



LEADERSHIP COMPETENCY ASSESSMENT

Competency Performance Statements

The examples below of competencies is used for various staff management functions like:

- Planning performance expectations.
- Determining training and development needs.
- Establishing recruitment and selection criteria.

The competencies are grouped together under categories. Each competency includes a title, a general definition, and several measurable or observable performance statements.

The performance statements listed are to be used to generate thought about how the competency is displayed when performed well on the job.

Position-specific competencies are best determined through a job analysis process. Supervisors should talk with their HR office to receive specific direction around competency identification.

Competency Group – Communication		
Competency Title	Description	Performance statements
Listening	Understands and learns from what others say.	Examples
Reading Comprehension	Grasps the meaning of information written in English, and applies it to work situations.	Examples
Speaking	Conveys ideas and facts orally using language the audience will best understand.	Examples
Writing	Conveys ideas and facts in writing using language the reader will best understand.	Examples
Competency Group – Cognition		
Competency Title	Description	Performance statements
Analysis/Reasoning	Examines data to grasp issues, draw conclusions, and solve problems.	Examples
Creative & Innovative Thinking	Develops fresh ideas that provide solutions to all types of workplace challenges.	Examples
Decision Making & Judgment	Makes timely, informed decisions that take into account the facts, goals, constraints, and risks.	Examples
Mathematical Reasoning	Uses mathematical techniques to calculate data or solve practical problems.	Examples
Problem Solving	Resolves difficult or complicated challenges.	Examples
Researching Information	Identifies, collects, and organizes data for analysis and decision-making.	Examples

EMPLOYEE LEADERSHIP COMPETENCY

Competency Group – Personal Effectiveness		
Competency Title	Description	Performance statements
Accountability & Dependability	Takes personal responsibility for the quality and timeliness of work, and achieves results with little oversight.	Examples
Adaptability & Flexibility	Adapts to changing business needs, conditions, and work responsibilities.	Examples
Attention to Detail	Diligently attends to details and pursues quality in accomplishing tasks.	Examples
Customer Focus	Builds and maintains customer satisfaction with the products and services offered by the organization.	Examples
Development & Continual Learning	Displays an ongoing commitment to learning and self-improvement.	Examples
Ethics & Integrity	Earns others' trust and respect through consistent honesty and professionalism in all interactions.	Examples
Results Focus & Initiative	Focuses on results and desired outcomes and how best to achieve them. Gets the job done.	Examples
Safety Focus	Adheres to all workplace and trade safety laws, regulations, standards, and practices.	Examples
Self Management	Manages own time, priorities, and resources to achieve goals.	Examples
Stress Tolerance	Maintains composure in highly stressful or adverse situations.	Examples
Tact	Diplomatically handles challenging or tense interpersonal situations.	Examples
Competency Group – Interaction with Others		
Competency Title	Description	Performance statements
Influencing Others	Influences others to be excited and committed to furthering the organization's objectives.	Examples
Relationship Building	Builds constructive working relationships characterized by a high level of acceptance, cooperation, and mutual respect.	Examples
Teamwork	Promotes cooperation and commitment within a team to achieve goals and deliverables.	Examples
Valuing Diversity	Helps create a work environment that embraces and appreciates diversity.	Examples
Competency Group – Occupational		
Competency Title	Description	Performance statements
Advocating Causes	Influences others to act in support of ideas, programs, or causes.	Examples
Enforcing Laws, Rules, & Regulations	Enforces governmental laws, rules, and regulations, and initiates enforcement actions in a way that the public perceives as fair, objective, and reasonable.	Examples
Facilitating Groups	Enables cooperative and productive group interactions.	Examples

