
- Modifies and creates new methods and techniques in response to changing technology

### Proficiency Levels:

- Expert: Models, leads, trains, and motivates multiple levels of personnel to be excellent in technical expertise.
- Advanced: Habitually exercises excellent judgment, tracks advances and cutting-edge developments in the technical field, acts as a technical resource, transfers the most current knowledge and skills to others, and modifies and creates new methods in response to changing technology.
- Intermediate: Usually exercises excellent judgment, tracks advances and cutting-edge developments in the technical field, acts as a technical resource, transfers current knowledge and skills to others, and modifies and creates new methods in response to changing technology.
- Basic: Sometimes exercises good judgment, applies knowledge of basic techniques and concepts to solve problems, keeps informed about the technical field, and acquires new skills as necessary to keep current in field.
- Awareness: Demonstrates common knowledge or understanding of technology, but does not always exercise good judgment or effectively apply a depth of knowledge and technical skill to succeed at the job.

# Project Management

**Definition:** Project Management is the process of creating and maintaining an environment that guides a project to its successful completion.

## Key Behaviors:

- Explain the processes involved in the initiation phase of a project and the development of an overall project plan.
- Identify key stakeholders in the project.
- Identify and analyze environmental influences impacting on the project.
- Develop and manage the scope of a project.
- Describe in detail the process of resource allocation including human resources, and how cost, work, and time estimates are developed.
- Understand the risks involved in starting a project.
- Understand the importance of quality assurance and control.
- Develop effective communication skills to interact with members of the project team.

## Proficiency Levels:

- Expert: Models, leads, trains, and motivates multiple levels of personnel to be excellent in project management.
- Advanced: Habitually perform the actions associated with project management without assistance. You are recognized within your immediate organization as "the person to ask" when difficult questions arise regarding project management related issues.
- Intermediate: Repeated successful experiences have been completed. Help from an expert may be required from time to time, but you can usually perform the skill independently.
- Basic: Basic training has been received. The only experience gained has been in a classroom and/or experimental scenarios, or as a trainee on-the-job. You would be expected to need some help when performing the Skill.
- Awareness: Demonstrates common knowledge or understanding of project management knowledge, but does not always exercise skill or have and effectively apply a depth of knowledge to succeed at managing projects.

# Performance Management

**Definition:** Monitors and evaluates performance against goals, and makes adjustments to achieve goals.

## Key Behaviors:

- Pays attention to the quality and quantity of performance
- Sets clear, well-defined desired outcomes for work activity and tracks progress
- Establishes means of measuring performance and objectives
- Adjusts work activity and desired outcomes based on changes in business strategy
- Seeks performance feedback from others
- Addresses performance problems promptly
- Gives performance feedback to others
- Establishes plans that break complex projects into their component parts, each with its own timeline

## Proficiency Levels:

- Expert: Models, leads, trains, and motivates multiple levels of personnel to be excellent in managing performance.
- Advanced: Habitually, seeks performance feedback from others, addresses performance problems promptly, gives performance feedback to others, and establishes plans that break complex projects into their component parts, each with its own timeline.
- Intermediate: Usually seeks performance feedback from others, addresses performance problems promptly, gives performance feedback to others, and establishes plans that break complex projects into their component parts, each with its own timeline.
- Basic: Sometimes sets well-defined desired outcomes for work activity and tracks progress, establishes means of measuring performance, pays attention to the quality and quantity of performance, and adjusts work activity and desired outcomes based on changes in business strategy.
- Awareness: Occasionally manages performance, but may avoid or miss opportunities to monitor and evaluate performance against goals or make adjustments to achieve goals.

