



ENTERPRISE VALUES AND COMPETENCIES

Competency Guide for Employees



ENTERPRISE VALUES & COMPETENCIES

Competency Guide for Employees

TABLE OF CONTENTS

INTRODUCTION	5
PROFICIENCY LEVELS DEFINED	7
BUSINESS ACUMEN	8
BUSINESS ACUMEN ENTRY PROFICIENCY LEVEL	8
BUSINESS ACUMEN INTERMEDIATE PROFICIENCY LEVEL	9
BUSINESS ACUMEN PROFICIENT PROFICIENCY LEVEL	9
BUSINESS ACUMEN ADVANCED PROFICIENCY LEVEL	10
BUSINESS ACUMEN EXPERT PROFICIENCY LEVEL	11
BUSINESS ACUMEN DEVELOPMENTAL RESOURCES	12
COMMUNICATION	14
COMMUNICATION ENTRY PROFICIENCY LEVEL	14
COMMUNICATION INTERMEDIATE PROFICIENCY LEVEL	14
COMMUNICATION PROFICIENT PROFICIENCY LEVEL	15
COMMUNICATION ADVANCED PROFICIENCY LEVEL	16
COMMUNICATION EXPERT PROFICIENCY LEVEL	18
COMMUNICATION DEVELOPMENTAL RESOURCES	19
INNOVATION	22
INNOVATION ENTRY PROFICIENCY LEVEL	22
INNOVATION INTERMEDIATE PROFICIENCY LEVEL	22
INNOVATION PROFICIENT PROFICIENCY LEVEL	23
INNOVATION ADVANCED PROFICIENCY LEVEL	23
INNOVATION EXPERT PROFICIENCY LEVEL	24
INNOVATION DEVELOPMENTAL RESOURCES	25
INTENTIONAL ENGAGEMENT	27
INTENTION ENGAGEMENT ENTRY PROFICIENCY LEVEL	27
INTENTION ENGAGEMENT INTERMEDIATE PROFICIENCY LEVEL	27
INTENTION ENGAGEMENT PROFICIENT PROFICIENCY LEVEL	28
INTENTION ENGAGEMENT ADVANCED PROFICIENCY LEVEL	29
INTENTION ENGAGEMENT EXPERT PROFICIENCY LEVEL	30
INTENTION ENGAGEMENT DEVELOPMENTAL RESOURCES	32
MENTORING & DEVELOPING OTHERS	34
MENTORING & DEVELOPING OTHERS ENTRY PROFICIENCY LEVEL	34
MENTORING & DEVELOPING OTHERS INTERMEDIATE PROFICIENCY LEVEL	34
MENTORING & DEVELOPING OTHERS PROFICIENT PROFICIENCY LEVEL	35
MENTORING & DEVELOPING OTHERS ADVANCED PROFICIENCY LEVEL	35
MENTORING & DEVELOPING OTHERS EXPERT PROFICIENCY LEVEL	36
MENTORING & DEVELOPING OTHERS DEVELOPMENTAL RESOURCES	37



ENTERPRISE VALUES & COMPETENCIES

Competency Guide for Employees

STEWARDSHIP.....	38
STEWARDSHIP ENTRY PROFICIENCY LEVEL.....	38
STEWARDSHIP INTERMEDIATE PROFICIENCY LEVEL.....	38
STEWARDSHIP PROFICIENT PROFICIENCY LEVEL.....	39
STEWARDSHIP ADVANCED PROFICIENCY LEVEL.....	40
STEWARDSHIP EXPERT PROFICIENCY LEVEL.....	41
STEWARDSHIP DEVELOPMENTAL RESOURCES.....	42



ENTERPRISE VALUES & COMPETENCIES

Competency Guide for Employees

INTRODUCTION

This guide is a resource to assist employees in understanding, developing, and demonstrating the competencies required for individual and organizational success. A competency is defined as the combination of the knowledge, skills, and abilities required for successful job performance, so we want to strengthen our competence by looking for ways to practice and apply relevant behaviors each day.

This guide provides an overview of the enterprise competencies, proficiency levels for each competency, the associated skills for each proficiency level, and a starting point for self-directed development efforts and developmental discussions to improve ability to identify opportunities to reinforce and apply learning on the job via three (3) different avenues.

1. **Tips for Developmental Experiences:** These tips are designed to offer ways to practice using competencies through experiences. As the best learning often comes from experience, consider the tips provided as opportunities to engage in completing your work and developing yourself at the same time.
2. **Training and Resources:** This element includes training offered by DAS and other programs via classroom sessions, webinars, or online training and additional resources such as books, videos, or websites. You will also want to check with your manager and human resources department to find out what opportunities may be available within your agency.
3. **Developmental Relationships:** These focus on how to collaborate with others to support individual development. This support often comes through a coaching, mentoring, or peer partner relationship.

Oregon State Library

The Library offers free resources (books, access to O'Reilly, videos, research, etc.) to state employees. For more information and to activate your account go to <https://libguides.osl.state.or.us/user-activation/process>. When there is a resource available through the Library it will be noted.

If any of the URL's don't work, please email brandy.meng@das.oregon.gov.



ENTERPRISE VALUES & COMPETENCIES

Competency Guide for Employees





Values	ACCOUNTABILITY				
	EQUITY				
	EXCELLENCE				
	INTEGRITY				
Competency	COMMUNICATION	INNOVATION	INTENTIONAL ENGAGEMENT	MENTORING & DEVELOPING PEOPLE	STEWARDSHIP
Definitions	Demonstrated ability to effectively articulate and exchange information with internal and external partners.	Demonstrated ability to actively engage with others to generate ideas to be evaluated, adopted, and implemented when appropriate.	Demonstrated ability to recognize, seek out, engage, and integrate multiple perspectives, backgrounds, and values, in the performance of work roles and functions to effectively contribute to the organizational goals.	Demonstrated ability to actively share their knowledge, skill, and expertise to help others recognize their potential and support individual and team growth.	Demonstrated ability to responsibly utilize allocated resources and identify when resources are needed or could be reallocated in support of organizational goals.
Expectations	<ul style="list-style-type: none"> Encourages and engages in open expression of ideas and opinions, listens with cultural humility, and confirms understanding of feedback and suggestions with thoughtful attention. Recognizes and addresses issues in a courageous manner and is willing to ask the difficult questions and have difficult conversations or seeks out help or guidance in having difficult conversations when needed. Articulates clear thoughts and ideas in multiple settings and audiences. Ability to accurately represent the organizational goals. Fosters trust in the workplace through direct, respectful, and transparent interactions with internal and external partners. Maintains confidentiality as dictated by the situation. 	<ul style="list-style-type: none"> Recognizes trends, changing conditions and the implications for the business and proposes solutions or approaches to leadership. Engages in conversations to broaden perspectives. Recognizes that approaches or solutions can be generated from any level. Willingness and ability to try something new or different. Engages, encourages or empowers curiosity, collaboration, creative thinking, inclusion, and open dialogue to improve the efficiency and effectiveness to meet organizational goals. 	<ul style="list-style-type: none"> Integrates core values, integrity, and accountability throughout in the performance of their scope and function of their position. Speaks openly and treats others with dignity and respect, shows consistency between words and actions. Courageously takes the ethical path to resolve important issues regardless of the possible consequences, admits when wrong, owns decisions and learns from mistakes. Values and seeks a full spectrum of diversity and other individual differences in the workforce. Applies careful consideration of one's own assumptions, beliefs, emotions, bias, and behaviors when interacting with others to gain productive insight, keep a fresh perspective and continuously learn. Participates in collaboration and teamwork to align to the energy of the team/organization toward achieving goals and outcomes. 	<ul style="list-style-type: none"> Models' enterprise and agency competencies; supports and encourages others to consistently practice them. Holds self to high standards of honesty, transparency, accountability, and integrity. Gives appropriate recognition to the successes and accomplishments of others. Helps others identify training and professional development opportunities that may be available. Engages in opportunities to share their knowledge, skill, and expertise with others. 	<ul style="list-style-type: none"> Utilizes resources in alignment with mission and vision of the agency and state. Optimizes authorized resources within the scope and function of a person's position to meet organizational goals. Evaluates risks and identify possible solutions and potential impacts. Demonstrates originality and flexibility within the limitations set (budget, resources). Committed to ethical, efficient, and responsible use of state resources.
FOUNDATIONAL COMPETENCY: BUSINESS ACUMEN					
<p>Definition: Demonstrated ability to evaluate the business implications of decisions and actions by continually having awareness of the business issues, processes, and outcomes as they impact the programs, work unit, and the organization's needs.</p> <p style="text-align: center;">Expectations</p> <p>Assesses and links short-term tasks in the context of long-term strategies, perspectives, or vision.</p> <p>Understands practical business functions in the organizational environment and incorporates them into decision-making.</p> <p>Knows when to engage and partner with in other fields such as HR, IT, procurement, accounting, budgeting, and legislative processes.</p> <p>Knowledgeable of and understands relevant federal regulations, state statutes, policies, and rules as they pertain to an individual's specific job function.</p>					



ENTERPRISE VALUES & COMPETENCIES

Competency Guide for Employees

PROFICIENCY LEVELS DEFINED

A competency is defined as an observable, measurable pattern of skills, knowledge, abilities, behaviors, and other characteristics an individual needs to successfully perform work roles or occupational functions. Below are the proficiency levels for the employee competencies.

