

Staff Services Manager III

Instructions: Please rate each task using the scales and instructions provided below.

ITEM #	<p>In the following pages you will assess your knowledge and experience in specific job related actions, using the rating scales below.</p> <p>Respond to each of the following statements by indicating how the statement applies to you. You are required to respond to every statement by marking one option for each of the two scales provided.</p> <p>IMPORTANT NOTE: In responding to each statement, you may refer to your WORK EXPERIENCE (public or private) whether paid or volunteer, FORMAL EDUCATION, or FORMAL TRAINING COURSES.</p> <p>Knowledge related to performing this action: Extensive knowledge I possess an expert knowledge level to the extent that I could effectively perform this task in the most difficult and complex situations; and I could instruct others on specific aspects of this task. Substantial knowledge I possess an advanced knowledge level to the extent that I could effectively perform this task under the majority of circumstances or situations encountered. Moderate knowledge I possess a sufficient knowledge level that would allow me to perform this task successfully in routine situations. Limited knowledge I have some knowledge of how to perform this task, but may require additional instruction to apply my knowledge effectively. No knowledge I have no knowledge of how to perform this task or what it may entail.</p> <p>Experience: More than 4 years experience performing this task Over 3 years to 4 years experience performing this task Over 2 years to 3 years experience performing this task Over 1 year to 2 years experience performing this task 0 to 1 year experience performing this task</p>
Fostering a Team Environment Primary Competencies: Communication, Conflict Management, Interpersonal Skills, Team Leadership	
1.	Approving and signing off on internal and external sensitive and/or critical written communications (e.g., policies, contract documents, budgetary documents, executive level communications).
2.	Reviewing and approving presentation materials, visual aids, and graphics to ensure that they are organized, easy-to-follow, and tailored to the audience.
3.	Reviewing and approving documents to ensure that they are organized, easy-to-follow, and tailored to the audience.
4.	Providing editorial feedback to staff to ensure written communications are clear, concise, relevant, and error-free.
5.	Creating an environment of active listening by seeking out and carefully listening to others, coaching others on listening, and making decisions based on stated facts.
6.	Developing and applying the appropriate communication style to a wide range of situations and audiences (e.g., staff, executives, legislature, governor's office, public, media).
7.	Expressing ideas and decisions in an open, knowledgeable, and confident manner.

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8.	Keeping executives, high-level management, and/or stakeholders informed of staff, team, and program progress and successes.
9.	Providing frequent informal feedback to staff on their performance.
10.	Sharing information, developments, or work-related issues with staff, peers, and management.
11.	Creating an environment of open communication by utilizing a variety of methods (e.g., staff meetings, open-door policy, suggestion boxes) to encourage input from staff.
12.	Communicating expectations to organizational team leaders regarding goals and deliverables.
13.	Providing oversight to ensure that team goals remain consistent with the strategic direction of the organization.
14.	Creating an environment that encourages full participation from team members and stakeholders by identifying and/or removing obstacles that hinder effective communication.
15.	Providing appropriate guidance, direction, support, involvement, and feedback to team leaders.
16.	Establishing and communicating expectations that promote the rapid identification, resolution, and monitoring of conflicts.
17.	Delegating decision making authority to team leaders and promoting accountability.
18.	Anticipating challenges (internal and external), planning contingencies, and providing oversight to team leaders in addressing challenges.
19.	Explaining organizational goals, policies, procedures, and upper management's decisions to staff.
20.	Explaining the background on assignments, the reasons for decisions, conclusions, findings, or recommendations in order to gain buy-in.
21.	Communicating sensitive and/or difficult information to various audiences using a variety of strategies.
22.	Coaching staff on effective writing style and/or developing creative visual aids and graphics.
23.	Coaching others on conflict resolution management and ensuring appropriate expectations and policies exist and are followed.
	Creating Organizational Transformation Primary Competencies: Change Leadership, Vision and Strategic Thinking, Organizational Awareness, Creative Thinking
24.	Developing and/or reviewing strategic plans on a regular basis and directing their integration into business operations.
25.	Keeping informed of key organizational priorities and policies, and external factors and understanding their impact.
26.	Understanding and communicating the reasons for change to others (e.g. staff, stakeholders, media, upper-management).
27.	Encouraging staff and others to value change by addressing their concerns and providing guidance throughout the change process.

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28.	Gaining the support and commitment of various individuals (e.g., staff, stakeholders) who are resistant to change by promoting the change effort.
29.	Leading change efforts and creating a positive environment of excitement around change.
30.	Creating, reviewing, and approving concepts for new programs, products, and services.
31.	Describing the organization's vision, mission, strategies, and rationale to staff, encouraging ownership of the vision, and communicating how their work supports the mission, vision, and strategic goals.
32.	Creating an environment that aligns business/program activities, contributions, and services or products with the organization's mission and strategic goals.
33.	Communicating the link to the organization's vision when delegating assignments.
34.	Supporting the organization's vision through the creation and/or implementation of policies and procedures.
35.	Communicating the strategic value of the vision to stakeholders.
	Building Trust and Accountability Primary Competencies: Ethics and Integrity, Personal Credibility
36.	Taking responsibility for team work products and mistakes, developing solutions, and providing feedback when necessary to achieve positive outcomes.
37.	Displaying trustworthiness by respecting confidential information and honoring commitments.
38.	Creating and promoting an environment of transparency, trust, and respect and acting with fairness.
39.	Modeling high standards of honesty, integrity, values, and ethics in line with personal principles and organizational vision and mission.
40.	Striving to consistently deliver agreed-upon outcomes or results.
41.	Seeking feedback from others on performance and using the feedback to learn and grow as a leader.
42.	Creating an environment that requires staff to take responsibility, and holding oneself and staff accountable for individual actions.
	Maximizing Performance Results Primary Competencies: Analytical Thinking, Customer Focus, Decision Making, Planning and Organizing, Thoroughness, Diagnostic Information Gathering, Resource Management, Results Orientation
43.	Evaluating and communicating issues and risks to executive level staff and stakeholders.
44.	Proactively identifying and addressing key actions, underlying issues, and problems.
45.	Resolving complex and/or sensitive problems or issues affecting the delivery of products or services to the customer.

