ENTERPRISE VALUES AND COMPETENCIES
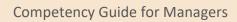
Competency Guide for Managers

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INTRODUCTION

This guide is a resource to assist managers 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 managers an overview of the enterprise manager 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 their 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 human resources department to find out what opportunities may be available within your agency.
3. **Developmental Relationships:** These focus on how to collaborate with your colleagues 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.

Manager Competency Assessment
To determine what your proficiency levels are for the six manager competencies, a great tool to use is the enterprise manager competency assessment. The assessment is a 360° feedback survey where you can solicit feedback from your employees, colleagues, manager, customers, or other partners you deal with regularly, as well as a self-evaluation. For each competency there are behavioral statements with 2 rating scales. The 1st rating is concerned with how important the skill is to successfully perform in your current position. The 2nd rating is concerned with how well you currently perform the skill. You can request this assessment by emailing Brandy Meng in the DAS Chief Human Resources Office at brandy.meng@das.oregon.gov.

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

ENTERPRISE VALUES & COMPETENCIES
Manager Competency Chart with Expectations

Values				
ACCOUNTABILITY				
EQUITY				
EXCELLENCE				
INTEGRITY				

	COMMUNICATION	INNOVATION	INTENTIONAL ENGAGEMENT	MENTORING & DEVELOPING PEOPLE	STEWARDSHIP
Definitions	The ability to effectively articulate and exchange information with internal and external stakeholders	The ability to ensure a process that allows ideas to be evaluated, adopted, and implemented when appropriate	The ability to consider and appreciate multiple perspectives, backgrounds, and values, integrating them throughout the organization, creating opportunities to effectively achieve organizational goals	The ability to actively engage employees at all levels of the organization, recognize their potential and support their future career growth	The ability to responsibly manage resources and actively promote a culture in which those resources are effectively utilized
Expectations	Encourages open expression of ideas and opinions, listens with cultural humility, and confirms understanding of feedback, suggestions and sets direction with thoughtful attention Recognizes and addresses issues in a courageous manner and is willing to ask the difficult questions and have difficult conversations when needed Articulates clear thoughts and ideas in multiple settings and audiences Outlines agency's vision; connects people to the "big picture" Fosters trust in the workplace through direct, respectful, and transparent interactions with internal and external stakeholders Maintains confidentiality as dictated by the situation	Fosters a learning organization and environment that encourages curiosity, collaboration, creative thinking, inclusion, and open dialogue that empowers employees to generate new ideas Encourages staff to be open to develop new insights into situations and apply creative solutions Brings about balanced strategic change both within and outside the organization Recognizes and acts on trends, changing conditions and the implications for the business Possesses an enterprise-wide outlook and engages in conversation to broaden perspectives Recognizes that solutions can be generated from any level and shares responsibility across the organization	Integrates core values, integrity, and accountability throughout all organizational and business practices 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, and behaviors when interacting with others to gain productive insight, keep a fresh perspective and continuously learn Fosters collaboration and teamwork to align the energy of the team/organization toward achieving goals and outcomes	Models enterprise and agency competencies; supports and coaches others to consistently practice them Holds self and others to high standards of honesty, transparency, and integrity Sets expectations, provides continuous, candid, and timely feedback Gives appropriate recognition to the successes and accomplishments of others Advocates for the development of mentees, connecting them to training and professional opportunities	Manages resources in alignment with mission and vision of the agency and state Optimizes resources across organizational boundaries to meet enterprise needs Takes prudent risks Encourages originality and flexibility within the limitations set (budget, resources)

FOUNDATIONAL COMPETENCY: BUSINESS ACUMEN
Definition: The ability to manage human, financial, procurement, assets, and information resources effectively to meet the mission of the agency and state

Expectations

Ensures quality customer service	Effectively communicates across functional areas	Knows when to engage and partner with experts regarding HR, IT, procurement, accounting, budgeting, and legislative processes	Possesses technical knowledge of manager's operational area	Effectively selects, recruits, and on-boards a diverse and culturally competent workforce	Understands relevant federal regulations, state statutes, policies, and rules	Possesses and utilizes strategic thinking in planning and decision-making	Provides performance evaluation and management

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 enterprise manager competencies.

Expert	• 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	• 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	• 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 you can usually perform the skill independently.
Intermediate	• 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. Can use this competency with coaching and support, in somewhat complex situations.
Entry	• 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. You are expected to need help when performing this skill.

Managers should have the following proficiency levels for each of the competencies:
• Supervisors 1 – 2 should have an intermediate to proficient proficiency level.
• Managers 1 – 3 should have a proficient to advanced proficiency level.
• Administrators 1 – 3 should have an advanced to expert proficiency level.