EMPLOYEE LEADERSHIP COMPETENCY

Gaining Voluntary Compliance	Convinces others to follow recommendations and advice to bring them into compliance with regulations, standards, or policies	Examples
Interviewing Others	Asks questions in ways that enhance the clarity, quality, and reliability of information.	Examples
Managing Projects or Programs	Structures and directs others' work on projects or programs.	Examples
Mediating Disputes	Helps others resolve complex or sensitive disagreements and conflicts.	Examples
Negotiating Agreements	Reaches deals or compromises.	Examples
Operating Equipment	Uses tools, machines, and vehicles to transport goods or people, or to create work products.	Examples
Providing Consultation	Partners with clients to identify and resolve complex or sensitive issues.	Examples
Training & Presenting Information	Formally delivers information to groups.	Examples
Competency Group – Management Qualities		
Competency Title	Description	Performance statements
Business Alignment	Aligns the direction, products, services, and performance of a business line with the rest of the organization.	Examples
Coaching & Mentoring	Enables co-workers to grow and succeed through feedback, instruction, and encouragement.	Examples
Leadership	Promotes organizational mission and goals, and shows the way to achieve them.	Examples
Fiscal Accountability	Follows fiscal guidelines, regulations, principles, and standards when committing fiscal resources or processing financial transactions.	Examples
Organizational & Political Savvy	Uses knowledge of the organizational and political climate to solve problems and accomplish goals.	Examples
Planning & Organizing	Coordinates ideas and resources to achieve goals.	Examples
Staff Management	Manages staff in ways that improve their ability to succeed on the job.	Examples
Strategic Vision	Sees the big, long-range picture.	Examples

Accountability & Dependability

Definition

Takes personal responsibility for the quality and timeliness of work, and achieves results with little oversight.

Performance Statement Examples

- Shows up to work on time, and follows instructions, policies, and procedures. Meets productivity standards, deadlines, and work schedules.
- Stays focused on tasks in spite of distractions and interruptions.
- Makes the best use of available time and resources.
- Balances quality of work with meeting deadlines.
- Does not make excuses for errors or problems; acknowledges and corrects mistakes.
- Does not diffuse blame for not meeting expectations; faces up to problems with people quickly and directly.

Adaptability & Flexibility

Definition

Adapts to changing business needs, conditions, and work responsibilities.

Performance Statement Examples

- Responds positively to change, embracing and using new practices or values to accomplish goals and solve problems.
- Adapts approach, goals, and methods to achieve solutions and results in dynamic situations.
- Copes well and helps others deal with the ongoing demands of change; sees and shows others the benefits of change.
- Recovers quickly from setbacks, and finds alternative ways to reach goals or targets.
- Manages change in a way that reduces the concern experienced by others. Clarifies priorities when leading change.

Advocating Causes

Definition

Influences others to act in support of ideas, programs, or causes.

Performance Statement Examples

- Actively promotes and solicits support for a program or cause. Builds credibility as a representative by demonstrating personal commitment and sharing information.
- Using knowledge of audience views and interests, chooses and employs diverse methods, tools, and resources to educate and build enthusiasm in potential partners and supporters.
- Ensures others grasp the purpose and benefits of the program or cause. Tailors messages to specific audiences to develop interest and endorsement.
- Displays passion for the cause, and sparks that same passion in others.

Analysis/Reasoning

Definition

Examines data to grasp issues, draw conclusions, and solve problems.

Performance Statement Examples

- Identifies key facts in a range of data. Notices when data appear wrong or incomplete, or need verification. Distinguishes information that is not pertinent to a decision or solution.
- Breaks down complex information into component parts. Sorts and groups data, and applies causal relationships. Sees underlying principles, patterns, or themes in an array of related information.
- Applies logic and complex layers of rules to analyze and categorize complicated information. Sees relationships between information in varied forms and from varied sources.
- Goes beyond analyzing factual information to develop a conceptual understanding of the meaning of a range of information. Integrates diverse themes and lines of reasoning to create new insights or levels of understanding for the issue at hand. Thinks in terms of generalized models rather than concrete details.

Attention to Detail

Definition

Diligently attends to details and pursues quality in accomplishing tasks.

Performance Statement Examples

- Performs tasks with care; is thorough. Makes few if any errors.
- Checks work to ensure accuracy and completeness.
- Compares observations or finished work to what is expected to find inconsistencies.
- Remains aware and takes care of details that are easy to overlook or dismiss as insignificant.

Business Alignment

Definition

Aligns the direction, products, services, and performance of a business line with the rest of the organization.

Performance Statement Examples

- Seeks to understand other programs in the department, including their services, deliverables, and measures.
- Integrates executive direction into every decision and consultation.
- Advocates for and positively represents other programs and services when working with customers and stakeholders.

Coaching & Mentoring

Definition

Enables co-workers to grow and succeed through feedback, instruction, and encouragement.