Expert	<ul style="list-style-type: none">• Applies the competency in exceptionally complex situations• Serves as a key resource and advises others	Has broad and deep understanding and skills, with substantial experience in this area. Can apply the competency regularly and independently and display this competency in complex, varied situations. Role model for this competency.
Advanced	<ul style="list-style-type: none">• Applies the competency in considerably complex situations• Generally, requires little or no guidance	Has sufficient understanding and experience to operate at a full professional level with this broad range of moderately complex situations. Can generalize basic principles to effectively function in both predictable and new situations.
Proficient	<ul style="list-style-type: none">• Applies the competency in complex situations• Requires occasional guidance	Understands and can discuss the application and implications of changes to processes, policies, and procedures in this area. Able to successfully complete tasks in this competency as requested. Help from an expert may be required from time to time, but skills can usually be performed independently.
Intermediate	<ul style="list-style-type: none">• Applies the competency in somewhat complex situations• Requires frequent guidance	Newly developing in this area; has a general understanding of key principles but limited or no applied experience with this competency. Is capable of using this competency with coaching and support, in somewhat complex situations.
Entry	<ul style="list-style-type: none">• Applies the competency in routine situations• Requires close and extensive guidance	Has basic awareness and can discuss terminology, concepts, principles, and issues related to this competency. Possesses the level of experience gained in a classroom and/or experimental scenarios or as a trainee on-the-job. It is expected for help to be required when performing this skill.



ENTERPRISE VALUES & COMPETENCIES

Competency Guide for Employees

This section provides a description of the proficiency levels, associated skills for the competency, and training or resources available. The skills lists aren't exhaustive, they are a tool for understanding how these skills can be exhibited in the workplace.

BUSINESS ACUMEN

Business Acumen Entry Proficiency Level

The entry level proficiency is where a person can apply the competency in routine situations and requires close and extensive guidance.

Collaborates with other agency staff and management to understand program needs and agency goals. Continually works to familiarize themselves with the roles and duties of their position seeking advice and clarification from subject matter experts. Evaluates data and information to assist in identifying the best options for achieving individual and team goals.

Technical Skills:

- general knowledge of the business and what funds the program
- takes appropriate steps to become familiar with relevant policies
- general knowledge of the IT systems used in the program
- understands the work unit, program, or division goals in terms of short-term actions as well as broader long-term objectives
- understands the environmental context, especially matters affecting their work and program
- communicates effectively in writing and verbally

Customer Service

- continually seeks ways to improve customer services
- explores flexible options to meet customer needs
- understands customer implications of process changes

Interpersonal Skills:

- interacts with coworkers in a tactful manner regardless of the organizational level, personality, or background
- treats people with fairness and respect
- develops cultural awareness and sensitivity
- responds to others inquiries
- open to hearing others viewpoints
- develops effective working relationship with coworkers and manager



ENTERPRISE VALUES & COMPETENCIES

Competency Guide for Employees

Business Acumen Intermediate Proficiency Level

The intermediate level proficiency is where a person can apply the competency in somewhat complex situations and requires frequent guidance.

Inclusive of the skills in the previous level,

Technical Skills:

- displays a good understanding of organizational environment and works in an efficient and effective manner to optimize value from day-to-day work
- general knowledge in IT systems and security of systems used in the program
- offers assistance to other team members in difficult situations
- seeks knowledge and best practices from others within their work unit to achieve successful work outcomes
- Demonstrates an understanding of the value to be gained by sharing information through asking questions and making others aware of information they may possess
- Sees the links between their own work and the work units goals and objectives

Customer Service

- ensures quality customer service
- continually seeks ways to improve customer services
- understands customer implications of process changes

Interpersonal Skills:

- interacts with internal and external partners in a tactful manner regardless of the organizational level, personality, or background
- participates in discussions to ensure that everyone's viewpoint is heard
- encourage others to express their views, even contrary ones
- develops effective working relationships with internal and external partners.

Business Acumen Proficient Proficiency Level

The proficient level proficiency is where a person can apply the competency in complex situations and requires occasional guidance.

Inclusive of the qualities in the previous levels, collaborates with partners to define program needs and strategies. Reflects industry best practice in work practices . Monitors and evaluates trends and events and adjusts work practices to achieve goals. Evaluates moderately complex data and information to identify the best options to achieve program objectives. Identifies risks and provides suggestions on how to mitigate those risks.



ENTERPRISE VALUES & COMPETENCIES

Competency Guide for Employees

Technical Skills:

- sees the links between their own work, their work unit, and the divisions goals and objectives
- uses informal networks to gain input and support from others to achieve successful work outcomes
- participates willingly toward accomplishing team goals, demonstrating respect for input from other individuals and teams
- shows good understanding of operating environment
- recognizes the impact of own and team actions on business outcomes
- considers “the big picture” when taking action
- analyses relevant business and program data to make timely and considered decisions
- continually reflects on the impact of actions

Customer Service

- continually seeks ways to improve processes for all partners
- develops and provides flexible options for customers, removing barriers when necessary
- understands and addresses customer implications of process changes
- takes appropriate steps to become familiar with relevant policies, develops recommendations if changes are needed, and works to ensure recommendations are implemented

Interpersonal Skills:

-
- facilitates discussions to ensure that everyone's viewpoint is heard
- supports the team despite different points of view or setbacks
- relates well to a variety of people regardless of their cultural background
- focused on the goal of valuing the individual
- develop effective working relationship with other managers, and customers

Business Acumen Advanced Proficiency Level

The advanced level proficiency is where a person can apply the competency in considerably complex situations and requires little or no guidance.

Inclusive of the qualities in the previous levels, collaborates across all aspects of the agency to ensure program goals and objectives are met. Collaborates with and develops formal response to partners. Understands and promotes industry best practice in developing program specific policy and procedures. Analyze trends and events related to program operations and objectives, define program needs, and develop strategies. Monitor the implementation of action plans, procedures, processes, as needed, ensuring program goals are achieved. Evaluates multiple elements of complex data and information to inform the best options for program management. Advises others in the application of standards to measure the effectiveness of program results. Identifies real and potential risks, creates, and implements plans to avoid or mitigate them. Supports the organization’s mission and goals by keeping informed of current political, social, and economic issues and situations that may have an impact on the program.



ENTERPRISE VALUES & COMPETENCIES

Competency Guide for Employees

Technical Skills:

- understands the organization's financial environment
- understands financial environment that affects program(s) being managed
- knowledge in IT systems and security of systems used in the program(s) managed
- ability to train others on different IT systems
- makes decisions and takes actions by considering the cost, value contribution, and business impact to own and other teams
- general knowledge of principles and practices of organizational behavior
- skill in communicating effectively in writing and verbally
- skill in analyzing general, statistical, and technical reports
- skill in public speaking
- acts in a way that always considers the impact to the wider business
- evaluates the value of services provided
- monitors for inefficiencies and/or inappropriate use of resources utilizes deep knowledge and understanding of the operating environment to identify partnerships and build relationships to support business objectives
- sees underlying connections, opportunities and/or potential conflicts of own and team actions on customers or partners
- takes appropriate steps to become familiar with relevant policies, develops recommendations if changes are needed, and works to ensure recommendations are implemented

Interpersonal Skills:

- understands and is responsive to the needs, concerns, and perspectives of varying key partner groups
- creates alignment when working with conflicting individuals or groups to achieve organizational objectives
- identifies opportunities to bring others together to share information
- ensures people are supporting each other appropriately
- encourages exchange of ideas
- Gives recognition to others who have contributed towards team or group goals

Business Acumen Expert Proficiency Level

The expert level proficiency is where a person can apply the competency in exceptionally complex situations and serves as a key resource and advises others.

Inclusive of the qualities in the previous levels, ensures organizational objectives and practices are aligned with public interests. Oversees multiple aspects of program area to ensure goals and objectives are met. Collaborates with partners outside one's own sphere of responsibility to analyze trends and events related to the program operations and objectives, defines program needs, and develop strategies, monitor the implementation of adjustments to action plans, procedures, and processes as needed to ensure goals are achieved. Stays informed of new and developing political, social, and economic issues within and outside of the organization that may impact the program goals.



