

FUNCTIONAL QUALITIES

- A. Self-Management:** Works with minimal supervision, manages own time effectively, maintains control over all current projects/responsibilities. Employee follow-up on all relevant issues.
- B. Technical Competence:** Possesses necessary knowledge to effectively perform job and able to apply what he/she has learned about his/her job. Employee acquires new knowledge/skills/abilities as required by the job.
- C. Quantity of Work:** The extent to which the employee produces an acceptable amount of work in order to meet schedules and deadlines.
- D. Quality of Work:** The extent to which the employee neatly, thoroughly, and accurately completes job assignments according to established standards of quality. Continuously improves quality of work.
- E. Problem Analysis:** Able to identify problems and relevant issues and breaks problem into components. Sees relationships and alternative solutions and arrives at sound conclusions through a logical process.
- F. Accuracy of Work:** The degree to which the employee makes mistakes or errors that require corrections.
- G. Time Management:** Employee is prompt in reporting for work and effectively and efficiently uses his/her time to accomplish his/her job tasks.
- H. Safety:** Follows established safety practices and corrects unsafe work practices on the job.
- I. Concentration:** Able to put aside distractions and stays with a job until complete; Able to stick to assignments and get results in spite of difficulties.
- J. Responsibility:** Asks for work after completing assignments and does not make excuses but addresses problems squarely. Offers action plans to resolve problems and suppresses self-forgiving tendencies regarding so-called uncontrollable elements.

PERSONAL QUALITIES

- A. Judgment:** Able to reason, compare, understand, and think rationally on the job. Makes quality work-related decisions based on sound conclusions/data. Employee is able to separate facts from opinions.
- B. Leadership:** Employee can be relied upon to guide others to the accomplishment of objectives/responsibilities, to promote teamwork, and to resolved problems.
- C. Initiative:** Starts assignments without prompting and independently contributes ideas and projects. Sees and acts upon new opportunities. Thinks and acts independently and promptly addresses problems.
- D. Dependability/Reliability:** Employee can be relied upon to meet work schedules and fulfill job responsibilities and commitments. Meets deadlines and follows instructions.

INTERPERSONAL QUALITIES

- A. Customer Service:** To effectively and efficiently meet the needs of those served by continually assessing performance based on customer feedback.
- B. Listening Skills:** Asks meaningful questions and listens closely and respectfully before offering comments.
- C. Acceptance:** Gains confidence of others and earns respect of subordinates, peers and superiors. Values diversity and respects opposing opinions.
- D. Teamwork:** Degree to which one works effectively and cooperatively with others and other departments in achieving organizational goals. Degree of responsiveness to organizational needs.
- E. Adaptability:** Employee can adapt to job or organizational changes. Readily accepts new responsibilities and assignments.
- F. Communication Ability:** Ability of employee to present accurate information to other employees, peers, and superiors.

MANAGEMENT FUNCTIONS

A. Planning and Organizing

1. Organizes department's work to meet the mission of the agency. Establishes a course of action for meeting an objective.
2. Allocates resources and personnel for best effect within budget limits.
3. Develops schedules for activities and projects.
4. Sets and observes priorities in order to avoid backlogged work.
5. Effectively matches short-term goals to contribute toward longer-range plans.

B. Controlling

1. Monitors, regulates and facilitates employee's activities. Establishes and maintains effective procedures to monitor and control activities within the employee's responsibility. Monitors the progress and results of delegated assignments and keeps informed of developments in area of responsibility.

C. Delegating

1. Allocates responsibilities to employees to help develop their career potential.
2. Uses staff members effectively by allocating decisions and other responsibilities to the appropriate employees.
3. Provides clear instructions and leadership so delegated tasks are properly completed.
4. Establishes and empowers teams, where appropriate, to improve work systems and processes.

D. Motivating

1. Creates an organizational environment or climate in which employees can perform to the best of their ability.

2. Establishes employee motivation by giving employees timely and regular recognition and feedback for work performed.
3. Ensures that employee is aware of the possibility of advancement and growth.
4. Develops a sense of trust, respect and responsibility.

E. Developing

1. Develops a learning environment for both employee and supervisor by continuing education and training to stay abreast of the current state of the art in one's field. Makes training projections based on current trends and future goals. Determines learning and training needs. Allocates resources to provide necessary training.
2. Selects appropriate learning activities.
3. Promoting Equal Opportunity: Promoting agency affirmative action goals in such areas as hiring, promotion, or placement; level of personal and organizational commitment to equal opportunity; progress toward achieving a fully integrated and representative work force; and contribution toward minority programs and other social economic equal opportunity goals. ***All management/supervisory employees are required to be rated on this characteristic.**

MANAGEMENT SKILLS

A. Quality Focus

1. Fosters culture of continuous improvement through ongoing assessment of agency processes and systems
2. Focuses on customer service.
3. Promotes teamwork.
4. Strives for quality work products.

B. Internal Environment Focus

1. Knows the impact of decisions and actions on individuals and other parts of the agency.
2. Maintains open communication with peers in other departments.
3. Understands the agency's organization and methods. Knows and accepts the agency's mission, goals, and objectives.

C. External Environment Focus

1. Knows and allows for influences outside the agency. Anticipates factors that may alter the agency's mission. Stays abreast of events in government that could affect the agency.
2. Regularly reads news and business-related publications to stay abreast of information which impacts the agency.

D. Independence

1. Acts on the basis of own thoughts, not the influence of others.
2. Works without close supervision.
3. Seeks approval and advice in situations outside personal authority and expertise.

E. Tenacity

1. Overcomes obstacles to the attainment of a goal through sound problem solving techniques.
2. Pursues goals until they are achieved or their attainment is no longer reasonable.

F. Initiative

1. Initiates action.
2. Actively attempts to influence events that can affect the achievement of goals
3. Does not readily accept circumstances that interfere with the attainment of goals.
4. Regularly originates ideas and activities.

G. Self-Control

1. Maintains composure under provocative circumstances.
2. Responds constructively to challenges and criticism.
3. Maintains professional demeanor while dealing with difficult situations.

H. Stress Tolerance

1. Performs well under pressure.
2. Maintains composure, good judgment and adequate performance level under pressure caused by deadlines, workload, opposition, and other causes.

I. Versatility

1. Well-informed about a broad range of job-related interests.
2. Keeps informed about other parts of the agency.
3. Is aware of changes in the agency.
4. Readily embraces appropriate changes to agency processes and systems.

J. Creativity

1. Adopts innovative, imaginative solutions to work-related problems.
2. Regularly generates innovative solutions and ideas.
3. Encourages and acknowledges ideas from employees, co-workers and other sources.

K. Decisiveness

1. Is ready to make decisions, judgments and commitments.
2. Identifies decisions that require research and deliberation.
3. Effectively establishes priorities based on agency needs.
4. Seeks necessary information and advice.
5. When possible, allows ample time for fact-finding and deliberation.
6. Makes decisions within the time limits required by the situation.
7. Rejects tendencies to make premature decisions.

L. Judgment

1. Makes realistic and rational decisions.
2. Bases decisions on logical assumptions, relevant facts and accurate data.
3. Develops and analyzes alternative courses of action.
4. Seeks advice and input of superiors, employees and other appropriate sources.