Performance Statement Examples

- Coaches others regardless of performance level. Shares specialized approaches and skills that will increase capabilities.
- Helps others identify key goals and use their talents to achieve those goals. Sees others' potential and strengths, and works to build on them.

EMPLOYEE LEADERSHIP COMPETENCY

- Takes time to observe behaviors that contribute to or detract from others' success. Highlights performance strengths and weaknesses by giving factual, specific, non-judgmental feedback.
- Builds relationships with teammates so that coaching efforts are received in a positive, developmental manner. Takes steps to learn the work interests and career goals of teammates.
- Actively supports others stretching beyond their comfort levels and trying new techniques that may enhance success. Coaches for incremental, one-step-at-a-time improvements, offering praise and recognition as each step forward is made.
- Encourages repeating and building upon areas of strength, and dissects areas that may be improved. Suggests methods and gives examples that provide a roadmap to improved performance.
- Models success behaviors, a high performance work ethic, and constant self-improvement.

Creative & Innovative Thinking

Definition

Develops fresh ideas that provide solutions to all types of workplace challenges.

Performance Statement Examples

- Sees old problems in new ways and has novel approaches to solving those problems.
- Contributes original and resourceful ideas in brainstorming sessions.
- Connects seemingly unrelated ideas, events, and circumstances to find global solutions to individual problems.
- Sees opportunities for creative problem solving while staying within the parameters of good practice. Generates unique but workable and useful solutions to difficult problems.
- Thinks in terms of desired outcomes, not just reactive, quick solutions. Finds ways to turn the ideal into reality. Experiments with new ideas, methodologies, and procedures.
- Visualizes potential problems and solutions without needing tangible, "real-life" examples. Can discuss and project the aspects and impacts of issues and decisions.

Customer Focus

Definition

Builds and maintains customer satisfaction with the products and services offered by the organization.

Performance Statement Examples

- Can describe customers' business and expectations. Shows interest in, anticipates, and responds timely to customer needs.
- Focuses on the customer's business results, rather than own. Goes beyond basic service expectations to help customers implement complete solutions.
- Delivers products and services when and where the customer needs them. Explores options when unable to deliver a requested product or service, and pursues solutions until the customer is satisfied.
- Provides to customers status reports and progress updates. Seeks customer feedback and ensures needs have been fully met.
- Seeks ways to improve service delivery. Assesses the organization and its services from the customer's point of view. Emphasizes a team approach to providing great customer service.
- Recognizes adverse customer reactions and develops better alternatives.

Decision Making & Judgment

Definition

Makes timely, informed decisions that take into account the facts, goals, constraints, and risks.

Performance Statement Examples

- Gathers data and others' input when making decisions. Considers lessons learned from experience, differing needs, and the impact of the decision on others.
- Balances analysis, wisdom, experience, and perspective when making decisions.
- Finds solutions that are acceptable to diverse groups with conflicting interests and needs.
- Weighs the pros and cons of each option before making a decision and moving forward.
- Can explain the rationale for a decision.
- Makes necessary decisions even when information is limited or unclear.
- Learns from the consequences of decisions.

Development & Continual Learning

Definition

Displays an ongoing commitment to learning and self-improvement.

Performance Statement Examples

- Applies own talents to work assignments, and hones the competencies needed in current job.
- Looks for better ways to perform routine aspects of job.
- Asks for and uses feedback to improve performance. Seeks and acquires new competencies, work methods, ideas, and information that will improve own efficiency and effectiveness on the job.
- Finds and maximizes opportunities for growth and development from multiple sources.
- Sees failure as an opportunity to learn from past results, and continues to learn and grow.

Enforcing Laws, Rules, & Regulations

Definition

Enforces governmental laws, rules, and regulations, and initiates enforcement actions in a way that the public perceives as fair, objective, and reasonable.

Performance Statement Examples

- Clearly explains laws, rules, and regulations, as well as what constitutes a violation.
- Objectively applies "the letter of the law" during all interactions, yet clearly understands "the spirit of the law" when deciding if enforcement action is needed. Exhausts other options, such as seeking voluntary compliance, before resorting to enforcement action.
- Recognizes situations that warrant assertive action and moves forward without hesitation.
- Balances enforcing all laws, rules, and regulations against the need to respond to the worst (or most harmful) violations first.
- Remains calm during the course of enforcement activities to lessen the chance of hostility.

