

# Manager & Supervisor Competency Model

County of Santa Clara



**LEADERSHIP SKILLS****COMMUNICATION SKILLS****OPERATIONAL SKILLS****SUPERVISORY SKILLS****Builds Vision & Strategy**

Sets a department vision and strategy that supports the County.  
 Creates an inspiring vision and core purpose.  
 Sets objectives and implements plans.  
 Supports the long-term interests of the County and the department.

**Leads Innovation**

Uses creative thinking to improve processes, methods, systems, or services.  
 Creates and shares new concepts.  
 Questions the status quo.  
 Takes risks and supports change.  
 Fosters creativity, innovation, and sound risk taking.  
 Shares information about key technologies, best practices, and tools.

**Manages Change**

Communicates the need for and the value of change to gain early acceptance by employees.  
 Involves key people when planning the design, execution, and communication of change.  
 Manages resistance to change.  
 Communicates early, often, and in many ways during change.

**Models Integrity, Trust & Transparency**

Is honest and straightforward with others.  
 Shares good and bad news, as needed.  
 Is accountable for actions and keeps confidences.  
 Meets public needs with individual and organizational actions.

**Conflict Management**

Addresses significant conflicts and disagreements using collaboration and consensus.  
 Ensures that everyone focuses on broad, long-term objectives when solving conflict.  
 States own point-of-view in a non-defensive, non-critical manner.

**Interpersonal Communications**

Uses active listening skills and negotiation techniques.  
 Provides accurate and tactful feedback.  
 Handles difficult conversations effectively.  
 Builds strong relationships, is open-minded, and welcomes constructive feedback.  
 Is aware of and controls emotions.  
 Expresses emotions appropriately.  
 Shows empathy for the emotions of others.  
 Understands how people communicate using body language, gestures, tone of voice, etc.

**Customer Focus**

Effectively communicates with customers by actively listening.  
 Responds to customers' questions and complaints.  
 Is available for customers and addresses service problems politely and calmly.  
 Solves customer problems according to procedures.  
 Understands products and service.

**Presentation & Facilitation Skills**

Effectively presents to formal and informal groups.  
 Ensures objectives and outcomes are achieved when presenting.  
 Has a thorough understanding of the topic being presented.  
 Responds clearly to participant comments and questions.  
 Engages audience participation by skillfully asking good questions and using a variety of communication techniques.

**County Business Processes**

Understands how the County is organized to meet specific activities or goals.  
 Demonstrates an understanding of the County's business processes that are relevant to the job.  
 Understands the relationships between their organization and others within the County.  
 Stays informed of current County processes by using appropriate resources.

**Critical Thinking**

Strengthens overall thinking ability by using analysis and evaluation.  
 Gathers and takes into consideration key information from observations.  
 Asks questions that help interpret data and ideas.  
 Identifies potential problems through analyses.  
 Separates important information from unimportant information.

**Data-Informed Decision Making**

Makes good decisions using analysis, wisdom, experience, and judgment.  
 Gathers necessary information and seeks the opinions of others, as appropriate, to make informed decisions.  
 Knows when too much data analysis is getting in the way of moving projects forward.  
 Makes thoughtful decisions by considering the situation and evaluating alternatives.

**Process Improvement**

Uses a variety of tools to analyze processes and identify areas for improvement.  
 Identifies and addresses root causes instead of resorting to quick short-term solutions.  
 Views failures and mistakes as normal parts of the job and sees them as opportunities to learn.  
 Builds realistic, reasonable improvement plans and includes a wide range of key people.  
 Provides logical, consistent communications about improvements.  
 Responds to and accepts input easily.  
 Measures the results of implementation and honestly reports outcomes.

**Coaching & Mentoring**

Asks questions to get responses that build confidence and maintain self-esteem.  
 Facilitates skill development by giving clear, specific performance feedback to improve behavior.  
 Describes the effect of actions and checks for understanding.  
 Develops relationships that lead to committed, long-term engagement, and that support both emotional growth and professional development.  
 Creates a safe environment to talk freely and confidentially.

**Employee Engagement**

Ensures that employees can share ideas, learn, progress, and feel respected and valued.  
 Develops employee relationships to learn about their talents, interests, strengths, and needs.  
 Regularly communicates to the team how their work fits into the department's or Agency's goals and mission.  
 Recognizes potential career opportunities for employees.

**Managerial Effectiveness**

Manages meetings with tools like agendas, asking good questions, keeping minutes, and managing time.  
 Understands the organization's financial processes.  
 Develops, defends, and administers the budget.  
 Sets clear measures and monitors progress and outcomes.  
 Develops networks and builds alliances to share best practices.  
 Finds common ground with diverse stakeholders.  
 Builds and manages the team based on organizational goals, budget considerations, and staffing needs.

**Managing Performance**

Ensures that employees are appropriately recruited, selected, trained, appraised, and rewarded.  
 Develops realistic performance plans and establishes employee short- and long-term goals.  
 Conducts regular, one-on-one meetings to discuss development and performance.  
 Gives both positive and corrective feedback.  
 Applies clear, consistent performance standards.  
 Handles performance problems decisively and objectively.  
 Provides guidance and assistance to improve performance and self-confidence.