The Agency’s Core Competencies have multiple uses. They are helpful during the interview and selection process because they identify behaviors that result in key outcomes. The Agency’s Core Competencies are used to measure performance during the annual performance appraisal review. The Core Competencies for supervisory/mid-management staff are as follows:

### LEADERSHIP

1. **Agency Mission**
   - Understands the purpose of CAPMC including its customers, its services and resources, and how CAPMC meets its mission.
   - Demonstrates an understanding of how day-to-day operations meet the agency’s mission.
   - Subordinates are able to articulate the mission in relation to their individual jobs.

2. **Agency Vision**
   - Demonstrates an understanding of the Agency’s vision; subordinates are able to articulate the Agency vision.
   - Contributes to developing, implementing, and continually evaluating ongoing strategies to achieve organizational goals/results.

3. **Strategic Plan Development & Execution**
   - Demonstrates an understanding of the Agency’s strategic plan and assigned objectives and initiatives and assumes responsibility for completion of assigned items.
   - Keeps clear, detailed records of activities related to accomplishing stated objectives and initiatives.
   - Meets regularly with staff to keep them informed on strategic objectives.

4. **Management and Process Improvement**
   - Uses strategic objectives, initiatives and data collection to measure and manage organizational performance.
   - Evaluates progress and outcomes of current processes.
   - Seeks continuous improvement through periodic assessments.

5. **Committed to Quality & Continuous Improvement**
   - Delivers/helps others deliver high quality products and services.
   - Makes/recommends improvements in services and processes to meet changing customer needs.
   - Manages and champions organizational improvements.

6. **Oriented to Action & Results**
   - Can be depended upon to get the job done without waiting for someone else to make all the calls.
   - Ensures that activities lead to productive results.

7. **Customer Driven**
   - Actively seeks feedback and suggestions, and encourages others to do the same.
   - Understands and meets expectations of internal and external customers.
   - Ensures internal and external customers’ needs are met.
## ETHICS & TEAMWORK

1. **Honors Confidentiality**  
   - Maintains confidentiality and uses discretion in sharing appropriate, relevant, and work-related information.  
   - Reports violations and potential violations of confidentiality to supervisor.

2. **Performs with Integrity**  
   - Keeps promises and honors commitments.  
   - Earns the respect of others by “playing by the rules.”

3. **Supports Organizational Values**  
   - Ensures his/her actions are in-sync with organizational values.  
   - Holds others accountable for value-driven performance and behavior.

4. **Accepts & Meets Responsibility**  
   - Understands and meets the full scope of his/her responsibilities and duties.  
   - Doesn’t make excuses or blame others for his/her mistakes.

5. **Handles Authority**  
   - Exercises power and authority fairly and effectively.  
   - Delegates tasks appropriately.

6. **Empowers Others**  
   - Empowers others by providing sufficient support, resources, and authority to make decisions.  
   - Allows others to display initiative and creativity.

7. **Supports Teamwork**  
   - Works effectively in teams and with other work groups.  
   - Places a premium on collaboration, cooperation, and contributing to others’ success.

8. **Enhances Work Environment**  
   - Contributes to a safe, efficient, and productive work environment.  
   - Helps to make the workplace enjoyable for everyone.

9. **Sees “The Big Picture”**  
   - Identifies and considers all sides of issues.  
   - Maintains focus on primary objectives and the organization’s overall mission and purpose.

10. **Ultimate Expectation**  
    - Does what needs to be done without waiting to be asked.

## INTERPERSONAL & COMMUNICATION SKILLS

1. **Displays Enthusiasm**  
   - Displays a contagious enthusiasm for objectives, tasks, and people.  
   - Positively affects the commitment of others.

2. **Displays Resilience**  
   - Bounces back quickly from disappointment and setbacks.  
   - Avoids showing frustration that may discourage others.
3. Shows Concern for Others
   - Shows empathy – understands and appropriately considers the needs and problems of others.
   - Demonstrates a genuine interest in others’ well-being.

4. Solicits & Applies Feedback
   - Regularly asks others to provide feedback on his/her performance.
   - Accepts feedback constructively – uses feedback from other to increase his/her personal effectiveness.

5. Time Management
   - Develops or uses systems to organize and keep track of information (e.g., “to-do” lists, appointment calendars, follow-up file systems).
   - Sets priorities with an appropriate sense of what is most important and plans with an appropriate and realistic sense of the time demand involved.

6. Communicates
   - Conveys thoughts clearly and concisely, both verbally and in writing.
   - Communicates in an open and direct manner; “surprises” are kept to a minimum.

7. Informs Others
   - Shares information people need to perform their jobs.
   - Avoids surprises and doesn’t withhold bad news.