ENTERPRISE VALUES & COMPETENCIES

Competency Guide for Employees

Demonstrates the ability to predict how new events or situations will affect individuals and groups within the organization.

- acts in a way that always considers the impact to the wider business
- evaluates the value of services provided
- monitors for inefficiencies and/or inappropriate use of program resources
- utilizes deep knowledge and understanding of the operating environment to identify partnerships and build relationships to support program objectives
- openly shares issues/failures without assigning individual blame
- identifies business improvements and discusses ways to learn from mistakes and create turnaround situations
- continually seeks ways to improve program or agency processes for all partners
- cultivates networks with a variety of contacts across functions and locations within the organization

Business Acumen Developmental Resources

Tips for Developmental Experiences

Independently obtain and read rules, policies, procedures, guides, etc. to learn more about the different topics. Seek clarification when necessary.

Training & Resources

Statewide training offered on procurement, finance, budget, project management etc.

<https://www.oregon.gov/das/pages/training.aspx>.

Project Management and Business Analysis Training

<https://www.oregon.gov/das/HR/Pages/PM.aspx>

HR Professional Training Programs

<https://www.oregon.gov/das/HR/Pages/schrrp.aspx>

Willamette University offers courses on accounting, managing legal issues, strategic management, etc.

<https://willamette.edu/mba/programs/executive/public-management/schedule.html>.

Procurement Manual

<https://www.oregon.gov/das/opm/Pages/Index.aspx>

Statewide Budget and Accounting

<https://www.oregon.gov/das/Financial/Pages/Index.aspx>

Oregon Accounting Manual

<https://www.oregon.gov/das/Financial/Acctng/Pages/OAM.aspx>



ENTERPRISE VALUES & COMPETENCIES

Competency Guide for Employees

Statewide Policies

<https://www.oregon.gov/das/Pages/policies.aspx>

Oregon Blue Book

<https://sos.oregon.gov/blue-book/Pages/default.aspx>

O'Reilly offers the following resources (need library account see page 5).

Public Budgeting in Search for an Identity

<https://learning.oreilly.com/library/view/public-budgeting-in/9781000329612/>

Public Budgeting in Context

<https://learning.oreilly.com/library/view/public-budgeting-in/9781118509326/>

Project Procurement: A Real-World Guide for Procurement Skills

<https://learning.oreilly.com/library/view/project-procurement-a/9781628254693/>

Mastering Risk and Procurement in Project Management: A Guide to Planning, Controlling, and Resolving Unexpected Problems

<https://learning.oreilly.com/library/view/mastering-risk-and/9780133838534/>



ENTERPRISE VALUES & COMPETENCIES

Competency Guide for Employees

COMMUNICATION

Communication Entry Proficiency Level

The entry level proficiency is where a person can apply the competency in routine situations and requires close and extensive guidance.

Communicates basic ideas or information clearly in both written and verbal formats. Communicates effectively and confidently by expressing ideas in an organized, clear, concise manner. Provides clarifying information as needed. Listens to others and responds appropriately. Easily understands verbal and written directions and responds appropriately to questions. Communicates information to peers, leadership, and to internal and external customers and partners as appropriate.

Technical Skills:

Write Effectively

- composes documents, presentations or correspondence involving non-technical or routine information
- uses a writing style that is appropriate for intended audiences
- produces written information using acceptable grammar, organization, and structure
- incorporates visual aids into written products to support and clarify content in some instances

Speak Effectively

- consistently and effectively communicates information
- uses a speaking style that is appropriate for intended audiences
- provides context or assistance in translating industry specific vocabulary into plain language
- provides verbal feedback that is pertinent and constructive

Interpersonal Skills:

Listens to Others

- engages in open exchanges of information and viewpoints
- listens actively to others and seeks clarity in others viewpoints and ideas

Communication Intermediate Proficiency Level

The intermediate level proficiency is where a person can apply the competency in somewhat complex situations and requires frequent guidance.

Inclusive of the qualities in the previous level, communicates or explains moderately complex ideas or information clearly. Thoughts are mostly well organized. Communicates effectively and confidently by expressing ideas in a clear, concise, and engaging manner. Listens attentively to the speaker and actively asks questions to confirm understanding and avoid miscommunications. Communicates information to peers, managers, leadership from other organizational units, internal and external customers, and partner groups.



ENTERPRISE VALUES & COMPETENCIES

Competency Guide for Employees

Technical Skills

Write Effectively

- composes documents, presentations or correspondence involving technical or routine information
- uses a writing style that is appropriate for intended audiences
- produces written information using acceptable grammar, organization, and structure
- incorporates visual aids into written products to support and clarify content in some instances

Speak Effectively

- consistently communicates information to peers and management
- uses a speaking style that is appropriate for intended audiences
- provides context or assistance in translating industry specific vocabulary into plain language
- provides verbal feedback to peers/teammates if appropriate
- provide status updates to management team as requested

Facilitation

- communicates effectively in meetings and can discuss initiatives and current events
- shows advanced preparation prior to presenting information

Interpersonal Skills

Listen to Others

- encourages open exchange of information and viewpoints
- listens actively, reflecting, and summarizing others' comments to ensure understanding
- listens patiently to others viewpoints, interprets nonverbal messages

Communication Proficient Proficiency Level

The proficient level proficiency is where a person can apply the competency in complex situations and requires occasional guidance.

Inclusive of the qualities in the previous levels, communicates or explains complex ideas or information clearly. Thoughts are well organized. Communicates effectively and confidently by expressing ideas verbally in a clear, concise, and engaging manner. Adapts to the needs of most audiences to ensure their message is understood. Communicates information to both internal and external peers, higher-level managers, leadership from other organizational units, internal and external customers, and partner groups.

Technical Skills:

Write Effectively

- composes documents, presentations or correspondence involving complex or non-routine information
- uses a writing style that is appropriate for intended audiences
- produces written information using acceptable grammar, organization, and structure
- incorporates visual aids into written products to support and clarify content in some instances



ENTERPRISE VALUES & COMPETENCIES

Competency Guide for Employees

Speak Effectively

- consistently communicates information to peers and management
- uses a speaking style that is appropriate for intended audiences
- provides context or assistance in translating industry specific vocabulary into plain language
- can communicate how staff fit within the organization using the organizational mission, vision, values for definition
- provides verbal feedback to peers and teammates if appropriate
- provides status updates to management as requested
- conveys information clearly and concisely with focus on organizational mission

Facilitation

- communicates effectively in meetings and can discuss initiatives and current events
- able to explain and clarify policy where appropriate
- shows advanced preparation prior to presenting information
- facilitates discussions to ensure that everyone's viewpoint is heard

Interpersonal Skills:

Listen to Others

- encourages open exchange of information and viewpoints
- listens actively, reflecting, and summarizing others' comments to ensure understanding
- listens patiently to others viewpoints, interprets nonverbal messages
- expresses reactions and opinions without intimidating others
- encourage others to express their views, even contrary ones
- communicates the message that every idea is worthy of consideration
- finds creative ways to obtain input from others

Communication Advanced Proficiency Level

The advanced level proficiency is where a person can apply the competency in considerably complex situations and requires little or no guidance.

Inclusive of the qualities in the previous levels, communicates, explains, and defends complex ideas or information clearly and adapts to the audience's level of knowledge. Thoughts are extremely well organized. Presents an open and accepting demeanor that allows others to express their views. Delivers accurate, clear, and concise messages verbally that inform and frequently persuade audiences to take appropriate action. Adapts to the needs of diverse audiences and complex situations. Actively listens to others, often paraphrasing the message to the speaker for clarification or to address misunderstandings. Communicates information to senior leadership across the enterprise, subordinates, other organizational units, peers, and internal and external customers.



