Ohio | Department of
Administrative Services

Competency Development Guide

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Introduction

The State of Ohio's *Competency Development Guide* is a resource to assist all employees in understanding, developing, and demonstrating the competencies required for individual and organizational success. The goal is to strengthen your competence by looking for ways to **practice and apply** relevant behaviors each day.

This Guide provides employees and supervisors a starting point for self-directed development efforts and developmental discussions to improve their ability to identify opportunities to reinforce and apply learning on the job via three different avenues.

1. **Tips for Developmental Experiences:** These tips offer ways to practice using competencies through experiences. As the best learning often comes from experience, consider the tips provided as opportunities to engage in completing your work and developing yourself at the same time.

2. **Learning on Demand Resources:** This section provides competency-related resources within Learning on Demand. Other resources may be available through local libraries (e.g., the State Library of Ohio) and book stores or other online avenues.

3. **Developmental Relationships:** This area focuses on how to collaborate with our colleagues to support individual development. This support often comes through a coaching, mentoring, or peer partner relationship.

As of March 2020, Learning on Demand resources are accessible by all State of Ohio employees.

What is a competency?

Simply put, a competency is *the combination of the knowledge, skills, and abilities required for successful job performance.* Competencies can help you:

Get the job
Hiring

Do the job
Performance Management

Excel in your job
Formal Training

Prepare for your next job
Career Development
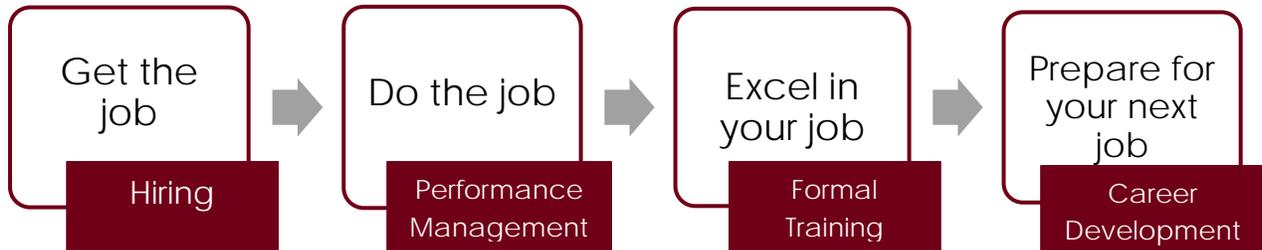
To support your career advancement, the Department of Administrative Services has integrated competencies as the foundation for its key processes. This is achieved by:

- Using competencies to outline job expectations for your current role and positions within each classification title throughout the State;
- Designing training opportunities to target your competency development; and
- Applying performance management practices where supervisors and employees can speak the same language throughout the State.

How can employees benefit from this Guide?

As an employee, this Guide provides fundamental information on all competencies and offers various developmental suggestions on expanding your experience within each given competency.

On all ePerformance documents, Customer Focus as well as Embracing Diversity and Inclusion have been listed as our statewide competencies. Also, three additional competencies for your classification have been added by DAS. In total, these are the five competencies have been identified as the focus for your classification. Additionally, you can use other competencies as a means to develop professionally and prepare for your next career move.

How can supervisors benefit from this Guide?

As a supervisor, you will learn more about the connections between competencies and training, performance management, and your staff's development needs. As your staff's development needs evolve, competencies help supervisors, employees, and HR speak the same language. Speaking the same language will help you:

- Establish and communicate employee performance expectations;
- Identify strength-based learning opportunities; and
- Articulate performance development needs for staff.

How to Use This Guide

In the Table of Contents, all competencies are listed in alphabetical order, with the two statewide competencies appearing first. You can click on a competency in the Table of Contents and it will take you to the appropriate page. Review the description and the Tips for Developmental Experiences. You can use this information to self-assess and plan your development or use it to help develop your staff.

Developmental Relationships

We all need someone with whom to discuss ideas, how to deal with challenges, or assist with opportunities for professional development. Examples of these relationships are as follows.

> **Supervisor:** A supervisor is responsible for providing direction and feedback regarding your performance on the job based on your goals and competencies. He or she is also there to offer assistance (e.g., give you direction and tools needed to perform your work).

> **Coach:** A coach is most often a supervisor who directs an employee in improving performance in specific role-related tasks, behaviors, or both. A coach will give you feedback (both positive and constructive) so you can reach your optimal level of performance. You can rely on his or her experience and expertise. A good coach will shorten the "learning curve" for you while giving honest insights.

> **Peer Partner:** If you are new to a department or the agency, your peer partner is there to show you the ropes and assist you in getting acclimated to your new work environment. He or she knows the unwritten rules of the office and can facilitate your adjustment to the new environment while providing guidance on resources to successfully perform your job.

Additional tips include:

- Become familiar with the competencies needed to build a high-performing culture. These competencies apply equally to all levels of the enterprise and serve as the foundation for a common enterprise-wide focus on the behaviors required for success;

- Review the complete list of competencies for your classification; and

- Learn about the unique role your classification plays in the larger organizational system and which competencies have been determined as critical to success in your role.

Resources

The State of Ohio offers a wide range of resources to help you develop the competencies needed for your work. Your agency may also offer additional resources not mentioned below.

The DAS Learning and Talent Development At a Glance Course Listing provies a number of specific training opportunities. Most of these trainings have been designed to enhance at least one competency. Many of these offerings are available at *no cost* to state employees. While resources (e.g., time and budget) can often be a constraint to attending instructor-led training classes, DAS is striving to increase its offerings via Learning on Demand.

Learning on Demand: A New Way to Advance, a Better Way to Learn

As of March 2020, all State of Ohio employees are eligible to access Learning on Demand. This allows you to utilize a vast amount of learning resources and tools for your professional development.

Learning on Demand helps you access the information you need, apply new skills to your daily work, and become better at what you do. Learning on Demand has organized resources, including videos and e-Books, by each State Competency.

Visit **Learning on Demand** by following the instructions below.

- Go to MyOhio.gov.

- Sign on with your OH|ID Workforce User ID and Password. User IDs and Passwords are case sensitive. Also, be sure your caps lock key is off.

- Click **My Workspace**, then select **Applications** and click **Learning on Demand**.

Management Advancement for the Public Service (MAPS)

MAPS Management
Advancement for
the Public Service

The Management Advancement for the Public Service (MAPS) Program offers training seminars that build management and leadership skills for top executives, mid-level managers, first-line supervisors, and administrative support staff. Skill-building sessions are available for employees at all levels.

Click here for more information.

Employee Development Fund and Union Education Trust

Employees are encouraged to utilize their available development funds to purchase external training, as necessary. To learn how to apply for these funds, please visit the below websites.

- General information for all employees: Employee Development Fund
- OCSEA/AFSCME bargaining unit employees: Union Education Trust
- Exempt, FOP, OEA, OSTA, and SEIU/District 1199 employees: Employee Development Fund

Please email questions relating to the Tuition/Education Reimbursement System to edfund@das.ohio.gov. Business hours are 8 a.m. to 5 p.m. weekdays.

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Customer Focus

Focuses on the customer, whether internal or external, by understanding the needs of the customer and responding in a timely fashion, responding to customer feedback, and seeking out help and information when needed.

Tips for Developmental Experiences

1. Identify and complete learning opportunities offered by DAS, your agency, or outside sources that will enhance and reinforce customer service skills and give you the tools to deal with various situations you may encounter with internal and external customers.

2. Ensure that communication is clear through follow-up and alternative communication channels.

3. Integrate customer feedback into current and future customer service. Learn from customer interactions and adjust for the future.

4. Respond immediately by following established protocols when a customer complaint is received.

5. With your supervisor's permission, adapt your work schedule in order to remain flexible in dealing with customers' needs.

6. Anticipate customer needs and develop workable solutions to issues that show appreciation for and anticipation of the needs of customers.

7. Attend to customers' needs in a timely manner, pursuing methods to decrease customer wait time and increase customer satisfaction.

8. Accept personal responsibility for anticipating and responding to customer needs, fostering and developing strong relationships with both internal and external customers.

9. Engage in behaviors that promote a climate of good customer service within the work group. Continue to serve as an example of outstanding customer service for the members of your work group.

Learning on Demand Resources

Developing Employee Competencies

Statewide Competencies

Developmental Relationships

- Ask your supervisor to have development discussions and create a development plan.

- Approach a coworker who displays this competency to help you develop in this area. Explore:
  - Dealing with difficult situations with customers;
  - A situation that was challenging and how he/she overcame it; and
  - Strategies to help you address specific situations.

- Seek a mentor, coach, or role model to provide insight, counsel or model for effective behaviors and guidance.

Embracing Diversity and Inclusion

Displaying and developing understanding of individual differences and viewpoints and the impact of each on the workplace and how we serve others.

- **Diversity** is the human variety of experiences, identities, and perspectives that our employees bring to state employment.

- **Inclusion** is the practice of understanding and applying diversity to improve work culture and influence the way we serve Ohioans.

Tips for Developmental Experiences

1. Create and achieve goals that support the objectives of the work unit's diversity and inclusion practices.

2. Champion principles of diversity and inclusion when interacting with internal or external individuals or groups.

3. Use inclusive language and understand its impact on the work environment.

4. Actively seek out diverse ideas for consideration.

5. Proactively pursue opportunities for learning and development regarding diversity and inclusion.

6. Actively resolve or help build understanding of diversity and inclusion differences among coworkers or teammates.

7. Anticipate, address, and escalate diversity and inclusion concerns consistently.

8. Champion principles of diversity and inclusion to improve workplace culture.

9. Champion a respectful and civil workplace, modeling appropriate behavior (e.g., takes part in respectful and constructive conversations, treats coworkers and customers better than they expect to be treated).

Learning on Demand Resources

Developing Employee Competencies

Statewide Competencies

Developmental Relationships

- Ask your supervisor to have development discussions and create a development plan.

- Approach a coworker who displays this competency to help you develop in this area. Explore:
  - o Dealing with diverse situations with internal and external customers; and
  - o Strategies to help you address specific situations.

- Seek a mentor, coach, or role model to provide insight, counsel or model for effective behaviors and guidance.

Analyzing Data and Information

Identifying the underlying principles, reasons, or facts of information by breaking down information or data into separate parts.

Tips for Developmental Experiences

1. Consistently prepare accurate payroll, insurance, production, cost and other reports in a timely manner by using a variety of software and advanced databases.

2. Review reports to identify and correct information gaps and inconsistencies and make recommendations for improved procedures.

3. Provide accurate and timely advice to clients and customers regarding the costs and benefits of services.

4. Conduct accurate and timely routine and non-routine statistical analyses and provide meaningful interpretations of results that aid in decision making and problem solving.

5. Gather all relevant evidence according to protocol and draw meaningful and accurate conclusions based on advanced professional and technical knowledge.

6. Research and analyze multiple laws, regulations, policies, and precedent decisions to draw meaningful and accurate conclusions that address both current and potential concerns of all parties. Anticipate future concerns based on patterns, possible legal and/or professional developments, and potential opportunities.

7. Conduct in-depth investigations of financial activity, correctly identify discrepancies or errors, identify suspected fraud or other misdoings, and pursue necessary action.

Learning on Demand Resources

Developing Employee Competencies

Assessing, Interpreting, and Explaining Information

Developmental Relationships

- Ask your supervisor to have development discussions and create a development plan.
- Ask your supervisor to delegate tasks and project team assignments.
- Seek a mentor or coach to provide insight, counsel, or model for effective behaviors and guidance.
- Seek a feedback provider or sounding board to help explore ideas or give feedback about strengths or weaknesses.
- Seek a development partner who is working on a similar competency.

8. Independently develop or modify routine and non-routine procedures for analyzing data or information.

9. Consistently prepare and review operational and financial reports for the work group, extract critical information, and apply information to make meaningful improvements.