Note, this is just a guide and will vary based on the position and the core job functions.

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 to understand and define program needs. Reviews budget, financial information, information technology and evaluates events for potential impacts to the program, works with others to determine if adjustments are needed. Involved in contracting processes by drafting requirements specific to program for inclusion in procurement solicitations. Evaluates data and information to assist in identifying the best options for planning and completing the program. Applies standards to measure the effectiveness of performance criteria of program and staff. Identifies risks and recommends mitigation plans.

Technical Skills:
Budget
- basic knowledge of the budgeting process as it relates to the program being managed
- provides service within budgeted resources

Financial & Procurement
- understands financial environment that affects program being managed

Human Resources
- basic HR investigative work, contributes to investigative reports
- basic knowledge of principles, practices, and techniques of supervision

Information Technology
- general knowledge in IT systems and security of systems used in the program

Management
- communicates effectively in writing and verbally
- skill in writing general and technical reports
- takes appropriate steps to become familiar with relevant policies and request assistance to effectively apply in difficult situations when necessary

Customer Service
- continually seeks ways to improve customer services
- develops and provides flexible options for employees 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
- develop cultural awareness and sensitivity
- responds to employee inquiries
- facilitates discussions to ensure that everyone's viewpoint is heard
- encourage others to express their views, even contrary ones
- develops effective working relationship with direct reports, peers, and manager

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, monitors budget, financial information, information technology and evaluates events for potential impacts to a program, notifying others if adjustments are needed. Involved in contracting processes by drafting requirements for inclusion in procurement solicitations.

Technical Skills:
Budget
- basic knowledge of the budgeting process as it relates to the program being managed
- provides input into budgeting process and provides service within budgeted resources

Financial & Procurement
- understands financial environment that affects program being managed

Human Resources
- understands HR investigative work, contributes to investigative reports
- basic knowledge of the principles and practices of employee relations
- basic knowledge of supervising, including understanding resources available, determining training needs of subordinates, motivating subordinates to work effectively, and determining the need for disciplinary action and either recommending or initiating disciplinary action
- basic knowledge of selecting and developing staff by utilizing participatory management, personnel assessment, and performance review

Information Technology
- general knowledge in IT systems and security of systems used in the program

Management
- basic knowledge of principles, practices, and techniques of management, including planning, organizing, directing, motivating, controlling, and decision making
- communicates effectively in writing and verbally
- skill in writing general and technical reports
- skill in analyzing program data, drawing conclusions, and making appropriate recommendations
- takes appropriate steps to become familiar with relevant policies, develops recommendations if changes are needed, and requests assistance to effectively apply in difficult situations

Customer Service
- ensures quality customer service
- continually seeks ways to improve customer services
- develops and provides flexible options for employees 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
- develop cultural awareness and sensitivity
- responds to employee inquiries
- facilitates discussions to ensure that everyone's viewpoint is heard
- encourage others to express their views, even contrary ones
- develops effective working relationships with direct reports, peers, manager, and higher-level managers

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 manage strategies. Reflects industry best practice in developing agency-wide policy and procedures. Monitors and evaluates trends and events and adjusts program and policies to achieve goals. Evaluates moderately complex data and information to identify the best options for planning, monitoring expenditures, allocation of personnel and resources to achieve program objectives. Applies standards to measure the effectiveness of budget allocation, short- and long-term goals, and performance criteria. Identifies risks, creates, and implements mitigation plans.

Technical Skills:
Budget
- extensive knowledge of the budgeting process as it relates to the program being managed
- provides input into budgeting process and provides service within budgeted resources
- strives to maintain the highest quality while maintaining costs

Financial & Procurement
- understands financial environment that affects program(s) being managed

Human Resources
- understands HR investigative work, contributes to investigative reports
- general knowledge of the principles and practices of employee relations
- skill in supervising, including understanding resources available, determining training needs of subordinates, motivating subordinates to work effectively, and determining the need for disciplinary action and either recommending or initiating disciplinary action.
- skill in selecting and developing staff by utilizing participatory management, personnel assessment, and performance review

Information Technology
- general knowledge in IT systems and security of systems used in the program
- ability to train others in systems

Management
- general knowledge of principles, practices, and techniques of management, including planning, organizing, directing, motivating, controlling, and decision making
- basic knowledge of principles and practices of organizational behavior
- basic knowledge of public speaking techniques
- skill in communicating effectively in writing and verbally
- skill in writing and analyzing general, statistical, and technical reports
- skill in analyzing program data, drawing conclusions, and making appropriate recommendations
- skill in organizing work by establishing operating and/or reporting relationships and by assigning the work accordingly

