

Competencies and Behavioral Anchors for Level II - Professional - Front Line Supervisors

A. CORE PUBLIC SECTOR COMPETENCIES

1. Integrity - Exhibits behaviors showing a strong internal personal commitment to fundamental principles of honesty and fairness dealing in all activities related to job performance.

- ☐ Models and demonstrates high standards of integrity, trust, openness and respect for others.
- ☐ Demonstrates integrity by honoring commitments and promises.
- ☐ Demonstrates integrity by maintaining necessary confidentiality.

2. Work Ethic - Is productive, diligent, conscientious, timely and loyal.

- ☐ Conscientiously abides by the rules, regulations and procedures governing work.

3. Service Orientation - Demonstrates a commitment to quality public service through statements and actions.

- ☐ Seeks to understand and meets and/or exceeds 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.

4. Accountability - Accepts responsibility for actions and results.

- ☐ 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 of 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.
- ☐ Has knowledge of how to perform one's job.
- ☐ Knows the organization's mission and functions and how it fits into state government.

5. Self Management Skills - Effectively manages emotions and impulses and maintains a positive attitude.

- ☐ Encourages 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 and adapts; copes effectively with change.
- ◊ Allows self and others to make mistakes and learns from those mistakes.
- ◊ Adheres to high ethical standards.

6. Interpersonal Skills -Shows understanding, courtesy, tact, empathy and concern to develop and maintain relationships.

- ◊ Demonstrates cross-cultural sensitivity and understanding.
- ◊ Identifies and seeks to solve problems and prevent or resolve conflict situations.
- ◊ 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.

7. Communication Skills - Receives, attends to, interprets, and responds to verbal messages and expresses information to individuals or groups effectively.

- ◊ Receives other 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, attends to nonverbal cues, and responds appropriately.
- ◊ May make oral presentations.
- ◊ Communicates ideas, suggestions and concerns as well as outcomes and progress throughout the process of an activity.
- ◊ Provides thorough and accurate information.

8. Self-Development - Adapts behavior or work methods in response to new information, changing conditions, or unexpected obstacles.

- ◊ 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.
- ◊ Remains open to change and new information and ideas.

B. MANAGEMENT COMPETENCIES

1. Emotional Maturity - Conducts oneself in a professional, consistent manner when representing the organization.

- ◊ Has the ability to work through adversity and hold self and others accountable for work actions.

2. Macro Oriented - Exercises good judgment, makes sound, well-informed decisions.

Understands and appropriately applies procedures, requirements, and regulations related to specialized areas of expertise.

3. Working Through Others - Supports, motivates, and is an advocate for staff.

Reinforces and rewards team efforts and positive behaviors.

Is fair, yet firm with others.

Monitors workloads and provides feedback.

4. Results Oriented - Plans effectively to achieve or exceed goals, sets and meets deadlines.

Competencies and Behavioral Anchors for Level II Professional - Middle Management

A. CORE PUBLIC SECTOR COMPETENCIES

1. Integrity - Exhibits behaviors showing a strong internal personal commitment to fundamental principles of honesty and fairness dealing in all activities related to job performance.

- ☐ Models and demonstrates high standards of integrity, trust, openness and respect for others.
- ☐ Demonstrates integrity by honoring commitments and promises.
- ☐ Demonstrates integrity by maintaining necessary confidentiality.

2. Work Ethic - Is productive, diligent, conscientious, timely and loyal.

- ☐ Conscientiously abides by the rules, regulations and procedures governing work.

3. Service Orientation - Demonstrates a commitment to quality public service through statements and actions.

- ☐ Seeks to understand and meets and/or exceeds 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.

4. Accountability - Accepts responsibility for actions and results.

- ☐ 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 of 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.
- ☐ Has knowledge of how to perform one's job.
- ☐ Knows the organization's mission and functions and how it fits into state government.

5. Self Management Skills - Effectively manages emotions and impulses and maintains a positive attitude.

- ☐ Encourages 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 and adapts; copes effectively with change.
- ☐ Allows self and others to make mistakes and learns from those mistakes.
- ☐ Adheres to high ethical standards.

6. Interpersonal Skills -Shows understanding, courtesy, tact, empathy and concern to develop and maintain relationships.

- ☐ Demonstrates cross-cultural sensitivity and understanding.
- ☐ Identifies and seeks to solve problems and prevent or resolve conflict situations.
- ☐ 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.

7. Communication Skills - Receives, attends to, interprets, and responds to verbal messages and expresses information to individuals or groups effectively.

- ☐ Receives other 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, attends to nonverbal cues, and responds appropriately.
- ☐ May make oral presentations.
- ☐ Communicates ideas, suggestions and concerns as well as outcomes and progress throughout the process of an activity.
- ☐ Provides thorough and accurate information.

8. Self-Development - Adapts behavior or work methods in response to new information, changing conditions or unexpected obstacles.

- ☐ 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.
- ☐ Remains open to change and new information and ideas.