10. Prepare and review the budget for the work group to ensure the accuracy of estimated costs and expenditures needed for work group's operation.

11. Do enough analysis to thoroughly define the problem. Figure out what the root cause(s) is. Look for patterns in data; do not just collect information. Put data in categories that make sense to you. A good rule of thumb is to analyze patterns and causes to determine alternatives.

Assisting and Caring for Others

Providing personal assistance, medical attention, emotional support, or other personal care to others such as patients or inmates (as part of assigned job duties).

Tips for Developmental Experiences

1. Assist and care for others who need personal assistance, medical attention, emotional support, or other personal care by anticipating their needs and reacting in a preventive manner.

2. Strive to maintain a constant high level of focus, attention, and concentration when assisting and caring for others, including under potentially hazardous or high-stakes conditions, and strive to monitor their condition for important changes or developments.

3. Report to the correct person and in a timely manner problems observed in others' physical or psychological condition when appropriate and according to agency policies and procedures, and strive to suggest improved/modified solutions to policies and procedures.

4. Keep accurate and timely records regarding the assistance and care of others when appropriate and according to agency policies and procedures, and strive to review and proof the record keeping of others in the work group to ensure the accuracy of records.

5. Proactively seek out and engage in training and continuing education to learn new, advanced and emerging techniques, principles, tools, and technologies for assisting and caring for others.

6. Follow supervisor instructions and internal rules and guidelines regarding assisting and caring for others, strive to demonstrate advanced knowledge of rules and guidelines and their applicability to a variety of both routine and non-routine

Learning on Demand Resources
Developing Employee Competencies **Serving the Public**

Developmental Relationships

• Seek a mentor or coach to provide insight, counsel or model for effective behaviors and guidance. Cultivate these relationships by maintaining communication, asking them:
 	
  o What has worked for you in the past?
 	
  o How do you keep your professional boundaries? Ask for strategies and examples.
 	
  o What were your challenges and how did you overcome your challenges?

situations, and strive to provide guidance and direction to other staff to ensure they follow proper procedures.

7. Consult with others on routine issues regarding assisting and caring for others, and strive to offer suggestions on areas of improvement, including situations regarding innovative solutions and where established procedures do not apply.

8. Deepen work area knowledge by reading policies, manuals, procedures, or similar material/resources.

Coaching and Developing Others

Identifying the developmental needs of others and coaching, mentoring, or otherwise helping others to improve their knowledge or skills.

Tips for Developmental Experiences

1. Anticipate others' developmental needs and continue to proactively offer help to other work group staff.

2. Create opportunities for activities that create a strong learning and developmental culture where feedback and coaching are the norm.

3. Mentor and provide other assistance, such as helpful tips to work group staff, and continue to encourage learning by emphasizing the developmental benefits.

4. Provide constructive and timely feedback to work group staff on both positive and negative work performance and help develop staff in one-on-one settings to further develop knowledge and skills and to improve future performance.

5. Support staff developmental efforts by holding them accountable for achieving both their short-term goals and long-term career goals.

6. With a focus on long-term development and succession within the agency, create individualized opportunities for all staff to further develop their knowledge and skills within the work group

7. Advocate for work group staff to engage in developmental activities in the agency.

8. Benchmark against other agencies, states, and government programs to document strategic differences and opportunities for improvement.

9. Assess staff on their progress toward achieving specific developmental goals and work collaboratively with staff to create specific, accurate, and well-written developmental plans.

Learning on Demand Resources

Developing Employee Competencies

Developing, Learning, and Motivating

Developmental Relationships

- Discuss with your manager, mentor, coach, or your staff any of the following: situations where you want their input and perspective; opportunities to build skill; requests for feedback on performance; stories about lessons learned.

- Network with your peers for ideas and approaches for staff development.

- Start a managers' group to share ideas on becoming more effective at coaching and developing staff.

Communicating with People Outside the Organization

Communicates with people outside of the organization (agency), representing the organization (agency) to customers, the public, government (federal, other state or local), and other external sources. Information can be exchanged in person, in writing (electronic or hard copy), or by telephone or email.

Tips for Developmental Experiences

1. Give full attention to and comprehend information communicated. Identify issues needing further clarification by asking customers and others outside the agency. Provide not only information but also rationales or logic behind thoughts.

2. Communicate both routine and non-routine information in a clear and tactful manner and be able to consistently tailor the medium (telephone, email, memo, in person, etc.) and the message to the unique needs and interests of customers and others outside the agency.

3. Utilize logical structure and organization in communications, so the message is understandable and easy to follow by the customers and others outside the agency. Additionally, strong communicators:

   - Ask questions and do not offer solutions early in an interaction;
   - Highlight their viewpoints or information briefly;
   - Seek others' viewpoints and then share their own thoughts; and
   - When encountering conflicting or mixed messages, work to resolve or clarify any misunderstandings.

Learning on Demand Resources

Developing Employee Competencies

Serving the Public

Developmental Relationships

- Ask your supervisor, coworker or subordinate to provide feedback regarding your communication style in verbal, written or electronic mediums.

- Approach a supervisor, coworker or colleague who displays this competency to help you develop in this area.

- Seek a mentor, coach, or role model to provide insight, counsel or model for effective behaviors and guidance.

- Ask your supervisor to provide more opportunities to increase the number of external communication tasks in order to improve interpersonal, written and presentation skills.

4. Identify issues needing further clarification by asking customers and others outside the agency logical follow-up questions and by relying upon advanced knowledge of a professional or technical field.

- Speak in clear sentences using appropriate volume and enunciation to ensure the audience correctly hears and understands the message
- Speak calmly rather than too fast, loudly, or forcefully
- State ideas or information concisely and to the point

5. When informing customers or others outside the agency, consider the audience and situation. Adjust the style, message, and method of delivery. Consider the following:

- Is it a complex issue that might be better communicated in writing with background?
- How receptive will the audience be to the message? Will persuasive points and rationales need to be provided?
- Consistently use correct grammar, spelling, and punctuation in written communications so that the message is clear and concise for the audience.
- Do you need to disseminate information quickly through the use of telephone, e-mail, memo, in person, etc.?
- What is your most effective style of delivery? Is that the most practical way to deliver the information?
- Ensure the message is consistently interpreted correctly by the receiver.

6. Provide accurate information to customers and others outside the agency based on an analysis of the specific situation and alternative scenarios. Rely on advanced knowledge of a professional or technical field to provide information or instructions.

7. Give full attention to comprehend information communicated by external customers and staff. Continue to:

- Assist staff and customers with both routine and non-routine external communication problems with which they are having difficulty;
- Research information about communication policies and procedures to identify issues that need further clarification;
- Ask customers and others outside the agency logical follow-up questions;
- Demonstrate advanced knowledge in order to answer most customer questions; and
- Direct them to the best resources if you are unable to answer the question.

8. Provide effective supervision of external communication by work group staff through both basic and advanced supervisory techniques including recognition, feedback, coaching, mentoring, training, and performance management.

9. Inspire and engage the work group to achieve high levels of accuracy in external communications, and hold staff accountable for high levels of accuracy in external communications.

10. Develop programs, standards, or guidelines for use by work group staff in dealing with external communication problems and situations not routinely encountered.

Communicating with Supervisors, Peers, and Subordinates

Provides information to supervisors, coworkers (peers), and subordinates (staff) by telephone, in written form (electronic or hard copy), or in person.

Tips for Developmental Experiences

1. Give full attention to comprehend information communicated by internal customers and other staff. Provide not only information but also rationales or logic behind thoughts.

2. Communicate both routine and non-routine information in a clear and tactful manner and be able to consistently tailor the medium (telephone, email, memo, in person, etc.).

3. Utilize logical structure and organization in communications, so the message is understandable and easy to follow. Additionally, strong communicators:

   - Ask questions and do not offer solutions early in an interaction;

   - Highlight their viewpoints or information briefly;

   - Seek others' viewpoints and then share their own thoughts; and

   - Work to resolve or clarify any misunderstandings when encountering conflicting or mixed messages.

4. Identify issues needing further clarification by asking internal customers and other staff logical follow-up questions and by relying on advanced knowledge of a professional or technical field.

   - Speak in clear sentences using appropriate volume and enunciation to ensure the audience correctly hears and understands the message.

   - Speak calmly rather than too fast, loudly, or forcefully.

Learning on Demand Resources

Developing Employee Competencies

Building Relationships

Developmental Relationships

- Ask your supervisor, coworker or subordinate to provide feedback regarding your communication style in verbal, written or electronic mediums.

- Approach a supervisor, coworker or colleague who displays this competency to help you develop in this area.

- Seek a mentor, coach, or role model to provide insight, counsel or model for effective behaviors and guidance.

- Ask your supervisor to provide more opportunities to increase the number of internal communication tasks in order to improve interpersonal, written and presentation skills.

- State ideas or information concisely and to the point.

- Create a verbal or visual picture or use an example or analogy to make it easier for listeners to understand and remember viewpoints or information.

5. When informing others, whether one-on-one, small groups, or large groups, consider the audience and situation. Adjust the style, message, and method of delivery. Consider the following:

- Is it a complex issue that might be better communicated in writing with background?

- How receptive will the audience be to the message? Will persuasive points and rationales need to be provided?

- Consistently use correct grammar, spelling, and punctuation in written communications so the message is clear and concise for the audience.

- Do you need to disseminate information quickly through the use of telephone, e-mail, memo, in person, etc.?

- What is your most effective style of delivery? Is that the most practical way to deliver the information?

- Ensure the message is consistently interpreted correctly by the receiver.

6. Provide effective supervision of internal communications by work group staff through both basic and advanced supervisory techniques including recognition, feedback, coaching, modeling, training, and performance management.

7. Give full attention to comprehend information communicated by external customers and staff. Continue to:

- Assist staff and customers with both routine and non-routine external communication problems with which they are having difficulty;

- Research information about communication policies and procedures to identify issues that need further clarification;

- Ask internal customers and other staff logical follow-up questions;

- Demonstrate advanced knowledge in order to answer most customer questions; and

- Direct them to the best resources if you are unable to answer the question;

8. Anticipate training needs and train staff on how to handle non-routine communication problems with internal customers and other staff.

9. Inspire and engage the work group to achieve high levels of accuracy in internal communications, and hold staff accountable for high levels of accuracy in internal communications.

10. Work collaboratively with supervisors and staff to develop and revise division/bureau/office policies, procedures, standards, and reports for use by staff in dealing with internal communication problems.

Controlling Machines and Processes

Using either control mechanisms or direct physical activity to operate machines or processes (not including computers or vehicles).

Tips for Developmental Experiences

1. Operate and control a wide variety of machines and processes, including for use in varied and non-routine environments, while achieving high rates of speed, accuracy, and production.

2. Test and diagnose machines and processes prior to operation to ensure proper working order.

3. Monitor machines while in operation to ensure quality, conformance to standards, and general performance. Recognize warning signs and precursors to malfunctions before the machine, process, or product is damaged or wasted. Follow correct procedures for ceasing operation to ensure no damage occurs.

4. Report machine and process failures to the correct person by written or oral communication, including accurate and comprehensive details of the failure, and suggest correct and innovative solutions.

5. Follow safety rules, demonstrate knowledge of laws and regulations applicable to controlling machines and processes.

6. Identify and/or remove hazards and obstacles before controlling machines and processes and follow the safety rules and account for hazards to ensure the health and safety of the work group.

7. Keep safety and maintenance records and logs to correctly file updates and take time to proof your own work.

Learning on Demand Resources

Developing Employee Competencies

Using Physical Aptitude

Developmental Relationships

- Ask your supervisor to have development discussions and create a development plan.

- Ask your supervisor to delegate tasks to you to enable learning.

