

Administrative Services Manager III

Leadership Competencies

Leading Change:

- 1. Innovation and Creativity:** 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.
- 2. External Awareness:** Understands and keeps up-to-date on local, national, and international policies and trends that affect the organization and shape stakeholders' views; is aware of the organization's impact on the external environment.
- 3. Flexibility/Adaptability:** 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.
- 4. Resilience:** Deals effectively with pressure; remains optimistic and persistent, even under adversity. Recovers quickly from setbacks.
- 5. Strategic Thinking:** Formulates effective strategies consistent with the business strategy of the County and department. Examines policy issues and strategic planning from a long-term perspective. Develops objectives and priorities and implements plans to achieve objectives. Capitalizes on opportunities and manages risks.
- 6. Vision:** Takes a long-term view and acts as a catalyst for organizational change; builds a shared vision with others. Demonstrates awareness of the County's mission and functions. Influences others to translate vision into action.

Achieving Results:

- 7. Conflict Management:** Encourages creative tension and differences of opinions. Anticipates and takes steps to prevent counter-productive confrontations. Manages and resolves conflicts and disagreements in a constructive manner.
- 8. Developing Others:** Develops the ability of others to perform and contribute to the organization by giving on-going feedback and providing formal and informal opportunities for employee development. Promotes continual learning and self-development by others.
- 9. Promoting a Diverse Workforce:** Leads by example exhibiting behaviors that conform with County vision and values. Manages an inclusive workplace where diversity and individual differences are valued and leveraged to achieve the vision and mission of the organization. Recruits, develops and retains a diverse, well qualified workforce. Values the uniqueness of every individual and their perspective.
- 10. Teambuilding/Collaboration:** 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. Develops leadership in others through coaching, mentoring, rewarding, and guiding employees.
- 11. Promoting an Accountable Workforce:** Develops and uses measures to hold self and others accountable for measurable high-quality, timely and cost-effective results. Determines objectives, sets priorities, and delegates work. Accepts responsibility for mistakes. Complies with established control systems and rules.
- 12. Customer Service:** Places the highest priority on delivering high quality, accessible and responsive products and services to meet the needs of both internal and external customers, including the public. Monitors and evaluates customer service performance of others. Ensures others have the customer service and functional skills required for successful customer service performance.
- 13. Decisiveness:** Makes effective and timely decisions, even when data is limited or solutions produce unpleasant consequences; is proactive and achievement oriented.
- 14. Integrity/Honesty:** Creates a culture that fosters high standards of ethics; behaves in a fair and ethical manner; shows consistency in words and actions.

15. **Planning and Evaluation:** Develops and implements well thought out plans to accomplish organizational goals and customer expectations. Uses appropriate quantitative methods and data analysis tools in developing plans, identifying potential problems and evaluating potential risks. Monitors progress and adjusts plans for achieving goals to respond to changing requirements and unforeseen circumstances.

Operational Acumen:

16. **Fiscal Responsibility:** Understands the organization's financial processes. Prepares, justifies, administers and monitors the program budget. Uses time, budget and other resources wisely to provide quality services; oversees procurement and contracting to achieve desired results. Monitors expenditures and uses cost-benefit thinking to set priorities. Establishes sound internal controls consistent with County standards.
17. **Workforce Development:** Builds and manages workforce based on organizational goals, budget considerations and staffing needs. Ensures that employees are appropriately recruited, selected, appraised and rewarded; takes action to address performance problems. Manages multiple sections and a variety of work situations.
18. **Operational Improvement:** Initiates and monitors work process improvements to improve efficiency and effectiveness. 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 Partnerships:

19. **Influencing/Negotiating:** Persuades others, builds consensus through give and take; gains cooperation from others to obtain information and accomplish goals.
20. **Networking:** Develops networks and builds alliances, engages in cross-functional activities; collaborates across boundaries and finds common ground with a widening range of stakeholder. Utilizes contacts to build and strengthen internal support bases.
21. **Political Acumen:** 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.

Fundamental Competencies:

22. **Active Listening:** Gives full attention to what other people are saying; takes time to understand the points being made; asks questions as appropriate and does not interrupt others at inappropriate times.
23. **Reasoning/Critical Thinking:** Uses logic and reasoning to identify the strengths and weaknesses of alternative solutions, conclusions or approaches to problems. Determines the meaning and significance of what is observed or expressed, or, concerning a given inference or argument, determines whether there is adequate justification to accept the conclusion as true.
24. **Oral Communication:** Makes clear and convincing oral presentations. Listens effectively, clarifies information as needed; facilitates an open exchange of ideas and fosters an atmosphere of open communication.
25. **Written Communication:** Expresses facts and ideas in writing in a clear, convincing and organized manner appropriate for the intended audience. Uses correct grammar, spelling sentence and document structure, accepted document formatting and business writing techniques.

Technical Credibility:

26. **Specialized Job Knowledge:** Applies job-related knowledge at a level of mastery appropriate to a class in order to successfully complete the duties, tasks, and objectives of the job.
27. **Supervisory/Management Knowledge:** Applies knowledge of business and management principles involved in strategic planning and goal setting, performance management, resource allocation, and coordination of people and resources including legal requirements, civil service rules and policies and the budgeting process.