Customer Service
- continually seeks ways to improve processes for all partners
- develops and provides flexible options for employees to meet customer needs, 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:
- interacts with coworkers in a tactful manner regardless of the organizational level, personality, or background
- treats people with fairness and respect
- develop cultural awareness and sensitivity
- responds to employee inquiries
- facilitates discussions to ensure that everyone's viewpoint is heard
- encourage others to express their views, even contrary ones
- supports 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 direct reports, peers, manager, and higher-level managers

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 agency operations to ensure goals and objectives are met. Collaborates with and develops formal response to partners. Understands and promotes industry best practice in developing agency-wide policy and procedures. Analyze trends and events related to agency operations and objectives, define program needs, and develop program strategies. Monitor the implementation of adjustments to action plans, procedures, processes, expenditures, and personnel as needed, ensuring goals are achieved. Evaluates multiple elements of complex data and information to inform the best options for strategic planning, organizing, managing, and completing all aspects of workforce programs. Advises others in the application of standards to measure the effectiveness of budget allocation, resource allocation, and performance criteria. 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 organization.

Technical Skills:

Budget
- extensive knowledge of the budgeting process as it relates to program management
- provides input into budgeting process and provides service within budgeted resources
- strives to maintain the highest quality while maintaining costs

Financial & Procurement
- understand the organization's financial environment
- communicates organizational financial information so others understand it
- understands financial environment that affects program(s) being managed

Human Resources
- knowledgeable of HR investigative work, contributes to investigative reports
- general knowledge of the principles and practices of employee relations
- skill in supervising, including understanding resources available, determining training needs of subordinates, motivating subordinates to work effectively, and determining the need for disciplinary action and either recommending or initiating disciplinary action.
- skill in selecting and developing staff by utilizing participatory management, personnel assessment, and performance review

Information Technology
- knowledge in IT systems and security of systems used in the program(s) managed
- ability to train others on different systems

Management
- extensive knowledge of principles, practices, and techniques of management, including planning, organizing, directing, motivating, controlling, and decision making
- 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 establishing operating and/or reporting relationships
- skill in organizing work by establishing operating and/or reporting relationships and by assigning the work accordingly
- skill in planning, organizing, and controlling the use of human, equipment, and budgetary resources to achieve department, agency, division, or program goals and objectives
- skill in public speaking

Customer Service
- continually seeks ways to improve processes for all partners
- develops and provides flexible options for employees to meet customer needs, 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:
- interacts with coworkers in a tactful manner regardless of the organizational level, personality, or background
- treats people with fairness and respect
- develop cultural awareness and sensitivity
- responds to employee inquiries
- facilitates discussions to ensure that everyone's viewpoint is heard
- encourage others to express their views, even contrary ones
- supports 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 direct reports, peers, manager, and higher-level managers

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 agency operations 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 agency operations and objectives, define agency needs, and develop agency strategies, monitor the implementation of adjustments to action plans, procedures, processes, expenditures, and personnel 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 organization's mission and goals. Demonstrates the ability to predict how new events or situations will affect individuals and groups within the organization.

Technical Skills:

Budget
- skill in applying the principles and practices of budgeting process as it relates to program management
- involved in budgeting process for the program or agency being managed and ensures services are provided within budgeted resources
- strives to maintain the highest quality while maintaining costs

Financial & Procurement
- skill in applying the principles and practices of financial management
- understand the organization's financial environment and how that relates to state's financial position
- communicates organizational financial information so others understand it, tailor's messages to the intended audience

Human Resources
- knowledgeable of HR investigative work, contributes to investigative reports
- skill in applying the principles and practices of employee relations
- skill in supervising, including understanding resources available, determining training needs of subordinates, motivating subordinates to work effectively, and determining the need for disciplinary action and either recommending or initiating disciplinary action.
- skill in selecting and developing staff by utilizing participatory management, personnel assessment, and performance review

Information Technology
- general understanding of IT systems and security of systems used in the program(s) managed

Management
- skill in applying principles, practices, and techniques of management, including planning, organizing, directing, motivating, controlling, and decision making
- skill in applying the principles and practices of organizational behavior
- skill in applying the theory and techniques of organizational development
- skill in communicating effectively in writing and verbally
- skill in analyzing general, statistical, and technical reports
- skill in establishing operating and/or reporting relationships
- skill in organizing work by establishing operating and/or reporting relationships and by assigning the work accordingly
- skill in planning, organizing, and controlling the use of human, equipment, and budgetary resources to achieve department, agency, division, or program goals and objectives
- skill in public speaking

Customer Service
- continually seeks ways to improve agency or enterprise processes for all partners
- develops and provides flexible options for employees to meet customer needs, removing barriers when necessary

Interpersonal Skills:
- interacts with coworkers in a tactful manner regardless of the organizational level, personality, or background
- treats people with fairness and respect
- develop cultural awareness and sensitivity
- responds to employee inquiries
- facilitates discussions to ensure that everyone's viewpoint is heard
- encourage others to express their views, even contrary ones
- develops and maintains effective working relationships with direct reports, peers, manager, higher level managers, partners, peers from other organizations and legislative representatives
- supports 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
- 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.