## Leveraging Diversity

**Definition:** Fosters an inclusive workplace where diversity and individual differences are valued and leveraged to achieve the vision and mission of the organization

### Key Behaviors:

- Recruits, develops and retains a diverse high quality workforce in an equitable manner.
- Leads and manages an inclusive workplace that maximizes the talents of each person to achieve sound business results.
- Respects, understands, values and seeks out individual differences to achieve the vision and mission of the organization.
- Develops and uses measures and rewards to hold self and others accountable for achieving results that embody the principles of diversity.
- Develops policies, procedures and values that encourage cultural awareness and acceptance.
- Uses an understanding of cultural differences to communicate, influence, and manage across cultures.
- Uses cultural awareness to resolve conflict.

### Proficiency Levels:

- Expert: Models, leads, trains, and motivates multiple levels of personnel to excellence in leading a diverse workforce.
- Advanced: Habitually uses cultural understanding to communicate, influence, and manage across cultures as well as to resolve conflict, helps others increase their awareness and acceptance of cultural differences, and develops policies and procedures that encourage this acceptance.
- Intermediate: Usually uses cultural understanding to communicate, influence, and manage across cultures as well as to resolve conflict, helps others increase their awareness and acceptance of cultural differences, and develops policies and procedures that encourage this acceptance.
- Basic: Sometimes demonstrates knowledge of different cultures and modifies behavior and communication based on this knowledge, treats all individuals with respect regardless of their culture or background, and builds collaborative and mutually beneficial working relationships with people of different backgrounds.
- Awareness: Demonstrates common knowledge or an understanding of cross-cultural sensitivity, but may avoid or miss opportunities to understand or utilize cultural differences.

# **Leadership Competencies - Supervisor**

## **Resilience**

**Definition:** The ability to respond professionally in stressful and difficult situations.

### **Key Behaviors:**

- Maintains a professional demeanor and deals effectively with stressful and difficult situations
- Maintains focus and intensity and remains optimistic and persistent, even under adversity
- Recovers quickly from and responds constructively to setbacks (e.g. identifies lessons learned, looks for other opportunities to succeed)
- Supports others when reversals or setbacks occur
- Accepts negative feedback in a constructive fashion

### **Proficiency Levels:**

**Expert:** Models, leads, trains, and motivates multiple levels of personnel to deal effectively with ambiguity.

**Advanced:** Even in complex, critical situations when the picture is unclear and much is unknown, remains calm and comfortable, accurately assesses risks and options, changes direction and reorients quickly, and acts decisively at the right time.

**Intermediate:** When the picture is unclear and much is unknown, usually remains calm and comfortable, accurately assesses risks and options, changes direction and reorients quickly, and acts decisively at the right time.

**Basic:** When the picture is unclear and much is unknown, sometimes remains calm and comfortable, accurately assesses risks and options, changes direction and reorients quickly, and acts decisively at the right time

**Awareness:** Demonstrates common knowledge or an understanding of dealing effectively with ambiguity, but often responds inappropriately or ineffectively to uncertain situations.

# Conflict Management

**Definition:** Uses a variety of approaches to manage and resolve concerns, disagreement, and conflict.

## **Key Behaviors:**

- Invites others to express their points of view
- Expresses disagreements in a way that does not attack or disparage others
- Helps uncover underlying and unstated issues causing the conflict
- Brings disagreements into the open and addresses them
- Expands areas of agreement and narrows areas of disagreement
- Facilitates the development of creative solutions to conflict
- Acknowledges the truth in criticisms
- Knows when to compromise and when to take stands

## **PROFICIENCY LEVELS:**

- Expert: Models, leads, trains, and motivates multiple levels of personnel to be excellent in conflict resolution.
- Advanced: Even in the most complex situations, expands areas of agreement and narrows areas of disagreement, facilitates the development of creative solutions to conflict, acknowledges the truth in criticisms, and knows when to compromise and when to take stands.
- Intermediate: Usually expands areas of agreement and narrows areas of disagreement, facilitates the development of creative solutions to conflict, acknowledges the truth in criticisms, and knows when to compromise and when to take stands.
- Basic: Sometimes invites others to express their points of view, expresses disagreements in ways that do not attack others, helps to uncover underlying core issues of conflict, and brings disagreements into the open.
- Awareness: Demonstrates common knowledge or an understanding of managing and resolving conflict, but may avoid or miss some opportunities to do so.