- Approach a colleague who displays this competency to help you develop in this area. Ask him/her:
  - How to operate and maintain equipment; and
  - About training the manufacturer or equipment distributor provides.

- Share information and experience regarding operation and maintenance of equipment so you can learn from others.

8. Write clear and understandable documentation for the control of the machines and processes, including documentation and instructions for handling non-routine or highly specialized operations or potential problems.

9. Provide accurate information and advice to others on the control of machines and processes and proactively offer suggestions on improved methods and procedures for the control of machines and processes.

10. Proactively seek and engage in training and continuing education to learn new, advanced, and emerging techniques, tools, and technologies for the control of machines and processes.

11. Assist co-workers with problems or issues they are having difficulty solving regarding the control of machines and procedures by researching information and sharing ideas and approaches to ensure issues are solved; reinforce learning for future use.

12. Follow internal rules and guidelines regarding the control of machines and processes and develop and demonstrate knowledge and the applicability to a variety of both routine and non-routine situations.

Coordinating the Work Activities of Others

Getting members of a group to work together to accomplish tasks.

Tips for Developmental Experiences

1. Adhere to work assignments and consistently meet deadlines to ensure the work group completes tasks, and continue to help keep others in the work group on task.

2. Anticipate the needs of the work group and assist in coordinating the work activities of yourself and those of the work group to best support the group.

3. Work together with the work group in a courteous, professional, and collaborative manner to accomplish work group tasks.

4. Align the schedules of work group staff with a focus on how best to accomplish tasks efficiently and on schedule, and continue to anticipate future needs and goals in order to coordinate activities so as to promote adaptability and flexibility within the work group.

5. Recognize and mediate disputes among work group staff, remain objective throughout dispute resolution, and anticipate disputes in order to defuse them before escalation.

6. Foster an inclusive culture that promotes listening, interaction, and consensus among work group staff; model this through interactions with staff, and continue to recognize when others are having difficulty and adapt as necessary.

7. Analyze work group staff strengths when assigning tasks, and make work group assignments so as to maximize the diversity and skills of the work group.

Learning on Demand Resources

Developing Employee Competencies

Planning and Organizing

Developmental Relationships

- If coordinating work activities of others is a new competency for you, ask your manager to let you take the lead on an initiative that involves others. Arrange to meet with your manager to discuss your challenges and ask for coaching and support.

- Approach a project manager and ask if you can shadow him/her during key parts of the initiative. Take time to debrief lessons learned.

- Ask your supervisor to join a project team. Look for opportunities to see how the work activities are coordinated. Evaluate what works well and what doesn't.

8. Help staff focus on the most pressing tasks in order to complete tasks more efficiently, help them maintain focus until the task is complete, and anticipate changes in work task priorities and needs.

9. Provide leadership and effective supervision of the coordination of the work group through recognition, feedback, coaching, modeling, and performance management. Take accountability for the performance of the work group, and ensure the staff does the same.

Developing and Building Teams

Encouraging and building mutual trust, respect, and cooperation among team members.

Tips for Developmental Experiences

1. In order for a team to work well together, it needs to establish its direction. It is important for a team to discuss what it is trying to achieve. If the leader informs the team of priorities or works with the team to set priorities, this enables the team to effectively make daily decisions.

2. Team members should discuss and clarify direction and priorities on a regular basis.

3. Team members can learn decision making and other skills by being involved in decision making and priority setting.

4. Team decision making works well when information from several team members is needed or a high level of commitment is required for planning and implementation.

5. Teams need to establish roles and responsibilities based on the team's direction. Team members should discuss roles and responsibilities and decide what those will be.

6. Set performance goals around team accomplishments.

- Establish milestones for projects so the team stays on track and also feels a sense of team success.

- On a regular basis, the team should monitor progress toward the goals and adapt as necessary.

- Teams should discuss progress, problems, and recommendations.

- Reward team successes when team performance goals are achieved

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Learning on Demand Resources

Developing Employee Competencies

Developing, Learning, and Motivating

Developmental Relationships

- Seek out others on your team from whom you can learn.

- Be conscious about developing supportive relationships with team members. Get together with someone who has strengths to your weaknesses or weaknesses to your strengths.

- Form a collaborative group of your peers to focus on creative problem solving and shared developmental objectives.

- Seek opportunities to support the successes of other team members.

7. Team members need to work together and share information to understand each other's perspectives and fully use each member's background and talents. Teams should discuss issues that impact or affect the team.

8. Foster an environment where teamwork will happen.

- Review your team structure and hierarchy to ensure it supports your desired team objectives.

- Ask your team (or key members) what they think is necessary to foster an effective team environment and what if anything is getting in the way of that.

Developing Objectives and Strategies

Establishes long range objectives and specifies the strategies and actions to achieve them.

Tips for Developmental Experiences

1. Independently obtain, read, and study relevant material to thoroughly understand the long-term vision of the agency, determine how your role in the work group fits into the vision and proactively adjust personal work goals and activities to better fit the overarching goals of the agency.

2. Read material and attend meetings to understand the strategies and action plans that have been established to meet the work group's objectives and independently integrate the information into own personal work goals and objectives

3. Proactively obtain professional or technical policies, organize and update information, provide personal input, and assist in determining strengths and weaknesses of the work group in order to aid in setting work group goals, objectives, and action plans.

4. Take a broader, long-term view of the work group's role in the division's/bureau's/office's and agency's overall vision and work to align the work group's long-term objectives and strategies with those of the agency.

5. Proactively and independently conduct in-depth analyses of trends in customer needs, current work group policies, and the work group's strengths and weaknesses to integrate the information with other information into objectives and strategies.

Learning on Demand Resources

Developing Employee Competencies

Planning and Organizing

Developmental Relationships

- Ask your supervisor to have development discussions and create a development plan.
- Ask your supervisor to delegate tasks and project team assignments.
- Approach a colleague to help you develop.
- Seek a mentor or coach to provide insight, counsel or model for effective behaviors and guidance.
- Seek a feedback provider or sounding board to help explore things, or give feedback about strengths or weaknesses.
- Seek a development partner who is working on improving a similar competency.

6. Work collaboratively with others to integrate information from various sources to anticipate the consequences of possible objectives and strategies and assist in developing clear, achievable and cost-effective strategies to meet the work group's and agency's objectives.

7. Work collaboratively to develop plans to put work group strategies into operations so they do not conflict with strategies of other groups and are in line with higher-level division/bureau/office and agency objectives.

8. Provide written materials and hold meetings to facilitate an understanding of the work group's/ division's/bureau's/office's/agency's overall vision, plans, and their implementation by translating objectives and plans into specific actions.

9. Work groups should share ideas in a context of how it relates to a strategic goal of the office or agency.

Documenting / Recording Information

Entering, transcribing, recording, storing, or maintaining information in written or electronic/magnetic form.

Tips for Developmental Experiences

1. Obtain, read, and know where to locate all policies and requirements pertaining to documentation and recording information. Seek clarification when necessary.

2. Accurately transcribe, record, and maintain information in a wide variety of forms (e.g., daily logs, schedules, incident reports, forms, equipment maintenance records, inventory sheets, spreadsheets, security documents, databases, etc.), and proofread work to ensure accuracy before storing. Ask additional questions to facilitate understanding.

3. Follow your supervisor's instructions and internal rules and guidelines regarding the documenting and recording of information, demonstrate knowledge of rules and guidelines and their applicability to a variety of both routine and non-routine situations, and provide guidance and direction to other staff to ensure they follow proper procedures.

4. Correctly prepare and follow record retention and disposal schedules and arrange for the archiving and transfer of records when necessary. Proactively assist other work group staff in correctly retaining and disposing of information.

5. Examine your own record keeping and data management activities on a periodic basis to ensure work group procedures are being followed. Willingly help with remedial training and other developmental activities for other staff as needed.

6. Conduct frequent accuracy checks on record keeping and data entry on a wide variety of forms; analyze inaccuracies for systemic problems or procedural flaws; and suggest useful and innovative solutions to upper management.

Learning on Demand Resources

Developing Employee Competencies

Collecting and Assembling Information

Developmental Relationships

- Ask a coach or mentor to give ideas on how to build your skills.
- Approach a colleague who displays this competency to help you develop in this area.
- Seek improvement ideas from your supervisor and/or colleagues.

7. Take accountability for the performance of the work group in accurately documenting and recording information, and reinforce accountability in other work group staff through personal modeling and encouragement.

Drafting, Laying Out, and Specifying Technical Devices, Parts, and Equipment

Providing documentation, detailed instructions, drawings, or specifications to tell others about how devices, parts, equipment, or structures are to be fabricated, constructed, assembled, modified, maintained, or used.

Tips for Developmental Experiences

1. Thoroughly review and understand all drafting, laying out, or specifying assignments to ensure user needs are correctly met, and proactively assists other staff in understanding assignments.

2. Conduct thorough research and review available knowledge, guidelines, regulations, etc. regarding drafting, laying out, or specifying assignments to ensure work meets standards, and propose new or unexplored solutions to be integrated into standard procedures to improve future efficiency and quality of generated products.

3. Write, develop, draw, or lay out accurate and comprehensive technical specifications, instructions, schematics, or other products that go above and beyond the needs and requests of users, and proactively compare them to the most current compliance requirements and best practices to ensure acceptability.

4. Seek out feedback from end users on the technical specifications, instructions, schematics, or other products developed for them, work collaboratively with users to determine optimal additions and/or changes to products to better fit user needs, and proactively provide user support for the application and use of products.

Learning on Demand Resources

Developing Employee Competencies

Applying Technical Proficiency

Developmental Relationships

- Ask your supervisor to have development discussions and create a development plan.
- Ask your supervisor to delegate to you tasks and project team assignments that will allow you to develop this competency.
- Approach a colleague who displays this competency to help you develop in this area
- Seek a mentor or coach, to provide insight, counsel or model for effective behaviors and guidance.
- Seek a development partner who is working on a similar competency.

5. Work collaboratively with your work group or staff to determine how to best deliver products to users that go above and beyond their needs, proactively provide guidance and direction to staff in order to answer questions and solve issues, and proactively follow up with users to ensure staff are delivering high-quality products in a timely manner.

6. Make yourself available and if you are in a supervisory position, ensure that the workgroup is available to respond to end-user feedback and answer their questions regarding technical specifications, instructions, schematics, or other products, and proactively inform users of own availability to assist in product application and determining optimal additions and/or product changes.

7. Proactively seek out and engage in training and continuing education to learn new, advanced, and emerging techniques, tools, and technologies for drafting, laying out, and specifying technical devices, parts, or equipment.

8. Follow supervisor instructions and internal rules and guidelines regarding the drafting, laying out, and specifying of technical devices, parts, or equipment, demonstrate advanced knowledge of rules and guidelines and their applicability to a variety of both routine and non-routine situations, and provide guidance and direction to other staff to ensure they follow proper procedures.

9. Write clear and understandable procedures, guidelines, and training manuals for the division/bureau/office for the drafting, laying out, and specifying of technical devices, parts, and equipment, including those that account for handling complex or highly specialized operations or potential problems, and proactively pursue feedback on procedures, guidelines, and training manuals to ensure their accuracy and helpfulness to others.

10. Work collaboratively with division/bureau/office staff to determine how to best deliver products to users that go above and beyond their needs, proactively provide guidance and direction to staff in order to answer questions and solve issues, and proactively follow up with users to ensure staff are delivering high-quality products in a timely manner.

Establishing and Maintaining Interpersonal Relationships

Developing constructive and cooperative (professional) working relationships with others and maintaining them over time.

Tips for Developmental Experiences

1. Establish a rapport with others by working in a warm, engaging and respectful manner, while still maintaining professional boundaries in a professional setting.