BOLI offers training on employment law.
https://www.oregon.gov/boli/employers/Pages/employer-training-seminar-descriptions.aspx

Willamette University offers courses on accounting, managing legal issues, strategic management, etc.
https://willamette.edu/mba/programs/executive/public-management/schedule.html.

State Manager Reference Guide
https://www.oregon.gov/das/HR/Documents/Mgr.pdf

HR Reference Guide
https://www.oregon.gov/das/HR/Documents/HR%20Reference%20Guide.pdf

Procurement Manual
https://www.oregon.gov/das/opm/Pages/Index.aspx

Oregon Accounting Manual
https://www.oregon.gov/das/Financial/Acctng/Pages/OAM.aspx

Oregon Revised Statutes
https://www.oregonlegislature.gov/bills_laws/Pages/ORS.aspx

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).
Thinking Like a Manager Learning Path
https://learning.oreilly.com/learning-paths/learning-path-thinking/9781492082859/

Middle Management Acumen
https://learning.oreilly.com/library/view/middle-management-acumen/9781562867898/

How to Make Good Business Decisions
https://learning.oreilly.com/library/view/how-to-make/9781637420652/

The Complete Executive: The 10-Step System for Great Leadership Performance
https://learning.oreilly.com/library/view/the-complete-executive/9781937134259/

Adapting to Organizational Change
https://learning.oreilly.com/library/view/adapting-to-organizational/9781604911619/

Leadership Conversations audiobook
https://learning.oreilly.com/videos/leadership-conversations/9781663701282/

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/

Public Administration and Information Technology
https://learning.oreilly.com/library/view/public-administration-and/9780763784607/

The Government Leader's Field Guide to Organizational Agility
https://learning.oreilly.com/library/view/the-government-leaders/9781523093434/

Harvard Business Review Guides Ultimate Boxed Set
This 16-volume, boxed set covers diverse topics such as data analytics, negotiating, business writing, and coaching. This set includes Persuasive Presentations, Better Business Writing, Finance Basics, Data Analytics, Building Your Business Case, Making Every Meeting Matter, Project Management, Emotional Intelligence, Getting the Right Work Done, Negotiating, Leading Teams, Coaching Employees, Performance Management, Delivering Effective Feedback, Dealing with Conflict, and Managing Up and Across.
https://learning.oreilly.com/library/view/harvard-business-review/9781633697829/

Developmental Relationships
Job shadow or do informational interviews with key people in HR, IT, procurement, accounting, finance, budgeting, to build your competence within these areas.

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 (if applicable) subordinates, 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 communicates information to staff, particularly when there are changes in the organization
  - uses a speaking style that is appropriate for intended audiences
  - provides context or assistance in translating industry specific vocabulary into plain language
  - explains how staff fit within the organization using the organizational mission, vision, values for definition
  - provides verbal feedback to employees on work performance

Interpersonal Skills:
Listens to Others
  - encourages open exchange of information and viewpoints
  - listens actively to staff ideas and concerns regarding work-related issues

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, 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 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 staff, particularly when there are changes in the organization
- uses a speaking style that is appropriate for intended audiences
- provides context or assistance in translating industry specific vocabulary into plain language
- explains how staff fit within the organization using the organizational mission, vision, values for definition
- provides verbal feedback to employees on work performance
- provide status updates to management team as requested

Facilitation
- communicates effectively with staff by conducting regular meetings to discuss initiatives and current events
- explains and clarifies policy to affected parties

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

Speak Effectively
- consistently communicates information to staff, particularly when there are changes in the organization
- uses a speaking style that is appropriate for intended audiences
- provides context or assistance in translating industry specific vocabulary into plain language
- explains how staff fit within the organization using the organizational mission, vision, values for definition
- provides verbal feedback to employees on work performance
- provide status updates to management team as requested
- conveys information clearly and concisely to ensure staff or team members remain focused on organizational mission

Facilitation
- communicates effectively with staff by conducting regular meetings to 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
- 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 all employees 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.

