

COMPETENCIES FOR DIRECTORS/DEPUTY DIRECTORS

Communication
Visionary
Politically Savvy
Strategic Skills
Decision Maker

COMMUNICATION

Clearly conveys and receives information and ideas to individuals or groups. Invites and constructively responds to feedback. Keeps others informed as appropriate. Demonstrates effective written, oral and listening skills. Maintains a positive attitude consistently, despite difficult or challenging circumstances, and communicates positively when working with others.

Exemplary Performance: Communications are consistently error free, have a positive, professional tone, and are presented to with the needs and expectations of the audience in mind.

Below Target Performance: Fails to listen and share feedback. Communication is unclear, disorganized and they have difficulty expressing their thoughts. Fails to communicate or share important information. Consistently has negative tone or attitude when communicating with others.

VISIONARY

Takes a long-term view and acts as a catalyst for organizational changes. Builds a shared vision with others. Influences others to translate vision into action. Capably translates high-level strategies into practical implementation strategies.

Exemplary Performance: Works with internal staff to create a long-term strategic plan for his/her department, ensuring that the departmental plan supports the organization's strategic plan. Communicates vision to employees and aligns employees' goals with the strategic plan goals. Uses creative approaches to proactively address anticipated changes that may affect his/her department.

Below Target Performance: Is unable to see a future path clearly. Stuck in fighting fires and does not take time to plan for the future. Cannot translate high-level goals or strategies into action items. Cannot clearly explain his/her vision to employees.

POLITICALLY SAVVY

Has knowledge of and works well within a political setting. Exhibits appropriate diplomacy when dealing with official or bureaucratic networks. Understands the climate and culture of the organization, its form and informal power structures. Identifies, builds, influences and strengthens internal support bases. Ably maneuvers and achieves goals within politically charged environments. Views organizational politics as a necessary part of work life and adjusts to that reality.

Exemplary Performance: Ably addresses, informs and negotiates buy-in from key stakeholders, addressing their needs without compromising organizational integrity. Maneuvers through complex political situations effectively and quietly. Addresses an issue or problem and aptly resolves it by collaborating with others in a political setting.

Below Target Performance: Does not know how to navigate smoothly and quietly through political waters. Says and does things that cause political problems. Impatient with the political process. May be too direct and not consider impact on others. Does not think through consequences of his/her actions well, and negatively affects organizational and team integrity.

STRATEGIC SKILLS

Able to devise, define and outline constructive strategies. Sees future path clearly and is able to translate high level strategies into practical implementation strategy. Determines objectives and sets priorities; anticipates potential threats or opportunities.

Exemplary Performance: Creates long-term strategy for department that supports the City's Strategic Plan. Adeptly plans for large or complex long-term project, including devising long-term goals and practical action plans, and achieves the outcome that was sought.

Below Target Performance: Cannot formulate long-term plans for his/her department. Is not able to connect high-level plan to tactical steps to achieve the plan goals. Unable to clearly articulate long-term plans to subordinates or motivate them to implement action steps to achieve the future goals.

DECISION MAKER

Capably makes decisions in a timely manner. Weighs options carefully and thoroughly. Can take action without total picture when required. Collaborates in decision-making when appropriate. Bases decisions on facts versus personal interest or bias. Communicates decisions clearly and directly.

Exemplary Performance: Thoroughly investigates options and will make decisions when others are afraid to commit to a course of action. Involves customers or stakeholders when making decisions that impact them. Sought after for assistance in making decisions. Effectively communicates decisions to those impacted.

Below Target Performance: Avoids making decisions. Fails to gather necessary information for making decisions. Sticks with status quo rather than making a decision. Often fails to see problems that require decisions. Frequently makes bad decisions.