2. Review and analyze your communication style via training opportunities so that you can not only understand the differences between the "big picture" and the "detail" but can then communicate the appropriate level of information in your interactions.

3. Anticipate other's needs for information and proactively share information and tools with your team, colleagues, or professional network.

4. Ensure that professional relationships are meeting goals and working to address key issues and evaluate relationships as work group goals change.

5. Build trust by showing fundamental respect for people, keeping your word, and exhibiting honesty, fairness, respect, and the valuing of others.

6. Adjust interpersonal communications to match the audience and situation. Engage in communication regarding core issues that impact others as well as interpersonal relationships with others.

7. Correctly and proactively solicit input from others regarding their needs and the status of the working relationship.

Learning on Demand Resources

Developing Employee Competencies

Building Relationships

Developmental Relationships

- Approach a coworker who displays this competency to help you develop in this area.
- Seek a mentor, coach, or role model to provide insight or a model for effective behaviors and guidance. Ask him/her:
  - What has worked for you in establishing professional relationships?
  - How do you keep your professional boundaries?
  - What were your challenges? How did you overcome them?

8. Participate in professional networks and partnerships across a broad base of people, agencies, and industries. Maintain and reinforce these relationships over time while also terminating non-constructive relationships.

9. If you are a supervisor or manager, assist work group staff by researching information, providing clear and accurate answers in a timely manner, identifying helpful resources that provide advanced information and guidance, and asking logical follow-up questions to reinforce learning and promote improvement.

10. Identify new opportunities for establishing and maintaining relationships throughout the work group and the agency as a whole and work collaboratively with upper management to develop programs useful to staff in repairing relationships and developing new ones.

11. Provide leadership and effective supervision through recognition, feedback, coaching, modeling, development, and performance management; take accountability for the performance of the work group and ensure staff does the same.

Estimating the Quantifiable Characteristics of Products, Events, or Information

Estimating sizes, distances, and quantities; or determining time, costs, resources, or materials needed to perform a work activity.

Tips for Developmental Experiences

1. Consult inventory records to determine the quantity of supplies and materials that need to be ordered and make adjustments for extra work that may need to be done.

2. Determine supplies that have been used in past time frames and from that, estimate the quantity of supplies to order to meet both current needs and future projected needs.

3. Compare vendor options by obtaining estimates for needed supplies. Proactively seek out more favorable options.

4. Work with customers to estimate the number of people a work group will service during targeted timeframes. Consider seasonal adjustments to supply orders.

5. Revisit records to help estimate the time to accomplish both routine and non-routine tasks with the goal to optimally assign space, time, resources and or staff to meet desired outcomes.

6. Estimate future costs of materials projecting such factors as inflation, cost of living increases, and potential adjustments to wages due to union contracts.

Learning on Demand Resources

Developing Employee Competencies

Applying Technical Proficiency

Developmental Relationships

- Ask your supervisor to delegate to you tasks and assignments that will stretch your exposure and challenge you.
- Approach a colleague who displays this competency to help you develop in this area.
- Seek a feedback provider or sounding board to help explore things or give feedback about strengths or weaknesses

Evaluating Information to Determine Compliance with Standards

Using relevant information and individual judgment to determine whether events or processes comply with laws, regulations, or standards.

Tips for Developmental Experiences

1. Obtain and read information from multiple sources to thoroughly understand procedures or requirements.

2. Obtain and read information from multiple resources to thoroughly understand state, federal, regulatory and legal standards to determine the professional and technical standards that need to be met.

3. Obtain and thoroughly research information from multiple resources to understand state, federal, regulatory, and other legal standards to determine division, bureau, and office standards that need to be met by staff.

4. Know and understand compliance standards to help customers and others understand them and direct them to the relevant source materials for the standards.

5. Proactively train staff on standards that need to be met and provide thorough explanations of supporting source material.

6. Examine events or processes that have occurred, thoroughly understand what has been done, and convey this information to customers or others.

7. Anticipate problems based on past experience and quickly and efficiently identify both obvious and subtle mistakes or errors.

Learning on Demand Resources

Developing Employee Competencies

Assessing, Interpreting, and Explaining Information

Developmental Relationships

- Ask your supervisor to have development discussions and create a development plan.
- Ask your supervisor to delegate tasks and project team assignments.
- Approach a colleague to help you develop.
- Seek a mentor or coach to provide insight, counsel or model for effective behaviors and guidance.
- Seek a development partner who is working on a similar competency.

8. Develop templates or other evaluative tools in order to quickly and efficiently evaluate compliance by comparing ongoing and/or completed events and processes to the standard.

9. Comprehensively detail any discrepancies found between events or processes and the standard; communicate discrepancies to customers, work group and others; and indicate in a clear and understandable manner what needs to be done to achieve compliance as well as strategies and procedures to prevent discrepancies in the future.

Getting Information

Observes, receives, and otherwise obtains information from all relevant sources.

Tips for Developmental Experiences

1. Obtain, read and thoroughly understand information that updates rules, regulations, and procedures. Share new information that may be relevant with your colleagues.

2. Consistently follow standard procedures to obtain information from customers. Use your past experience to adapt your approach based on the situation in order to obtain additional relevant information. If you are becoming familiar with those standards or procedures or if they have changes, you can use checklists and job aids.

3. Questions asked to your customers or those accompanying them must always be appropriate according to privacy-related policies and procedures.

4. Stay up to date on information from other agencies, divisions/bureaus/offices, and private sources to help customers.

5. If you work directly with customers, document information and record detailed observations when appropriate according to agency policies and procedures.

6. If you work directly with customers, assist them in efficiently completing forms and other paperwork needed by anticipating problems based on past experiences.

7. Ensure your staff is consistently following procedures to obtain information from customers.

Learning on Demand Resources

Developing Employee Competencies

Collecting and Assembling Information

Developmental Relationships

- Approach a colleague who displays this competency and ask for guidance on obtaining information.
- Seek a mentor or coach to provide insight and advice. Ask him/her:
  o To share effective ways to get information that is up to date;
  o Effective ways to organize and manage information; and
  o To give you feedback.
- Ask your supervisor to have development discussions and create a development plan.
- Ask your supervisor to delegate you tasks and project team assignments that will allow you to perform research and find information.

8. Assist your work group in obtaining and recording detailed professional information. Anticipate your work group's need for information and respond proactively.

9. If you are in a leadership position, provide comprehensive training to staff on new policies, procedures, and practices as well as the collection of information in a more effective, efficient, and professional manner.

10. Independently pursue opportunities to obtain, maintain and update your own professional or technical knowledge within the field/industry, such as conferences, professional journals, and continuing education.

Guiding, Directing, and Motivating Subordinates

Providing guidance and direction to subordinates (staff), including setting performance standards and monitoring performance.

Tips for Developmental Experiences

1. Monitor the performance of work group staff, provide clear and detailed feedback, and work with staff to anticipate future work needs and independently correct performance.

2. Utilize your expertise to answer questions that staff may have regarding work tasks, and independently pursue opportunities to improve your knowledge and expertise.

3. Create clear, measurable, challenging, and attainable performance standards for work group staff; allow participation in the process; explain and assure understanding and commitment to performance standards; and get buy-in into performance standards.

4. Make performance monitoring an interactive process by inviting work group staff participation so that staff are accepting of performance feedback and see it as a positive growth experience. Ensure the performance management process is directed toward the long-term improvement and development of staff for future assignments and advancement within the agency.

5. Utilize learning opportunities to motivate work group staff about their jobs by identifying clear opportunities and the value and developmental benefits of pursuing them.

Learning on Demand Resources

Developing Employee Competencies

Developing, Learning, and Motivating

Developmental Relationships

- Ask your manager, coach, or mentor to share ideas on how to build this competency.
- Approach a supervisor or colleague who displays this competency to help you develop.
- Ask your supervisor to join a project team.
- See the competency guidance for **Coordinating the Work Activities of Others** for additional ideas.

6. Align the work group's performance standards with the current and future overarching goals of the agency and the developmental needs of work group staff to maximize long-term performance and skill development.

7. Be knowledgeable of the performance of the agency at a broad level, use a variety of criteria to determine the work group's role in improving agency performance, take corrective action to redirect the work group's performance if necessary, and anticipate how the work group will impact the agency's performance at a broad level and in the future.

8. Benchmark against other agencies, states, and government programs to document strategic differences and opportunities for improvement.

Handling and Moving Objects

Using hands and arms in handling, installing, positioning, and moving materials, and manipulating objects.

Tips for Developmental Experiences

1. Handle, move, and position using your hands and arms significantly more than the minimum amount of weight required for performance of the job

2. Handle, move, and position the minimum or more weight with high levels of speed and precision, and go out of the way to assist others in doing so as well.

3. Assemble, disassemble, and install both routine and non-routine objects, equipment, etc. using the hands and arms while demonstrating sufficient flexibility and endurance to achieve the desired outcome.

4. Follow all safety rules, demonstrate advanced knowledge of laws and regulations applicable to handling and moving objects using the hands and arms, identify and/or remove hazards and obstacles before engaging, handling, and moving objects, and ensure other staff are following safety rules and accounting for hazards to ensure the health and safety of the work group.

5. Work collaboratively with managers and other staff in developing and implementing innovative, state-of-the-art measures to protect staff and customers from unsafe conditions when engaging in the handling and moving of objects using hands and arms. Continue to review feedback and performance data to determine aspects in need of addressing or changing.

6. Benchmark against other agencies, states, and government programs to document strategic differences and opportunities for improvement.

Learning on Demand Resources

Developing Employee Competencies

Using Physical Aptitude

Developmental Relationships

- Ask your manager, coach, or mentor to share ideas on how to build this competency.
- Approach a supervisor or colleague who displays this competency to help you develop.

Identifying Objects, Actions, and Events

Identifying information by categorizing, estimating, recognizing differences or similarities, and detecting changes in circumstances or events.

Tips for Developmental Experiences

1. Recognize, identify, and categorize new objects, actions, and events that impact the work group; develop creative and innovative responses to events and changes; and develop new categorization systems based on advanced administrative, technical and professional knowledge.

2. Anticipate changes in objects, actions, and events; proactively respond based on advanced administrative, technical and professional knowledge; adjust responses based on the identification or categorization of different objects, actions and events.

3. Differentiate between important and unimportant changes in objects, actions, and events; identify previously unknown or unanticipated effects of various objects, actions and events; and predict and forecast their effect. Determine how changes in objects, actions and events will have not only an immediate but long-term impact on administrative, technical and professional issues, customers, or clients.

4. Proactively prioritize objects, actions, and events according to their impact on current work group and goals and proactively respond in a manner beneficial to the work group based on administrative, technical and professional knowledge.

5. Proactively adjust and prioritize goals based on the application of advanced administrative, technical and professional principles and advanced knowledge to allow you to anticipate and forecast changes in objects, actions, and events.

Learning on Demand Resources

Developing Employee Competencies

Collecting and Assembling Information

Developmental Relationships

- Ask your supervisor to have development discussions and create a development plan.
- Approach a colleague to help you to develop.
- Seek a mentor or coach to provide insight, counsel or model for effective behaviors and guidance.
- Seek a feedback provider to help explore things or give feedback about strengths or weaknesses.

6. Provide advanced guidance to others and develop programs, standards, or guidelines for use in predicting, responding and categorizing new and changing objects, actions, and events.

7. Answer work group questions regarding the identification and response to objects, actions, and events; stay up-to-date on standards; and be able to direct others to appropriate resources.

8. Provide leadership and supervision of the identification of objects, actions, and events through recognition, feedback, coaching, modeling, and performance management.

Inspecting Equipment, Structures, or Materials

Inspecting equipment, structures, or materials to identify the cause of errors or other problems or defects.

Tips for Developmental Experiences

1. Maintain a constant high level of focus, attention, and concentration when inspecting a wide variety equipment, structures, and materials; monitor them for multiple possible problems or contingencies.