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 staff, particularly when there are changes in the organization
- uses a speaking style that is appropriate for intended audiences
- provides context or assistance in translating industry specific vocabulary into plain language
- explains how staff fit within the organization using the organizational mission, vision, values for definition
- provides verbal feedback to employees on work performance
- provide status updates to management team
- conveys information clearly and concisely to ensure staff or team members remain focused on organizational mission
- conducts presentations and briefings for high-level agency officials

- presents, explains, and defends agency positions and proposals to staff, partners, and elected officials
- tailors' communications based on audience reception in real-time

Facilitation
- communicates effectively with staff by conducting regular meetings to 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

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 legislative leadership, senior leadership across the enterprise, subordinate managers, peers, and internal and external customers. Responsible for casting vision for the organization, communicating with all levels of the organization and gaining buy-in and support.

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 staff, particularly when there are changes in the organization
- uses a speaking style that is appropriate for intended audiences

- provides context or assistance in translating industry specific vocabulary into plain language
- explains how staff fit within the organization using the organizational mission, vision, values for definition
- provides verbal feedback to employees on work performance
- provide status updates to management team
- conveys information clearly and concisely to ensure staff or team members remain focused on organizational mission
- conducts presentations and briefings for high-level agency officials
- presents, explains, and defends agency positions and proposals to staff, partners, and elected officials
- tailor's communications based on audience reception in real-time
- testifies before Legislature on a catastrophe or significant issue impacting the agency's responsibilities and requirements
- provides briefings and maintains open channels of communication with elected officials and their offices
- presents complex information articulately when meeting with key executives or public officials regarding a high-visibility issue
- communicates sensitive information of broad organizational impact on topics without precedence

Facilitation
- communicates effectively with staff by conducting regular meetings to 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
- develops relationships with external partners and members of the Legislature

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 other 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 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 the 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.

Training & Resources

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

2. Leadership Oregon
   https://www.oregon.gov/das/HR/Pages/LO.aspx

3. DAS - CHRO - Working with Upset Customers Self-Paced Course
   https://wd5.myworkday.com/oregon/email-universal/inst/17816$4241/rel-task/2998$29489.htmld

4. 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.htmld

5. DAS – CHRO – Problem-Solving Fundamentals Self-Paced Course
   https://wd5.myworkday.com/oregon/email-universal/inst/17816$4343/rel-task/2998$29489.htmld

6. Work Styles Inventory
   Inventory: https://oregondas.allegiancetech.com/cgi-bin/qwebcorporate.dll?idx=46XS94
   Information on the Different Work Styles: https://www.oregon.gov/das/HR/Documents/paf3.pdf

7. GCF Global offers free online training on writing and reading.
   https://edu.gcfglobal.org/en/subjects/core-skills/

8. 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

9. Join your nearest Toastmasters club to get more experience in public speaking.
   https://www.toastmasters.org/find-a-club

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

10. Leadership Communication Skills webinar
    https://learning.oreilly.com/live-events/leadership-communication-skills-for-managers/0636920054671/0636920074846/

11. Power of Communication (Video), The: The Nine Principles of Effective Leadership Communication
    https://learning.oreilly.com/videos/power-of-communication/9780133086607/

12. Managing Conflict learning path
    https://learning.oreilly.com/learning-paths/learning-path-managing/9781492035077/

13. Crucial Conversations
    Book: https://learning.oreilly.com/library/view/crucial-conversations-tools/9780071771320/
    Audio Book: https://learning.oreilly.com/videos/crucial-conversations-tools/9780071804745

14. 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/

15. The Four Conversations: Daily Communication That Gets Results
    https://learning.oreilly.com/library/view/the-four-conversations/9781576759219/

16. Communication Essentials: The Tools You Need to Master Every Type of Professional Interaction
    https://learning.oreilly.com/library/view/communication-essentials-the/9781264278060/

17. The Art of Conscious Conversations
    https://learning.oreilly.com/library/view/the-art-of/9781523003280/

18. Communication and Collaboration audiobook
    https://learning.oreilly.com/videos/communication-and-collaboration/125059AYPOD/

19. Active Listening Techniques audiobook
    https://learning.oreilly.com/videos/active-listening-techniques/9798765007198/

20. Essentials of Communication Skill and Skill Enhancement
    https://learning.oreilly.com/library/view/essentials-of-communication/9781000348019/

21. Ultimate Guide to Business Writing
    https://learning.oreilly.com/library/view/ultimate-guide-to/9781000348163/

22. Business Writing For Dummies, 3rd Edition (there is also an audiobook)
    https://learning.oreilly.com/library/view/business-writing-for/9781119696698/

23. 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/

24. Virtual Facilitation
    https://learning.oreilly.com/library/view/virtual-facilitation/9781119765318/

25. Mastering Facilitation
    https://learning.oreilly.com/library/view/mastering-facilitation/9781000213942/

Developmental Relationships

- Ask your supervisor, coworker, or subordinates 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.