## Team Building

**Definition:** Provides direction and leadership to help teams achieve goals and operate cooperatively and cohesively.

### Key Behaviors:

- Encourages others to work as a team
- Establishes direction for projects and assignments for team members
- Assists group members in understanding roles and responsibilities
- Provides input without taking over
- Assists the group in effectively using individuals' talents and contributions
- Provides guidance when the team is off track
- Helps remove organizational barriers and identifies resources to assist the team
- Champions the team within the organization

### Proficiency Levels:

- Expert: Models, leads, trains, and motivates multiple levels of personnel to be excellent in building teamwork.
- Advanced: Even in the most complex or difficult situations, assists the group in effectively using individuals' talents, provides guidance when the team is off track, helps remove organizational barriers, identifies resources to assist the team, and champions the team within the organization.
- Intermediate: Usually assists the group in effectively using individuals' talents, provides guidance when the team is off track, helps remove organizational barriers, identifies resources to assist the team, and champions the team within the organization.
- Basic: Sometimes encourages others to work as a team, establishes direction for team projects, assists group members in understanding roles and responsibilities, and provides input without taking over.
- Awareness: Demonstrates common knowledge or an understanding of building teamwork, but may avoid or miss opportunities to provide direction and Leadership to teams.

## **Influencing/Negotiating**

**Definition:** Effectively impacts organizations, persuades, and gains the support of others.

### **Key Behaviors:**

- Presents one's point of view in a way that enlists others' support
- Demonstrates how one's position benefits the audience
- Elicits and responds to objections
- Develops and presents persuasive arguments to address the concerns, wants, and needs of others
- Anticipates reactions and objections and plans how to overcome them
- Uses new information or approaches to overcome major resistance or objections
- Identifies key decision-makers and the people that influence them
- Builds alliances and enlists third party support and outside resources

### **Proficiency Levels:**

- Expert: Models, leads, trains, and motivates multiple levels of personnel to be excellent in influence.
- Advanced: Even in the most difficult or complex situations, anticipates objections and plans how to overcome them using new information or approaches, identifies key decision makers, builds alliances, and enlists third party support and outside resources.
- Intermediate: Usually anticipates objections and plans how to overcome them using new information or approaches, identifies key decision makers, builds alliances, and enlists third party support and outside resources.
- Basic: Sometimes develops and presents persuasive arguments that enlist support and address the concerns, wants, and needs of others, demonstrates how one's position benefits the audience, and elicits and responds to objections.
- Awareness: Demonstrates common knowledge or an understanding of influencing, but may avoid or miss opportunities to use effective behaviors or to modify approach to gain the support of others.

# Human Resources Management

**Definition:** The ability to apply effective human resources practices in recruitment, selection, affirmative action, labor and employee management, and employee well-being programs.

## Key Behaviors:

- Assesses current and future staffing needs based on organizational goals and budget realities
- Using merit principles, ensures staff are appropriately selected, developed, utilized, appraised, and rewarded
- Takes corrective action when necessary
- Uses human resources practices that promote good labor-management and employee relations
- Supports programs and activities that promote employee well-being such as safety, health, and family life

## Proficiency Levels:

- Expert: Models, leads, trains, and motivates multiple levels of personnel in applying human resource management practices.
- Advanced: Even in the most complex or difficult situations, you can perform the actions associated with this skill without assistance. You are certainly recognized within your immediate organization as "the person to ask" when difficult questions arise regarding this skill.
- Intermediate: Repeated successful experiences have been completed. Help from an expert may be required from time to time, but you can usually perform the skill independently.
- Basic: Occasionally demonstrates the ability to manage human resources, but does not always exercise good judgment or have and effectively apply a depth of knowledge to succeed
- Awareness: Demonstrates common knowledge or an understanding of human resource management, but may avoid or miss opportunities to effectively apply human resource practices.