2. Test and diagnose a wide variety of equipment, structures or materials to ensure proper working order, stability, and/or integrity. Monitor them under operational or functional conditions to ensure quality, conformance to standards, and general performance. Recognize warning signs and precursors to errors and failures before damage or loss. Follow correct procedures for ceasing operations or functional use to ensure no damage or loss occurs.

3. Consistently report equipment, structure, or material errors or failures to the correct person by written or oral communication, providing accurate and comprehensive details of the error or failure, and continue to suggest correct and innovative solutions.

4. Follow all safety rules; demonstrate advanced knowledge of laws and regulations applicable to inspecting equipment, structures, or materials; identify and/or remove hazards and obstacles before inspecting; and ensure other staff are following safety rules and accounting for hazards to ensure the health and safety of the workgroup.

Learning on Demand Resources

Developing Employee Competencies

Applying Technical Proficiency

Developmental Relationships

- Approach a colleague who displays this competency and ask for tips and guidance regarding the specifics of the job.
- Seek a mentor or coach to provide insight and advice. Ask him/her to:
  o Share effective ways to develop the skills to be effective and efficient in inspecting equipment, structures and materials;
  o Recommend books, blogs or courses to take; and
  o Give feedback.
- Ask your supervisor to have development discussions and create a development plan around this competency.
- Ask your supervisor to delegate to you tasks and assignments that will allow you to develop this competency.

5. Keep accurate logs and records, correctly file updates, and take time to proof your own work and that of others in the workgroup.

6. Provide quick and accurate consultation and advice to others on the inspection of equipment, structures, or materials; proactively offer suggestions on improved methods and procedures for inspecting equipment, structures or materials; and make recommendations and initiate studies on the purchase and inspection of new and improved equipment, structures and materials.

7. Proactively seek out and engage in training and continuing education to learn new, advanced, and emerging techniques, tools, and technologies for the inspection of equipment, structures, or materials.

8. Follow your supervisor's instructions and internal rules and guidelines regarding inspection of equipment, structures or materials and continue to demonstrate advanced knowledge of rules and guidelines and their applicability to a variety of both routine and non-routine situations.

9. If you are in a leadership role, provide guidance and direction to your workgroup staff.

10. Write clear and understandable documentation for inspecting equipment, structures, or materials, including documentation and instructions for handling non-routine or highly specialized operations or potential problems and proactively pursue feedback to ensure accuracy and helpfulness to others.

11. Provide quick and accurate consultation and advice to others on inspection of equipment, structures, or materials. Proactively offer suggestions on improved methods and procedures for inspecting equipment, structures or materials, and make recommendations and initiate studies on the purchase and inspection of new equipment, structures, or materials.

12. If you are in a leadership position, assist your workgroup staff with problems or issues regarding the inspection of equipment, structures or materials; research in depth information to ensure the most up-to-date knowledge is being utilized by yourself and staff; direct staff to the most helpful resources if you are unable to answer their questions to ensure logical follow-up questions to ensure issues are solved and to reinforce learning for future use.

13. Provide leadership and effective supervision of inspection of equipment, structures or materials through observation, recognition, feedback, coaching, modeling, and performance management. Take accountability for the performance of the workgroup, and ensure staff does the same

Interpreting the Meaning of Information for Others

Translates or explains what information means and how it can be used by others.

Tips for Developmental Experiences

1. Proactively research, read, and thoroughly understand both routine and non-routine policies and other information in anticipation of issues. Correctly inform customers, staff, and others to facilitate their understanding.

2. Provide accurate, thorough, clearly structured, and easy to understand explanations of both routine and non-routine information to customers, staff, and others by consistently tailoring the medium and the message to the unique need and interest of the recipient.

3. Proactively follow up with customers, staff, and others to ensure they understand the explanations provided to them. Consider the following:

   - Ask additional questions to facilitate understanding;

   - Highlight their viewpoints or information briefly;

   - Provide useful supplemental information and resources to clarify current issues as well as better inform recipients to handle potential further issues; and

   - When encountering conflicting or mixed messages, work to resolve or clarify any misunderstandings.

4. Interpret the meaning and use of new and updated standards, directives, regulations and other policies set by upper management, use multiple channels of communication to disseminate the original information and interpretations to customers, work group staff, and others.

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Learning on Demand Resources

Developing Employee Competencies

Assessing, Interpreting, and Explaining Information

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Developmental Relationships

- Seek a mentor or coach to provide ideas on how to build this competency.

- Approach a supervisor or colleague who displays this competency to help you develop in this area.

- Seek a feedback provider to give feedback about strengths or weaknesses.

- Become a mentor to assist someone and your own development.

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5. Identify work group/division/bureau/office training needs to facilitate staff understanding of meaning and use of information, institute needed training to ensure and enhance understanding.

6. Evaluate delivered trainings' success by comparing post-training understanding and performance to pre-training benchmarks.

Judging the Qualities of Objects, Services, or People

Assessing the value, importance, or quality of objects or people.

Tips for Developmental Experiences

1. Maintain a constant high level of focus, attention, and concentration while examining material, objects, people, etc.

2. Use advanced knowledge and experience to accurately identify fine indications of substandard quality, notice hard to identify damage, and/or differentiate between important and unimportant attributes of objects, services, or people, and make detailed notes and observations. Communicate your findings through the appropriate channel.

3. Anticipate administrative issues based on past experience in order to proactively guide customers and others, and ensure they provide complete, reliable, and useful information.

4. Determine if office equipment satisfies the current needs of the work group, is contributing to the work group meeting its goals, and has the capability of contributing to achieving potential future goals; make recommendations about upgrading or replacing equipment as necessary.

5. Correctly judge the quality of facilities or services provided to the work group by outside vendors, make recommendations for or against continued service, and investigate more beneficial vendors as needed.

6. Use advanced knowledge and experience to categorize service requests from customers and others based on accurate assessments of urgency, nature of request, and need; optimally prioritize various requests; and provide services above and beyond requests by anticipating needs not yet identified by customers and others.

Learning on Demand Resources

Developing Employee Competencies

Assessing, Interpreting, and Explaining Information

Developmental Relationships

- Seek a mentor or coach to provide ideas on how to build this competency.
- Approach a colleague who displays this competency to help you develop in this area.
- Seek a feedback provider to help explore this competency, including feedback about strengths or weaknesses.
- Become a mentor to assist someone and your own development.

7. If you are a supervisor, you should correctly evaluate the performance of the work group in judging the qualities of objects, services, or people, and assess training needs accordingly; institute needed training and evaluate its success by comparing post-training performance and financial efficiency to pre-training benchmarks.

8. Develop and update thorough and easy to understand standards and guidelines for judging the qualities of objects, services, or people for use by the division/bureau/office, and proactively pursue feedback on standards or guidelines to ensure their accuracy and helpfulness to others.

9. Provide leadership and effective management of judging the qualities of objects, services, or people by division/bureau/office staff through recognition, feedback, coaching, modeling, development, and performance management; take accountability for the performance of the division/bureau/office, and ensures staff does the same.

Making Decisions and Solving Problems

Analyzing information and evaluating results to choose the best solution and solve problems.

Tips for Developmental Experiences

1. Use established methods to solve both routine and non-routine administrative, technical and professional problems and pursue assistance while looking for new and innovative approaches when initial attempts to solve problems are unsuccessful.

2. Accurately predict the consequences and implications of a variety of innovative alternative solutions to both routine and non-routine administrative, technical and professional problems.

3. Show flexibility and openness to new ideas from a variety of sources when facing obstacles.

4. Make correct administrative, technical and professional decisions in a timely manner with a focus on continuous improvement.

5. Delegate decision-making responsibilities to work group staff to help develop their skills, provide guidance to facilitate development among staff, and hold decision-makers accountable for the outcomes to promote commitment and investment in the decision-making process.

6. Balance day-to-day decision making with long-term strategic problem solving to best achieve goals and proactively pursue feedback and performance data to integrate into your decision making processes.

7. Cope with uncertainty and ambiguity with confidence, and continue to develop creative solutions to routine and non-routine problems.

8. Proactively teach others how to anticipate and respond to work-related problems, and continue to provide positive and constructive feedback to reinforce learning.

Learning on Demand Resources
Developing Employee Competencies
Assessing, Interpreting, and Explaining Information

Developmental Relationships
• Ask your supervisor to have development discussions and create a development plan.
• Approach a coworker who displays this competency to help you develop in this area.
• Seek a mentor, coach, or role model to provide insight, counsel or model for effective behaviors and guidance.
• Seek a development partner who is working on a similar competency.

Monitoring and Controlling Resources

Monitoring and controlling resources and overseeing the spending of money.

Tips for Developmental Experiences

1. Receive and process incoming payments in a timely manner and with a keen attention to detail, and keep up-to-date logs of received and outstanding payments.

2. Identify and report to management ways to improve work group outcomes for monetary activities.

3. Determine the cost of required supplies by investigating the optimal balance between item quality and minimizing agency expenditures, order supplies and verify the quantity received against the order, and proactively investigate discrepancies as soon as they are detected.

4. Establish work group staff schedules and assignments in accordance with the budget; and optimize schedules and assignments by accounting for workloads, available facilities, and resource considerations.

> **Learning on Demand Resources**
>
> **Developing Employee Competencies**
>
> **Planning and Organizing**

> **Developmental Relationships**
>
> - Reach out to your budget coordinator and/or finance staff and ask if you can job shadow them to learn more about what they do.
> - Approach a colleague who displays this competency to help you develop in this area.

5. Prepare and process purchase orders with accuracy and in a timely manner; review the work of group staff; and ensure purchases adhere to orders and available budgets for short-term needs while accounting for potential long-term requirements.

6. Prepare contracts that demonstrate advanced knowledge and consideration of agency needs, contractor products and services, and industry standards; negotiate revisions with professionalism and expertise while achieving beneficial results for the agency.

7. Identify vendors providing supplies needed both currently and in the future, proactively build relationships with those vendors, and determine which vendors best fit the current and future needs of the agency.

8. Prepare and submit budget estimates and progress reports in a timely manner that accurately predict resource expenditures while accounting for a variety of contingencies and potential needs.

9. Manage projects and other work activities while adhering to budget and scope, and proactively look for opportunities to make improvements to increase efficiency and savings.

10. Frequently review and thoroughly consider the human capital, and monetary investments and resource allocations of the division/bureau/office in order to engage in planning and risk management to improve both the short-term performance and long-term potential of the division/bureau/office.

11. Benchmark against other agencies, states, and government programs to document strategic differences and opportunities for improvement.

Monitoring Processes, Materials, or Surroundings

Monitoring and reviewing information from materials, events, or the environment to detect or assess problems.

Tips for Developmental Experiences

1. Maintain a constant high level of focus, attention, and concentration when monitoring a wide variety of both routine and non-routine processes, materials, and surroundings for multiple possible problems or contingencies.

2. Monitor a wide range of processes, materials, or surroundings to ensure proper working order; monitor them under both routine and non-routine operational or functional conditions to ensure quality and conformance to standards; recognize warning signs and precursors to problems before damage, loss, or significant negative impact; and follow correct procedures for ceasing operation, functional use, or continue services to ensure no damage, loss or significant negative impact occurs.

3. Report process, material, or environmental problems to the correct person by oral or written communication, provide accurate and comprehensive details of the problem, and suggest correct and innovative solutions.

4. Follow all safety rules, demonstrate advanced knowledge of laws and regulations applicable to monitoring processes, materials, or surroundings; identify and remove hazards and obstacles.