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 (budget, personnel, etc.)
- 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 (budget, personnel, etc.)
- 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

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 (budget, personnel, etc.)
- 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 investments (POPs, new IT investment, etc.)
- 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 (budget, personnel, etc.)
- 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 investments (POPs, new IT investment, etc.)
- understands complex risk concepts and includes them in decision making processes

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 (budget, personnel, etc.)
- 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 investments (POPs, new IT investment, etc.)
- implements 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

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 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
1. 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).
2. Innovation in Leadership
   https://learning.oreilly.com/library/view/innovation-leadership/9781351712699/

3. The Effective Public Manager
   https://learning.oreilly.com/library/view/the-effective-public/9781118555934/

4. Critical Thinking at Work learning path
   https://learning.oreilly.com/learning-paths/learning-path-critical/9781492028369

5. The Innovative Team: Unleashing Creative Potential for Breakthrough Results
   https://learning.oreilly.com/library/view/the-innovative-team/9781118115718/

6. 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/

7. Perfect Phrases for Creativity and Innovation
   https://learning.oreilly.com/library/view/perfect-phrases-for/9780071782944/

8. A Guide to Innovation Processes and Solutions in Government
    https://learning.oreilly.com/library/view/a-guide-to/9781498721585/

9. Practical Innovation in Government
    https://learning.oreilly.com/library/view/practical-innovation-in/9781523001804/

10. Innovation Soup
    https://learning.oreilly.com/library/view/innovation-soup/9781637423066/

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.

INTENTIONAL ENGAGEMENT

Intentional 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. Applies sufficient levels of effort, persistence, and autonomy toward the achievement of goals.

Technical Skills:
- develops an effective working relationship with their manager
- establishes open and honest communication with employees
- addresses employee concerns by providing accurate information to reduce conflict or concern within the workplace
- attends diversity programs to increase awareness
- meets with staff to obtain input on diversity issues within workgroup

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

Intentional 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, for self and others, and adheres to deadlines. Informs supervisor of problems or difficulties with completing tasks and effectively recommends alternative solutions.

Technical Skills:
- develops effective working relationships with their staff and manager
- remains fair and objective when determining skill set needed for projects to select the best suited team members for project assignment
- provide staff with accurate information about the vision of the agency and outlines changes in an upfront manner
- adheres to EEO policies, goals, objectives, and philosophies of valuing diversity in performing everyday duties and responsibilities
- builds teams leveraging diverse capabilities of staff

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

Intentional 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.

Technical Skills:
- develops effective working relationships with their staff, manager, and colleagues
- remains fair and objective when determining skill set needed for projects to select effective team members
- communicates honestly with employees regarding potential changes affecting the organization to ensure staff are treated equitably
- adheres to EEO policies, goals, objectives, and philosophies of valuing diversity in performing everyday duties and responsibilities

- recognizes and utilizes skills of staff with diverse backgrounds to benefit the organization, clients, and coworkers
- investigates issues and takes corrective action, as appropriate
- makes oneself accessible to employees at all levels
- corrects employee mistakes in a courteous manner
- meets with employees and addresses concerns regarding critical issues in an open and honest manner
- manages conflict among team members by utilizing mediation techniques

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
- creates an environment in which people from diverse backgrounds feel comfortable

Intentional 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. Receives and addresses reports of misconduct promptly. Ongoing engagement with internal and external partners.

Technical Skills:
- develops effective working relationships with their leadership team
- remains fair and objective when determining skill set needed for projects to select effective team members
- communicates honestly with employees regarding potential changes affecting the organization to ensure staff are treated equitably
- adheres to EEO policies, goals, objectives, and philosophies of valuing diversity in performing everyday duties and responsibilities
- recognizes and utilizes skills of staff with diverse backgrounds to benefit the organization, clients, and coworkers
- investigates issues and takes corrective action, as appropriate
- makes oneself accessible to employees at all levels
- corrects employee mistakes in a courteous manner
- meets with employees and addresses concerns regarding critical issues in an open and honest manner
- manages conflict among team members by utilizing mediation techniques