## **Service Motivation**

**Definition:** The ability to model a high standard of quality and commitment to serving the public.

### **Key Behaviors:**

- Creates and sustains a culture that encourages commitment to quality service and high performance.
- Provides the tools and support others need to perform well and produce exceptional results.
- Exemplifies a commitment to public service in one's statements and actions.
- Fosters in others a spirit of public service and meaningful contributions to mission accomplishment.

### **Proficiency Levels:**

- **Expert:** Models, leads, trains, and motivates multiple levels of personnel to be excellent in serving the public with high quality services and performance.
- **Advanced:** Even in the most difficult situations, ensures a commitment to high quality services and performance within the organization by fostering in others a spirit of public service and meaningful contributions.
- **Intermediate:** Usually ensures a commitment to high quality services and performance within the organization by fostering in others a spirit of public service and meaningful contributions.
- **Basic:** Sometimes ensures a commitment to high quality services and performance within the organization by occasionally fostering in others a spirit of public service and meaningful contributions.
- **Awareness:** Demonstrates common knowledge or an understanding of the tools and practices needed to perform well and produce exceptional results in serving the public.

## Accountability

**Definition:** Sets challenging goals, tracks progress towards them, solves performance problems, and demonstrates urgency and drive towards achieving them.

### Key Behaviors:

- Pays attention to the quality and quantity of performance
- Tracks progress against goals
- Strives to achieve goals
- Sets clear, well-defined desired outcomes for work activity and tracks progress
- Establishes plans that break complex projects into their component parts, each with its own timeline
- Sets challenging goals and demonstrates a strong sense of urgency and persistence about accomplishing them
- Seeks and gives performance feedback to others
- Addresses performance problems promptly

### Proficiency Levels:

- Expert: Models, leads, trains, and motivates multiple levels of personnel to be excellent in getting results.
- Advanced: Even in the most difficult or complex situations, sets challenging goals and demonstrates a strong sense of urgency and persistence about accomplishing them, establishes plans that break projects into their component parts, each with its own timeline, seeks and gives performance feedback to others, and addresses performance problems promptly.
- Intermediate: Usually sets challenging goals and demonstrates a strong sense of urgency and persistence about accomplishing them, establishes plans that break projects into their component parts, each with its own timeline, seeks and gives performance feedback to others, and addresses performance problems promptly.
- Basic: Sometimes pays attention to the quality and quantity of performance, tracks progress against goals and strives to achieve them, and sets clear, well-defined desired outcomes for work activity.
- Awareness: Demonstrates common knowledge or an understanding of being accountable, but may avoid or miss opportunities to set challenging goals and demonstrate urgency and drive towards achieving them.

# **Leadership Competencies - Manager**

## **Creativity/Innovation**

**Definition:** Fosters and initiates new ideas, methods and solutions.

### **Key Behaviors:**

- Supports and implements new methods and processes
- Brainstorms to identify multiple solutions to problems
- Shares new ideas with decision-makers
- Identifies opportunities for innovation
- Encourages others to innovate
- Draws from a variety of resources and perspectives to come up with new ideas and approaches
- Proactively seeks to test, validate, modify, and improve new ideas or methods to make them as effective as possible
- Creates new and effective processes and systems to foster new ideas and methods

### **Proficiency Levels:**

**Expert:** Models, leads, trains, and motivates multiple levels of personnel to be excellent in innovation.

**Advanced:** Even in the most difficult situations, draws from a variety of resources to come up with new ideas and approaches, encourages others to innovate, proactively seeks to improve new ideas or methods, and creates processes to foster new ideas.

**Intermediate:** Usually draws from a variety of resources to come up with new ideas and approaches, encourages others to innovate, proactively seeks to improve new ideas or methods, and creates processes to foster new ideas.

**Basic:** Sometimes is innovative, but may avoid or miss opportunities to foster and initiate new ideas, methods and solutions.