ENTERPRISE VALUES & COMPETENCIES

Competency Guide for Employees

Technical Skills:

Write Effectively

- composes documents, presentations or correspondence involving complex and non-routine information
- uses a writing style that is appropriate for intended audiences
- produces written information using acceptable grammar, organization, and structure
- incorporates visual aids into written products to support and clarify content in some instances

Speak Effectively

- consistently communicates information to peers and management
- uses a speaking style that is appropriate for intended audiences
- provides context or assistance in translating industry specific vocabulary into plain language
- can communicate how staff fit within the organization using the organizational mission, vision, values for definition
- provides verbal feedback to peers/teammates on work performance if appropriate
- provide status updates to management as requested
- conveys information clearly and concisely with focus on organizational mission
- conducts presentations and briefings where appropriate
- presents, explains proposals to staff, partners, and others
- tailor's communications based on audience reception in real-time

Facilitation

- communicates effectively in meetings and can discuss initiatives and current events
- explains and clarifies policy to affected parties
- facilitates discussions to ensure that everyone's viewpoint is heard; explains benefits to partners to gain acceptance of programmatic changes

Establish Relationships

- has ongoing communication within the organization

Interpersonal Skills:

- encourages open exchange of information and viewpoints
- listens actively, reflecting, and summarizing others' comments to ensure understanding
- listens patiently to others viewpoints, interprets nonverbal messages
- expresses reactions and opinions without intimidating others
- encourage others to express their views, even contrary ones
- communicates the message that every idea is worthy of consideration
- finds creative ways to obtain input from others



ENTERPRISE VALUES & COMPETENCIES

Competency Guide for Employees

Communication Expert Proficiency Level

The expert level proficiency is where a person can apply the competency in exceptionally complex situations and serves as a key resource and advises others.

Inclusive of the qualities in the previous levels, communicates information to senior leadership, managers, peers, and internal and external customers.

Technical Skills:

Write Effectively

- composes documents, presentations or correspondence involving complex and non-routine information
- uses a writing and speaking style that is appropriate for intended audiences
- produces written information using acceptable grammar, organization, and structure
- incorporates visual aids into written products to support and clarify content in some instances

Speak Effectively

- consistently communicates information to peers and management
- uses a speaking style that is appropriate for intended audiences
- provides context or assistance in translating industry specific vocabulary into plain language
- can communicate how staff fit within the organization using the organizational mission, vision, values for definition
- provides verbal feedback to peers/teammates on work performance if appropriate
- provide status updates to management as requested
- conveys information clearly and concisely with focus on organizational mission
- conducts presentations and briefings where appropriate
- presents, explains proposals to staff, partners, and others
- tailor's communications based on audience reception in real-time
- testifies before Legislature where appropriate
- develops briefings on behalf of the agency for communication with elected officials and their offices
- presents complex information articulately regarding a high-visibility issue
- communicates sensitive information of broad organizational impact on topics without precedence

Facilitation

- communicates effectively in meetings and can discuss initiatives and current events
- explains and clarifies policy to affected parties
- facilitates discussions to ensure that everyone's viewpoint is heard; explains benefits to partners to gain acceptance of programmatic changes

Interpersonal Skills:

Listen to Others:

- encourages open exchange of information and viewpoints
- listens actively, reflecting, and summarizing others' comments to ensure understanding
- listens patiently to others viewpoints, interprets nonverbal messages



ENTERPRISE VALUES & COMPETENCIES

Competency Guide for Employees

- expresses reactions and opinions without intimidating others
- encourage others to express their views, even contrary ones
- communicates the message that every idea is worthy of consideration
- finds creative ways to obtain input from others

Communication Developmental Resources

Tips for Developmental Experiences

Communicate both routine and non-routine information in a clear and tactful manner and be able to consistently tailor the medium (telephone, email, memo, in person, etc.) and the message to the unique needs and interests of the audience.

Utilize logical structure and organization in communications so the message is understandable and easy to follow. Additionally, strong communicators:

- Ask questions and do not offer solutions early in an interaction.
- Highlight their viewpoints or information briefly.
- Seek others' viewpoints and then share their own thoughts; and
- When encountering conflicting or mixed messages, work to resolve or clarify any misunderstandings.

Identify issues needing further clarification by asking the audience logical follow-up questions and by relying on advanced knowledge of a professional or technical field.

- Speak in clear sentences using appropriate volume and enunciation to ensure the audience correctly hears and understands the message.
- Speak calmly rather than too fast, loudly, or forcefully.
- State ideas or information concisely and to the point.
- Create a verbal or visual picture or use an example or analogy to make it easier for listeners to understand and remember viewpoints or information.

Always consider the audience and situation that you will be communicating with. Adjust the style, message, and method of delivery. Consider the following:

- Is it a complex issue that might be better communicated in writing with background?
- How receptive will the audience be to the message? Will persuasive points and rationales need to be provided?
- Consistently use correct grammar, spelling, and punctuation in written communications so the message is clear and concise for the audience.
- Do you need to disseminate information quickly using telephone, e-mail, memo, in person, etc.?
- What is your most effective style of delivery? Is that the most practical way to deliver the information?
- Ensure the message is consistently interpreted correctly by the receiver by asking clarifying and follow-up questions.



ENTERPRISE VALUES & COMPETENCIES

Competency Guide for Employees

Training & Resources

1. Work Styles Inventory
Inventory: <https://oregondas.allegiantech.com/cgi-bin/qwebcorporate.dll?idx=46XS94>
Information on the Different Work Styles: <https://www.oregon.gov/das/HR/Documents/paf3.pdf>
2. GCF Global offers free online training on writing and reading.
<https://edu.gcfglobal.org/en/subjects/core-skills/>
3. Udemy and Coursera offer some free and paid for online training on communication skills.
<https://www.udemy.com/topic/communication-skills/free/>
<https://www.coursera.org/courses?query=communication%20skills>
4. Join your nearest Toastmasters club to get more experience in public speaking.
<https://www.toastmasters.org/find-a-club>
5. DAS - CHRO - Working with Upset Customers Self-Paced Course
[https://wd5.myworkday.com/oregon/email-universal/inst/17816\\$4241/rel-task/2998\\$29489.html](https://wd5.myworkday.com/oregon/email-universal/inst/17816$4241/rel-task/2998$29489.html)
6. DAS - CHRO - The Four Stages of Team Development Self-Paced Course
[https://wd5.myworkday.com/oregon/email-universal/inst/17816\\$4242/rel-task/2998\\$29489.html](https://wd5.myworkday.com/oregon/email-universal/inst/17816$4242/rel-task/2998$29489.html)
7. DAS – CHRO – Problem-Solving Fundamentals Self-Paced Course
[https://wd5.myworkday.com/oregon/email-universal/inst/17816\\$4343/rel-task/2998\\$29489.html](https://wd5.myworkday.com/oregon/email-universal/inst/17816$4343/rel-task/2998$29489.html)

O'Reilly offers the following resources (need library account see page 5):

1. Crucial Conversations
Book: <https://learning.oreilly.com/library/view/crucial-conversations-tools/9780071771320/>
Audio Book: <https://learning.oreilly.com/videos/crucial-conversations-tools/9780071804745>
2. Failure to Communicate: How Conversations Go Wrong and What You Can Do to Right Them
<https://learning.oreilly.com/library/view/failure-to-communicate/9781422166451/>
3. The Four Conversations: Daily Communication That Gets Results
<https://learning.oreilly.com/library/view/the-four-conversations/9781576759219/>
4. Communication Essentials: The Tools You Need to Master Every Type of Professional Interaction
<https://learning.oreilly.com/library/view/communication-essentials-the/9781264278060/>



ENTERPRISE VALUES & COMPETENCIES

Competency Guide for Employees

5. The Art of Conscious Conversations
<https://learning.oreilly.com/library/view/the-art-of/9781523003280/>
6. Communication and Collaboration audiobook
<https://learning.oreilly.com/videos/communication-and-collaboration/125059AYPOD/>
7. Active Listening Techniques audiobook
<https://learning.oreilly.com/videos/active-listening-techniques/9798765007198/>
8. Essentials of Communication Skill and Skill Enhancement
<https://learning.oreilly.com/library/view/essentials-of-communication/9781000348019/>
9. Ultimate Guide to Business Writing
<https://learning.oreilly.com/library/view/ultimate-guide-to/9781000348163/>
10. Business Writing For Dummies, 3rd Edition (there is also an audiobook)
<https://learning.oreilly.com/library/view/business-writing-for/9781119696698/>
11. HBR's 10 Must Reads on Public Speaking and Presenting (there is also an audiobook)
<https://learning.oreilly.com/library/view/hbrs-10-must/9781633698840/>
12. Virtual Facilitation
<https://learning.oreilly.com/library/view/virtual-facilitation/9781119765318/>
13. Mastering Facilitation
<https://learning.oreilly.com/library/view/mastering-facilitation/9781000213942/>

Developmental Relationships

- Ask your supervisor or coworker to provide feedback regarding your communication style in verbal, written or electronic mediums.
- Approach a supervisor, coworker or colleague who displays this competency well to help you develop in this area.
- Seek a mentor, coach, or role model to provide insight, counsel or model for effective behaviors and guidance.



ENTERPRISE VALUES & COMPETENCIES

Competency Guide for Employees

INNOVATION

Innovation Entry Proficiency Level

The entry level proficiency is where a person can apply the competency in routine situations and requires close and extensive guidance.

