

Staff Services Manager III

Essential Task Rating Results

1	Communicates difficult messages to staff, stakeholders, leaders and executives.
2	Encourages open communication and input from staff through a variety of methods (i.e. staff meetings, open-door policy, walking around, suggestion boxes, etc.).
3	Explains organizational goals, policies, procedures and upper management's decisions to staff.
4	Explains the background on assignments, the reasons for decisions, conclusions, findings or recommendations in order to gain buy-in.
5	Keeps higher level management informed of staff, team and program successes.
6	Listens to staff's and others' ideas, and seeks clarification when needed.
7	Provides frequent informal feedback to employees on their performance.
8	Shares information, developments, or work-related issues with staff, peers and higher level management.
9	Solicits regular input from a variety of sources by providing and receiving feedback across the organization.
10	Uses a variety of methods to ensure accessibility to information (i.e. e-mail, staff meetings, memos, etc.).
11	Ensures written communications are clear, concise, relevant and error-free and provides editorial feedback to staff.
12	Develops and reviews documents, presentation materials, visuals aids and graphics that are organized, easy-to-follow, and tailored to the audience.
13	Approves and signs off on internal and external written communications (i.e. memos, letters, reports, etc.).
14	Coaches staff on effective writing style and developing creative visual aids and graphics.
15	Establishes and communicates team roles, responsibilities, goals and deliverables.
16	Manages team goals effectively, monitors team performance and recognizes the impact of team activities on stakeholders.
17	Proactively solicits participation from team and stakeholders to create a positive and supportive environment, which encourages enthusiasm and effective cooperation.
18	Delegates decision making and other responsibilities to team members and promotes accountability.
19	Provides appropriate guidance, direction, support, involvement and feedback to the team.

20	Communicates team progress to stakeholders.
21	Anticipates challenges and plans contingencies, and leads teams in tackling the toughest challenges.
22	Provides recognition and celebrates team's success and effective performance.
23	Provides an environment where staff can learn from mistakes.
24	Encourages staff to set their own goals consistent with organizational goals.
25	Encourages staff to utilize all available resources to complete their work activities.
26	Develops and applies the appropriate communication style to a wide range of situations.
27	Perceives non-verbal communication cues and sub-messages, and responds appropriately.
28	Provides staff with full attention and the necessary time for discussion.
29	Coaches others on interpreting unspoken messages and on adapting personal style.
30	Demonstrates commitment to listening by seeking multiple sources of input, confirming understanding and taking appropriate action.
31	Uses a variety of strategies for communicating sensitive information to various audiences.
32	Ensures that appropriate policies and expectations exist related to conflict resolution management.
33	Develops innovative methods for conflict prevention, and coaches staff on conflict identification and resolution.
34	Identifies interpersonal styles, discusses appropriate communication methods with staff and coaches staff on the importance of respecting different interpersonal styles.
35	Fosters an environment that promotes rapid identification of potential conflicts, holds regular open discussions, encourages questions, and works toward conflict resolution.
36	Recognizes and resolves conflicts and monitors behaviors after conflict resolution.
37	Works with others to identify inefficiencies, generates new ideas and recommendations, develop innovative approaches and streamline complex situations.
38	Serves as a role model for change by striving for continuous improvement.
39	Encourages, understands, and effectively communicates the reasons for change to staff.
40	Encourages staff to value change by addressing their concerns throughout the change process.
41	Engage staff or stakeholders who are resistant to change to gain their support and commitment.
42	Successfully leads difficult change efforts, and creates a positive environment of excitement around change.

43	Ensures that all staff understands their own role and the role of their organization.
44	Regularly assesses staff's skills and knowledge to determine training and development needs.
45	Develops plans and tools to build staff's strengths and close performance gaps.
46	Encourages staff to reflect on their successes and failures and identify lessons learned for future application.
47	Uses innovative approaches to provide a variety of learning opportunities to develop critical skills in staff (mentoring, on-the-job training, knowledge sharing, cross-training, job shadowing, coaching, etc.)
48	Provides staff with assignments suited to their strengths and development needs.
49	Identifies what is good for the organization and proactively plans staff development to meet the needs of the organization.
50	Engages in training and developmental activities (education, seminars, meetings of professional associations and rotational assignments, etc.) for self improvement.
51	Forms a learning network with others inside and outside the organization.
52	Seeks feedback from others on one's performance as a leader and uses the feedback to learn and grow as a leader.
53	Proactively monitors staff turnover and recruitment/retention needs.
54	Creates a work environment where individuals are treated fairly and ensures and maintains equity in recruitment, hiring, staffing actions and developmental opportunities.
55	Provides staff with clear expectations.
56	Schedules work assignments, sets priorities and directs the work of staff.
57	Monitors staff performance, provides staff honest and clear feedback regarding strengths, weaknesses and areas for development, helps staff improve job performance, and conducts formal performance appraisals.
58	Recognizes and rewards effective or outstanding performance.
59	Identifies potential problems in staff behavior, utilizes the progressive discipline process, and takes disciplinary action when appropriate.
60	Respects and values others' perspectives, differences, and contributions even when styles and approaches are different.
61	Fosters and values an environment in which people who are culturally diverse can work together cooperatively and effectively in achieving organizational goals.
62	Builds teams that leverage the diverse capabilities of employees.
63	Works with customers to identify their expectations and define shared business objectives.
64	Identifies and informs customers of constraints that impact delivery of products or services.

