

HRSD UNIVERSAL COMPETENCIES

TECHNICAL COMPETENCIES

1. Demonstrates Fiscal/Budgetary Skills
 - a. Manages financial resources to perform required mission
 - b. Manages organization's resources carefully and with an eye toward savings and efficiency
 - c. Budgets carefully and stays on budget
 - d. Identifies & implements more cost-effective ways to do things
2. Demonstrates Knowledge of Industry Regulatory Developments
 - a. Stays up-to-date on appropriate regulatory developments at the state, national and local levels
 - b. Attends regulatory updates as required
 - c. Meets with players in the regulatory arena including government regulators, attorneys and others as necessary
 - d. Participates in the development of HRSD input into regulations as they are created or revised
 - e. Develops new strategies that are effective in maintaining compliance with regulations
3. Demonstrates Knowledge of Human Resources Best Practices and Policies
 - a. Stays current with regard to HRSD Human Resources practices including interviewing, performance management, training, compensation and related legal issues
 - b. Utilizes HRSD HR division expertise to assist and respond to day-to-day issues
4. Demonstrates Organizational Knowledge
 - a. Effectively utilizes knowledge of HRSD work processes and key players to insure that needed activities get accomplished
 - b. Utilizes all appropriate HRSD human resources to obtain the best answer to difficult questions
 - c. Effectively involves personnel from inside and outside of individual work group or department on projects as appropriate
 - d. Addresses the position and preferences on strategic issues of key management in all departments within HRSD
5. Demonstrates Technical Job Knowledge
 - a. Is regarded as a technical expert within his/her area of accountability
 - b. Asks questions that get to the heart of technical issues and diagnose problems in his/her area of accountability
 - c. Clearly identifies the "tradeoffs" that need to be considered in executing a technical project
 - d. Identifies and incorporates best practices into HRSD work processes
 - e. Effectively utilizes the knowledge resources that exist throughout HRSD to insure the best answer is developed for technical problems
 - f. Coordinates application of technical knowledge to new and unusual issues that establish best practices

LEADERSHIP COMPETENCIES

Leadership Skills

1. Supports HRSD Mission, Vision and Values
 - a. Understands and fully supports the HRSD mission and Vision
 - b. Aligns personal & work center performance goals with HRSD priorities
 - c. Clearly communicates the HRSD mission, vision and values to employees and constantly works to help incorporate them into the culture
 - d. Demonstrates personal commitment to HRSD values – "walks the talk"
2. Motivates and Inspires
 - a. Inspires others to work toward goals
 - b. Shares the rationale or "why" behind requests
 - c. Creates an environment where work is fun and morale is high
 - d. Inspires action without relying only on positional authority
 - e. Expresses confidence in others

LEADERSHIP COMPETENCIES (cont'd)

Leadership Skills (cont'd)

3. Utilizes Participative Management Style
 - a. Routinely asks for and considers input and opinions from others before deciding on a course of action that will affect team
 - b. Uses the highest level of team participation in decision-making that is appropriate to the situation
 - c. Seeks "buy-in" to difficult decisions
4. Rewards and Recognizes Employee's Positive Efforts
 - a. Provides timely, personal and sincere recognition for employee and team contributions and skill acquisition
 - b. Rewards deserving employees with praise and other forms of recognition
 - c. Gives employees visible credit for their work
 - d. Tailors the reward/recognition to the recipient
 - e. Recognizes those who provide employee recognition
5. Persuades and Negotiates Effectively
 - a. Is effective at persuading or changing the position of others in a discussion or negotiation
 - b. Effectively presents the concept & logic behind a desired outcome
 - c. Effectively listens to opposing viewpoint to insure that the logic behind an opposing viewpoint is understood and addressed
 - d. Obtains "Win-Win" outcomes that are favorable for all parties
6. Leads Wisely and Courageously
 - a. Challenges the status quo
 - b. May take positions that are unpopular but that are needed to move the organization in a positive direction
 - c. Champions change even in the face of opposition
 - d. Takes ownership for organizational viewpoints that may not be popular with employees or customers

Performance Management Skills

7. Delegates Effectively
 - a. Knows what is appropriate to delegate and what to take on personally
 - b. Provides the appropriate level of direction and support based on the employee and the task
 - c. Delegates with employee skills and workloads in mind
 - d. Empowers others by delegating appropriate decision-making autonomy
 - e. Delegates by describing desired outcomes and avoids telling employees the specifics of how to execute a task (unless it is requested)
8. Provides Effective Feedback
 - a. Provides specific performance and developmental feedback, including examples of employee performance and behaviors
 - b. Provides feedback in a regular and timely manner with no or few "surprises"
 - c. Delivers feedback on positive as well as negative behaviors
 - d. When delivering negative feedback, provides employees with preferred approaches

People and Team Development Skills

9. Models Collaboration and Teamwork
 - a. Encourages team members to work together to accomplish goals
 - b. Works collaboratively with others and includes interested parties from outside the department when appropriate
 - c. Understands the importance of teamwork and including a wide variety of individuals in a project in order to obtain "buy-in"
 - d. Works effectively with others during a project

