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| **Master Competency Index** |
| **Core Competencies (6)** | **Sub-Competencies (15)** | **Skills (38)** |
| **Focus & Drive***The ability of an individual to know, understand and relate the organization’s big picture to their daily work. The ability to manage disruptors (i.e., changes in work environment hiring freezes and shifting priorities, daily interruptions, general conflicts)) in order to generate results.* | Organizational Focus | Identifies with agency’s mission and vision |
|   | Onboarding New Employees (HR Acumen) |
|   | Offboarding Exiting Employees (HR Acumen) |
| Functional/Technical Focus | Discipline Excellence |
| Drive for Results | Process Urgency |
| Customer Focus | Customer Service  |
| **Business Acumen** | Understanding the Business | Vision and Purpose |
| *Individual knows how the business works; understands the connection between strategies, policies, practices technology and people. Identifies staffing and resource needs and builds a diverse workforce based on the business priorities.* | Strategic Planning |
| Financial Acumen |
| Hiring and Staffing (HR Acumen) |
| Managing Lawfully (HR Acumen) |
| Making Complex Decisions | Problem Solving / Critical Thinking |
| Decision-making |
| Agility |
| Innovation and Creativity | Creativity |
| Innovation Management |
| Entrepreneurial Thinking |
| Dealing with Ambiguity |
| **Work Management & Organizational Skills***The ability of an individual to marshal, organize, and manage the resources required to get the work done. Guides others to achieve and improve organizational efficiency. Fosters a climate of reasonable risk taking; drives sense of urgency to ensure maximum productivity.* | Project Management | Setting Priorities |
| Planning and Evaluating |
| Conflict and Disruption |
| Time Management |
| Organizational Agility | Relationship Management |
|   | Utilizing Resources |
|   | Awareness and Use of Information |
|   | Informing and Being Informed |
|   | Managing by the Book (HR Acumen) |
| **Ethics and Employee Responsibility** *The ability of an individual to take steps to create an environment of trust and respect between self and others.* | Integrity and Trust | Personal and Professional Ethics |
| **Personal and Interpersonal Effectiveness***The ability of an individual to understand how s(he) interacts with others to generate results.* | Relating Skills | Understanding Self |
| Influence and Negotiation |
| Teamwork and Collaboration |
| Cultural Empathy |
| Turning Feedback into Change |
| Communication Skills | Effective Communication |
| Written and Verbal Professionalism |
| Presentation Skills |
| Information Sharing / Managing Up |
| **Leading People and Teams***The ability of an individual to demonstrate commitment to employees; build high-performing teams; develop the ability of others to perform and contribute to the organization even in times of change.* | Leading Self | Self-Management |
|   | Command Skills |
| Leading Others | Getting Work Done through Others  |
|   | Developing Direct Reports (Coaching /Mentoring) |
| Leading Change | Executing Strategic Direction / Organ Change |
| Facilitating Individual Change |