FOUNDATIONAL COMPETENCIES

Fundamental Competencies form the foundation for success in each of the ECQ's. These fundamentals enhance Personal Effectiveness, Presentation Skills and Public Speaking, Leadership Development Planning, Trust Building and demonstrate Corporate Social Responsibility.

- **Interpersonal Skills:** Considers and responds appropriately to the needs, feelings, and capabilities of different people in different situations; is tactful, compassionate and sensitive, and treats others with respect.

- **Continual Learning:** Grasps the essence of new information; masters new technical and business knowledge; recognizes own strengths and weaknesses; pursues self-development; seeks feedback from others ..

- **Oral Communication:** Makes clear and convincing oral presentations to individuals or groups; listens effectively and clarifies information; facilitates open exchange of ideas and fosters an atmosphere of open communication.

- **Written Communication:** Express facts and ideas in writing in a clear, convincing, and organized manner that is appropriate to the audience and occasion.

- **Integrity/Honesty:** Instills mutual trust and confidence; creates a culture that fosters high standards of ethics; behaves in a fair and ethical manner toward others, and demonstrates a sense of corporate responsibility and commitment to public service.

- **Service Motivation:** Creates and sustains an organizational culture which encourages others to provide the quality of service essential to high performance. Enables others to acquire the tools and support they need to perform well. Committed to public service. Influence others toward a spirit of service and meaningful contributions to mission accomplishment.

LEADING CHANGE

To develop and implement an organizational vision which integrates key goals, priorities, and values. It is the ability to balance change and continuity; to continually strive to improve customer service and program performance; to encourage creative thinking, and to maintain focus, intensity and persistence, even under adversity.

- **Vision:** Takes a long-term view and acts as a catalyst for organizational change; builds a shared vision with others. Influences others to translate vision into action.

- **Creativity and Innovation:** Develops new insights into situations and applies innovative solutions to make organizational improvements; creates a work environment that encourages creative thinking and innovation; designs and implements new or cutting-edge programs/processes.

- **External Awareness:** Identifies and keeps up to date on key national and international policies and economic, political, and social trends that affect the organization. Understands near-term and long-range plans and determines how best to be positioned to achieve a competitive business advantage.

- **Adaptability & Flexibility:** Is open to change and new information; adapts behavior and work methods in response to new information, changing conditions, or unexpected obstacles. Adjusts rapidly to new situations warranting attention and resolution.

- **Resilience:** Deals effectively with pressure; maintains focus and intensity and remains optimistic and persistent, even under adversity. Recovers quickly from setbacks. Effectively balances personal life and work.

- **Strategic Thinking:** Formulates effective strategies consistent with the business and competitive strategy of the organization. Examines policy issues and strategic planning with a long-term perspective. Determines objectives and sets priorities; anticipates potential threats or opportunities.

LEADING PEOPLE

This core qualification involves the ability to lead people toward meeting the organization's vision, mission and goals. Inherent to this ECQ is the ability to provide an inclusive workplace that fosters the development of others, facilitates cooperation and teamwork, and supports constructive resolution of conflicts.

- **Conflict Management:** Identifies and takes steps to prevent potential situations that could result in unpleasant confrontations. Manages and resolves conflicts and disagreements in a positive and constructive manner to minimize negative impact.

- **Leveraging Diversity:** Initiates and manages cultural change within the organization to impact organizational effectiveness. Values cultural diversity and other individual differences in the workforce. Ensures that the organization builds on these differences and that employees are treated in a fair and equitable manner.

- **Developing Others:** Develops the ability of others to perform and contribute to the organization by providing ongoing feedback and providing developmental opportunities to learn through formal and informal methods. Develops leadership in others through coaching, mentoring, rewarding and guiding employees.

- **Team Building:** Inspires, motivates, and guides others toward goal accomplishments. Consistently develops and sustains cooperative working relationships. Encourages and facilitates cooperation within the organization and with customer groups; fosters commitment, team spirit, pride, trust. Develop leadership in others through coaching, mentoring, rewarding, and guiding employees.

RESULTS DRIVEN

This core competency stresses accountability and continuous improvement. It includes the ability to make timely and effective decisions and produce results through strategic planning and the implementation and evaluation of programs and policies.

- **Accountability:** Assures that effective controls are developed and maintained to ensure the integrity of the organization. Holds self and others accountable for rules and responsibilities. Can be relied upon to ensure that projects within areas of specific responsibility are completed in a timely manner and within budget. Monitors and evaluates plans; focuses on results and measuring attainment of outcomes.

- **Decisiveness:** Exercises good judgment by making sound and well-informed decision; perceives the impact and implications of decisions; makes effective and timely decisions, even when data is limited or solutions produce unpleasant consequences; is proactive and achievement oriented.

- **Customer Service:** Balancing interests of a variety of clients; readily readjust priorities to respond to pressing and changing client demands. Anticipates and meets the need of clients; achieves quality end-products; is committed to continuous improvement of services.

- **Entrepreneurship:** Identifies opportunities to develop and market new products and services within or outside of the organization. Is willing to take risks; initiates actions that involve a deliberate risk to achieve a recognized benefit or advantage.

- **Problem Solving:** Identifies and analyzes problems; distinguishes between relevant and irrelevant information to make logical decisions; provides solutions to individual and organizational problems.

- **Technical Credibility:** Understands and appropriately applies procedures, requirements, regulations, and policies related to specialized expertise. Is able to make sound hiring and capital resource decisions and to address training and development needs. Understand linkages between administrative competencies and mission needs.

BUSINESS ACUMEN

This core competency involves the ability to acquire and administer human, financial, material, and information resources in a manner which instills public trust and accomplishes the organization's mission, and to use new technology to enhance decision making.

- **Financial Management:** Prepares, justifies, and administers the budget for the program area; uses cost-benefit thinking to set priorities; monitors expenditures in support of programs and policies. Identifies cost-effective approaches.

- **Human Resource Management:** Assesses current and future staffing needs based on organizational goals and budget realities. Using merit principles, ensure staff are appropriately selected, developed, utilized, appraised, and rewarded; takes corrective action.

- **Technological Management:** Uses efficient and cost-effective approaches to integrate technology into the workplace and improve program effectiveness. Develops strategies using new technology to enhance decision making. Understands the impact of technological changes on the organization.

BUILDING COALITIONS/COMMUNICATION

This core qualification involves the ability to explain, advocate, and express facts and ideas in a convincing manner, and negotiate with individuals and groups internally and externally. It also involves the ability to develop an expansive professional network with other organizations, and to identify the internal and external politics that impact the work of the organization.

- **Partnering:** Develops networks and builds alliances, engages in cross-functional activities; collaborates across boundaries, and finds common ground with a widening range of stakeholders. Utilizes contacts to build and strengthen internal support bases.

- **Political Savvy:** Identifies the internal and external politics that impact the work of the organization. Approaches each problem situation with a clear perception of organizational and political reality; recognizes the impact of alternative courses of action.

- **Influencing/Negotiating:** Persuades others; builds consensus through give and take; gains cooperation from others to obtain information and accomplish goals; facilitates "win-win" situations.

- **Cross-Cultural Interaction:** Appropriately interacts with those from other cultures. Treats international guests with respect and hospitality. Respects the cultural norms of the host country when traveling abroad.