Contributes to the generation of new ideas within a group setting. Contributes to the design or implementation of new programs and/or processes. Occasionally generates creative solutions to conventional situations, considering resources that are available, taking the solution and putting it into practice.

Technical Skills:

- understands available resources
- considers current guidelines when developing ideas
- considers feedback from others before making major changes
- understands basic risk concepts

Interpersonal Skills:

- creative thinking
- builds relationships with team members to review and share ideas

Innovation Intermediate Proficiency Level

The intermediate level proficiency is where a person can apply the competency in somewhat complex situations and requires frequent guidance.

Inclusive of the qualities in the previous level, contributes to the generation of meaningful new ideas with assistance or during meeting. Thinks about problems in different ways. Contributes, and encourages others to contribute, to the design or implementation of new programs and/or processes. Generates creative solutions to conventional situations, considering resources that are available, taking the solution and putting it into practice.

Technical Skills:

- understands available resources
- considers current guidelines when developing ideas
- seeks feedback from others before making major changes
- identifies concepts for new ways of doing business
- understands basic risk concepts and includes them in decision making processes

Interpersonal Skills:

- creative thinking
- builds relationships with others in the organization to review and share ideas



ENTERPRISE VALUES & COMPETENCIES

Competency Guide for Employees

Innovation Proficient Proficiency Level

The proficient level proficiency is where a person can apply the competency in complex situations and requires occasional guidance.

Inclusive of the qualities in the previous levels, independently or as a member of a team, demonstrates the ability to generate meaningful new ideas, methods and/or processes. Finds opportunities to change and/or improve established methods and procedures. Thinks about problems in different ways finding creative solutions. Designs and implements new programs or processes. Generates solutions while understanding the demands on available resources and applies solutions appropriately.

Technical Skills:

- understands available resources
- considers current guidelines when developing ideas
- seeks and incorporates feedback from others in developing recommended changes to program
- identifies concepts for new ways of doing business and may make recommendations for future procedures/processes
- understands risk concepts and includes them in decision making processes

Interpersonal Skills:

- creative thinking
- builds relationships with others in the organization to review and share ideas
- possesses strong problem-solving skills

Innovation Advanced Proficiency Level

The advanced level proficiency is where a person can apply the competency in considerably complex situations and requires little or no guidance.

Inclusive of the qualities in the previous levels, independently generates meaningful new ideas, methods, and processes on a regular basis. Challenges others to change and improve established methods and procedures and to convey those ideas in an effective manner. Consistently enables others to translate innovative ideas into tangible performance improvements. Serves as a role model to others when designing and implementing new or cutting-edge programs/processes.

Technical Skills:

- understands available resources
- considers current guidelines, but also recommends changes to guidelines, if needed, to move ideas forward
- actively gathers and incorporates feedback from others in developing recommended changes to program(s)
- identifies concepts for new ways of doing business and develops implementation plans for future procedures/processes
- understands complex risk concepts and includes them in decision making processes



ENTERPRISE VALUES & COMPETENCIES

Competency Guide for Employees

Interpersonal Skills:

- creative thinking
- builds relationships with others across agencies to review and share ideas
- possesses and models strong problem-solving skills
- assertive with decision making

Innovation Expert Proficiency Level

The expert level proficiency is where a person can apply the competency in exceptionally complex situations and serves as a key resource and advises others.

Inclusive of the qualities in the previous levels, sets tone for agency by encouraging diverse thinking to promote and nurture innovation within the organization. Motivates and empowers others to translate innovative ideas into tangible performance improvements.

Technical Skills:

- understands available resources
- considers current guidelines, but also revises guidelines, if appropriate, to move ideas forward
- evaluates concepts for new ways of doing business and directs implementations plans of future procedures/processes
- consults on agency-wide strategic efforts to create innovation across the organization and/or enterprise
- actively gathers feedback from others while implementing changes to program(s)
- understands complex risk concepts and includes them in decision making processes

Interpersonal Skills:

- creative thinking
- builds relationships with others in agencies, public and private organizations to review and share ideas
- possesses and coaches strong problem-solving skills
- assertive with decision making
- negotiates solutions to ensure the best outcomes



ENTERPRISE VALUES & COMPETENCIES

Competency Guide for Employees

Innovation Developmental Resources

Tips for Developmental Experiences

1. Investigate new, cutting-edge knowledge, procedures, technologies, etc., integrate new information with currently used and accepted knowledge and best practices, and synthesize a broad and comprehensive knowledge base to develop original and innovative solutions for current issues as well as potential problems.
2. Identify current issues as well as potential inefficiencies or problems with providing both routine and non-routine services to customers or clients to proactively develop new and innovative solutions.
3. Thoroughly review alternative solutions to identify their short-term impact on solving current issues and anticipate the potential consequences of integrating solutions into standard practice and applying them to future issues.
4. Develop original and innovative solutions to address both current and potential future issues in providing routine and non-routine services to customers and clients and encourage and engage in brainstorming and the sharing of ideas between staff to generate a multitude of alternatives for use.
5. Link and integrate multiple possible solutions to synthesize an overall solution that best solves current issues as well as provides the most long-term benefit to the work group and the agency.
6. Reframe issues in multiple ways to assist in developing creative solutions, and present various perspectives to the division/work unit employees to assist in their creative solution development.

Training & Resources

O'Reilly offers the following resources (need library account see page 5):

1. Critical Thinking at Work learning path
<https://learning.oreilly.com/learning-paths/learning-path-critical/9781492028369>
2. The Innovative Team: Unleashing Creative Potential for Breakthrough Results
<https://learning.oreilly.com/library/view/the-innovative-team/9781118115718/>
3. The Social Innovation Imperative: Create Winning Products and Services that Solve Society's Most Pressing Challenges
<https://learning.oreilly.com/library/view/the-social-innovation/9780071754996/>
4. Perfect Phrases for Creativity and Innovation
<https://learning.oreilly.com/library/view/perfect-phrases-for/9780071782944/>



ENTERPRISE VALUES & COMPETENCIES

Competency Guide for Employees

Developmental Relationships

- Ask your supervisor to join a project team.
- Engage in “what if” thinking when presented with a situation to develop the ability to think of several ideas about a topic.
- Practice communicating information and ideas so others will understand.
- Gather and analyze information and evaluate results to choose the best solution and solve problems.
- Create time to revisit the ideas you like most and explore next steps you can take to bring the ideas to reality.



ENTERPRISE VALUES & COMPETENCIES

Competency Guide for Employees

INTENTIONAL ENGAGEMENT

Intention Engagement Entry Proficiency Level

The entry level proficiency is where a person can apply the competency in routine situations and requires close and extensive guidance.

Treats all employees and partners with respect. Works well with people of different backgrounds and cultures, maintaining effective working relationships. Demonstrates sensitivity to other cultural practices and beliefs. Demonstrates personal commitment to providing quality service for the public. Approaches job as a public servant-leader. Exhibits fair and honest conduct. Understands and complies with the state and federal guidelines, values, and ethical behaviors. Takes responsibility for the outcome(s) of decisions made and is forthright with self and others about their own mistakes. Seeks guidance, advice, or input from advisors when making ethical decisions. Works with supervisor to set realistic goals and adheres to deadlines. Notifies supervisor of problems or difficulties with completing tasks. Accepts additional responsibilities when asked and where appropriate. Applies sufficient levels of effort, persistence, and autonomy toward the achievement of goals.

Technical Skills:

- engages in an effective working relationship with their manager
- establishes open and honest communication with peers
- addresses concerns by providing accurate information to reduce conflict or concern within the workplace
- attends diversity programs to increase awareness

Interpersonal Skills:

- acts in an open and friendly manner to put people at ease
- shows genuine interest in the needs and concerns of others

Intention Engagement Intermediate Proficiency Level

The intermediate level proficiency is where a person can apply the competency in somewhat complex situations and requires frequent guidance.

Inclusive of the qualities in the previous level, understands and provides guidance to ensure compliance with state and federal guidelines, values, and ethical behaviors. Seeks guidance, advice, or input from advisors, if necessary, when making ethical decisions. Independently sets realistic goals and adheres to deadlines. Informs supervisor of problems or difficulties with completing tasks and effectively recommends alternative solutions.



ENTERPRISE VALUES & COMPETENCIES

Competency Guide for Employees

Technical Skills:

- engages in effective working relationships with their peers and manager
- recognizes skill set needed for projects and can provide input to the best suited team members for project assignment
- has a current understanding regarding the vision of the agency and seeks clarification when needed
- adheres to Equal Employment Opportunity policies, goals, objectives, and philosophies of valuing diversity in performing everyday duties and responsibilities

Interpersonal Skills:

- acts in an open and friendly manner to put people at ease
- shows genuine interest in the needs and concerns of others
- relates to others in an accepting and respectful manner regardless of their organizational level, personality, or background

Intention Engagement Proficient Proficiency Level

The proficient level proficiency is where a person can apply the competency in complex situations and requires occasional guidance.

