



12 Core Competencies

LEAD an ORGANIZATION: <i>Guide overall strategic and operational direction</i>	
Competency-Description	Behaviors
1. Mission-Driven <i>Demonstrates through actions, absolute clarity as to the purpose of the organization</i>	<ol style="list-style-type: none"> Ensures their organization has a relevant mission that instills a sense of purpose Uses the mission as a focal point when making decisions Clearly communicates the organization's mission to all employees Drives the mission through a formal strategic planning process Engages others in dialogue when creating and evaluating strategies to meet the mission Balances daily operational objectives when implementing long term mission-critical strategies Strategically plans for the workforce that is required to meet the mission Inspires others to higher levels of performance
2. Customer Focus <i>Places the customer at the center of strategic and operational planning</i>	<ol style="list-style-type: none"> Clearly identifies the full range of customers to be served Builds relationships with customers by listening and seeking feedback Follows through on commitments made to customers Identifies and monitors customer metrics to improve performance Recognizes behaviors that promote customer satisfaction Anticipates and responds to changing customer needs
3. Change Management <i>Improves organizational performance through innovation and change</i>	<ol style="list-style-type: none"> Approaches change using innovative thinking Effectively manages multiple changes at one time Provides straightforward reasons for the change Enlists multiple levels of support for the change Uses a variety of communication methods throughout the change initiative Takes into account the human side of any change Effectively manages the change initiative through to sustainability
ACHIEVE RESULTS: <i>Drive targeted actions that can be measured and linked to organizational performance</i>	
Competency-Description	Behaviors
4. Accountability <i>Establishes clear expectations for self and others to achieve stated goals and objectives</i>	<ol style="list-style-type: none"> Holds self accountable for actions Clearly communicates objectives, deadlines and desired results Establishes clear roles and responsibilities Establishes regular review and oversight procedures against a plan Knows what to measure and establishes measurement procedures Gives regular feedback to ensure performance goals are met Recognizes others for achieving goals
5. Decision Making <i>Demonstrates ability to make timely and effective decisions</i>	<ol style="list-style-type: none"> Balances short and long term needs of the organization when making decisions Involves others appropriately in the decision making process Determines information needed to make a sound decision Will make decisions when only a limited amount of information is available Implements a decision for sustainability

LEAD PEOPLE: Enable direct reports to achieve high performance and full potential

Competency-Description	Behaviors
<p>6. Empowerment</p> <p><i>Creates an environment where employees are given the responsibility and accountability to act</i></p>	<ol style="list-style-type: none"> Ensures that people have the resources needed to complete their work Avoids micromanagement Gives employees freedom to make mistakes and learn from them Encourages people to exercise initiative Inspires others to make tough decisions
<p>7. Performance Management</p> <p><i>People managers achieve agency results by hiring, assessing, developing and retaining quality talent, one employee at a time</i></p>	<ol style="list-style-type: none"> When hiring, aligns the job responsibilities to the long term needs of the organization When hiring, uses behavioral based interviewing skills to identify most qualified Utilizes best practices in new hire assimilation as first step in retention Sets specific measurable objectives that link employee performance to mission Provides timely feedback based on observation of performance Continuously evaluates performance to ensure organizational results Addresses poor performance in a timely manner Uses coaching skills when developing the employee Works with the employee to generate a relevant development plan Provides challenging stretch learning opportunities Provides opportunities for employees to contribute to organizational decisions Demonstrates concern for the overall well-being of each employee Intentionally works to build a strong manager-employee relationship
<p>8. Teambuilding</p> <p><i>Successfully builds and sustains high performing teams</i></p>	<ol style="list-style-type: none"> Instills team commitment to deliver excellent results Creates strong morale and purpose in the team Defines clear roles and expectations Leverages each team member's technical expertise and strengths Leads effective productive team meetings Recognizes and celebrates accomplishments as a team

BUILD RELATIONSHIPS: Collaborate and network across structural boundaries to create performance solutions

Competency-Description	Behaviors
<p>9. Trust</p> <p><i>Creates an environment of mutual respect and instills confidence that all words and actions are the truth</i></p>	<ol style="list-style-type: none"> Ensures there is always alignment between words and action Acts in the best interest or the greater good of the organization Speaks truthfully Follows through on commitments Openly contributes relevant facts and information Professionally protects sensitive/proprietary information
<p>10. Effective Communication (written, oral)</p> <p><i>Understands and uses the power of the spoken and written word</i></p>	<ol style="list-style-type: none"> Actively listens Uses questioning techniques to gain full understanding of the communication Demonstrates effective non-verbal skills; i.e. eye contact, body language Clearly and concisely expresses ideas and disseminates information Ensures use of proper grammar and language in written communication (email or formal documentation) Adapts communication style to the audience and situation Actively engages others in discussion Shares information in a timely manner

DEVELOP SELF: Expand depth and breadth of leadership capability

Competency-Description	Behaviors
<p>11. Ethics</p> <p><i>Honest, direct, and truthful in all actions</i></p>	<ol style="list-style-type: none"> Tells the truth regardless of the situation Honest in all situations Ensures there is no misrepresentation of self for personal gain Keeps confidences Takes full ownership for mistakes
<p>12. Self-awareness</p> <p><i>Holds an accurate assessment of strengths and weaknesses and is willing to develop for the long term benefit of the organization</i></p>	<ol style="list-style-type: none"> Demonstrates a deep understanding of his/her emotions, and how they impact behavior Seeks experiences and opportunities to build breadth and depth of knowledge Seeks feedback to professionally grow Leverages strengths and compensates for weaknesses Approaches challenges/barriers as learning opportunity Relates well to all employees, up, down, and across the organization, regardless of age, gender, race, culture, etc. Works through organizational channels and internal politics to accomplish objectives