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46.	Working with customers to identify their expectations and defining business objectives.
47.	Breaking down project deliverables into manageable and achievable tasks/activities/milestones within allotted time and considering the impact of external events (i.e. legislation, budget cycle) on the program/project to create a logical plan.
48.	Reviewing and approving action plans for achieving objectives ensuring collaborative input from others.
49.	Reviewing and approving specific projects or actions which will address the goals and objectives of the organization.
50.	Planning one's own workload and the workload of others, prioritizing key tasks, and ensuring the appropriate allocation of time and effort to achieve the required results.
51.	Ensuring that processes and procedures for evaluating and monitoring staff work products are established and followed.
52.	Monitoring, evaluating, and reviewing others' accuracy of information and work products to ensure they meet assignment goals, objectives, and completion dates.
53.	Encouraging others to take a fresh look at problem areas by analyzing the viability and practicality of suggested innovations.
54.	Recommending and/or approving solutions to critical or sensitive problems.
55.	Working with others to identify inefficiencies, generate new ideas and recommendations, and develop innovative approaches to simplify complex processes.
56.	Asking effective probing questions to gather relevant information before making a decision.
57.	Consulting available resources (e.g., literature search, past practices, best practices, policies, procedures) to gather relevant information before making a decision.
58.	Utilizing research (e.g., facts, past experiences, historical information, input from others), and sound reasoning to distinguish between relevant and irrelevant information before reaching conclusions.
59.	Seeking relevant information from staff, colleagues, and managers to broaden personal understanding of the stakeholders who impact or are impacted by the organization and its programs and/or policies.
60.	Developing and/or approving clear, challenging and, achievable program and project goals.
61.	Monitoring the progress of projects, and intervening at an early stage to ensure deliverables meet agreed-upon commitments and making adjustments as needed.
62.	Taking action when problems arise, and trying different approaches when initial efforts to solve problems do not work.
63.	Analyzing problems, evaluating alternatives and risks, and creating and implementing mitigation strategies.

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64.	Identifying causes for problems related to procedures, processes, policies, technical issues, organizational resources, or global issues.
65.	Ensuring that formal customer feedback (e.g., surveys) is collected to determine if customer's needs are met.
66.	Incorporating customers' expectations into the business process of delivering products or services.
67.	Setting and/or approving program or project priorities, and establishing a balance among competing objectives to accomplish the goals of the organization.
68.	Creating and promoting a work environment that encourages creative thinking and innovative solutions.
69.	Identifying and/or approving creative ways to meet the organization's goals and objectives within specified parameters .
70.	Determining and allocating resources (e.g., time, staff, tools, funds) to meet organizational goals, mission, and priorities.
71.	Evaluating and monitoring program performance and project accomplishments to assess overall program effectiveness and efficiency.
72.	Developing and/or approving organizational performance standards to determine if projects are in alignment with program and organizational goals and objectives.
Promoting a High Performance Culture Primary Competencies: Developing Others, Fostering Diversity, Workforce Management, Empowering Others, Professional and Personal Development	
73.	Discussing successes and failures with others to identify lessons learned for future application.
74.	Explaining to others how their duties and responsibilities relate to the organization's mission.
75.	Creating and promoting an environment in which people who are culturally diverse work together cooperatively and effectively in achieving organizational goals.
76.	Establishing the expectation that problems in staff behavior will result in corrective action.
77.	Providing others with clear job expectations.
78.	Recognizing and rewarding successful or exceptional performance.
79.	Monitoring the completion of work assignments, setting priorities and directing the work of others.
80.	Encouraging staff to utilize all available resources to complete their work activities.
81.	Creating and promoting an environment for staff development and growth opportunities.
82.	Developing and/or approving plans and tools to build staff strengths and close performance gaps.
83.	Ensuring individuals are treated fairly by maintaining equity in recruitment, hiring, staffing actions, and developmental opportunities.

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84.	Assessing staff skills and knowledge to determine training and development needs.
85.	Using a variety of methods to develop critical skills in staff (e.g., mentoring, on-the-job training, knowledge sharing, cross-training, job shadowing, coaching).
86.	Proactively planning staff development to meet the needs of the organization.
87.	Coaching staff to respect and value others' perspectives, differences, and contributions even when styles and approaches are different.
88.	Building teams that leverage the diverse capabilities of employees.
89.	Conducting formal performance appraisals by monitoring staff performance and providing honest and clear feedback regarding strengths and areas for development.
90.	Monitoring and addressing staff turnover and recruitment/retention needs.