Inclusive of the qualities in the previous levels, treats all employees and partners with respect and consistency. Contributes to creating a work environment that appreciates people of different backgrounds and experiences. Assists others in understanding varied cultures and beliefs. Demonstrates appreciation for varied perspectives. Respects the benefits of diverse values and skills to the organization. Demonstrates strong personal commitment to providing high quality and efficient service for the public. Approaches job as a public servant-leader and spends time ensuring organizational objectives and practices are aligned with public interests. Listens to and addresses the concerns of the public. Adheres to state and federal guidelines, values, and ethical behaviors. Reports misconduct to the appropriate individuals promptly. Demonstrates the ability to interact effectively with internal and external partners. Supports the organization's mission and goals by keeping informed of current political, social, and economic issues and situations that may have an impact on the organization. Sets goals and priorities for individual assignments to ensure deadlines are met. Recognizes when a task or project goes beyond their individual capability and seeks assistance from others when needed. Applies considerable effort, persistence, and autonomy toward the achievement of goals.



ENTERPRISE VALUES & COMPETENCIES

Competency Guide for Employees

Technical Skills:

- develops effective working relationships with their peers, manager, and colleagues
- recognizes skill set needed for projects and can provide input to aid in selection of effective team members
- adheres to EEO policies, goals, objectives, and philosophies of valuing diversity in performing everyday duties and responsibilities
- recognizes skills of staff with diverse backgrounds and partners on tasks to benefit the organization, clients, and coworkers
- gives feedback to peers and manager in a constructive and courteous manner
- addresses concerns regarding critical issues in an open and honest manner
- approaches conflict with an open mind focused on reaching a mutually satisfying resolution

Interpersonal Skills:

- acts in an open and friendly manner to put people at ease
- shows genuine interest in the needs and concerns of others
- relates to others in an accepting and respectful manner regardless of their organizational level, personality, or background
- cultivates networks of people across a variety of functions and locations within the state
- fosters an environment in which people from diverse backgrounds feel comfortable

Intention Engagement Advanced Proficiency Level

The advanced level proficiency is where a person can apply the competency in considerably complex situations and requires little or no guidance.

Inclusive of the qualities in the previous levels, promotes a work environment that appreciates people of different backgrounds and experiences. Listens to and addresses the new and emerging concerns of the public. Monitors adherence to state and federal guidelines, values, and ethical behaviors. Ongoing engagement with internal and external partners.

Technical Skills:

- develops effective working relationships with their leadership team
- recognizes skill set needed for projects and can provide input to aid in selection of effective team members
- adheres to EEO policies, goals, objectives, and philosophies of valuing diversity in performing everyday duties and responsibilities
- recognizes skills of staff with diverse backgrounds and partners on tasks to benefit the organization, clients, and coworkers
- gives feedback to peers and manager in a constructive and courteous manner
- addresses concerns regarding critical issues in an open and honest manner
- approaches conflict with an open mind focused on reaching a mutually satisfying resolution
- able to recognize potential ethical problems and appropriately raises concerns up the chain of command
- Develops trust by admitting own mistakes and taking responsibility for one's actions



ENTERPRISE VALUES & COMPETENCIES

Competency Guide for Employees

- treats individuals from all levels of the organization with courtesy and sensitivity
- engages with peers and management to listen to their perspectives on organizational policies and procedures
- recognizes conflict and takes steps to address issues by first attempting to resolve at the lowest possible level

Interpersonal Skills:

- acts in an open and friendly manner to put people at ease
- shows genuine interest in the needs and concerns of others
- relates to others in an accepting and respectful manner regardless of their organizational level, personality, or background
- cultivates networks of people within and across agencies
- fosters an environment in which people from diverse backgrounds feel comfortable
- models for others on creating an environment in which people from diverse backgrounds feel comfortable

Intention Engagement Expert Proficiency Level

The expert level proficiency is where a person can apply the competency in exceptionally complex situations and serves as a key resource and advises others.

Inclusive of the qualities in previous levels, treats all employees and partners with respect, fairness, and consistency. Fosters and promotes a work environment that appreciates and values people of different backgrounds and experiences. Exhibits understanding and sensitivity to varied cultural practices and beliefs when working with customers or co-workers with different backgrounds and encourages others to do so as well. Recognizes and utilizes the abilities of all individuals and groups equally to achieve organizational goals. Advocates the benefits of diverse values and skills to the organization. Demonstrates exceptional personal commitment and dedication to providing high quality and efficient service to the public. Approaches job as a public servant-leader and supports organizational objectives and practices aligned with public interests. Listens carefully and responds objectively to issues, complaints and concerns customers and motivates others to do the same. Exhibits fair and honest conduct; makes reasonable judgments based on merit. Consistently exhibits adherence to state and federal guidelines, values, and ethical behaviors. Inspires others to act with the highest level of honesty and integrity. Consistently displays ethical behaviors. Takes full responsibility for the outcome(s) of decisions made, is proactive in identifying and resolving their own mistakes, even in difficult situations or when there are potential negative personal consequences. Applies sustained levels of effort, persistence, and autonomy toward the achievement of goals.



ENTERPRISE VALUES & COMPETENCIES

Competency Guide for Employees

Technical Skills:

- develops effective working relationships with their leadership team
- recognizes skill set needed for projects and can provide fair and objective input to aid in selection of effective team members
- adheres to EEO policies, goals, objectives, and philosophies of valuing diversity in performing everyday duties and responsibilities
- fosters a diverse and inclusive environment across the organization which brings together different cultures, ideas, and experiences
- addresses concerns regarding critical issues in an open and honest manner
- Is consistently open and approachable when resolving highly sensitive and complex issues
- able to recognize potential ethical problems and wrong doing appropriately raises concerns up the chain of command
- instills a climate of trust by admitting own mistakes and taking responsibility for one's actions
- treats individuals from all levels of the organization with courtesy and sensitivity
- engages with peers and management to listen to their perspectives on organizational policies and procedures
- recognizes conflict and takes steps to address issues by first attempting to resolve at the lowest possible level
- promotes a climate of openness and honesty and respects responsible dissent
- does not agree to inappropriate personal requests for favors, political pressure or promise of gain
- displays courage to support ethical actions that may negatively impact self or partners
- Interacts with public interest groups with opposing viewpoints while conducting the organization's work
- resolves conflicts arising at the agency level due to competing objectives, limited resources, or differing perspectives

Interpersonal Skills:

- acts in an open and friendly manner to put people at ease
- shows genuine interest in the needs and concerns of others
- relates to others in an accepting and respectful manner regardless of their organizational level, personality, or background
- cultivates networks of people across public and private sectors
- models and sets expectations for others to create an environment in which people from diverse backgrounds feel comfortable
- Encouraging and building mutual trust, respect, and cooperation among peers.



ENTERPRISE VALUES & COMPETENCIES

Competency Guide for Employees

Intention Engagement Developmental Resources

Tips for Developmental Experiences

1. For a team to work well together, it needs to establish its direction. It is important for a team to discuss what it is trying to achieve. If the leader informs the team of priorities or works with the team to set priorities, this enables the team to effectively make daily decisions.
2. Team members should discuss and clarify direction and priorities on a regular basis.
3. Team members can learn decision making and other skills by being involved in decision making and priority setting.
4. Team decision making works well when information from several team members is needed or a high level of commitment is required for planning and implementation.
5. Teams need to establish roles and responsibilities based on the team's direction. Team members should discuss roles and responsibilities and decide what those will be.
6. Performance goals should be set around team accomplishments.
 - Establish milestones for projects so the team stays on track and feels a sense of team success.
 - On a regular basis, the team should monitor progress toward the goals and adapt as necessary.
 - Teams should discuss progress, problems, and recommendations.
7. Team members need to work together and share information to understand each other's perspectives and fully use each member's background and talents. Teams should discuss issues that impact or affect the team.
 - Foster an environment where teamwork will happen.
 - Review your team structure and hierarchy to ensure it supports your desired team objectives.
 - Ask your team (or key members) what they think is necessary to foster an effective team environment and what if anything is getting in the way of that.