Learning on Demand Resources

Developing Employee Competencies

Applying Technical Proficiency

Developmental Relationships

- Ask your supervisor to have development discussions and create a development plan.
- Ask your supervisor to delegate tasks and project team assignments.
- Approach a colleague to help you to develop.
- Seek a mentor or coach to provide insight, counsel or model for effective behaviors and guidance.
- Seek a feedback provider to help explore this competency and provide feedback about strengths or weaknesses.
- Seek a development partner who is working on a similar competency.

5. Provide quick and accurate consultation and advice to others regarding the monitoring of processes, materials or surroundings; proactively offer suggestions on improved methods and procedures for monitoring processes, materials or surroundings; make recommendations; and initiate studies regarding making investments in processes, materials, or surroundings.

6. Proactively seek and engage in training and continuing education to learn new, advanced and emerging techniques, tools and technologies for monitoring of processes, materials or surroundings.

7. Write clear and understandable documentation for monitoring processes, materials, or surroundings including documentation and instructions for handling non-routine or highly specialized operations for potential problems and proactively pursue feedback on documentation, procedures, guidelines, and training manuals to ensure accuracy and helpfulness to others.

8. Assist staff with problems or issues they have difficulty solving regarding the monitoring of processes, materials, or surroundings; research in-depth information to ensure the most up-to-date knowledge is used.

9. Follow internal rules and guidelines regarding the monitoring of processes, materials, or surroundings; demonstrate advanced knowledge of rules and guidelines and their applicability to a variety of both routine and non-routine situations; and provide guidance and direction to ensure proper rules and guidelines are followed.

Operating Vehicles, Mechanized Devices, or Equipment

Running, maneuvering, navigating, or driving vehicles or mechanized equipment, such as forklifts, passenger vehicles, aircraft, or watercraft.

Tips for Developmental Experiences

1. Seek opportunities to operate a wide variety of vehicles, mechanized devices, or equipment, including for use in varied and non-routine environments, and do so while achieving high rates of accuracy and productivity.

2. Test and diagnose a wide variety of vehicles, mechanized devices, or equipment prior to operation to ensure proper working order; monitor them while in operation to ensure conformance to standards and general performance.

3. Recognize warning signs and precursors to malfunctions before vehicles, mechanized devices, or equipment are damaged; and follow correct procedures for ceasing operation to ensure no damage occurs.

4. Report vehicle, mechanized device, or equipment failures to the correct person by written or oral communication, provide accurate and comprehensive details of the failure and suggest correct and innovate solutions.

5. Take responsibility for and ensure the safety of passengers or cargo while operating vehicles, mechanized devices, or equipment in both routine and non-routine situations (e.g., unusual environmental conditions, highly vulnerable passengers such as handicapped children, or dangerous cargo such as explosives).

6. Follow all safety rules, demonstrate advanced knowledge of laws and regulations applicable to operating vehicles, mechanized devices, or equipment.

Learning on Demand Resources

Developing Employee Competencies

Applying Technical Proficiency

Developmental Relationships

- Ask your supervisor to have development discussions and create a development plan.
- Ask your supervisor to delegate to you tasks that will allow you to demonstrate this competency.
- Approach a colleague who displays this competency to help you develop in this area.
- Become a mentor to assist someone and your own development.
- Seek a feedback provider to help explore things or give feedback about strengths or weaknesses.

7. Identify and/or remove hazards and obstacles before operation, and ensure other staff are following safety rules and accounting for hazards to ensure the health and safety of the work group, customers, and/or passengers.

8. Keep correct logs and records, correctly file any updates, and take the time to proof own work and that of others in the work group.

9. Provide quick and accurate consultation and advice to others on the operation of vehicles, mechanized devices, or equipment, proactively offer suggestions on improved methods and procedures for the operation of vehicles, mechanized devices, or equipment, and make recommendations. When appropriate, initiate studies on the purchase of new and improved vehicles, mechanized devices, or equipment.

10. Proactively seek out and engage in training and continuing education to learn new, advanced, and emerging techniques, tools, and technologies for the operation of vehicles, mechanized devices, or equipment.

11. Direct staff to the most helpful resources if unable to answer their questions, and ask logical follow up questions to ensure issues are solved and to reinforce learning for future use.

Organizing, Planning, and Prioritizing Work

Developing specific goals and plans to prioritize, organize, and accomplish work.

Tips for Developmental Experiences

1. Anticipate both routine and non-routine problems, obstacles, and issues in achieving individual, unit, bureau, and/or divisional work goals. Consider customer/stakeholder needs and individual/group capabilities in order to prioritize time, energy, and resources.

2. Coordinate and align priorities, objectives, and plans to ensure that individual, team or group efforts are focused on high priorities and maximize the use of time, energy and resources.

3. Anticipate the needs of the agency, and continue to align work group plans and priorities to fit with them.

4. Work collaboratively with division/bureau/office staff to organize, plan, and prioritize their tasks so as to ensure completion of work on or ahead of schedule, and continue to provide the necessary resources and ensure alignment with agency priorities.

5. Conduct both routine and non-routine organization and planning of appointments, events, and activities in the work group by considering needs and coordinating multiple schedules and priorities, and quickly adjust plans and task allocations by anticipating potential problems or changes in order to provide uninterrupted service.

6. Work in an interactive and participative manner with project managers to resolve discrepancies and disagreements with regard to priorities and competition for resources.

Learning on Demand Resources

Developing Employee Competencies

Planning and Organizing

Developmental Relationships

- Ask your supervisor to have development discussions and create a development plan.
- Ask your supervisor to delegate tasks and project team assignments.
- Approach a colleague to help you to develop.
- Seek a mentor or coach to provide insight, counsel or model for effective behaviors and guidance.
- Seek a development partner who is working on a similar competency.

7. Use advanced knowledge of time management techniques and work group priorities to maximize the efficiency of completing both routine and non-routine work group tasks.

8. Use advanced knowledge and experience to anticipate and predict the need to realign division/bureau/office objectives, plans, and priorities, and quickly accomplish realignments based on changes in the environment, technology, workforce, agency goals, and customer needs.

9. Provide clear direction when assigning daily activities to staff, anticipate and provide contingencies for dealing with non-routine tasks, and continue to adjust assignments based on the strengths and weaknesses of staff.

10. Create a climate of participation and communication among division/bureau/office staff, model and recognize communication, and conduct regular meetings involving participation by staff which lead to specific action plans and a clear understanding of assignments.

11. Provide leadership and effective supervision of organizing, planning, and prioritizing work by work group staff through recognition, feedback, coaching, modeling, and performance management. Take accountability for the performance of the work group, and ensure staff does the same.

Performing Administrative Activities

Performing day-to-day (routine) administrative tasks such as maintaining information files and processing paperwork.

Tips for Developmental Experiences

1. Prepare, review, and process reports, memos, letters, financial statements, legal and/or other documents using word processing, spreadsheets, databases, or presentation software. Follow policies and procedures and/or correct templates. Ensure that documents are proofed.

2. Respond to communications (callers, emails or in-person) in your area of expertise and direct customers/peers/public to the correct parties quickly and efficiently. Be engaging and respectful when responding to questions. Represent the work group with a high degree of professionalism throughout all interactions.

3. Attend meetings in a timely manner. Remain attentive for the duration of meetings. Record minutes and other notes with a high degree of accuracy that are clear and understandable to all parties, including those not in attendance.

4. Perform general office duties with high levels of speed and accuracy, including
   - Opening and sorting mail;
   - Making travel arrangements;
   - Routine bookkeeping; and
   - Filing and retrieving reports, memos, letters, financial statements, legal and other documents.

5. Maintain filing and storage systems that are logical, efficient, and easily understood by other staff in order to improve filing and retrieval done by others.

6. Proactively assist other staff in performing similar administrative duties.

Learning on Demand Resources

Developing Employee Competencies

Planning and Organizing

Developmental Relationships

- Approach a supervisor or coworker who displays this competency to help you develop in this area.

- Seek a mentor or coach to provide insight, counsel or a model for effective behaviors.

- Talk with coworkers about properly documenting information can be improved on a daily basis.

7. Perform additional administrative duties as assigned,
    proactively looking for opportunities to complete tasks to support the work of others.

8. Plan, schedule, and coordinate activities, tasks, and work to be completed by both
    yourself and others ahead of deadlines and with an ability to manage multiple
    priorities.

9. Develop forms, templates, office procedures, and guidelines for staff use. Pursue
    feedback and performance data to review and revise them in order to increase
    efficiency and productivity.

10. Direct and coordinate the administrative activities of the work group, continue to
    proactively review performance data, and observe staff behaviors in order to identify
    methods to improve worker motivation and performance.

11. Set specific, challenging, and attainable administrative goals for work group staff by
    observing and reviewing staff capabilities and performance data and making
    modifications as needed.

12. Proactively and regularly recommend policy changes and updates to managers and
    other upper-level staff in order to provide performance data, make informed
    decisions, and improve operations.

13. Maintain personnel records such as time off, sick days, and other information.
    Ensure records are kept in an organized and logical manner that allows access to
    the information quickly and efficiently.

14. Review work orders, supply orders, staff requests, and other documents in a timely
    manner. Provide feedback and guidance to improve quality and clarity of future
    documentation.

15. Provide leadership and effective supervision of the performance of administrative
    activities by work group staff through recognition, feedback, coaching, modeling, and
    performance management. Take accountability for the performance of the work
    group and ensure staff does the same.

16. Benchmark against other agencies, states, and government programs to document
    strategic differences and opportunities for improvement.

17. Create work schedules and assign work to division/bureau/office staff. Make
    adjustments to improve work flow; create more meaningful assignments and
    favorable schedules based on staff strengths, weaknesses, and availability.

18. Prepare and review reports, financial statements, proposals, and other documents to
    ensure accuracy and comprehensive coverage of required information. Provide
    developmental feedback to staff to improve the quality of future documentation.

Performing for or Working Directly with the Public

Performing for people or dealing directly with the public. This includes serving customers and receiving clients or guests (applicants, consumers, dependents, patients, inmates, recipients).

Tips for Developmental Experiences

1. Make your customers and members of the public always feel welcome and comfortable when interacting with them. Greet them in a polite, courteous, and timely manner.

2. Anticipate the needs of the members of the public, address their needs and concerns, and seek them out to provide services, information, or assistance. If you cannot address their needs directly, practice a warm referral by assisting them in making the connection to the right person or office.

3. Follow escalation procedures consistently and correctly by directing questions to individuals who are in a better position to answer them.

4. Use customer feedback in a helpful manner to improve public service, integrate this feedback into standard procedures to improve future service.

5. Remain calm, polite, respectful, and approachable when dealing with difficult members of the public.

6. Strive to always act in a professional and diplomatic manner that reflects agency mission of having a strong service orientation. Address and defuse the situation or help calm the other person, and proactively work toward preventing similar issues in the future.

Learning on Demand Resources

Developing Employee Competencies

Serving the Public

Developmental Relationships

- Ask your supervisor to have development discussions and create a development plan.
- Ask your supervisor to delegate to you tasks and project team assignments that will allow you to demonstrate this competency.
- Seek a mentor, coach, or role model to provide insight, counsel or model for effective behaviors and guidance. Ask him/her:
  - o To share with you experiences that helped in developing this competence; and
  - o To give you feedback.
- Seek a development partner who is working on a similar competency.
- Seek a development partner who is working on a similar competency.

7. If you are in a leadership position, reinforce staff's positive and effective interactions with the public, identify and correct negative interaction, personally model the behavior you want to see in your staff.

8. Anticipate issues and complaints from the public, and put standards, guidelines and procedures into place so the workgroup can act independently. Address issues and follow up to ensure customer satisfaction with service.

9. Ensure that standards, guidelines and procedures are followed while also being responsive to the public. Provide feedback and guidance to your staff.

10. Establish benchmarks against other agencies, states, and government programs to document strategic differences and opportunities for improvement.

