

Management Employees' Performance Competency Definitions

Competency	First Level Manager: Analyst Administrator	Mid-Level Manager: Manager Sr. Manager	Senior Level Manager: Assistant Deputy Director Deputy Director
<p>Collaboration</p> <p>Develops, maintains, and strengthens relationships while working together to achieve outcomes.</p> <p><i>How effectively does the employee collaborate with others to achieve outcomes?</i></p>	<ul style="list-style-type: none"> Establishes and maintains productive working relationships. Freely shares specialized knowledge with others. Listens and responds appropriately to other team members' ideas. Recognizes and respects value of diversity and differing opinions. 	<ul style="list-style-type: none"> Partners with cross-functional teams in support of the organizational strategy. Encourages collaboration through sharing information or expertise, working together to solve problems, and putting team success first. Creates or contributes to a team environment in which team members freely contribute ideas, exchange feedback, and work together. Engages teams to develop and leverage multiple capabilities and perspectives to enhance services and create an inclusive workplace. 	<ul style="list-style-type: none"> Develops networks and builds coalitions to achieve common goals. Shares resources in support of larger organizational goals. Identifies and takes action to remove obstacles to collaboration. Develops and applies strategies to promote a culture that benefits from diverse strengths.
<p>Communication</p> <p>Listens, writes, and presents ideas, opinions, and information in diverse situations.</p> <p><i>To what extent does the employee effectively communicate?</i></p>	<ul style="list-style-type: none"> Demonstrates active listening. Presents ideas and complex materials in a clear, cohesive message. Chooses the most effective and meaningful form to express ideas and information. Adapts the message content, tone, style, and form to suit the needs of the audience. Ensures audiences have a shared understanding of intended message. 	<ul style="list-style-type: none"> Models active listening in interactions with others Communicates effectively with both individuals and groups. Makes appropriate use of formal and informal communication modes. Flexes communication style to meet the needs of the audience. Creates shared understanding of mission and strategy. 	<ul style="list-style-type: none"> Creates an environment that encourages and supports active listening and feedback throughout the organization. Communicates effectively with both individuals and groups. Recognizes potentially sensitive information and selects appropriate audiences. Shares pertinent information across organizational lines. Creates shared understanding of strategic direction.

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<p>Functional Expertise</p> <p>Understands and appropriately applies knowledge and skills related to area of expertise.</p> <p><i>To what extent does the employee demonstrate functional expertise in their role?</i></p>	<ul style="list-style-type: none"> • Possesses knowledge, skill, and functional expertise needed to meet demands of current job assignment. • Applies own expertise such that it adds value to the organization. • Provides high quality, technically sound recommendations. 	<ul style="list-style-type: none"> • Possesses recognized expertise in functional specialty. • Identifies and coordinates operational connections between functional areas. • Accurately assesses and develops technical expertise and capabilities of staff/project team members. 	<ul style="list-style-type: none"> • Possesses recognized expertise in functional specialty. • Identifies and coordinates strategic connections between functional areas. • Accurately assesses and develops technical expertise and capabilities of the organization
<p>Leadership</p> <p>Lead self and/or people toward or participates in meeting the organization's vision, mission, and goals.</p> <p><i>How effectively does the employee demonstrate self-leadership or lead others?</i></p>	<ul style="list-style-type: none"> • Consistently applies high ethical standards of behavior to work assignments and decision-making. • Is calm and productive in times of ambiguity. • Shows personal commitment and takes action to continuously improve. • Gives and/or receives constructive feedback and recognition. • Contributes to a positive work environment where all staff are motivated to do their best. • Sets clear, meaningful, challenging, and attainable expectations and/or goals that are aligned with those of the organization. 	<ul style="list-style-type: none"> • Consistently demonstrates support for a work environment that rewards high integrity. • Maintains a positive attitude and forward-thinking approach despite challenges or ambiguity. • Shows personal commitment and takes action to continuously improve. • Encourages and creates systems for feedback and recognition. • Creates or contributes to a positive work environment where all staff are motivated to do their best. • Sets clear, meaningful, challenging, and attainable expectations and/or goals that are aligned with those of the organization. 	<ul style="list-style-type: none"> • Models behavior demonstrating high standards of honesty and personal integrity. • Maintains a positive attitude and forward-thinking approach despite challenges or ambiguity. • Shows personal commitment and takes action to continuously improve. • Creates a culture of feedback and recognition. • Creates a positive work environment where all staff are motivated to do their best. • Sets clear, meaningful, challenging, and attainable goals and expectations that are aligned with those of the organization.

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<p>Organizational Skills</p> <p>Proactively plans and prioritizes work to meet commitments aligned with County/departamental goals.</p> <p><i>How effectively does the employee plan and prioritize work, and take action to meet established deadlines?</i></p>	<ul style="list-style-type: none"> • Appropriately plans and prioritizes work. • Maintains focus on highest priorities instead of less critical work. • Effectively manages multiple projects/assignments simultaneously. • Escalates pertinent issues that could impede work progress or outcomes. 	<ul style="list-style-type: none"> • Sets objectives to align with broader County/department goals. • Clearly defines project or goal tasks, team roles and responsibilities. • Accurately projects unit resource needs. • Evaluates and implements approaches to support continuous improvement. 	<ul style="list-style-type: none"> • Anticipates risks and emerging opportunities and takes action. • Effectively formulates and executes strategies supporting operational goals. • Identifies and works to obtain necessary resources to accomplish business mission. • Consistently demonstrates effective conservation and application of public resources.
<p>Problem Solving</p> <p>Responsively identifies optimal solutions by analyzing problems, calculating risks, and making decisions.</p> <p><i>To what extent does the employee identify and implement effective solutions?</i></p>	<ul style="list-style-type: none"> • Identifies and analyzes problems. • Generates and evaluates alternative solutions. • Recognizes potential adverse consequences of actions. • Makes decisions based on sound logic. • Considers implications for stakeholders when formulating options. 	<ul style="list-style-type: none"> • Effectively identifies the root issue. • Develops innovative, creative solutions to organizational challenges. • Strives to fully understand outcome of decisions/actions for all stakeholders. • Makes well-informed and timely decisions in the presence of risks or ambiguity. • Makes decisions and/or encourages decision making at the lowest possible level. 	<ul style="list-style-type: none"> • Regularly demonstrates objectivity and the ability to evaluate complex situations. • Makes decisions consistent with department/County objectives and strategic goals. • Makes well-informed and timely decisions in the presence of risks or ambiguity. • Accepts responsibility for outcomes. • Ensures stakeholder perspectives are leveraged to form solutions.

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<p>Results-Oriented</p> <p>Focuses on results and desired outcomes and how best to achieve them to get the job done.</p> <p><i>To what extent did the employee achieve the expected results?</i></p>	<ul style="list-style-type: none"> • Achieves expected quality and quantity of results. • Focuses on outcomes while balancing short- and long-term needs. • Anticipates and meets the needs of internal and/or external customers. • Demonstrates appropriate sense of urgency. 	<ul style="list-style-type: none"> • Ensures the goals of the functional areas of responsibility are accomplished with appropriate level of quality. • Manages for outcomes while balancing short- and long-term needs. • Identifies customer needs and monitors how well those needs are being met. • Ensures work is aligned to organization's strategic goals 	<ul style="list-style-type: none"> • Formulates objectives and priorities and implements plans consistent with the long-term interests of the County. • Effectively coordinates efforts between stakeholders to achieve desired outcomes and results. • Navigates complex political environments to achieve goals despite barriers or difficulties. • Involved in department-wide or countywide strategic efforts