COMPETENCY CRITIERIA BY CLASSIFICATION LEVEL

The following seven Core Competencies shall be used when preparing a manager's annual appraisal to evaluate how well the manager has performed his/her day-to-day responsibilities. Each job competency is assessed as follows:

- Each competency shall be evaluated separately, on its own merit. Competency in one criterion is not intended to be judged relative to competency in any other criteria.
- Under each competency is a standard definition of that competency.
- To assist in evaluating how well managers are performing in each competency, some examples of each competency are listed by management classification. (Assume that each competency is cumulative (e.g.: an Administrative Manager III is expected to possess the skills listed in each competency category of an Administrative Manager I and II).

Competency Criteria	Administrative Manager I	Administrative Manager II	Administrative Manager III
Results (examples) • Plans, organizes and implements projects to meet established timelines • Accomplishes goals set by the department • Focuses on quality customer service	 Accomplishes day-to-day operational assignments Achieves expected quality and quantity of results Maintains appropriate focus on outcomes Anticipates and meets customer needs Balances short and long term goals Demonstrates appropriate sense of urgency 	 Values and manages for outcomes Ensures functional areas of responsibility are accomplished with appropriate level of quality, in a timely fashion, and are tied to the organizations strategic goals Identifies customer needs and monitors how well those needs are being met 	 Accomplishes strategic goals assigned to Function Effectively coordinates efforts between work groups to ensure goals are completed Obtains resources necessary to accomplish tasks Involved in County-wide strategic efforts
Judgment/Decision Making/Problem Solving (examples) • Uses creativity and innovation in achieving business objectives • Confronts conflict directly and objectively with a goal of resolution for all	 Assembles pertinent data and sufficient facts before making decisions Makes decisions based on sound logic Recognizes potential adverse consequences of actions 	Demonstrates skill at formulating solutions to difficult/complex issues Considers strategic ramifications of actions Encourages decision making at lowest possible level Effectively influences key decision makers	 Makes decisions consistent with department/County objectives and strategic goals Demonstrates willingness to make tough decisions and commit to action Effectively uses department resources Recognizes and effectively manages risk

Competency	Administrative Manager I	Administrative Manager II	Administrative Manager III
Criteria Effective Communication (examples) • Promotes open, candid information sharing across organizational boundaries • Listens effectively to others • Presents ideas and complex material clearly, logically, and concisely	 Listens effectively Presents ideas and complex materials clearly, logically and concisely Shares information with appropriate parties Maintains open and productive dialogue with peers 	Conducts effective/efficient meetings Makes appropriate use of formal and informal communication modes Communicates effectively with both individuals and groups Effectively communicates and interprets organizational policies and procedures	Communicates clear strategic direction, orally and in writing Shares pertinent information across organizational lines Recognizes potentially sensitive information, selects appropriate audiences
Functional Expertise (examples) • Demonstrates technical proficiency	Possesses knowledge, skill, and functional expertise needed to meet day-to-day demands of current job assignment Applies own expertise such that it adds value to the organization Applies functional skill/knowledge to solve problems and arrive at sound solutions Provides high quality, technically sound recommendations	Possesses recognized expertise in functional specialty Develops innovative, creative solutions to organizational challenges Identifies and coordinates linkages between related functional specialties Establishes productive relationships with professional peers Accurately assesses technical expertise and capabilities of staff	Garners respect of staff in/beyond own department for depth of technical knowledge Accurately assesses technical expertise in job candidates; hires staff appropriate to organizational needs Clearly articulates department needs and secures adequate resources to meet needs Develops and implements effective strategies to use technical expertise to benefit of organization
Planning/Organizing (examples) • Identifies, prioritizes and meets established deadlines	 Plans, prioritizes work, and manages time effectively Effectively handles multiple projects simultaneously Appropriately keeps management informed of progress Organizes projects well 	 Clearly defines subordinates' (or project team members) jobs, tasks, roles, and responsibilities Accurately projects unit resource needs: staff, equipment, budget Develops programs/implements procedures that improve overall effectiveness of department 	 Anticipates approaching problems and emerging opportunities; and communicates effectively Effectively formulates and executes strategies supporting operational goals Identifies, requests, and obtains necessary resources to accomplish business mission

Competency	Administrative Manager I	Administrative Manager II	Administrative Manager III
Criteria Collaboration/Teamwork (examples) Builds internal/external interaction as a means to meet project/team goals Ensures that individual/team goals are not met at the expense of others	 Freely shares specialized knowledge with others Establishes and maintains productive working relationships Involves appropriate people in plans and decisions Addresses difficult issues, while creating a minimum of antagonism or divisiveness within work unit Recognizes and respects value of diversity and differing opinions 	Consistently works in support of larger organizational agenda (beyond own unit) Understands human dynamics inherent in teams and applies this knowledge to foster teamwork Encourages open and productive communication on controversial issues Demonstrates perceptive awareness of subtle nuances; adjusts responses as needed to achieve desired outcomes	Demonstrates ability to understand and respect multiple perspectives Willingly shares resources in support of larger organizational goals Forms and maintains helpful, appropriate coalitions within the organization Models behavior that supports teamwork and collaboration; and rewards that behavior in others Identifies and takes action to removes obstacles to teamwork
	~		across the organization
Supervision	Supervision		
and/or Leadership	 Demonstrates ability to organize staff such that they consistently achieve required day-to-day tasks Provides accurate and effective 	 Regularly provides clear work guidelines, monitors staff progress, redirects tasks, and sets limits as needed Demonstrates the ability to adapt 	 Provides challenging assignments, delegates authority matching responsibility Accurately anticipates and provides
Supervision/Leadership (examples) • Motivates employees to reach their highest	performance evaluations to subordinates • Positively accepts staff initiated recommendations for improved productivity, better service or work	his/her supervisory style as required to accomplish task or achieve goals • Accurately identifies sources of conflict and constructively mitigates causes of conflict to minimize impact to staff	sufficient resources and support adequate for tasks Consistently encourages staff to suggest opportunities for improved productivity and better service or
performance potential	process cost reduction	•	work process cost reduction
Accomplishes work	Leadership		
through delegation • Provides honest, timely feedback about day-to-day projects and employee performance	 Takes responsibility for own actions regardless of outcome Consistently applies high ethical standards of behavior to work assignments, decision-making and associations Possesses sufficient level of self-awareness to recognize his/her personal impact on others Understands the difference between work excellence and perfection, and applies a productive balance between the two 	 Consistently demonstrates support for a work environment that rewards high integrity Accurately identifies sources of conflict and constructively mitigates causes of conflict to minimize impact to project success Demonstrates the ability to discern when enough data is available to make a decision; balances calculated risk against recklessness Strives to fully understand outcome of decisions/actions and acts appropriately 	 Consistently demonstrates effective conservation and application of public resources Consistently projects an image of expertise, presence and authority; demonstrates comfort with taking a leadership role Models behavior demonstrating high standards of honesty and personal integrity Regularly demonstrates objectivity and the ability to evaluate complex situations from a global perspective; avoids parochialism