Manager & Supervisor Competency Model

County of Santa Clara

- Leadership Skills
  - Builds Vision & Strategy
  - Leads Innovation
  - Manages Change
  - Models Integrity, Trust & Transparency

- Communication Skills
  - Conflict Management
  - Customer Focus
  - Interpersonal Communications
  - Presentation & Facilitation

- Operational Skills
  - County Business Processes
  - Critical Thinking
  - Data-Informed Decision Making
  - Process Improvement

- Supervisory Skills
  - Coaching & Mentoring
  - Employee Engagement
  - Managerial Effectiveness
  - Managing Performance
SUPERVISORY SKILLS

Supports the long-term interests of the County.
Sets objectives and implements plans.
Supports the County.
Sets a department vision and strategy that organizes and documents organizational actions.

Builds Vision & Strategy

Leadership Skills

Meets public needs with individual and organizational confidences.
Shares good and bad news, as needed.
Is honest and straightforward with others.
Models Integrity, Trust & Transparency ways during change.
Communicates early, often, and in many ways during change.
Involves key people when planning the design, execution, and communication of change.
Manages resistance to change.
Communicates early, often, and in many ways during change.
Questions the status quo.
Creates and shares new concepts.
Understanding how people communicate using body language, gestures, tone of voice, etc.

Builds Innovation

Uses active listening skills and negotiation techniques.
Provides accurate and tactful feedback.
Handles difficult conversations effectively.
Builds strong relationships, is open-minded, and welcomes constructive feedback.
Is aware of and controls emotions.
Expresses emotions appropriately.
Shows empathy for the emotions of others.

Customer Focus

Effectively communicates with customers by actively listening.
Responds to customers' questions and complaints.
Is available for customers and addresses service problems politely and calmly.
Solves customer problems according to procedures.
Understands products and service.

Presentation & Facilitation Skills

Communicates the need for and the value of change to gain early acceptance by employees.
Engages audience participation by skillfully asking good questions and using a variety of communication techniques.
Leads Innovation

Gathers necessary information and seeks the opinions of others, as appropriate, to make informed decisions.
Knows when too much data analysis is getting in the way of moving projects forward.
Makes thoughtful decisions by considering the situation and evaluating alternatives.

Process Improvement

Conflict Management

Addresses significant conflicts and disagreements using collaboration and consensus.
Ensures that everyone focuses on broad, long-term objectives when solving conflict.
States own point of view in a non-defensive, non-critical manner.

Interpersonal Communications

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Understands how people communicate using body language, gestures, tone of voice, etc.

Data-Informed Decision Making

Makes good decisions using analysis, wisdom, experience, and judgment.
Gathers necessary information and seeks the opinions of others, as appropriate, to make informed decisions.
Knows when too much data analysis is getting in the way of moving projects forward.
Makes thoughtful decisions by considering the situation and evaluating alternatives.

Process Improvement

Uses a variety tools to analyze processes and identify areas for improvement.
Identifies and addresses root causes instead of resorting to quick short-term solutions.
View failures and mistakes as normal parts of the job and uses them as opportunities to learn.

Recognizes potential career opportunities for employees.

Critical Thinking

Strengthens overall thinking ability by using analysis and evaluation.
Gathers and takes into consideration key information from observations.
Identifies potential problems through analyses.
Separates important information from unimportant information.

Employee Engagement

Ensures that employees can share ideas, learn, progress, and feel respected and valued.
Develops employee relationships to learn about their talents, interests, strengths, and needs.
Regularly communicates to the team how their work fits into the department's or Agency's goals and mission.
Recognizes potential career opportunities for employees.

Managerial Effectiveness

Manages meetings with tools like agendas, asking good questions, keeping minutes, and managing time.
Understands the organization's financial processes.
Develops, defends, and administers the budget.
Sets clear measures and monitors progress and outcomes.
Develops networks and builds alliances to share best practices.
Finds common ground with diverse stakeholders.
Builds and manages the team based on organizational goals, budget considerations, and staffing needs.

Develops realistic performance plans and establishes employee short- and long-term goals.
Provides guidance and assistance to improve performance.

Manages Performance

Ensures that employees are appropriately recruited, selected, trained, appraised, and rewarded.
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View failures and mistakes as normal parts of the job and sees them as opportunities to learn.
Builds realistic, reasonable improvement plans and includes a wide range of key people.
Provides logical, consistent communications about improvements.
Responds to and accepts input easily.

Measures the results of implementation and honestly reports outcomes.

Operational Skills

County Business Processes

Understands how the County is organized to meet specific activities or goals.
Demonstrates an understanding of the County's business processes that are relevant to the job.
Understands the relationships between their organization and others within the County.
Stays informed of current County processes by using appropriate resources.

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