**Awareness:** Demonstrates common knowledge or an understanding of being innovative, but may avoid or miss opportunities to foster and initiate new ideas, methods and solutions.

## **Financial Management (HHS)**

**Definition:** The ability to estimate, justify, and manage appropriate funding levels to support mission accomplishment.

### **Key Behaviors:**

- Demonstrates broad understanding of principles of financial management and marketing expertise necessary to ensure appropriate funding levels
- Prepares, justifies, and/or administers the budget for the program area
- Uses cost-benefit thinking to set priorities
- Monitors expenditures in support of programs and policies
- Identifies cost-effective approaches
- Management procurement and contracting of equipment, facilities, supplies, and services
- Uses creative approaches to maximize or leverage the use of financial resources
- Adjusts organizational priorities in response to changing financial resources

### **Proficiency Scale**

- Expert: Models, leads, trains, and motivates multiple levels of personnel to be excellent in managing financial resources.
- Advanced: Even in the most difficult or complex situations can perform the actions associated with managing financial resources without assistance. You are certainly recognized within your immediate organization as "the person to ask" when difficult questions arise regarding this skill.
- Intermediate: Repeated successful experiences have been completed. Help from an expert may be required from time to time, but you can usually perform the skill independently.
- Basic: Occasionally demonstrates financial management knowledge, but does not always exercise skill or have and effectively apply a depth of knowledge to succeed at managing financial resources
- Awareness: Demonstrates common knowledge or an understanding financial management, but may avoid or miss opportunities to succeed at managing financial resources.

## Technology Management

**Definition:** The ability to improve performance by integrating new and existing technology into the workplace.

### **Key Behaviors:**

- Applies knowledge of basic techniques and concepts
- Uses efficient and cost-effective approaches to integrate technology into the workplace and improve program effectiveness and efficiency.
- Ensures self and staff are trained and capable in new information technology.
- Strategically integrates information technologies into the workplace to improve organizational effectiveness, decision making, and processes.
- Anticipates and plans for the cost-effective use of current and cutting-edge information technologies (e.g., e-government, distance conferencing, , advanced analytical capabilities).
- Understands the impact of technological changes on the organization

### **Proficiency Levels:**

- Expert: Models, leads, trains, and motivates multiple levels to utilize new information technology to improve organizational effectiveness, decision making, and processes.
- Advanced: Even in the most difficult situations, ensures that the organization is using new information technology to improve organizational effectiveness, decision making, and processes.
- Intermediate: Usually ensures that the organization is using new information technology to improve organizational effectiveness, decision making, and processes.
- Basic: Sometimes explains the importance of applying basic techniques and concepts associated with new information technology.
- Awareness: Demonstrates common knowledge or an understanding of basic techniques and concepts associated with new information technology.

# Entrepreneurship

**Definition:** Creates and acts on business opportunities based on calculated risks.

## **Key Behaviors:**

- Regularly looks for new opportunities
- Uses market, product, and industry knowledge to identify new business opportunities
- Communicates business opportunities to those who can effectively develop them
- Proposes innovative business initiatives to senior management, potential customers, suppliers, and business partners
- Accurately analyzes and evaluates the pros, cons, and business risks associated with new business initiatives
- Promptly acts on business opportunities to maximize profitability
- Takes significant calculated risks to achieve business goals
- Develops processes that facilitate an entrepreneurial focus in the organization

## **Proficiency Levels:**

- Expert: Models, leads, trains, and motivates multiple levels of personnel to be excellent in entrepreneurial orientation.
- Advanced: Even in the most complex situations, accurately evaluates the pros, cons, and risks associated with new business initiatives, promptly acts on business opportunities, takes significant calculated risks to achieve business goals, and develops processes that facilitate entrepreneurial focus in the organization.
- Intermediate: Usually accurately evaluates the pros, cons, and risks associated with new business initiatives, promptly acts on business opportunities, takes significant calculated risks to achieve business goals, and develops processes that facilitate entrepreneurial focus in the organization.
- Basic: Sometimes uses market, product, and industry knowledge to identify new business opportunities, communicates these opportunities to those who can effectively develop them, and proposes innovative business initiatives to management, potential customers, suppliers, and partners.
- Awareness: Demonstrates common knowledge or an understanding of an entrepreneurial orientation, but may avoid or miss opportunities to create and act on business opportunities.

