

**Professional Development and Performance Reviews Task Force  
Proposed Core Competencies for Managers**

COMPETENCY	ASSOCIATED CORE TRAITS	BEHAVIORS
<b>CORE VALUES</b>	Accountability	Accountable for own actions as well as staff actions and behavior. Sets clear performance expectations and takes complete responsibility for decisions and actions on matters in own area and ensures that staff are held accountable for their decisions and actions. Meets attendance and timeliness requirements. Effectively completes performance evaluations for staff.
	Ethics	Adheres to the highest standards of ethical conduct. Avoids the appearance of impropriety. Does not use his/her position for private gain. Respects the public trust and the rights of all persons. Ensures that all decisions, actions, and stakeholder interactions conform to the agency's code of conduct and professional principles. Creates an organizational culture that displays high standards of conduct and fosters consistency, as well as fair and equitable practices.
	Honesty/Integrity	Creates a business atmosphere where trustworthy actions set the foundation for success in business relationships. Establishes open and honest communication with all co-workers and staff. Addresses concerns with employee behavior in a confidential, timely, and respectful manner.
<b>CUSTOMER/PUBLIC SERVICE</b>	Public Service	Shows commitment to serve the public; ensures that actions meet public needs; aligns organizational objectives and practices with public interests. Demonstrates openness, respect, trustworthiness, social responsibility, and public service commitment in all individual and organizational activities.
	Customer Focus	Anticipates and meets the needs of internal and external customers. Identifies and responds to current and future customer needs. Provides excellent service and is committed to continuous improvement.
	Service Oriented	Follows through on customer inquiries, requests, and/or complaints. Keeps customers up-to-date on progress and maintains clear communication with customers regarding mutual expectations. Monitors customer satisfaction. Distributes helpful information to customers. Ensures professional and courteous service.
<b>COMMUNICATION</b>	Interpersonal Skills	Interacts positively with people, and works effectively with others both within and outside the organization.
	Oral Communication	Makes clear and convincing oral presentations. Listens effectively and clarifies information as needed. Promotes an environment that fosters direct and honest exchange.
	Written Communication	Writes clearly, expresses complex ideas concisely and persuasively to diverse audiences. Communicates ideas, thoughts, and facts in writing. Understands correct

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		usage of grammar, spelling, sentence and document structure. Understands the accepted document formatting to communicate a message in writing.
<b>KNOWLEDGE – SKILLS</b>	Knowledge of the Work Processes in the Unit	Skilled in department-specific knowledge that is necessary to provide the appropriate quantity and quality of work in a timely manner; meets work standards, schedules, and deadlines; demonstrates efficiency; sets priorities; makes sound decisions and continuous improvements and takes on additional duties as needed. Demonstrates knowledge of techniques, skills, equipment, procedures, and materials.
	Program Knowledge	Possession of knowledge of program procedures, methods, and practices and their application to specific situations. Ability to quickly and effectively use needed systems to arrive to a solution.
	Technical Knowledge	Possession of a designated level of technical skill or knowledge in a specific technical area(s) and the ability to keep up with current developments and trends in areas of expertise. Applies knowledge to identify issues and internal problems; works to develop additional technical knowledge and skills.
<b>LEADERSHIP/DECISION MAKING ABILITY</b>	Leading People and Team Building	Connects with people and understands their needs, as well as the needs of the organization’s leadership. Leads and inspires the group/team to accomplish its goals. Acknowledges employees’ value to the organization and encourages employees when work gets difficult. Seeks and creates opportunities for employee development and growth. Fosters an inclusive workplace where diversity and individual differences are valued and leveraged to achieve the vision and mission of the organization. Provides effective and timely feedback to employees.
	Leading Change	Helps drive organizational change. Responds well to new information, and is open to changes. Adapts behavior and work methods in response to new information, changing conditions or unexpected obstacles. Adjusts rapidly to new situations warranting attention and resolution.
	Conflict Management	Manages and resolves differences in a constructive manner to minimize negative impacts and takes steps to prevent or contain potential disagreements that could result in unproductive confrontations. Fosters an environment where employees share their best and brightest ideas.
	Decision Making	Applies clear and logical thinking to make timely and effective decisions, while taking into consideration organizational and stakeholder interests, needs, and concerns, including impact and implementation factors.