HRSD UNIVERSAL COMPETENCIES

LEADERSHIP COMPETENCIES (cont'd)

People and Team Development Skills (cont'd)

10. Develops and Coaches Employees/Self
 - a. Effectively coaches employees to develop employee success
 - b. Devotes significant time and attention to one's own development, using Individual Development Plan as guide
 - c. Assesses employee strengths and developmental needs
 - d. Conducts regular developmental planning and coaching sessions with employees to discuss their strengths, developmental areas, and learning goals
 - e. Assists employees in developing strategies to overcome barriers in meeting learning goals
 - f. Spends one-on-one time with employees to pass on important job knowledge or methods
 - g. Creates staff learning opportunities, such as challenging work assignments, mentoring assignments, classes, job shadowing, skill practice and coaching sessions
 - h. Works by example
11. Manages and Transfers Knowledge
 - a. Identifies critical and unique knowledge possessed that could be lost through attrition
 - b. Identifies and implements specific strategies for transfer of this knowledge to others in the organization
 - c. Determines that the knowledge transfer has been completed
 - d. Fosters an environment where employees share information and knowledge with each other

Interpersonal Skills

12. Models Customer Service (Internal and External)
 - a. Responds to customers in a timely manner
 - b. Promotes customer service efforts
 - c. Builds understanding and commitment to customer service standards
 - d. Makes a special effort to exceed customer expectations
 - e. Effectively responds to customer needs and expectations
 - f. Solicits feedback from customers
13. Is Politically Astute
 - a. Conducts interactions with peers, senior management and stakeholders in a politically astute manner
 - b. Knows who within HRSD has the formal and informal power
 - c. Cultivates relationships of trust and cooperation with key decision makers
 - d. Weighs the likely reactions of key stakeholders and decision-makers when responding
 - e. Critiques without judgment or vindictiveness
14. Leverages and Respects Differences
 - a. Treats everyone with courtesy, dignity and respect
 - b. Seeks out diverse opinions and perspectives
 - c. Consistently expresses respect and acceptance for those who are different
 - d. Creates a work environment where differences are appreciated

Communication Skills

15. Presents Information Effectively (Both in Oral and Written Form)
 - a. Prepares and delivers effective formal presentations
 - b. Communicates messages clearly and succinctly (one-on-one and group)
 - c. Writes effectively and succinctly
 - d. Uses positive non-verbal communication (eye contact, intonation, enthusiasm, etc.) when presenting to groups

Self-Management Skills

16. Models Stress Tolerance
 - a. Remains calm and collected even in high-pressure or stressful situations
 - b. Remains "on-task" and focused even under stress
 - c. Maintains a calm voice and polite demeanor even when being challenged or verbally "attacked" by others
 - d. Works effectively with competing deadlines
 - e. Effectively handles situations where direction is unclear or conditions are rapidly changing

Self-Management Skills (cont'd)

17. Is Appropriately Flexible
 - a. Is able to change viewpoint or behavior after being presented with new or contrary information
 - b. Is willing to change plans or approaches based on relevant data
 - c. Easily adjusts from one task or priority to another
18. Models Integrity and Trust
 - a. Is trusted with confidential or sensitive information
 - b. Honors commitments and can be counted on to do what they say they will
 - c. Is truthful and direct in dealings with others
 - d. Accepts accountability for mistakes

Problem Solving and Decision-Making Skills

19. Exhibits Critical Thinking
 - a. Uses accurate logic and analysis
 - b. Identifies opportunities or problems before most others do
 - c. Logically dissects information and identifies issues or conflicts
 - d. Recognizes cause-and-effect relationships
 - e. Extrapolates future trends from current data or reports
 - f. Breaks down an issue into its component parts systematically
20. Makes Sound Decisions
 - a. Gathers relevant background information (does "homework") before making important decisions
 - b. Considers the consequences of several alternative courses of action
 - c. Weighs various factors including costs, time, impact on morale and efficiency in making decisions
 - d. Develops innovative and imaginative solutions
 - e. Makes decisions that are practical and fit the needs of the organization
 - f. Insures appropriate evaluation of details is incorporated into all decisions
21. Thinks Strategically
 - a. Monitors current developments in a broad arena (national, international, etc.) and their impact on HRSD and the functional area
 - b. Projects future challenges and the impact these challenges will have on future work processes and human resources needs
 - c. Considers the long-term impact when making decisions
 - d. Recognizes opportunities for integration and synergies
 - e. Regularly considers emerging issues when making decisions (i.e. outsourcing, new technologies, downsizing)

Action Orientation Skills

22. Exhibits Personal Excellence
 - a. Sets high standards for performance
 - b. Sets quality standards that exceed requirements
 - c. Consistently meets or exceeds expectations

Planning and Organizing Skills

23. Planning and Organization
 - a. Makes highly productive use of time; Effectively manages competing schedules and priorities
 - b. Develops short and long term plans and anticipates possible obstacles
 - c. Readily able to access critical information