Ethics & Integrity

Definition

Earns others' trust and respect through consistent honesty and professionalism in all interactions.

Performance Statement Examples

- Respects and maintains confidentiality.
- Tells the truth and is honest in all dealings.
- Keeps promises and commitments made to others. Does the right thing, even when it is difficult. Does not yield to pressure to show bias or manipulate others.
- Avoids situations and actions considered inappropriate or which present a conflict of interest.
- Adheres to a set of core values that are represented in decisions and actions.
- Does not misrepresent self or use position or authority for personal gain.

Facilitating Groups

Definition

Enables cooperative and productive group interactions.

Performance Statement Examples

- Prepares for group meetings by identifying the key issues, goals, and stakeholder expectations. Identifies resources that are most likely to help the group with its task. Clarifies the agenda and objectives, and allocates time for topics.
- Leads the group in its initial stages, outlining issues, communicating direction and desired outcomes, and helping participants understand their tasks, roles, and contributions to the process.
- Engages all members in the discussion. Builds on the ideas of contributors, while ensuring other members are not overwhelmed or discouraged from giving input.
- Sees when the group is off-track and redirects the conversation toward productive channels.
- Guides the discussion of complex or divisive issues to help members develop insights and remain engaged with the task. Judges when issues cannot be resolved in the group, and re-focuses the dialogue on the essential goals.
- Allows ownership of the process by group members. Highlights group successes, and builds a sense of shared accomplishment. Reinforces success by becoming an advocate for the group's decisions.

Fiscal Accountability

Definition

Follows fiscal guidelines, regulations, principles, and standards when committing fiscal resources or processing financial transactions.

Performance Statement Examples

- Handles currency carefully and attentively. Verifies the authenticity of money, recognizes when it is suspect, and takes action to confirm its value before completing any transactions.
- Safeguards fiscal resources, and adheres to all internal control procedures designed to prevent and detect theft or misuse of funds. Remains alert to security breaches and reports problems. Seeks ways to improve internal controls.
- Keeps current on fiscal procedures, principles, standards, rates, etc. Ensures all financial data is properly calculated and reported.

EMPLOYEE LEADERSHIP COMPETENCY

- Responsibly allocates and accounts for the use of fiscal resources, weighing alternatives and their benefits. Monitors budget usage and ensures critical costs are covered. Seeks ways to reduce costs.

Gaining Voluntary Compliance

Definition

Convinces others to follow recommendations and advice to bring them into compliance with regulations, standards, or policies.

Performance Statement Examples

- Clearly communicates the reasons for seeking compliance. Explains the regulation, standard, or policy within the context of the customer's situation. Sees when the client fails to grasp key provisions of the law.
- Listens to the customer's point of view to ensure recommendations truly meet their needs within the provisions of the law.
- Anticipates and responds constructively to customer resistance. Avoids confrontational approaches and keeps the communication positive. Points out the obvious and hidden benefits of voluntary compliance.
- Explains to the customer the consequences of failure to comply with regulations, standards, or policies. Ensures the customer understands the next steps in the enforcement process.

Influencing Others

Definition

Gets others excited about and committed to furthering the organization's objectives.

Performance Statement Examples

- Inspires and persuades others to voluntarily follow direction, pursue and achieve goals, and adopt new positions or opinions.
- Promotes the creation of shared mission, vision, and values, and uses those principles to guide actions.
- Displays a positive attitude about the work to be done, co-workers, customers, management, and employer policies.
- Addresses issues in an open, constructive, professional manner, and persuades others to approach issues in the same manner.
- Leads by example and sets standards for professional behavior. Helps those in need of assistance, regardless of rank.
- Shows dedication in completing the work that must be done.

Interviewing Others

Definition

Asks questions in ways that enhance the clarity, quality, and reliability of information.

Performance Statement Examples

- Plans the interview process in advance, identifying the key information to collect.
- Puts the interviewee at ease, and ensures he or she understands the process and its purpose. Develops trust to obtain honest responses.
- Asks direct, focused, and logically ordered questions that comply with all legal or policy requirements. Tactfully broaches sensitive subjects.
- Spots when initial answers are insufficient. Asks clarifying questions that get to the heart of issues or that supply needed information. Sees when to doubt or verify information.
- After the interview, reviews, clarifies, and documents notes and impressions while the information is still fresh in memory. Notes key points that are most relevant to the issue.