11. Represent the bureau/division/office in a professional manner in communications with the public, do so in a manner that informs the public of both the current and future goals of the division/bureau/office, remain open and receptive to the view of others, and share the goals of the division/bureau/office.

12. Build good working relationships with the public where the public sees a partnership as existing with the division/bureau/office, and continue to maintain an ongoing collaboration with the public. Pursue opportunities to develop new and /or stronger relationships.

13. Ensure that your interactions with the public are in line with both the division/bureau/office's current mission and strategic goals, and direct staff to consider the long term ramifications of their interactions with the public.

14. Make sure the division/bureau/office is proactively responsive to the public's needs.

15. Foster a culture in the division/bureau/office that emphasizes positive interactions and working with the public in a manner that is consistent with and furthers the mission and strategic goals of the division/bureau/office.

16. Establish tools for supervisors and other staff to foster a culture that works with the public in a way that is consistent with the mission and strategic goals of the office.

17. Foster professional development in this competency for your staff/workgroup.

Performing General Physical Activities

Performing physical activities that require considerable use of your arms and legs and moving your whole body, such as climbing, lifting, balancing, walking, stopping, and handling of materials.

Tips for Developmental Experiences

1. Lift, pull, push, or maneuver significantly or substantially more than the minimum amount of weight required for performance of the job; lift, pull, push, or maneuver the minimum or more weight to complete tasks at high rates of speed and precision or under non-routine or potentially hazardous conditions; and go out of the way to assist others in doing so.

2. Demonstrate greater than the minimum flexibility and endurance so as to achieve unusual postural positions such as kneeling, bending, lying down, etc. and maintain them for long periods of time or under non-routine or potentially hazardous conditions. Demonstrate the flexibility and endurance necessary to complete associated tasks at high rates of speed and precision and goes out of the way to assist others in doing so.

3. Deal with prolonged exposure to non-routine or potentially hazardous working conditions such as cold, heat, noise, or possible communicable diseases. Complete tasks under such conditions with high rates of speed and precision and do so in a manner that limits exposure of self and others to accidents or injury.

4. Defend self and others from prolonged physical attack resulting in minimal physical damage to self, others being attacked, the attacker, and the surrounding environment/property.

Learning on Demand Resources

Developing Employee Competencies

Using Physical Aptitude

Developmental Relationships

- Ask your supervisor for ideas on how to build this competency.
- Observe others that display this competency or have experience performing general physical activities as part of their jobs.
- Approach a colleague who displays this competency to help you develop in this area.
- Use your knowledge and skills to help others develop their competency.

5. Follow all safety rules and demonstrate advanced knowledge of laws and regulations applicable to performing physical activities on the job. Identify and/or remove hazards and obstacles before engaging in physical activities, ensure other staff are following safety rules, and account for hazards to ensure the health and safety of the work group.

6. Work collaboratively with managers and other staff in developing and implementing innovative, state-of-the-art measures to protect staff and customers from unsafe conditions when engaging in physical activities, and review feedback and performance data to determine aspects in need of addressing or changing.

7. Provide leadership and effective supervision of the performance of physical activities by work group staff through recognition, feedback, coaching, modeling, development, and performance management; take accountability for the performance of the work group, and ensures staff does the same.

Processing Information

Compiling, coding, categorizing, calculating, tabulating, auditing, or verifying information or data.

Tips for Developmental Experiences

1. Independently obtain, read, and thoroughly understand information that updates rules, regulations, and procedures regarding the processing of various types of information; help the work group understand the updates.

2. Know and follow procedures to obtain and process information from customers and other sources; use independent judgment to obtain and process additional information based on the situation.

3. Ask customers necessary and logical follow-up questions to obtain and process complete information for inclusion in forms, reports, databases, etc. to provide comprehensive services beyond those requested by the customer.

Learning on Demand Resources

Developing Employee Competencies

Assessing, Interpreting, and Explaining Information

Developmental Relationships

- Approach a supervisor or colleague who displays this competency to help you develop in this area.
- Ask if you could shadow someone that has expertise in Processing Information.

4. Verify customer information, anticipate potential information gaps or oversights based on past experience, and ask clarifying questions to account for potential errors or problems. Accurately code or categorize customer information based on their responses to questions.

5. Anticipate and search for problems when verifying information from various sources, efficiently detect mistakes in information, immediately correct mistakes or complete missing information, and integrate experience into future information processing procedures.

6. Consistently perform routine and non-routine calculations and assist supervisors with compiling information into work group reports.

7. Proactively assist work group staff with information processing problems they are having.

8. Set up efficient, easy to use, and understandable databases, file systems, etc. for division/bureau/office staff to utilize in processing information, gather user feedback, and identify inefficiencies and areas for improvement.

Providing Consultation and Advice to Others

Providing guidance and expert advice to management or other groups on technical, systems-, or process-related topics.

Tips for Developmental Experiences

1. Proactively identify opportunities for advanced skill training and acquisition, and continue to follow through by developing and guiding others in the work group to transfer knowledge.

2. Foresee potential challenges to implementing new systems or processes, continue to report them to management and other relevant parties, and continue to propose innovative and effective solutions to address them.

3. Independently research and propose new process solutions that have the potential to further improve performance and reduce inefficiencies.

4. Provide suggestions to management on methods of improving company procedures and services regarding internal and external consultation.

5. Provide consultation tailored to the needs of others in the work group in your area of expertise, and continue to follow up to ensure consultation was helpful and sufficient to facilitate learning and understanding.

6. Follow internal rules and guidelines regarding the delivery and use of consulting, continue to demonstrates advanced knowledge of rules and guidelines and their applicability to a variety of both routine and non-routine situations, and continue to provide guidance and direction to division/bureau/office staff to facilitate learning and understanding and ensure they follow the proper procedures.

Learning on Demand Resources

Developing Employee Competencies

Building Relationships

Developmental Relationships

- Seek a mentor or coach to provide ideas on how to build this competency.
- Approach a supervisor or colleague who displays this competency to help you develop in this area.
- Seek a feedback provider to give feedback about strengths or weaknesses.
- Become a mentor to assist someone and your own development.

Repairing and Maintaining Electronic Equipment

Servicing, repairing, calibrating, regulating, fine-tuning, or testing machines, devices, and equipment that operate primarily on the basis of electrical or electronic (not mechanical) principles.

Tips for Developmental Experiences

1. Ensure quality and conformance to operational standards with the inspection and monitoring of a wide variety of electronic equipment.

2. While testing, troubleshooting and diagnosing electronic equipment, report poorly performing or failing systems to responsible party through written or oral communication. Provide accurate and detailed description of problems and suggest solutions.

3. Strive to understand the requirements of intricate and advanced parts and procedures while assembling, maintaining, repairing and replacing electronic equipment.   Implement innovative solutions and adapt equipment to user's specific needs.

4. Demonstrate and comply with safety regulations while repairing and maintaining equipment. Recommend measures to protect others.

5. Recognize, select, and use proper tools for repair and maintenance situations.

6. Keep and maintain correct logs and records, update files and proof own work and well as those in the work group.

7. Compose documentation for clear and understandable use of electronic equipment to reduce misuse or failure. Solicit feedback to ensure documentation is accurate and helpful to others.

Learning on Demand Resources

Developing Employee Competencies

Applying Technical Proficiency

Developmental Relationships

- Ask your supervisor to have development discussions and create a development plan.

- Ask your supervisor to delegate tasks and project team assignments to gain and improve knowledge.

- Seek a mentor or coach to provide insight or counsel for effective behaviors, assistance and guidance.

- Share information, experiences and new technologies that contribute to others' and your own development.

8. Proactively maintain knowledge and learn new, advanced and emerging techniques, tools and technologies by seeking out and engaging in training and continuing education.

9. Follow supervisor instructions and internal rules and guidelines regarding repair and maintenance of electronic equipment. Provide helpful guidance and direction to other staff to ensure proper procedures followed.

Repairing and Maintaining Mechanical Equipment

Servicing, repairing, adjusting, and testing machines, moving parts, and equipment that operate primarily on the basis of mechanical (not electronic) principles.

Tips for Developmental Experiences

1. Inspect and monitor a wide variety of non-routine and specialized mechanical office equipment to ensure quality and conformance to operational standards, even in situations where established procedures do not apply.

2. Test, troubleshoot, and diagnose a wide variety of non-routine and highly specialized mechanical equipment that is failing or performing below standards. Report failures to the correct person by written or oral communication, providing accurate and comprehensive details of the failure, and suggesting correct and innovative solutions.

3. Seek ways to adapt equipment to the needs of a range of users.

4. Demonstrate and comply with safety regulations and when appropriate, review them prior to beginning a procedure where safety could be at risk.

5. Seek out opportunities to recommend innovative measures to protect others from unsafe conditions.

6. Select and use optimal tools for both routine and non-routine repairs. Consider discussing these resources with other staff who may benefit.

Learning on Demand Resources

Developing Employee Competencies

Applying Technical Proficiency

Developmental Relationships

- Ask your supervisor to have development discussions and create a development plan.
- Ask your supervisor to delegate tasks and project team assignments to gain and improve knowledge.
- Seek a mentor or coach to provide insight or counsel for effective behaviors, assistance and guidance.
- Share information, experiences and new technologies that contribute to others' and your own development.

7. Proactively seek out and engage in training and continuing education to learn new, advanced, and emerging techniques, tools and technologies for repair and maintenance of mechanical office equipment.

Resolving Conflicts and Negotiating with Others

Handles complaints, settles disputes, and resolves grievances and conflicts, or otherwise negotiates with others.

Tips for Developmental Experiences

1. Anticipate and identify potential work group conflict situations before they arise or escalate by observing staff interactions, and based on experience with and knowledge of staff, continue to quickly address them before they escalate into full conflicts.

2. Ask customers and staff to voice their complaints, continue to attentively listen to complaints, and continue to ask follow-up questions to clarify issues and understand the source of the complaint.

3. Recognize and acknowledge the differences between parties to the conflict, and continue to facilitate parties' ability to voice and/or validate cause(s) of concern.

4. Remain calm throughout conflict situations while using a calming voice when speaking with involved parties, take a personal interest in the situation while maintaining appropriate professional distance, let involved parties know the importance of conflict resolution, and present a confident, capable, and professional demeanor during a conflict situation.

5. Deal with work group conflicts quickly and efficiently, and provide a resolution to the conflict that is agreeable to all parties and helps improve relationships between customers and the agency or between staff.

6. Develop standard conflict resolution procedures for use by division/bureau/office staff in dealing with conflict situations, and actively pursue feedback on the usefulness of procedures in order to improve them for future use.

7. Provide leadership and effective supervision of conflict resolution by work group staff through recognition, feedback, coaching, modeling, and performance management. Take accountability for the performance of the work group, and ensure staff does the same.

Learning on Demand Resources

Developing Employee Competencies

Building Relationships

Developmental Relationships

- Think of a colleague who is an effective negotiator or problem solver. Ask them how they address conflicts effectively and if they adhere to a process.
- Seek a colleague who displays this competency for assistance.
- Seek a feedback provider to give feedback about strengths or weaknesses.
- Become a mentor to assist in someone else's development.

Scheduling Work and Activities

Schedules events, programs, and activities, as well as the work of others.

Tips for Developmental Experiences

1. Anticipate problems or issues that may arise for you and your work group and continue to proactively amend your own schedule of activities to best assist in problem resolution.

2. Monitor the work group's performance for work progress and efficiency, anticipate and identify problems or changes, re-evaluate the top priorities of the division/bureau/office, and proactively adjust schedules and task allocations to account for changes.

3. Schedule appointments, events, and activities in the work group by anticipating needs and acting accordingly.

4. Anticipate the needs of the agency and proactively develop the work group's schedule to align with them, coordinate the schedules and activities of staff based on their strengths to ensure work group objectives are being met, and prioritize staff work according to importance and position within serial processes in order to schedule the staff's time most efficiently.