8. Listens
   - Is an effective listener – hears and understands what people say.
   - Doesn’t discourage others from communicating bad news.

**DECISION MAKING & PROBLEM SOLVING**

1. Approach
   - Uses facts, input from systems, input from others, and sound judgment to reach conclusions.
   - Manages the situation at hand by drawing on one’s knowledge and experience base, and calling on other references and resources as necessary.

2. Makes Decisions
   - Makes good, timely, and carefully thought-out decisions.
   - Involves others, as appropriate, in the decision-making process.
   - Recognizes when to escalate appropriate or specific situations to the next higher level of expertise.

3. Solves Problems
   - Considers all relevant information and viable alternatives.
   - Creates win/win solutions whenever possible.
   - Breaks down a complex issue/task into manageable parts in a systematic, detailed manner.
   - Evaluates the impact of his/her decisions.

4. Demonstrates Flexibility
   - Willing to break tradition, when necessary, to find better ways of doing things.
   - Accepts, supports, and encourages productive change.
5. Supports Risk Taking
   - Practices and encourages intelligent risk taking.
   - Views failure as an opportunity to learn and grow.

6. Resolves Conflicts
   - Encourages open communication about controversial issues.
   - Promotes collaboration to manage contention - focusing on doing what is right.
   - Confronts conflict constructively to minimize impact to self, others, and the organization.

7. Manages Through Crisis
   - Leads effectively in crisis, keeping focus on key information and decision points.
   - Minimizes stress and has a positive influence on others.

### PERFORMANCE MANAGEMENT

1. Performance Review & Development Files
   - Is timely in implementing Performance Review & Development Program activities.
   - Keeps clear, detailed records of staff performance.

2. Provides Recognition
   - Shows sincere appreciation for other’s contributions, achievements, and good work.
   - Shares successes – seeks opportunities to make others look good.

3. Coaches Others
   - Works with others to help them do their best.
   - Makes sure others are appropriately trained and prepared to meet performance standards and expectations.

4. Minimizes Obstacles
   - Works to identify and eliminate obstacles to others’ performance.
   - Doesn’t create unnecessary work and provides others with what they need to do their jobs.

5. Provides Feedback
   - Provides accurate, timely, and constructive performance feedback per Employee Development Program as specified.
   - Regularly lets people know how their performance matches standards and expectations.

6. Applies Rules & Policies
   - Applies work rules and policies fairly and consistently.
   - Explains the reasons for, and importance of, rules and policies.

7. Addresses Deficiencies
   - Addresses others’ performance deficiencies early – before they become serious problems.
   - Does not overlook or accept sub-par work.

8. Applies Discipline
   - When necessary, addresses discipline problems in a fair, mature, and adult manner.
   - Focuses on correction rather than blame and punishment.

9. Learning Opportunities
   - Encourages staff to engage in learning and development opportunities.
• Provides opportunities for job-specific training; encourages and supports attendance at courses, workshops, and/or conferences.

TECHNICAL COMPETENCE & ACHIEVEMENT

1. Uses Data
   • Uses data in a clear and rational thought process.
   • Identifies key facts in an array of data, and recognizes when pertinent facts are incorrect, missing or require supplementation or verification.

2. Forms Conclusions
   • Distinguishes information that is not pertinent to a decision or solution.
   • Judges or infers appropriate responses to a set of information, and forms accurate conclusions regarding actions to be taken.

3. Adaptability
   • Changes behavioral style or method of approach when necessary to achieve a goal; adjusts style as appropriate to the needs of the situation.
   • Responds to change with a positive attitude and a willingness to learn new ways to accomplish work activities and objectives.

4. Attention to Detail
   • Is thorough in accomplishing a task with concern for all the areas involved, no matter how small.
   • Monitors and checks work or information for accuracy; and plans and organizes time and resources effectively and efficiently.

5. Committed to Self-Development
   • Seeks opportunities to increase personal job knowledge & skills.
   • Encourages others to pursue self-development activities.

6. Safe and Healthful Work Practices
   • Ensures safety and occupation hazards are addressed, and the Illness and Injury Prevention Plan is implemented, monitored, and complied with by staff.
   • Ensures accident and injury investigation reports are thoroughly completed and are forwarded within 24 hours of the occurrence.

THE FOLLOWING CORE COMPETENCY IS PROGRAM MANAGERS ONLY.

BUDGET ADMINISTRATION

1. Develops Budgets
   • Prepares budgets within policy guidelines.
   • Identifies all available sources of revenue, and accurately projects expenses.

2. Manages Budgets
   • Monitors expenditures and revenues, and recommends and makes necessary budget adjustments.
   • Recognizes and implements budget saving measures, maximizing available resources.
   • Completes fiscal year within authorized appropriations.