Leadership

Definition

Promotes organizational mission and goals, and shows the way to achieve them.

Performance Statement Examples

- Creates a positive work environment where all staff are motivated to do their best.
- Conveys confidence in a group's ability to prevail over challenges to reach its goals.
- Links mission, vision, values, goals, and strategies to everyday work.
- Sees the potential in others and takes opportunities to apply and develop that potential.
- Takes calculated risks to improve performance, try a fresh approach, or reach a challenging goal.
- Sets clear, meaningful, challenging, and attainable group goals and expectations that are aligned with those of the organization.
- Suggests and asks for others' ideas to improve quality, efficiency, and effectiveness.

Listening

Definition

Understands and learns from what others say.

Performance Statement Examples

- Gives the speaker undivided attention and appears interested in the message (e.g., maintains eye contact, nods).
- Attends to verbal and non-verbal cues that create a deeper understanding of the message.
- Allows others to speak without unnecessarily interrupting them.
- Asks clarifying questions that elicit clearer or more detailed information.
- Confirms understanding by paraphrasing or summarizing what others have said.

Managing Projects or Programs

Definition

Structures and directs others' work on projects or programs.

Performance Statement Examples

- Ensures the project's or program's goals, purpose, and criteria for success are clear defined. Clarifies the related roles and responsibilities, deliverables, milestones, limits for independent decision-making, and needs and desires of the primary customers.
- Ensures needed resources and skill sets among staff are available. Averts scope creep.
- Develops reasonable performance standards and ways of evaluating outcome quality.
- Integrates the ideas and needs of others in developing feasible strategies to achieve goals. Obtains stakeholder acceptance of and support for those strategies.
- Evaluates progress and success against performance standards. Appraises and resolves deficiencies and challenges. Ensures deadlines are met and keeps stakeholders informed of project/program status.

Mathematical Reasoning

Definition

Uses mathematical techniques to calculate data or solve practical problems.

Performance Statement Examples

- Performs basic arithmetic (i.e., addition, subtraction, multiplication, and division) and uses basic numerical concepts (e.g., whole numbers, percentages) to complete job tasks. Makes reasonable estimates of arithmetic results without a calculator.
- Measures distance, area, volume, and weight using standard tools and mathematical formulas.
- Applies basic algebra and statistical techniques and formulas (e.g., measures of central tendency, standard deviation) to calculate data.
- Understands and can select and use advanced statistical and quantitative techniques and principles (e.g., random sampling, multiple regression, factor analysis, analysis of variances, and discriminate analysis) to achieve desired data or solutions.
- Creates ways to measure and analyze concepts or goals.

Mediating Disputes

Definition

Helps others resolve complex or sensitive disagreements and conflicts.

Performance Statement Examples

- Maintains an objective, neutral stance. Shows respect for the needs and perspectives of all sides in the dispute.
- Clarifies the issues, interests, and objectives of each party. Helps parties see things from each others' perspectives.
- Recognizes when parties have become more willing to compromise. Helps others find common ground and viable solutions that meet their needs.
- Sees when parties are so entrenched that the mediation process is not progressing. Seeks additional resources or moves to a different strategy for resolving the issues.

Negotiating Agreements

Definition

Reaches deals or compromises.

Performance Statement Examples

- Presents interests in ways that foster the understanding and resolution of problems. Seeks to understand others' interests.
- Gains other parties' trust by being honest, respectful, and sensitive to their needs. Knows when to be gentle and when to be assertive, and acts accordingly. Avoids ultimatums.
- Questions and counters others' proposals without damaging relationships. Explains ideas or positions that gain acceptance or agreement. Works from facts and a strong knowledge base.
- Remains open to many approaches to address needs or resolve issues. Seeks suggestions from other parties.
- Seeks common interests and win/win solutions or mutually agreeable trade-offs.

Operating Equipment

Definition

Uses tools, machines, and vehicles to transport goods or people, or to create work products.