Training & Resources

O'Reilly offers the following resources (need library account see page 5):

1. Goal Setting and Performance for Teams
<https://learning.oreilly.com/learning-paths/learning-path-goal/9781492035046>
2. Fundamentals of Conflict Resolution
<https://learning.oreilly.com/live-training/courses/fundamentals-of-conflict-resolution/0636920339069/>
3. The Five Dysfunctions of a Team: A Leadership Fable
<https://learning.oreilly.com/library/view/the-five-dysfunctions/9780787960759/>
4. Overcoming the Five Dysfunctions of a Team: A Field Guide for Leaders, Managers, and Facilitators
<https://learning.oreilly.com/library/view/overcoming-the-five/9780787976378/>
5. The Five Dysfunctions of a Team, Participant Workbook
<https://learning.oreilly.com/library/view/the-five-dysfunctions/9780787986209/>



ENTERPRISE VALUES & COMPETENCIES

Competency Guide for Employees

Developmental Relationships

- Seek out others on your team from whom you can learn.
- Be conscious about developing supportive relationships with team members.
- Get together with someone who has strengths to your weaknesses or weaknesses to your strengths.
- Form a collaborative group of your peers to focus on creative problem solving and shared developmental objectives.
- Seek opportunities to support the successes of other team members.



ENTERPRISE VALUES & COMPETENCIES

Competency Guide for Employees

MENTORING & DEVELOPING OTHERS

Mentoring & Developing Others Entry Proficiency Level

The entry level proficiency is where a person can apply the competency in routine situations and requires close and extensive guidance.

Coaches or mentor's individuals in some instances. Coaches others on simple concepts, processes, or tasks. Provides guidance using routine methods or a standard style. Provides feedback and guidance to others when requested. Demonstrates a basic level of organizational knowledge and technical competence from which mentees can gain skills. Is supportive and maintains confidentiality.

Technical Skills:

- assists with providing clear, behaviorally specific performance feedback
- assists with planning work, filling jobs, assigning, and measuring the work of others
- involves staff in developing project goals and timelines

Interpersonal Skills:

- motivates and coaches non-direct reports

Mentoring & Developing Others Intermediate Proficiency Level

The intermediate level proficiency is where a person can apply the competency in somewhat complex situations and requires frequent guidance.

Inclusive of the qualities in the previous level, coaches, or mentor's individuals in many situations as opportunities arise. Coaches others on routine or technical tasks as well as behavioral related coaching. Provides guidance that assures successful accomplishment of a project or assignment. Adjusts coaching and mentoring style to mentees' needs upon request. Provides input and guidance to assist others in personal and professional development. Demonstrates a proficient level of organizational knowledge and technical competence from which mentees can gain skills.

Technical Skills:

- provides clear, behaviorally specific performance feedback
- plans work, assists with filling positions, assigns, and measures the work of others
- pairs new staff with seasoned employees to facilitate understanding of the position and organization
- encourages staff to participate in mentoring programs and other learning opportunities

Interpersonal Skills:

- motivates and coaches non-direct



ENTERPRISE VALUES & COMPETENCIES

Competency Guide for Employees

Mentoring & Developing Others Proficient Proficiency Level

The proficient level proficiency is where a person can apply the competency in complex situations and requires occasional guidance.

Inclusive of the qualities in the previous levels, proactively coaches or mentor's individuals in many situations. Coaches others on non-routine and non-technical tasks as well as behavioral related coaching. Effectively adjusts coaching and mentoring style to mentees' needs. Mentees benefits from their knowledge of the enterprise (statewide).

Technical Skills:

- provides clear, behaviorally specific performance feedback
- plans work, assists with filling positions, assigns, and measures the work of others
- pairs new staff with seasoned employees to facilitate understanding of the position and organization
- encourages staff to participate in mentoring programs and other learning opportunities
- works with staff to identify work goals and create individual development plans

Interpersonal Skills:

- motivates and coaches non-direct reports and cross-agency individuals

Mentoring & Developing Others Advanced Proficiency Level

The advanced level proficiency is where a person can apply the competency in considerably complex situations and requires little or no guidance.

Inclusive of the qualities in the previous levels, seeks opportunities to take on the role of coach and mentor for others. Coaches others on complex tasks. Provides feedback routinely and demonstrates effective coaching and mentoring skills in a way that preserves self-esteem and encourages success within the organization. Determines a mentee's objectives and skill level and selects mentoring methods that enhance personal and professional development. Evaluates progress of mentees and adjusts mentoring style as needed for optimum results. Provides valuable guidance to individuals to help them develop and achieve performance goals. Is supportive, patient and maintains confidentiality. Sets vision and tone of mentoring and developing expectations for the agency.



ENTERPRISE VALUES & COMPETENCIES

Competency Guide for Employees

Technical Skills:

- provides clear, behaviorally specific performance feedback
- plans work, assists with filling positions, assigns, and measures the work of others
- pairs new staff with seasoned employees to facilitate understanding of the position and organization
- recommends details and developmental assignments to staff based on career interests and work unit needs
- creates vision and implements mentoring and development strategies throughout the program
- recognizes staff potential and guides employees in developing skills by recommending appropriate training and sources of information
- works with staff to develop individual development plans addressing their needs and meeting organizational goals

Interpersonal Skills:

- motivates and coaches non-direct reports and cross-agency individuals

Mentoring & Developing Others Expert Proficiency Level

The expert level proficiency is where a person can apply the competency in exceptionally complex situations and serves as a key resource and advises others.

Inclusive of the qualities in the previous levels, integrates organization's mentoring and development strategy with statewide initiatives and priorities. Sets the direction, prioritizes, and monitors organization-wide mentoring and development strategies.

Technical Skills:

- provides clear, behaviorally specific performance feedback
- plans work, assists with filling positions, assigns, and measures the work of others
- pairs new staff with seasoned employees to facilitate understanding of the position and organization
- recommends details and developmental assignments to staff based on career interests and work unit needs
- creates vision and implements mentoring and development strategies throughout the program
- recognizes staff potential and guides employees in developing skills by recommending appropriate training and sources of information
- works with staff to develop individual development plans addressing their employees needs and meeting organizational goals
- designs and implements opportunities for career development in anticipation of agency restructuring
- designs, implements, and communicates leadership development opportunities for staff at all levels in the organization



ENTERPRISE VALUES & COMPETENCIES

Competency Guide for Employees

Interpersonal Skills:

- motivates and coaches non-direct reports and cross-agency individuals

Mentoring & Developing Others Developmental Resources

Tips for Developmental Experiences

1. Anticipate others' developmental needs and continue to proactively offer help to other work group staff.
2. Create opportunities for activities that create a strong learning and developmental culture where feedback and coaching are the norm.
3. Mentor and provide other assistance, such as helpful tips to work group staff, and continue to encourage learning by emphasizing the developmental benefits.
4. Provide constructive and timely feedback to work group on both positive and negative work performance and help develop others to further develop knowledge and skills.
5. Support staff developmental efforts by supporting them while achieving both their short-term goals and long-term career goals.
6. Advocate for work group staff to engage in developmental activities in the agency.
7. Collaborate with other agencies, states, and government programs (if applicable) to compare strategic differences and opportunities for improvement.
8. Regularly complete self-assessments on your progress toward achieving specific developmental goals and work collaboratively with manager to create specific, accurate, and well-written developmental plans.

Training & Resources

1. Foundational Training Program
<https://www.oregon.gov/das/HR/Pages/mds.aspx>

O'Reilly offers the following resources (need library account see page 5):

2. Bridging Differences for Better Mentoring
<https://learning.oreilly.com/library/view/bridging-differences-for/9781523085910/>

Developmental Relationships

1. Discuss with your manager, mentor, coach, etc. any of the following: situations where you want their input and perspective; opportunities to build skill; requests for feedback on performance; stories about lessons learned.
2. Let your human resources staff know you are interested in mentoring others. Many times, they can connect employees who are looking for mentors, even if it isn't a formal program inside of the enterprise and/or your agency.
3. Network with your peers for ideas and approaches for development.
4. Start a group to share ideas on becoming more effective at coaching.



ENTERPRISE VALUES & COMPETENCIES

Competency Guide for Employees

STEWARDSHIP

Stewardship Entry Proficiency Level

The entry level proficiency is where a person can apply the competency in routine situations and requires close and extensive guidance.

Exhibits ethical behavior and decision-making. Works to protect the taxpayers' interests, government human capital, assets, and funds. Recognizes the organization's policy agenda and role models behaviors and actions that support and uphold the organization's mission. Understands the basic formal and informal authority structures within the organization. Uses that information to accomplish individual work goals. Considers the ethical and political impact of different courses of action before making a decision. Supports organizational initiatives and policies. Encourages responsible use of resources.

