

GROUP FOUR

JOB TITLES

State Division Administrator 17
State Bureau Administrator 18
Senior Management Executive 19

COMPETENCIES

- **Aligning Performance with Success**
Focusing and guiding others in accomplishing work objectives.
- **Building Performance for Success**
Identifying opportunities and taking action to build strategic relationships between one's area and other areas, teams, departments, units, or organizations to help achieve business goals.
- **Building Trust**
Interacting with others in a way that gives them confidence in one's intentions and those of the organization.
- **Communication**
Clearly conveying and receiving information and ideas through a variety of media to individuals or groups in a manner that engages the audience, helps them understand and retain the message, and permits response and feedback from the audience.
- **Customer Focus**
Making customers and their needs a primary focus of one's actions; developing and sustaining productive customer relationships.
- **Decision Making**
Identifying and understanding issues, problems, and opportunities; comparing data from different sources to draw conclusions; using effective approaches for choosing a course of action or developing appropriate solutions; taking action that is consistent with available facts, constraints, and probable consequences.
- **Delegating Responsibility**
Allocating decision-making authority and/or task responsibility to appropriate others to maximize the organization's and individual's effectiveness.
- **Developing a Successful Team**
Using appropriate methods and a flexible interpersonal style to help develop a cohesive team; facilitating the completion of team goals.
- **Facilitating Change**
Encouraging others to seek opportunities for different and innovative approaches to addressing problems and opportunities, facilitating the implementation and acceptance of change within the workplace.
- **Innovation**
Generating innovative solutions in work situations; trying different and novel ways to deal with work problems and opportunities.

- **Leading Through Vision and Values**
Keeping the organization's vision and values at the forefront of associate decision making and action.
- **Planning and Organizing the Work**
Establishing courses of action for self and others to ensure that work is completed efficiently.
- **Strategic Planning**
Obtaining information and identifying key issues and relationships relevant to achieving a long-range goal or vision; committing to a course of action to accomplish a long-range goal or vision after developing alternatives based on logical assumptions, facts, available resources, constraints, and organizational values.