Performance Statement Examples

- Learns the functions, purposes, and limitations of new equipment, and practices using it.
- Accurately sets up and calibrates tools and machines.
- Routinely inspects equipment, and adheres to the proper maintenance schedule.
- Follows safety and other regulations when handling and operating equipment.
- Uses equipment for its intended purpose only, protecting it from damage and misuse.
- Responds quickly to malfunctions, seeking assistance as needed and ensuring equipment is fully operational prior to using it again.

Organizational & Political Savvy

Definition

Uses knowledge of the organization and political climate to solve problems and accomplish goals.

Performance Statement Examples

- Understands how the roles, products, and services of own work unit relate to and impact those of other work units. Sees the interrelationships between parts of the organization.
- Applies to issues a knowledge of the mission, values, resources, culture, systems, and business strategies to find solutions that best serve the organization and its customers. Knows the reasoning behind key policies, practices, and procedures, and seeks exceptions when needed to achieve goals.
- Capitalizes on both formal channels and informal networks to achieve goals. Forms alliances with key players to get things done.
- Understands internal and external politics and their impacts on the organization. Aligns resources and maneuvers politics to solve problems or reach goals.

Planning & Organizing

Definition

Coordinates ideas and resources to achieve goals.

Performance Statement Examples

- Identifies the sequence of tasks and the resources needed to achieve a goal, and prioritizes key action steps. Anticipates the impacts and risks of decisions and actions.
- Seeks and uses others' input about critical actions, timelines, sequencing, scope, methodology, expected outcomes, and priorities. Sees potential challenges and opportunities, and adjusts plans based on input.
- Creates realistic schedules for projects and follows them. Evaluates progress against schedule and goal.
- Monitors and evaluates social, fiscal, and political trends that affect the plan. Prepares strategies to deal with problems or drastic changes.
- Evaluates proposed actions and timelines against organizational mission and values. Integrates the current plan with other plans as needed to achieve the overall mission.

Problem Solving

Definition

Resolves difficult or complicated challenges.

Performance Statement Examples

- Frames problems before trying to solve them. Breaks down problems and identifies all of their facets, including hidden or tricky aspects.
- Shows insight into the root-causes of problems. Generates a range of solutions and courses of action with benefits, costs, and risks associated with each.
- Probes all fruitful sources for answers, and thinks 'outside the box' to find options. Uses the good ideas of others to help develop solutions. Seeks advice from those who've solved similar problems.
- Tests proposed solutions against the reality of likely effects before going forward; looks beyond the obvious and does not stop at the first answers.
- Evaluates the chosen course of action after it has been implemented to determine its worth and impacts.

Providing Consultation

Definition

Partners with clients to identify and resolve complex or sensitive issues.

Performance Statement Examples

- Eagerly engages clients in identifying issues, options, and desired outcomes. Develops a clear picture of the needs and best options from the client's perspective.
- Identifies resources and potential solutions that are practical and effective. Knows and explains where, when, and how to implement those options.
- Helps clients navigate complex or sensitive issues, keeping the client's best interests in mind and advising on best practices.
- Remains committed to helping the client long after initial solutions have been applied. Follows up to make sure desired outcomes are realized.
- Acquires a keen perspective on the client's business and operational needs. Uses that broadening view to help resolve more complex and difficult issues, and to anticipate new client needs.
- Acts proactively, recognizing important trends that will affect clients. Communicates those trends so clients can better prepare to meet new challenges. Develops new services and service models in line with those needs.

Reading Comprehension

Definition

Grasps the meaning of information written in English, and applies it to work situations.

Performance Statement Examples

- Learns from written passages by discerning the main idea or key facts. Locates or infers from their context the meaning of unknown or technical words.
- Understands basic correspondence, instructions, rules, policies, graphs, and/or charts.
- Draws logical conclusions from text, and 'reads between the lines' to find underlying meaning. Detects bias, separates fact from opinion, and discerns the author's purpose and tone.

EMPLOYEE LEADERSHIP COMPETENCY

- Can interpret complex, technical, professional, or legal information and publications.

Relationship Building

Definition

Builds constructive working relationships characterized by a high level of acceptance, cooperation, and mutual respect.

