

PERFORMANCE DEVELOPMENT SYSTEM

Public Sector Competencies/Behavioral Anchors

Competency	Successful Behavioral Anchors
<p>Integrity Demonstrates a sense of responsibility and commitment to the public trust through statements and actions</p>	<p>Models and demonstrates high standards of integrity, trust, openness and respect for others.</p> <ul style="list-style-type: none"> • Demonstrates integrity by honoring commitments and promises. • Demonstrates integrity by maintaining necessary confidentiality.
<p>Work Ethic Is productive, diligent, conscientious, timely and loyal.</p>	<ul style="list-style-type: none"> • Conscientiously abides by the rules, regulations, and procedures governing work. • Meets deadlines. • Work product is of a high quality. • Follows through on assigned tasks until they are completed correctly. • Takes ownership of tasks and duties.
<p>Service Orientation Demonstrates a commitment to quality public service through statements and actions</p>	<ul style="list-style-type: none"> • Seeks to understand and meet and/or exceed the needs and expectations of customers. • Treats customers with respect, responding to requests in a professional manner, even in difficult circumstances. • Provides accurate and timely service. • Develops positive relationships with customers. • Obtains first-hand customer information and uses it to improve projects and/or services.
<p>Accountability Accepts responsibility for actions and results</p>	<ul style="list-style-type: none"> • Is productive and carries fair share of the workload. • Focuses on quality and expends the necessary time and effort to achieve goals. • Demonstrates loyalty to the job and the agency and is a good steward for state assets. • Steadfastly persists in overcoming obstacles and pushes self for results. • Maintains necessary attention to detail to achieve high level performance. • Deals effectively with pressure and recovers quickly from setbacks. • Takes ownership of tasks, performance standards and mistakes. • Knows the organization's mission and functions and how it fits into state government.

<p>Self-Management Effectively manages emotions and impulses and maintains a positive attitude</p>	<ul style="list-style-type: none"> • Encourage and facilitates cooperation, pride, trust and group identity. • Fosters commitment and team spirit. • Works effectively and cooperatively with others to achieve goals. • Treats all people with respect, courtesy, and consideration. • Communicates effectively. • Remains open to new ideas and approaches. • Avoids conflicts of interest. • Promotes cooperation and teamwork. • Continuously evaluates, adapts, and copes effectively with change. • Allows self and others to make mistakes and learns from those mistakes. • Adheres to high ethical standards.
<p>Interpersonal Skills Shows understanding, courtesy, tact, empathy and concern needed to develop and maintain relationships</p>	<ul style="list-style-type: none"> • Demonstrates cross-cultural sensitivity and understanding. • Identifies and seeks to solve problems and prevent or resolve conflict issues. • Encourages others through positive reinforcement. • Expresses facts and ideas both verbally and in writing in a clear, convincing and organized manner, helping others translate vision into action. • Models appropriate behavior. • Recognizes and develops potential in others; mentors. • Builds constructive and effective relationships.
<p>Communication Skills Receives, interprets, and responds to verbal messages and expresses information to individual or groups effectively</p>	<ul style="list-style-type: none"> • Receives nonverbal cues, such as body language in ways that are appropriate to listeners and situations. • Takes into account the audience and nature of the information. • Listens to others and responds appropriately. • May make oral presentations. • Communicates ideas, suggestions and concerns as well as outcomes and progress throughout the course of an activity. • Provides thorough and accurate information. • Can accurately restate the opinions of others even when he/she disagrees.
<p>Self-Development Adapts behavior or work methods in response to new information, changing conditions, or unexpected obstacles</p>	<ul style="list-style-type: none"> • Seeks efficient learning techniques to acquire and apply new knowledge and skills. • Uses training, feedback, or other opportunities for self-learning and development. • Develops and enhances skills to adapt to

	changing organizational needs. <ul style="list-style-type: none"> • Remains open to change and new information and ideas. • Is committed to and actively works to continuously improve himself/herself.
--	---

PERFORMANCE DEVELOPMENT SYSTEM

Management Competencies/Behavioral Anchors

Competency	Successful Behavioral Anchors
Emotional Maturity Conducts oneself in a professional, consistent manner when representing the organization.	<ul style="list-style-type: none"> • Has the ability to work through adversity and hold self and others accountable for work actions. • Takes risks appropriate to one's level of responsibility. • Acts as a settling influence in a crisis. • Exhibits the ability to work through challenges and create opportunities.
Macro-Oriented Exercises good judgment and makes sound, well-informed decisions	<ul style="list-style-type: none"> • Understands and appropriately applies procedures, requirements, and regulations related to specialized areas of expertise. • Understands the effects of decisions on the organization and on other organizations. • Acts as a change agent by initiating and supporting change within the agency when necessary.
Working Through Others Supports, motivates, and is an advocate for staff	<ul style="list-style-type: none"> • Creates effective teams; shows a willingness to get work done through others. • Clearly and comfortably delegates work, trusting and empowering others to perform. • Reinforces and rewards team efforts and positive behaviors. • Is fair, yet firm with others. • Monitors workloads and provides feedback.
Results Oriented Plans effectively to achieve or exceed goals, sets and meets deadlines.	<ul style="list-style-type: none"> • Identifies, analyzes, and solves problems. • Develops standards of performance and know what and how to measure.
Resource Management Acquires, effectively and efficiently administers, and allocates human, financial, material, and information resources.	<ul style="list-style-type: none"> • Demonstrates ability to plan, prioritize, and organize.

PERFORMANCE DEVELOPMENT SYSTEM

Technical Competencies/Behavioral Anchors

Competency	Successful Behavioral Anchors
<p>Technical Proficiency The ability and willingness to exhibit competency in the technical areas needed to do a specific job.</p>	<ul style="list-style-type: none"> • Reads, comprehends, and correctly applies all rules, regulations, and policies applicable to work assignments. • Performs work with a minimum amount of supervision in areas that are familiar.
<p>Workflow Management The ability and willingness to perform work within defined specifications and timelines and to manage conflicting priorities</p>	<ul style="list-style-type: none"> • Operates under specific time constraints and within specified deadlines. • Effectively prioritizes tasks in order to meet deadlines. • Works on appropriate priorities to get the job done.
<p>Problem Solving/Decision Making The ability and willingness cooperate with other employees in identifying and solving problems in order to effectively and efficiently complete assigned tasks</p>	<ul style="list-style-type: none"> • Exhibits ability to identify and address issues. • Ensures that all problems encountered are addressed at the appropriate level and communicates all relevant information on a timely basis with accuracy and completeness. • Exercises sound reasoning. • Displays the ability and willingness to work with other offices or other divisions in order to collectively complete assigned tasks or problems as that arise.
<p>Stakeholder Relations The ability and willingness to interact and communicate effectively with stakeholders</p>	<ul style="list-style-type: none"> • Proactively provides stakeholders with proper information in an effort to reduce occurrences of future problems. • Supports the agency mission and goals in all interactions with internal and external stakeholders. • Acts as an advocate for agency policy.