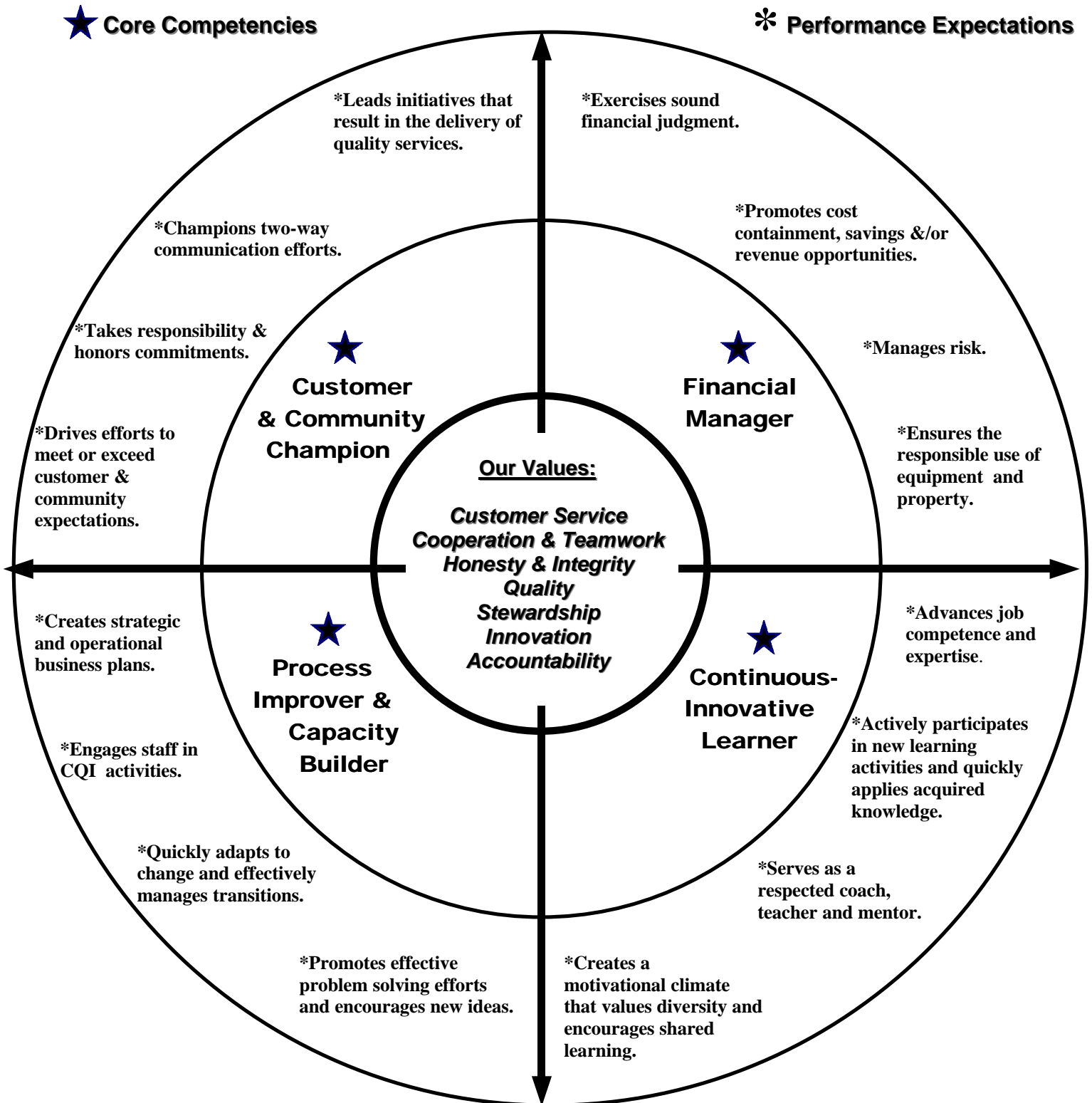


SCG Core Competencies - General Managers/Managers



Core Competencies Descriptions for General Managers & Managers

Customer & Community Champion

Does the leader advocate for our community & customers by ensuring that quality services are delivered in a respectful, responsive and team-centered manner?

1. **Leads initiatives that result in the delivery of quality services.** Leads efforts that result in the delivery of quality services within the community & across the enterprise. Identifies key customer expectations and requirements. Positively influences the team to translate customer needs into work products and services that add value. Reviews customer satisfaction data and facilitates systematic improvement efforts.
2. **Champions two-way communication efforts.** Champions consistent, respectful two-way communication efforts with external customers, internal customers, partners and community groups. Serves as a role model.
3. **Takes responsibility & honors commitments.** Responsive to the customer and community needs. Ensures that commitments and agreed upon deadlines are fulfilled.
4. **Drives efforts to meet or exceed customer expectations.** Drives efforts to meet or exceed customer expectations by working effectively with others to address customer expectations and resolve issues. Partners with individuals and teams throughout the enterprise to establish and maintain strong community relationships.

Financial Manager

Do the leader's actions support optimal use of public funds and property?

1. **Exercises sound financial judgment.** Develops contingency plans to address evolving financial issues. Quickly adapts to changing economic conditions by considering costs, benefits and overall value of work efforts. Manages within SCG budget limits. Effectively balances resources (i.e., human, technology and money).
2. **Promotes cost containment, savings &/or revenue opportunities.** Minimizes expenditures by seeking no-to-low cost alternatives.
3. **Manages risk.** Protects financial resources by creating a safe and accident-free environment.
4. **Ensures responsible use of equipment and property.** Holds self and employees accountable for the responsible use of county-owned property and equipment.

Process Improver & Capacity Builder

Does the individual lead, facilitate and participate in efforts that result in effective strategic planning and continuous quality improvement? Does this leader quickly adapt to change, effectively manage transitions and develop new solutions for addressing evolving challenges?

1. **Creates strategic and operational business plans.** Utilizes contemporary principles of strategic planning. Develops meaningful outcomes and performance measures and monitors progress. Aligns goals. Produces results.
2. **Engages staff in Continuous Quality Improvement (CQI) activities.** Identifies key processes to ensure that they meet customer requirements. Facilitates process improvement activities by effectively using CQI processes and tools.
3. **Quickly adapts to change and manages effective transitions.** Implements and sustains change efforts, manages transitions effectively and seeks new ways to meet evolving challenges.
4. **Promotes effective problem solving efforts and encourages new ideas.** Promotes efforts that successfully engage employees in effective problem-solving and decision-making practices. Leads others and holds self accountable for generating new ideas that contribute to cost-savings, increased efficiency or improved effectiveness.

Continuous-Innovative Learner

Is this individual competent in their leadership, professional, interpersonal and technical skills? Does this leader value diversity, inspire others to work at their highest potential and demonstrate a commitment to ongoing learning?

1. **Advances job competence and expertise.** Advances leadership, interpersonal, professional and technical competence as indicated in best practices.
2. **Actively participates in new learning activities and quickly applies acquired knowledge.** Participates in learning activities that enhance skills, knowledge and abilities. Effectively applies new knowledge and skills.
3. **Serves as a respected coach, teacher and mentor.** Demonstrates 2-way communication and effective interpersonal skills. Coaches, teaches and mentors staff using approaches that are effective in helping adults to learn. Displays high levels of emotional intelligence. Contributes to the team's overall effectiveness.
4. **Creates a motivational climate that values diversity and encourages shared learning.** Creates a climate that inspires employees to work at their highest potential. Values diversity and supports efforts that lead to the well-being and satisfaction of employees. Is non-defensive, open to feedback, and receptive to learning new ideas.