Performance Statement Examples

- Maintains an open, approachable manner, and treats others fairly and respectfully. Preserves others' self-confidence and dignity, and shows regard for their opinions.
- Seeks and considers ideas from those who are reluctant to express their points of view. Anticipates and recognizes the concerns of others, even if those concerns are not openly expressed.
- Builds rapport by listening to, discussing and negotiating with, and rewarding, encouraging, and motivating others.
- Seeks to resolve confrontations and disagreements constructively. Focuses on the situation, issues, or behaviors, rather than the people.
- Celebrates workplace success and achievement. Supports the good ideas of others.
- Promotes the contributions and accomplishments of customers or clients to others.
- Demonstrates a balance between building rapport and getting the work done.

Researching Information

Definition

Identifies, collects, and organizes data for analysis and decision-making.

Performance Statement Examples

- Knows where and how to access the right data for the assignment. Pursues leads for additional sources of information.
- Screens out irrelevant and vague information, keeping the high-quality data. Questions the limits, quality, and accuracy of data; digs for details and confirms suspect data.
- Clearly documents sources, and organizes the information according to the research needs.
- Knows when more information is needed and when enough has been collected to reach a conclusion.
- Finds the trends and relationships in the emerging fact pattern, and identifies new or related lines of research that lead to more successful or complete conclusions.

Results Focus & Initiative

Definition

Focuses on results and desired outcomes and how best to achieve them. Gets the job done.

Performance Statement Examples

- Sets high goals and works doggedly to achieve them. Pushes self and others to reach milestones.
- Looks for opportunities to help move a project along; volunteers to help others with projects or assignments.
- Sees when analysis and discussion have served their purpose and moves to action.
- Responds to setbacks with renewed and increased efforts; is persistent in the face of difficulty.
- Willingly puts in extra time and effort in crisis situations; goes the "extra mile" to ensure the goal is met.

EMPLOYEE LEADERSHIP COMPETENCY

Safety Focus

Definition

Adheres to all workplace and trade safety laws, regulations, standards, and practices.

Performance Statement Examples

- Performs work in a safe manner at all times. Avoids shortcuts that increase health and safety risks to self or others. Maintains emergency supplies and/or personal protective gear.
- Organizes the personal workspace to minimize the likelihood of an accident or other unsafe situation.
- Checks for and reports potential hazards or breaches of security plans while in the workplace or in the field.
- Responds positively to safety-oriented feedback.
- Encourages and supports others to be safe while at work.

Self Management

Definition

Manages own time, priorities, and resources to achieve goals.

Performance Statement Examples

- Prioritizes tasks by importance and deadline. Discerns what is crucial from what is just urgent. Adjusts priorities as situations change.
- Focuses time and effort on key tasks. Groups related tasks to be more efficient. Easily transitions between tasks and picks up where left off when interrupted.
- Makes reasonable estimates of resource needs to achieve goals or complete projects. Uses sound methods to plan and track work, appointments, and commitments. Evaluates progress on tasks and adjusts work style as needed.
- Completes high volumes of work, keeping a rapid pace without sacrificing accuracy.
- Meets and exceeds deadlines through efficient

Speaking

Description

Conveys ideas and facts orally using language the audience will best understand.

Performance Statement Examples

- Uses correct vocabulary and grammar. Avoids slang and offensive language.
- Presents information clearly, concisely, and logically. Focuses on key points.
- Gives the listener time to process information and ask questions.
- Reads others' body language, and adjusts tone and style accordingly.
- Uses plain talk to explain complex or technical concepts. Varies content, style, and form to suit the subject, the purpose, and the needs of diverse audiences.
- Captures and holds others' attention. Uses language, inflection, pauses, and body language for increased impact.

Staff Management

Definition

Manages staff in ways that improve their ability to succeed on the job.

Performance Statement Examples

EMPLOYEE LEADERSHIP COMPETENCY

- Aligns the right work with the right people; delegates tasks according to people's strengths and interests.
- Ensures staff have the skills and resources to get things done. Provides staff with coaching, training, and opportunities for growth to improve their skills.
- Gives staff ongoing, constructive feedback on their performance and progress in light of expectations and goals. Holds timely discussions and performance reviews.
- Lets staff know what is expected of them and holds them accountable. Differentiates between high and low performance. Rewards and recognizes hard work and results. Addresses performance issues promptly and corrects poor performance.
- Works to create a strong team. Treats all staff fairly and consistently. Shares accountability when delegating. Involves staff in setting their performance goals.
- Balances guiding the others' actions with granting authority for decision-making within set limits. Provides direction when needed without micro-managing.