- discusses potential ethical problems and wrongdoing with employees and responds appropriately
- Develops trust by admitting own mistakes and taking responsibility for one's actions
- treats individuals from all levels of the organization with courtesy and sensitivity
- meets with staff to listen to their perspectives on organizational policies and procedures
- recognizes conflict and takes steps to address issues by meeting with involved parties
- mitigates staff concerns regarding agency-wide personnel issues by investigating allegations and taking appropriate action

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
- creates 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

Intentional 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. Creates 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 ensures organizational objectives and practices are aligned with public interests. Listens carefully and responds objectively to issues, complaints, and concerns of the public 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. Receives, monitors, and ensures reports of misconduct and other unethical behaviors are addressed promptly. Applies sustained levels of effort, persistence, and autonomy toward the achievement of goals.

Technical Skills:
- develops effective working relationships with their leadership team
- remains fair and objective when determining skill set needed for projects to select effective team members
- communicates honestly with employees regarding potential changes affecting the organization to ensure staff are treated equitably
- adheres to EEO policies, goals, objectives, and philosophies of valuing diversity in performing everyday duties and responsibilities
- creates a diverse and inclusive environment across the organization which brings together different cultures, ideas, and experiences
- investigates issues and takes corrective action, as appropriate
- meets with employees and addresses concerns regarding critical issues in an open and honest manner
- Is consistently open and approachable when resolving highly sensitive and complex issues
- leads managers through consensus process on agency's response to controversial issues
- discusses potential ethical problems and wrongdoing with employees and responds appropriately
- 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
- meets with staff to listen to their perspectives on organizational policies and procedures
- recognizes conflict and takes steps to address issues by meeting with involved parties
- mitigates staff concerns regarding agency-wide personnel issues by investigating allegations and taking appropriate action
- promotes a climate of openness and honesty and does not penalize 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 managers to create an environment in which people from diverse backgrounds feel comfortable
- Encouraging and building mutual trust, respect, and cooperation among team members.

Intentional 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. Set performance goals 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.
   - Reward team successes when team performance goals are achieved
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

The DAS Chief Human Resources Offices offers several online self-paced courses. Here are direct links to access them in Workday (you will be prompted to log in first).

1. DAS - CHRO - Motivating Your Team
   https://wd5.myworkday.com/oregon/email-universal/inst/17816$4174/rel-task/2998$29489.htmld

2. DAS - CHRO - Leading with Emotional Intelligence
   https://wd5.myworkday.com/oregon/email-universal/inst/17816$4184/rel-task/2998$29489.htmld

3. DAS - CHRO - Managing Remote Teams
   https://wd5.myworkday.com/oregon/email-universal/inst/17816$4240/rel-task/2998$29489.htmld

4. DAS - CHRO - The Four Stages of Team Development
   https://wd5.myworkday.com/oregon/email-universal/inst/17816$4242/rel-task/2998$29489.htmld

5. DAS – CHRO – Problem-Solving Fundamentals
   https://wd5.myworkday.com/oregon/email-universal/inst/17816$4343/rel-task/2998$29489.htmld

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/

6. Put Happiness to Work: 7 Strategies to Elevate Engagement for Optimal Performance
   https://learning.oreilly.com/library/view/put-happiness-to/9781260466737/

7. Building a More Inclusive Workplace
   https://learning.oreilly.com/videos/building-a-more/0636920507079/

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.

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, fills 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 and direct reports

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, fills 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 direct, 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.

Technical Skills:
- provides clear, behaviorally specific performance feedback
- plans work, fills 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 direct, 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, fills 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

Interpersonal Skills:
- motivates and coaches direct, 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 staff on both positive and negative work performance and help develop staff in one-on-one settings to further develop knowledge and skills and to improve future performance.
5. Support staff developmental efforts by holding them accountable for achieving both their short-term goals and long-term career goals.
6. With a focus on long-term development and succession within the agency, create individualized opportunities for all staff to further develop their knowledge and skills within the work group
7. Advocate for work group staff to engage in developmental activities in the agency.
8. Benchmark against other agencies, states, and government programs to document strategic differences and opportunities for improvement.
9. Assess staff on their progress toward achieving specific developmental goals and work collaboratively with staff to create specific, accurate, and well-written developmental plans.

Training & Resources

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

The DAS Chief Human Resources Offices offers several online self-paced courses. Here are direct links to access them in Workday (you will be prompted to log in first).