Technical Skills:

- awareness of available resources
- responds promptly and accurately to internal and public inquiries
- learn, follow, and uphold policy
- complete work as assigned seeking clarity where needed

Interpersonal Skills:

- action-oriented
- appropriate engagement with internal partners
- collaborates with team members
- self-awareness

Stewardship Intermediate Proficiency Level

The intermediate level proficiency is where a person can apply the competency in somewhat complex situations and requires frequent guidance.

Inclusive of the qualities in the previous level, recognizes the organization's policy agenda and recommends revisions to existing policy guidelines. Ensures responsible use of resources. Supports efforts to improve stewardship. Understands allocation of resources and operates within those limitations.

Technical Skills:

- management of available resources
- responds promptly and accurately to internal and public inquiries
- learn, follow, and uphold policy ensuring consistency with public need
- understands budget allocations in relation to program objectives (if applicable)



ENTERPRISE VALUES & COMPETENCIES

Competency Guide for Employees

Interpersonal Skills:

- action-oriented
- empowering others
- self-awareness
- appropriate engagement with internal and external partners
- collaborates with peers and colleagues
- transparent decision-making
- influencing others

Stewardship Proficient Proficiency Level

The proficient level proficiency is where a person can apply the competency in complex situations and requires occasional guidance.

Inclusive of the qualities in the previous levels, proactively works to protect the taxpayers' interests, government human capital, assets, and funds. Promotes the organization's policy agenda, recommends changes to existing policy guidelines. Understands the formal and informal authority structures within and outside the organization. Uses that information to support and accomplish the mission and goals of the organization. Considers the political impact of different courses of action before making a decision. Promotes organizational initiatives and effectively gains support from internal sponsors as needed. Understands program needs and recommends allocation of fiscal resources. Operates within those limitations.

Strives to maintain the highest quality while maintaining costs. Bases decisions on sound logic and rationale. Clarifies decision-making responsibility and methods, seeks appropriate input from peers and management, and make timely decisions. Monitors progress (if applicable) and redirects others when progress is not met. Maintains and supports effective and efficient work processes and practices that minimize waste and duplication. Tracks progress of personal goals and coordinates resources to meet deadlines. Assists in identifying ways to improve organizational operations. Encourages discussion of ethical considerations before decisions are made. Appropriately follows procedure to address actions that are, or border on, unethical.

Technical Skills:

- efficient management of available resources
- responds promptly and accurately to internal and public inquiries
- learn, follow, and uphold policy ensuring consistency with public need
- budget
- follows established guidelines and procedures
- participates in cost-benefit analysis to develop sound financial plans with programmatic impact
- provides feedback and input on processes to ensure government funds are expended appropriately
- effectively shares resources within the agency



ENTERPRISE VALUES & COMPETENCIES

Competency Guide for Employees

Interpersonal Skills:

- action-oriented
- self-awareness
- appropriate and timely engagement with internal and external partners
- collaborates across programs
- transparent decision-making
- influencing others
- empowering others
- engages in active listening with empathy

Stewardship Advanced Proficiency Level

The advanced level proficiency is where a person can apply the competency in considerably complex situations and requires little or no guidance.

Inclusive of the qualities in the previous levels, sets direction, monitors, and ensures staff proactively protecting the taxpayers' interests, government human capital, assets, and funds. Communicates the organization's policy agenda and assists with implementation. Responsible for budget development, allocation of and redirection of resources. Operates within those limitations. Assists in identifying ways to improve organizational operations and carries out some management principles to gain results. Aligns the organization's system and processes with its ethical standards. Addresses questionable business practices.

Technical Skills:

- strategic management of available resources
- responds promptly and accurately to internal and public inquiries
- follows established guidelines and procedures
- informs cost-benefit analysis to develop sound financial plans with programmatic impact
- provides input to improves processes used to monitor contractors and vendors for supplies, services, and/or equipment to ensure government funds are expended appropriately
- effectively shares resources across agencies
- understands implications of financial decisions and recommends methods for meeting needs of staff and the organization overall

Interpersonal Skills:

- action-oriented
- self-awareness
- appropriate and timely engagement with internal and external partners
- collaborates across programs and agencies
- transparent decision-making
- cultivates relationships with community partners to validate relevancy of proposed products and services
- influencing others
- empowering others



ENTERPRISE VALUES & COMPETENCIES

Competency Guide for Employees

Stewardship Expert Proficiency Level

The expert level proficiency is where a person can apply the competency in exceptionally complex situations and serves as a key resource and advises others.

Inclusive of the qualities in the previous levels, sets direction, monitors, and ensures staff proactively protecting the taxpayers' interests, government human capital, assets, and funds, and encourages others to do the same. Sets and directs the organization's policy agenda. Has a comprehensive understanding of the formal and informal authority structures within and outside of the organization. Uses that information to promote the mission and goals of the organization. Critically evaluates the political and organizational impact of different courses of action before making a decision. Provides leadership and guidance to others on navigating organizational politics or different agendas. Actively promotes organizational policies and initiatives by effectively building coalitions and gaining support from internal or external sponsors as needed. Designs approaches and procedures to support key local, national and/or international goals, objectives, and strategic plans. Identifies ways to improve organizational operations and implements appropriate management principles to gain results. Monitors holistic reconciliation of budget reports against each unit's or program's accounts. Ensures optimal return on expenditures through analysis of cost-benefits and return on investment options and initiatives. Monitors systems and procedures for tracking efficient utilization of resources, adjusting as needed to increase cost efficiency. Secures resources from legislative leadership, responsible for the overall utilization of resources and ensures expenditures align within those limitations.

Technical Skills:

- strategic management of available resources
- responds promptly and accurately to internal and public inquiries
- seeks feedback from those impacted by the policy
- prepares and monitors division/unit's annual operating budget
- follows established guidelines and procedures to ensure approval of funding for key initiatives
- reviews organization's policies and procedures on a regular basis to ensure consistency with public need
- reviews cost-benefit analysis to develop sound financial plans with programmatic impact
- conducts research to determine resource needs and guides procurement and hiring processes to acquire resources
- approves funding documentation in accordance with procedures to ensure public resources are utilized appropriately
- improves processes used to monitor contractors and vendors for supplies, services, and/or equipment to ensure government funds are expended appropriately
- facilitates and assesses processes, situations, issues and takes corrective action, as needed
- understands implications of financial decisions and implements methods for meeting needs of staff and the organization overall
- effectively shares resources across agencies and other public sector organizations
- serves as the agency expert in ethics, conflict of interest and assists the director in guiding the agency, provides training, effectively recommends agency policy development or revisions



ENTERPRISE VALUES & COMPETENCIES

Competency Guide for Employees

Interpersonal Skills:

- action-oriented
- self-awareness
- appropriate and timely engagement with internal and external partners
- collaborates across programs, agencies, public and private sector organizations
- transparent decision-making
- cultivates relationships with community partners to validate relevancy of proposed products and services
- influencing others
- empowering others

Stewardship Developmental Resources

Tips for Developmental Experiences

- Determine the cost of required supplies by investigating the optimal balance between item quality and minimizing agency expenditures.
- Establish work group staff schedules and assignments in accordance with the budget; and optimize schedules and assignments by accounting for workloads, available facilities, and resource considerations.
- Prepare and submit budget estimates and progress reports in a timely manner that accurately predict resource expenditures while accounting for a variety of contingencies and potential needs.
- Manage projects and other work activities while adhering to budget and scope, and proactively look for opportunities to make improvements to increase efficiency and savings.
- Frequently review and thoroughly consider the human capital, and monetary investments and resource allocations of the division/work unit to engage in planning and risk management to improve both the short-term performance and long-term potential of the division/work unit.
- Benchmark against other agencies, states, and government programs to document strategic differences and opportunities for improvement.

Training & Resources

1. Here is a listing of statewide training offered on different topics.
<https://www.oregon.gov/das/pages/training.aspx>
2. Willamette University offers courses around this topic.
<https://willamette.edu/mba/programs/executive/public-management/schedule.html>

O'Reilly offers the following resources (need library account see page 5):

3. The Little Black Book of Decision Making
<https://learning.oreilly.com/library/view/the-little-black/9780857087027/>



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Competency Guide for Employees

4. Think Smarter: Critical Thinking to Improve Problem-Solving and Decision-Making Skills
<https://learning.oreilly.com/library/view/think-smarter-critical/9781118729830/>
5. HBR's 10 Must Reads on Making Smart Decisions
<https://learning.oreilly.com/library/view/hbrs-10-must/9781422191439/>
6. Strategic Planning for Public and Nonprofit Organizations
<https://learning.oreilly.com/library/view/strategic-planning-for/9781119071600/>

Developmental Relationships

- Reach out to your budget coordinator and/or finance staff and ask if you can job shadow them to learn more about what they do.
- Approach a colleague who displays this competency to help you develop in this area.