EXAMPLES OF OBSERVED BEHAVIOR

Below are the seven core competencies and related characteristics that may be helpful when describing performance in each. If you are assessing 'results', write examples of observed behaviors that cause you to believe the manager achieved results. For example:

THE ABILITY TO ACHIEVE RESULTS

Examples of observable behaviors consistent with the ability to achieve results:

- Accomplishing tasks and projects that meet requirements (quality, timely, etc.)
- Formulating realistic solutions that withstand critical scrutiny by others
- Understanding and defining problems clearly
- · Asking probing questions to clarify objectives
- Acting with purpose and focus
- Demonstrating a pattern of delivering on commitments
- Anticipating problems and developing alternatives in advance
- Participating constructively in group problem solving
- Persevering through adversity or setbacks
- Showing care towards the values of other people
- Motivating others through positive energy
- · Appropriate risk-taking

THE ABILITY TO USE GOOD JUDGMENT/DECISION MAKING

Examples of observable behaviors consistent with the ability to use good judgment/decision making:

- Following accepted procedures or standards when taking action
- Considering the consequences of an action before proceeding (for example, the costs in terms of money, public perception, confidence, trust, etc.)
- Informing management and others of current or proposed actions
- Questioning when appropriate, rather than following a course "blindly"
- · Avoiding making repeated mistakes which are similar in nature
- Considering how his/her actions may affect other managers, the organization, etc.
- Thinking through different options before making a decision or taking action
- Understanding how unusual a given course of action is relative to the norm
- Following accepted norms and procedures for analyzing problems
- Making a decision acceptable by co-workers, customers, management, etc.
- Accumulating relevant information prior to making job-related decisions
- Presenting well-considered alternatives when making recommendations
- Making decisions in a timely manner
- Determining potential causes of the problem
- Working with others to generate discussion of causes and alternative solutions

THE ABILITY TO COMMUNICATE

Examples of observable behaviors consistent with a manager's ability to communicate effectively:

- Notifies affected parties prior to implementing decisions
- · Listens carefully to the opinions of others and is non-judgmental
- Displays appropriate body language to support and maintain good interactive communication
- Is able to reflect back both the intellectual and emotional content of a discussion.
- · Has a sufficient and effective vocabulary, in both oral and written communication
- Is able to sum up and encapsulate the ideas of others
- Establishes rapport easily
- Has the ability to motivate others
- Organizes and articulates own thoughts well
- Is a catalyst for enhanced communication within the team
- Understands different modes of communication and applies as appropriate to situation (uses combination of e-mail, telephone, personal meeting, etc.)

THE ABILITY TO DEMONSTRATE FUNCTIONAL EXPERTISE

Examples of observed behaviors consistent with the ability to demonstrate functional expertise:

- Taking action to keep knowledge current in the field of expertise
- Implementing new knowledge and modern practices as appropriate
- Possessing certifications, licenses, degrees and other competence indicators and keeping such current as required
- Serving as a speaker, trainer, resource or consultant in their field
- Being shown deference by other professionals in their field when discussing functional issues
- Demonstrating the knowledge, skills, abilities and competencies when executing on-going assignments in their field
- Providing functional recommendations that are consistently proven to be correct and insightful

THE ABILITY TO DEMONSTRATE PLANNING AND ORGANIZATION SKILLS

Examples of behaviors illustrating a manager's ability to plan and organize effectively:

- Ability to plan tasks and set priorities to achieve both short and long-term goals
- Adhering to schedules and plans set by others; notifies others promptly if delayed
- Punctuality in regard to the daily work schedule, meetings and other appointments
- Is fully prepared when leading or attending meetings
- Consistently and accurately identifies needed resources and assembles required material and information in advance to complete project timely and smoothly
- Ability to adjust to unexpected events and redirect current activities as needed
- Changing normal working hours when necessary to achieve tasks or projects
- Use of schedules, project plans agendas and other planning and organizing tools
- · Effectively multi-tasks and moves all projects/tasks forward

THE ABILITY TO WORK WITH COLLABORATION AND TEAMWORK

Examples of observed behaviors consistent with collaboration and teamwork:

- Sharing information or helping others when necessary; volunteering useful information even if co-workers forget to ask or do not know to ask
- Participating in meetings
- Giving and getting others' input into key decisions, projects, etc.
- · Assisting in training others when needed
- Demonstrating flexibility and sensitivity to others' schedules, to minimize impact to their work efficiency and time usage
- Remaining focused on work and task objective while calmly discussing and seeking to understand alternate points of view
- Giving and getting feedback about performance in a constructive manner
- · Orally supporting others' performance in a positive, supportive manner

THE ABILITY TO EXHIBIT SUPERVISION AND LEADERSHIP SKILLS

Examples of observed behaviors that illustrate supervision and leadership skills:

- Fully researching troubling situations before reaching conclusions
- Delegating appropriate power with responsibility and allowing experimentation
- Obtaining specific commitments and compliance from others to policies, decisions
- · Consistently demonstrates actions and decisions which are ethical, honest and fair
- Accepting responsibility for own behavior and for results, positive and negative
- Effectively and honestly evaluating staff performance and providing specific constructive feedback
- Soliciting others' questions, complaints and comments and demonstrating understanding and consideration, particularly to alternative opinions
- · Providing timely, accurate information to others
- Actively supporting work unit, department and County by acknowledging positive achievements and offering well considered recommendations for improvement
- Speaking in a manner which shows courtesy and respect for the other person
- Building rapport and trust with team members, managers and others
- Influencing outcomes and actions of people over whom they have no authority