## Organizational Systems Awareness

**Definition:** Understands and utilizes organizational dynamics to achieve objectives.

### Key Behaviors:

- Understands the organizational structure
- Keeps current on formal and informal communication channels and reporting relationships
- Identifies the key decision-makers and the people who influence them
- Uses formal reporting and decision-making processes to achieve individual objectives and goals
- Looks for ways to increase visibility and influence by participation in formal and informal work activities
- Develops strategies to gain commitment to projects based on knowledge of the organization's culture
- Establishes alliances with other departments or divisions in order to influence decisions and outcomes
- Anticipates changes in the organizational climate and effectively prioritizes projects, decisions and communications based on that knowledge

### Proficiency Levels:

- Expert: Models, leads, trains, and motivates multiple levels of personnel to be excellent in political know-how.
- Advanced: Even in the most difficult or complex situations, works to increase visibility and influence among many groups, uses organizational knowledge to gain commitment on projects, anticipates organizational change, and prioritizes work based on the consequences of that change.
- Intermediate: Usually works to increase visibility and influence among many groups, uses organizational knowledge to gain commitment on projects, anticipates organizational change, and prioritizes work based on the consequences of that change.
- Basic: Sometimes identifies key decision-makers, keeps current on communication channels and reporting relationships, and uses formal reporting and decision-making processes to achieve objectives.
- Awareness: Demonstrates common knowledge or an understanding of political know-how, but may avoid or miss opportunities to understand and utilize organizational dynamics to achieve objectives.

# **Leadership Competencies – Executive**

## **Strategic Thinking**

**Definition:** Uses an understanding of competitive position to develop both short and long term strategy.

### **Key Behaviors:**

- Understands the organization's strengths and weaknesses
- Understands industry and market trends
- Understands the success factors critical to the organization's long-term sustainability and competitiveness
- Uses understanding of business conditions to determine a strategic direction
- Uses knowledge of industry and market trends to develop and champion long-term strategies
- Develops a strategic plan based on the vision and mission
- Translates strategy into business plans and tactics
- Modifies business plans based on changing business conditions

### **Proficiency Levels:**

**Expert:** Models, leads, trains, and motivates multiple levels of personnel to be excellent in strategic thinking.

**Advanced:** Even in the most complex situations, uses knowledge of industry and market trends to develop long-term strategies based on vision and mission and translates them into business plans, and modifies the plan based on changing conditions.

**Intermediate:** Usually uses knowledge of industry and market trends to develop long-term strategies based on vision and mission and translates them into business plans, and modifies the plan based on changing conditions.

**Basic:** Sometimes understands industry and market trends as well as the organization's strengths and weaknesses and the success factors critical to its long-term profitability and competitiveness.

**Awareness:** Demonstrates common knowledge or an understanding of strategic thinking, but may avoid or miss opportunities to use an understanding of competitive position to develop both short and long term strategy.

## Vision

**Definition:** Develops, articulates, and implements a vision that leads the organization towards its mission.

### Key Behaviors:

- Explains the vision and mission to others within and outside of the organization
- Models behaviors that support the organization vision
- Identifies and addresses barriers to achieving the vision
- Recognizes the efforts of others who demonstrate support of the vision and mission
- Develops an inspiring personal, group, or business vision
- Ensures that the organization's strategic plan and business practices are consistent with its vision and mission
- Develops corporate values, principles, and competencies that support the mission and vision
- Helps others translate the vision and mission into day-to-day activities and behaviors