2. DAS - CHRO - Motivating Your Team
   https://wd5.myworkday.com/oregon/email-universal/inst/17816$4174/rel-task/2998$29489.htmld

3. DAS - CHRO - Leading with Emotional Intelligence
   https://wd5.myworkday.com/oregon/email-universal/inst/17816$4184/rel-task/2998$29489.htmld

4. DAS - CHRO - Managing Remote Teams
   https://wd5.myworkday.com/oregon/email-universal/inst/17816$4240/rel-task/2998$29489.htmld

5. DAS - CHRO - The Four Stages of Team Development
https://wd5.myworkday.com/oregon/email-universal/inst/17816$4242/rel-task/2998$29489.htmld

6. DAS – CHRO – Problem-Solving Fundamentals
https://wd5.myworkday.com/oregon/email-universal/inst/17816$4343/rel-task/2998$29489.htmld

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

7. Introduction to Delegation
https://learning.oreilly.com/learning-paths/learning-path-introduction/9781098115081/

8. Becoming an Effective Manager learning path
https://learning.oreilly.com/learning-paths/learning-path-becoming/9781492035138

9. Managing Conflict learning path
https://learning.oreilly.com/learning-paths/learning-path-managing/9781492035077/

10. Goal Setting and Performance for Teams learning path
https://learning.oreilly.com/learning-paths/learning-path-goal/9781492035046

11. Perfect Phrases for Coaching Employee Performance
https://learning.oreilly.com/library/view/perfect-phrases-for/9780071809511/

12. Effective Onboarding (Book)
https://learning.oreilly.com/library/view/effective-onboarding/9781947308602/

13. Better Onboarding (Book)
https://learning.oreilly.com/library/view/better-onboarding/9781098128838/

14. New Employee Orientation Training (Book)
https://learning.oreilly.com/library/view/new-employee-orientation/9781607284376/

15. The Path to Peak Performance (Video)
https://learning.oreilly.com/videos/the-path-to/32562HBRHV1120/

16. Peak Performance Culture (Book)
https://learning.oreilly.com/library/view/peak-performance-culture/9781119581499/

17. How to Spark Performance By Creating an Emotionally Connected Workplace (Book)
https://learning.oreilly.com/library/view/in-great-company/9781260143171/

18. Coaching Up! Inspiring Peak Performance When It Matters Most (Book)
https://learning.oreilly.com/library/view/coaching-up-inspiring/9781119231110/

19. 90 Days, 90 Ways: Onboard Young Professionals to Peak Performance (Book)
https://learning.oreilly.com/library/view/90-days-90/9781562868161/

20. HBR Guide to Coaching Employees
https://learning.oreilly.com/library/view/hbr-guide-to/9781625275387/

21. Employee Development on a Shoestring
https://learning.oreilly.com/library/view/employee-development-on/9781562867997/

22. The Extraordinary Coach: How the Best Leaders Help Others Grow
https://learning.oreilly.com/library/view/the-extraordinary-coach/9780071703406/

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

Developmental Relationships
1. Discuss with your manager, mentor, coach, or your staff 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 that 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 staff development.
4. Start a managers' group to share ideas on becoming more effective at coaching and developing staff.

STEWARDSHIP

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. Understands the basic formal and informal authority structures within the organization. Uses that information to accomplish individual work goals. Considers the political impact of different courses of action before making a decision. Helps gain support for organizational initiatives and policies. Encourages responsible use of resources. Understands and monitors allocation of resources.

Technical Skills:
- awareness of available resources
- responds promptly and accurately to public inquiries about agency policies
- suggests gaining feedback from those impacted by the policy regarding new policy
- monitors income and expenditures for projects

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

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 public inquiries about agency policies
- seeks feedback from those impacted by the policy
- allocates program budget across multiple projects
- justifies requested budget allocation to management in relation to program objectives
- reviews unit's policies and procedures on a regular basis to ensure consistency with public need

Interpersonal Skills:
- action-oriented
- empowering others
- self-awareness
- appropriate engagement with internal and external partners
- collaborates with employees 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, and implements 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 employees, and make timely decisions. Monitors progress and redirects others when progress is not met. Organizes own work and the work of others to promote efficiency in operations. Tracks progress of management goals and coordinates resources to meet deadlines. Assists in identifying ways to improve organizational operations. Encourages discussion of ethical considerations before decisions are made. Confronts actions that are, or border on, unethical.

Technical Skills:
- efficient management of available resources
- responds promptly and accurately to public inquiries about agency policies
- 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 unit or division's policies and procedures on a regular basis to ensure consistency with public need
- informs 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
- effectively shares resources within the agency

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

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 public inquiries about agency policies
- 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 unit or division's policies and procedures on a regular basis to ensure consistency with public need
- informs 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
- effectively shares resources across agencies
- 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

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

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, making adjustments 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 public inquiries about agency policies
- 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

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/

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.