5. Provide leadership and effective supervision of the work group in scheduling work and activities through recognition, feedback, coaching, modeling, and performance management. Continue to take accountability for the performance of the work group, and ensure staff does the same.

Learning on Demand Resources

Developing Employee Competencies

Planning and Organizing

Developmental Relationships

- Approach a supervisor or colleague who displays this competency to help you develop in this area.
- Seek opportunities to coordinate events, programs, or activities.

Selling or Influencing Others

Convinces others to buy merchandise/goods (use services) or to otherwise change their minds or actions.

Tips for Developmental Experiences

1. Proactively identify the need or opportunity to sell or influence others by independently monitoring trends in customer needs and observing and noting staff attitudes and behaviors, and continue to look for ideal opportunities to approach customers and others with a sales or influence attempt to ethically benefit the agency, program and/or customer.

2. Sell customers on goods and/or services provided by the agency by:

   - Customizing each attempt or presentation to the specific needs and situation of the customer;

   - Positively present the cost-benefit analysis of the agency's product;

   - Emphasizing the agency's focus on customer services;

   - Remaining respectful and professional/ethnical throughout the interaction; and

   - Identifying staff struggling with their own sales attempts, and proactively provide guidance and direction.

3. Influence others to listen to a position by making a concerted effort to listen to and understand others' positions, logically presenting your position, emphasizing the mutual benefits of your position, and maintaining courtesy and respect throughout the influence attempt while projecting an image of confidence, capability, and expertise.

4. Stay engaged, monitoring the results of a sales or influence attempt to determine its effectiveness, continue to proactively pursue feedback regarding the attempt to identify areas of strength or needs for improvement, and continue to integrate feedback into your procedures and actions to enhance future attempts.

> **Learning on Demand Resources**
>
> **Developing Employee Competencies**
>
> **Building Relationships**

> **Developmental Relationships**
>
> - Ask your coach or mentor to give you ideas on how to build this competency.
> - Approach a supervisor or colleague who displays this competency to help you develop in this area.
> - Ask your supervisor to join a project team.

5. Generate buy-in from work group staff regarding the need to change attitudes and/or behaviors to match new work group policies, procedures, goals, strategies, and/or requirements by:

   - Emphasizing the collective benefit of the change;

   - Setting aside extra time to meet with staff individually to collect their viewpoints; and

   - Synthesizing a comprehensive perspective to better influence the work group.

6. Establish both short- and long-term sales goals for division/bureau/office staff by monitoring marketing trends. Develop standard policies, procedures, and strategies for use by staff in pursuing goals; and monitor staff performance to identify areas for improvement,

7. Provide leadership and effective supervision of the selling or influencing of others by work group staff through recognition, feedback, coaching, modeling, development, and performance management; take accountability for the performance of the work group, and ensure staff does the same.

Staffing Organizational Units

Recruiting, interviewing, selecting, hiring, and promoting employees in an organization.

Tips for Developmental Experiences

1. Proactively submit ideas regarding advantages and disadvantages of potential staffing approaches.

2. Anticipate the need for additional human resources to ensure project and/or other successes.

3. Develop formal recruiting, interviewing, selection, hiring, promotion, retention, and workforce planning systems that lead to improvement in the quality and productivity of the workforce.

4. Collaborate with Human Resources and/or others during workforce planning activities by sharing staffing experiences and providing input in order to assist work group staff in developing their workforce.

5. Anticipate applicable professional and legal policies and standards that must be accounted for throughout the development and administration of staffing systems.

6. Proactively interpret and explain staffing issues to work group staff in anticipation of potential needs. Proactively suggest potential and available staffing resources that address issues.

7. Partner and work collaboratively with Human Resources staff to ensure use of best practices in recruiting, interviewing, selection, hiring, and promotion systems.

Learning on Demand Resources

Developing Employee Competencies

Planning and Organizing

Developmental Relationships

- Ask your supervisor to have development discussions and create a development plan.
- Ask your supervisor to delegate related tasks.
- Approach a colleague who displays this competency to help you develop.
- Seek a mentor or coach to provide insight, counsel, or a model for effective behaviors.
- Become a mentor to assist with someone else's development.
- Seek a development partner who is working on a similar competency.
- Seek a feedback provider to help explore strengths or weaknesses.

8. Proactively seek ways to maximize the diversity of knowledge, skills, experience, and talent in staffing functions.

9. Proactively interpret and explain staffing issues to Human Resources or staffing specialists.

10. Anticipate applicable professional and legal policies and standards that must be accounted for throughout the development and administration of staffing systems.

11. Provide leadership and effective supervision of the staffing activities of the work group through recognition, feedback, coaching, modeling, and performance management.

Thinking Creatively

Developing, designing, or creating new applications, ideas, relationships, systems, or products, including artistic contributions.

Tips for Developmental Experiences

1. Investigate new, cutting edge knowledge, procedures, technologies, etc., integrate new information with currently used and accepted knowledge and best practices, and synthesize a broad and comprehensive knowledge base in order to develop original and innovative solutions for current issues as well as potential problems.

2. Identify current issues as well as potential inefficiencies or problems with providing both routine and non-routine services to customers or clients in order to proactively develop new and innovative solutions.

3. Thoroughly review alternative solutions in order to identify their short-term impact on solving current issues, and anticipate the potential consequences of integrating solutions into standard practice and applying them to future issues.

4. Develop original and innovative solutions to address both current and potential future issues in providing routine and non-routine services to customers and clients, and encourage brainstorming and the sharing of ideas between staff in order to generate a multitude of alternatives for use.

5. Link and integrate multiple possible solutions in order to synthesize an overall solution that best solves current issues as well as provides the most long-term benefit to the work group and the agency.

Learning on Demand Resources

Developing Employee Competencies

Assessing, Interpreting, and Explaining Information

Developmental Relationships

- Ask your supervisor to join a project team.

- Engage in "what if" thinking when presented with a situation to develop the ability to think of a number of ideas about a topic.

- Practice communicating information and ideas so others will understand.

- Gather and analyze information and evaluate results to choose the best solution and solve problems.

- Create time to revisit the ideas you like most and explore next steps you can take to bring the ideas to reality.

6. Reframe issues in multiple ways to assist in developing creative solutions, and present various perspectives to division/bureau/office staff to assist in their creative solution development.

Training and Teaching Others

Identifying the educational needs of others, developing formal educational or training programs or classes, and teaching or instructing others.

Tips for Developmental Experiences

1. Identify the training needs of both new and current work group staff and proactively offer assistance and direction without being asked to do so.

2. Teach courses on professional or technical topics in a manner that achieves high levels of learning and positive reactions on the part of participants and anticipate future professional or technical needs in order to integrate information into training material.

3. Utilize advanced professional or technical knowledge to answer questions and provide direction to other staff; proactively pursue developmental opportunities to maintain or advance own knowledge; be seen as an expert; and be sought out by other work group staff.

4. Foster a learning culture in which work group staff feel relaxed and willing to proactively seek out instruction on potential and future training needs.

5. Provide informal guidance and share knowledge with staff to enhance learning. Continue to suggest available training opportunities and information resources to staff to further develop knowledge and skills.

6. Instruct others in a clear, organized, and understandable manner.

   - Put in extra effort to engage with participants in order to obtain high levels of learning and positive attitudes regarding instruction/training.

   - Proactively seek out instruction on potential and future training needs.

Learning on Demand Resources

Developing Employee Competencies

Developing, Learning, and Motivating

Developmental Relationships

- Ask your coach or mentor to offer ideas on how to build this competency.

- Approach a supervisor or colleague who displays this competency to help you develop in this area.

- Seek subject matter experts to provide related insight, guidance and/or knowledge.

- Talk with colleagues about how to improve in this competency.

7. Create formal training programs in order to train staff on both general and targeted knowledge and skills. Anticipate future division/bureau/office training needs and customer needs.

8. Ensure that training opportunities are available to all staff. Continue to follow up with trainers and participants to ensure training is effective and all staff is trained.

9. Provide leadership and effective management of training and teaching by division/bureau/office staff through recognition, feedback, coaching, modeling, and performance management; take accountability for the performance of the division/bureau/office and ensures staff does the same.

Updating and Using Relevant Knowledge

Keeping up-to-date technically and applying new knowledge to the job.

Tips for Developmental Experiences

1. Independently obtain, read, and study new internal rules, procedures, and updates shortly after they are provided; spend extra time to master the material; and seek clarification when necessary.

2. Independently obtain, read, and study new and updated manuals for operating office equipment in order to fully understand the materials as soon as they are provided; spend extra time to fully master the material; and seek clarification when necessary.

3. Independently obtain, read, study, and familiarize yourself with revised or new forms and paperwork that customers will need to complete; spend extra time in order to master the materials; identify differences between old and updated versions; and seek clarification when necessary.

4. Apply new and updated knowledge on the job while assisting customers and proactively explain relevant updates and details to customers.

5. Proactively help other work group staff who have questions about or are unsure how to apply new or updated knowledge to assist customers; suggest more helpful resources if unable to answer their questions.

6. Proactively pursue opportunities to obtain new and update knowledge beyond that which is readily available in professional or technical publications, such as seminars, conferences, presentations, continuing education, etc.

Learning on Demand Resources

Developing Employee Competencies

Developing, Learning, and Motivating

Developmental Relationships

- Communicate with your supervisor and others on a regular basis.
- Think about how you comprehend new information.
- Ask your supervisor to provide opportunities to learn new tasks or responsibilities.
- Ask to work on a project that will enhance this competency.

Working with Computers

Using computers and computer systems (including hardware and software) to program, write software, set up functions, enter data, or process information.

Tips for Developmental Experiences

1. Enter data into computer-based files such as spreadsheets and databases very quickly and with high rates of accuracy and efficiency, including checking own work and using various tools to ensure accuracy; take time to review the work of other group staff.

2. Use word processing software to create and edit various types of documents with high rates of speed and high levels of accuracy and efficiency, including checking own work and using various tools to ensure accuracy; take time to review the work of other group staff.

3. Create or maintain electronic file systems to correctly organize and store files on computer systems.

4. Use the computer to communicate in a fast, accurate, and efficient manner with clients, customers, and other staff, including sending, sorting, and maintaining emails for self and others as well as using other communication programs.

5. Follow internal rules and guidelines as well as supervisor instructions regarding the use of computers, demonstrate advanced knowledge of rules and guidelines and their applicability to a variety of situations and programs, and assist other staff with interpreting and applying rules and guidelines.

6. Write, update, and maintain computer programs and software quickly, accurately, and efficiently in order to perform a variety of routine and non-routine operations or tasks encountered by self or others.

Learning on Demand Resources

Developing Employee Competencies

Applying Technical Proficiency

Developmental Relationships

- Find an experienced person in technology and ask the person to show you how to effectively use the technology.

- Ask others in your function what skills and knowledge is mission-critical and ask them how they learned the technology and applications.

- Approach a supervisor or colleague who displays this competency to help you develop in this area.

- Seek subject matter experts to provide related insight, guidance and/or knowledge.

- Talk with colleagues about how to improve in this competency.

7. Consult with various internal staff, clients, and customers on both routine and highly specialized computer and data issues by considering the individual and situational needs, provide quick and accurate advice, and offer consultation in a clear and understandable manner.

8. Actively assist agency head with the drafting and justification of the division/bureau/office and agency computer and IT budgets by considering individual and customer needs, multiple and complex priorities, and changing circumstances.

9. Make correct and timely financial and resource decisions regarding the current and future use of computers in the division/bureau/office considering individual and customer needs, multiple and complex priorities, and changing circumstances.

10. Attend professional organization workshops or similar education programs.

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