Strategic Vision

Definition

Sees the big, long-range picture.

Performance Statement Examples

- Sees where current trends will lead, and how they may influence the organization's direction. Foresees opportunities that will come and go.
- Forms and articulates a clear picture of the future the organization should strive for. Explains why that future is important and how current decisions make or break the chance to reach it.
- Using a global perspective, reliably forecasts future needs and devises plans to meet those needs.
- Analyzes options and decisions based on long-term pay-offs or outcomes.
- Translates the vision for a program or organization into clear strategies.

Stress Tolerance

Definition

Maintains composure in highly stressful or adverse situations.

Performance Statement Examples

- Handles high workloads, competing demands, vague assignments, interruptions, and distractions with poise and ease.
- Remains steady or thrives under pressure, using it to fuel productivity and efficiency.
- Stays calm and maintains focus in turbulent, threatening, or emergency situations. Makes rational decisions and continues to perform effectively.
- Provides direction in crisis situations. Defuses potentially violent people or situations, calming others and removing them from harm.

Tact

Definition

Diplomatically handles challenging or tense interpersonal situations.

Performance Statement Examples

- Strives to understand the data, the people, and their views before making decisions and taking action.

EMPLOYEE LEADERSHIP COMPETENCY

- Works through difficult or awkward interpersonal situations in a positive manner. Broaches sensitive issues ways that allows rational and open discussion.
- Focuses on issues and interests instead of people or positions, even when personally attacked.
- Delivers tough messages with sensitivity to minimize the negative impact on others; critiques constructively.
- Thoughtfully intervenes in conflicts to improve communication, diffuse tension, and resolve problems. Seeks to find common ground and preserve relationships.

Teamwork

Definition

Promotes cooperation and commitment within a team to achieve goals and deliverables.

Performance Statement Examples

- Knows and supports teammates' work and deliverables. Helps teammates who need or ask for support or assistance.
- Acknowledges and celebrates the achievements of teammates. Praises the team and its achievement to others.
- Encourages team unity through sharing information or expertise, working together to solve problems, and putting team success first.
- Helps remove barriers to team productivity and success.
- Ensures joint ownership of goal setting, commitments, and accomplishments. Involves everyone on the team.

Training & Presenting Information

Definition

Formally delivers information to groups.

Performance Statement Examples

- 'Sets the stage' for optimal learning. Comes prepared, and gauges the audience's level of knowledge. Tailors the teaching style to the audience.
- Combines exercises, group discussions, lecture, and other methods to meet diverse learning styles. Uses props, slides, and other presentation aids well.
- Interacts with the audience, reading body language, gathering feedback, and holding their attention. Sees when listeners fail to grasp critical concepts and take steps to ensure comprehension. Uses individuals' strengths to help them learn.
- Gives adequate attention to individuals without neglecting the group as a whole.
- Develops accurate standards or activities to measure the audience's learning.
- Seeks ways to enhance the learning experience. Ensures that content is current, and that activities are engaging and effective.

Valuing Diversity

Definition

Helps create a work environment that embraces and appreciates diversity.

Performance Statement Examples

- Sees the value of cultural, ethnic, gender, and other individual differences in people. Creates an environment of learning about, valuing, encouraging, and supporting differences.
- Seeks different points of view and leverages diverse perspectives in group processes and decision-making. Checks own views against the views of others.

EMPLOYEE LEADERSHIP COMPETENCY

- Supports fair treatment and equal opportunity for all. Listens to and objectively considers the ideas/input of others. Respects the talents and contributions of all individuals.
- Strives to eliminate barriers to diversity; ensures that new barriers to diversity are not built.

Writing

Definition

Conveys ideas and facts in writing using language the reader will best understand.

Performance Statement Examples

- Uses correct vocabulary, spelling, grammar, and punctuation.
- Composes clear, direct, concise, complete messages.
- Chooses the most effective and meaningful form to express ideas and information. Uses bullet points, tables, or other tools to organize and present detailed or complex information.
- Adapts the content, tone, style, and form to suit the needs of the reader, the subject, and the purpose of the communication. Uses plain talk to explain complex or technical concepts.
- Organizes information so that facts or ideas build upon one another to lead the reader to a specific conclusion.
- Uses formal writing styles or advanced literary techniques and formats suited to the job.