



Competency Definitions

Foundational:

Inclusion: Welcome, respect, support and value all team members; appreciate the similarities and differences between individuals regardless of race, color, gender, gender identity, sexual orientation, religion, national origin, familial status, age, or disability; display intercultural sensitivity; and embrace diversity at all levels.

Communication: Disseminate information to employees in a timely, efficient manner; keep employees well-informed through a variety of means, including productive and informative group and individual meetings and targeted written communications; and monitor internal and external environments to determine if additional information is required for employees to perform tasks.

Interpersonal skills: Maintain open lines of communication; establish a high degree of trust and credibility; and promote a workforce and environment that represents and values diversity of people and ideas.

Integrity: Abide by a strict code of ethics and behavior; encourage others to behave accordingly; treat others with honesty, fairness and respect; and take responsibility for accomplishing work goals within accepted timeframes.

Professionalism: Maintain composure and deal calmly and effectively in stressful situations; project an appropriate image of self and the organization; and take pride in work and the work of the organization.

Willingness to Learn: Develop and maintain knowledge, skills and expertise necessary to achieve positive results; anticipate changes in work demand, participate in training; and seek constant feedback.

Non-Supervisory:

Teamwork: Accept membership in a team; develop constructive and cooperative working relationships with others; identify goals and values of the team; and bring others together to reconcile differences.

Customer Service: Understand customer needs; provide prompt, efficient and courteous assistance; follow up with customers; and actively look for ways to improve service.

Initiative: Work with energy, drive and strong accomplishment orientation; go beyond the routine demands of the jobs; perform effectively with minimal direction; and always strive to succeed and excel.

Dependability and Reliability: Responsible and consistent in fulfilling obligations; diligently meets deadlines; and complies with organizational rules, policies and procedures.

Supervisory:

Staffing: Effectively engage in staff planning and help to ensure the work unit is appropriately staffed to accomplish its goal; accurately and comprehensively identify candidate skills needed to perform in vacant positions; and assess candidate qualifications thoroughly and accurately.

Monitoring Work: Identify work-related performance criteria that need to be measured for individual and team performance; conduct frequent progress review meetings with subordinates and team members to discuss progress and remove barriers to progress; solicit feedback from multiple sources during and following task completion to ensure tasks are performed correctly.

Delegating: Efficiently delegate tasks so that organizational goals are met within established timelines; make delegation decisions that take into account the size of the task, whether an employee has the necessary background and skills to complete the task, and the sensitivity and importance of the task; and monitor accomplishment of delegated tasks and provides constructive, timely feedback.

Development & Mentoring: Help employees identify skill deficiencies; provide opportunities for skill development on the job; encourage employees to attend relevant training and workshops to broaden skills; and provide support and encouragement during learning processes.

Support Others: Advocate, when needed, on behalf of employees, teams and their work; minimize work obstacles; and work with others in various organizational units to keep work flowing smoothly.

Manager:

Preparing & Evaluating Budgets: Prepare budget justifications and proposals that reflect the needs of the office; study all relevant budget materials and anticipate future needs by factoring data on forthcoming plans; and ensure that budget proposals incorporate all elements that are thorough and accurate and receive management acceptance with little or no questioning.

Monitoring & Controlling Resources: Identify and seek internal and external resources that can be useful to the organization; anticipate future resource needs

and monitor availability; and consistently seek to perform work in a cost efficient manner.

Motivating and Inspiring: Generate enthusiasm for task objectives and team accomplishment; recognizes contributions and achievements of all types; and sets an example for others by acting in ways consistent with organizational goals and objectives.

Deputy Director:

Entrepreneurship: Search for new ways of improving existing processes; create innovative and unique solutions; advance and promote the best ideas; and challenge teams to take calculated risks.

Networking: Make contact and build relationships through organizational events, external professional activities; establish strong and lasting partnerships with business contacts; and leverage contacts to obtain information relevant to the continued growth of the organization.

Director:

Organizational Vision: Develop a strategic vision for the future of the department; identify fundamental values and beliefs to guide the department into the future; and demonstrate commitment in the vision to inspire others.