65	Integrates the customer's expectations into the business process to deliver products or services.
66	Ensures the delivery of the products or services to the customer.
67	Solicits customer feedback (i.e. surveys) on the quality of products or services and uses feedback to ensure customer's needs are met.
68	Models high standards of honesty, integrity, values, and ethics in line with personal principles and organizational vision and mission.
69	Fosters an environment of transparency, trust and respect and acts with transparency and fairness.
70	Fosters an environment that requires staff to take responsibility, and holds oneself and staff accountable for individual actions.
71	Admits mistakes and takes responsibility for team's output and mistakes, develops solutions, and provides feedback where necessary to achieve a positive outcome.
72	Displays trustworthiness, respects confidential information, and honors commitments.
73	Follows and promotes professional standards, established procedures and policies when taking action and making decisions, and ensures staff meets professional standards and follows established procedures and policies.
74	Identifies and communicates conflicts of interest and proposes improvements in policies and procedures.
75	Strives to consistently deliver agreed-upon outcomes or results.
76	Respects concerns voiced by others, adapts behavior to communicate respect for others, and coaches staff on addressing the concerns of others.
77	Breaks down specific tasks and problems, systematically gathers and analyzes relevant information to prioritize action items.
78	Proactively identifies and addresses key actions, underlying issues, and problems.
79	Identifies causes for problems related to procedures, processes, policies, technical issues, organizational resources, or global issues.
80	Gains an in-depth understanding of the organization's goals and objectives and identifies creative ways to meet them.
81	Creates a work environment that encourages creative thinking and innovation, and seeks innovative solutions to problems.
82	Encourages staff to take a fresh look at problem areas, analyzing the viability, practicality, and potential of suggested innovations.
83	Develops concepts for new programs, products and services.
84	Consults available resources (i.e. literature search, past practices, best practices, policies, procedures) and asks effective probing questions to gather relevant information before making a decision.
85	Perceives the impact and implication of decisions.

86	Uses facts, past experiences, input from others, (involves relevant people), and sound reasoning, to distinguish between relevant and irrelevant information and reach conclusions.
87	Analyzes problems, evaluates alternatives and risks, and creates mitigation strategies.
88	Recommends solutions to critical or sensitive problems.
89	Expresses ideas and decisions in an open and confident manner.
90	Commits to a course of action to meet organizational goals.
91	Takes corrective action when problems arise, and tries different approaches when initial efforts to solve problems do not work.
92	Understands the formal department structure, processes, and inherent limitations and capabilities, and how they relate to achieving results.
93	Seeks relevant information from staff, colleagues and managers to broaden personal understanding of the stakeholders who impact or are impacted by the department and its programs or policies.
94	Keeps abreast of key department policies and priorities, and of external factors that may impact key department policies and priorities.
95	Sets program or project priorities, and establish a balance among competing objectives to accomplish the goals of the organization.
96	Determines specific projects or actions to accomplish the goal of the organization (including establishing deliverables and deadlines).
97	Creates action plans for achieving objectives and gains input from employees when preparing action plans.
98	Plans with an appropriate and realistic sense of the time demand involved, breaks down project or program elements into manageable and achievable tasks/activities/milestones, and considers the impact of external events (i.e. legislation, budget cycle) on program/project to create a logical plan.
99	Identifies risks and issues and communicates to stakeholders.
100	Understands organizational objectives, goals, mission, and priorities in order to determine and allocate resources (time, staff, tools, funds).
101	Taps into a variety of resources within the organization to achieve results, such as cross-functional teams, developmental assignments, and collaborative funding approaches.
102	Develops clear, challenging and achievable program and project goals.
103	Develops performance standards to determine if projects are in alignment with program and organizational goals and objectives.
104	Evaluates program performance and project accomplishments to assess overall program effectiveness and efficiency.
105	Monitors the progress of projects, and intervenes at an early stage to ensure deliverables meet agreed-upon quality and timeframes; makes adjustments as needed.

106	Develops processes and procedures for evaluating and monitoring staff work products.
107	Monitors, evaluates, and reviews staff's accuracy of information and work products to ensure they meet assignment goals, objectives and completion dates.
108	Clearly describes the organization's vision, mission, strategies, and rationale to staff, encourages ownership of the vision, and communicates how their work supports the mission, vision, and strategic goals.
109	Creates an environment that aligns staff's activities, contributions, and services or products with the organizations' mission and strategic goals.
110	Communicates the link to the vision when delegating assignments.
111	Reviews strategic plans on a regular basis and integrates them into business plans.
112	Works collaboratively with staff to brainstorm action plans based on the organization's vision.
113	Encourages the implementation of the vision through policies.
114	Communicates the strategic value of the vision to stakeholders.