### Proficiency Levels:

- Expert: Models, leads, trains, and motivates multiple levels of personnel to be excellent in visionary Leadership
- Advanced: Even in the most difficult situations, ensures that the organization's strategic plan and practices are consistent with its vision and mission, develops an inspiring personal or business vision, develops corporate values and competencies that support the mission and vision, and helps others translate them into day-to-day activities and behaviors.
- Intermediate: Usually ensures that the organization's strategic plan and practices are consistent with its vision and mission, develops an inspiring personal or business vision, develops corporate values, principles, and competencies that support the mission and vision, and helps others translate them into day-to-day activities and behaviors.
- Basic: Sometimes explains the vision and mission to others, models behaviors that support it, recognizes others who do the same, and identifies and addresses barriers to achieving the vision.
- Awareness: Demonstrates common knowledge or an understanding of visionary Leadership, but may avoid or miss opportunities to develop, articulate, and implement a vision that leads the organization towards its mission.

## **External Awareness (HHS)**

**Definition:** The ability to identify and integrate key external factors into daily work activities. - Analytical being tied to a particular environment.

### **Key Behaviors:**

- Maintains current knowledge of key legislation, regulations, policies, procedures; economic, social, scientific, and political trends and developments; and their impact on the organization and its internal and external stakeholders.
- Considers the impact of external events in near-term and long-term planning.
- Integrates Administration priorities and initiatives into plans or strategies for accomplishing organizational goals and objectives.
- Demonstrates awareness of the progress of key legislation and the dynamics underlying that legislation.
- Considers organizational and political realities, the media, and special interests when making decisions.

### **Proficiency Levels:**

- Expert: Models, leads, trains, and motivates multiple levels of personnel to be excellent in external awareness.
- Advanced: Even in the most complex situations, maintains up-to-date knowledge of legislation, regulations, policies, procedures and political trends, articulates critical business issues, and applies knowledge to decisions.
- Intermediate: Usually maintains up-to-date knowledge of legislation, regulations, policies, procedures, articulates critical business issues, and applies knowledge to business decisions.
- Basic: Sometimes understands and uses good judgment in guiding the business, negotiates well on its behalf, and develops effective tactics based on knowledge of the organization and the industry.
- Awareness: Demonstrates common knowledge or an understanding of external awareness, but may avoid or miss opportunities to understand or guide the organization.

## Political Savvy

**Definition:** Understands and utilizes the dynamics of power, organization, and decision making to achieve objectives.

### Key Behaviors:

- Understands the process of how decisions are made
- Identifies the key decision-makers and the people who influence them
- Identifies ways to increase visibility and influence by participation in formal and informal activities
- Understands the interests, motivations, and agendas of others
- Promotes the interests of other key decision makers and influencers in order to obtain support for one's own agenda.
- Understands the roles people play in an organization and uses that understanding to achieve objectives.
- Establishes alliances with people of power and influence in order to influence decisions and outcomes.
- Accurately anticipates changes in the political climate and plans and executes strategy and tactics based on that anticipation.

### Proficiency Levels:

- Expert: Models, leads, trains, and motivates multiple levels of personnel to be excellent in political know-how.
- Advanced: Even in the most difficult or complex situations, understands how decisions are made and who makes and influences them, understands and promotes the interests of others to obtain their support, understands the roles people play in an organization and uses that understanding to achieve objectives, and establishes alliances to influence outcomes.
- Intermediate: Usually understands how decisions are made and who makes and influences them, understands and promotes the interests of others to obtain their support, understands the roles people play in an organization and uses that understanding to achieve objectives, and establishes alliances to influence outcomes.
- Basic: Sometimes understands how decisions are made and who makes and influences them, understands and promotes the interests of others to obtain their support, understands the roles people play in an organization and uses that understanding to achieve objectives, and establishes alliances to influence outcomes.
- Awareness: Demonstrates common knowledge or an understanding of political know-how, but may avoid or miss opportunities to understand and utilize political dynamics to achieve objectives.