B. MANAGEMENT COMPETENCIES

1. Emotional Maturity - Conducts oneself in a professional, consistent manner when representing the organization.

- ☐ Has the ability to work through adversity and hold self and others accountable for work actions.
- ☐ Takes risk appropriate to ones level of responsibility.
- ☐ Acts as a settling influence in a crisis.
- ☐ Exhibits the ability to work through challenges and create opportunities.

2. Macro Oriented - Exercises good judgment, makes sound, well-informed decisions.

- ☐ Understands and appropriately applies procedures, requirements, and regulations related to specialized areas of expertise.

Understands effects of decisions on the organization and on other organizations.
Acts as a change agent by initiating and supporting change within the agency.

3. Working Through Others - Supports, motivates, and is an advocate for staff.

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.

4. Results Oriented - Plans effectively to achieve or exceed goals, sets and meets deadlines.

Identifies, analyzes, and solves problems.
Develops standards of performance and knows what and how to measure.

5. Resource Management -Acquires, effectively and efficiently administers, and allocates human, financial, material, and information resources.

Demonstrates ability to plan, prioritize, and organize.

Competencies and Behavioral Anchors for Level II Professional - Upper Management

A. CORE PUBLIC SECTOR COMPETENCIES

1. Integrity - Exhibits behaviors showing a strong internal personal commitment to fundamental principles of honesty and fairness dealing in all activities related to job performance.

- ☐ Models and demonstrates high standards of integrity, trust, openness and respect for others.
- ☐ Demonstrates integrity by honoring commitments and promises.
- ☐ Demonstrates integrity by maintaining necessary confidentiality.

2. Work Ethic - Exhibits a strong work ethic by being productive, diligent, conscientious, timely, and loyal.

- ☐ Conscientiously abides by the rules, regulations and procedures governing work.

3. Service Orientation - Demonstrates a commitment to quality public service through statements and actions.

- ☐ Seeks to understand and meets and/or exceeds 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.

4. Accountability - Accepts responsibility for actions and results.

- ☐ 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 of 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.
- ☐ Has knowledge of how to perform one's job.
- ☐ Knows the organization's mission and functions and how it fits into state government.

5. Self Management Skills - Effectively manages emotions and impulses and maintains a positive attitude.

- ☐ Encourages 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 and adapts, copes effectively with change.
- ☐ Allows self and others to make mistakes and learns from those mistakes.
- ☐ Adheres to high ethical standards.
- ☐ Involved in professional organizations.

6. Interpersonal Skills - Shows understanding, courtesy, tact, empathy and concern to develop and maintains relationships.

- ☐ Demonstrates cross-cultural sensitivity and understanding.
- ☐ Identifies and seeks to solve problems and prevent or resolve conflict situations.
- ☐ 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, leads others to life-long learning by example.

7. Communication Skills - Receives, attends to, interprets, and responds to verbal messages and expresses information to individuals or groups effectively.

- ☐ Expresses information to individuals or groups effectively, taking into account the audience and nature of the information.
- ☐ Receives other cues such as body language in ways that are appropriate to listeners and situations.
- ☐ Listens to others, attends to nonverbal cues, and responds appropriately.
- ☐ May make oral presentations.
- ☐ Communicates ideas, suggestions and concerns as well as outcomes and progress throughout the process of an activity.
- ☐ Provides thorough and accurate information.

8. Self-Development - Adapts behavior or work methods in response to new information, changing conditions, or unexpected obstacles.

- ☐ 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.
- ☐ Remains open to change and new information and ideas.

B. MANAGEMENT COMPETENCIES

1. Emotional Maturity - Conducts oneself in a professional, consistent manner when representing the organization.

- ☐ Exhibits the ability to work through challenges and create opportunities.
- ☐ 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.
- ☐ Emulates proven leaders.

2. Macro Oriented - Exercises good judgment, makes sound, well-informed decisions.

- ☐ Communicates organizational vision and understands effects of decisions on the organization and on other organizations as well as how external factors impact the organization.
- ☐ Acts as a change agent by initiating and supporting change within the agency.
- ☐ Understands and appropriately applies procedures, requirements, and regulations related to specialized areas of expertise.

3. Working Through Others - Supports, motivates and is an advocate for staff.

- ☐ Recognizes and appreciates diversity.
- ☐ Creates synergistic teams using strengths of all team members.
- ☐ Delegates effectively, sharing both responsibility and accountability.
- ☐ Empowers employees and trusts others to perform without micro-managing.
- ☐ Reinforces and rewards team efforts and positive behaviors.
- ☐ Is fair, yet firm with others.

4. Results Oriented - Plans effectively to achieve or exceed goals, sets and meets deadlines.

- ☐ Identifies, analyzes, and solves problems.
- ☐ Develops standards of performance and knows what and how to measure.
- ☐ Uses change management skills to bridge the gap between current and desired performances.
- ☐ Pushes self and others for results.

5. Resource Management - Acquires, effectively and efficiently administers, and allocates human, financial, material, and information resources.

- ☐ Demonstrates ability to plan, prioritize and organize.
- ☐ Works to develop and implement strategic planning for the agency.
- ☐ Assesses current and future staffing needs based on organizational goals and budget realities.
- ☐ Recruits, develops and retains a diverse workforce.