

Department of Justice Leadership Competency Assessment Tool

Employee: _____

Assessment Code: 3 = Critical Need
2 = Important Need
1 = Low Need

Leadership Competencies and Observable Behaviors by Level

All Employees - Managing Self		
<p style="text-align: center; margin: 0;"><u>Communication</u></p> <ul style="list-style-type: none"> Makes clear and convincing presentations to individuals or groups. Pays close attention and clarifies information as needed. Facilitates an open exchange of ideas and fosters an atmosphere of open communication. Develops networks and builds relationships. Expresses facts and ideas in writing in a clear, convincing, and organized manner. <p style="text-align: center; margin: 10px 0 0 0;"><u>Influencing/Negotiating</u></p> <ul style="list-style-type: none"> Persuades others. Builds consensus through give and take. Gains cooperation from others to obtain information and accomplish goals. Facilitates “win-win” situations. <p style="text-align: center; margin: 10px 0 0 0;"><u>Customer Service</u></p> <ul style="list-style-type: none"> Balancing interests of a variety of clients. Readily readjusts priorities to respond to pressing and changing client demands. Anticipates and meets the need of clients. Achieves quality end-products. Is committed to continuous improvement of services. 	<p style="text-align: center; margin: 0;"><u>Resilience</u></p> <ul style="list-style-type: none"> Deals effectively with pressure. Maintains focus and intensity and remains optimistic and persistent, even under adversity. Recovers quickly from setbacks. Effectively balances personal life and work. <p style="text-align: center; margin: 10px 0 0 0;"><u>Interpersonal Skills</u></p> <ul style="list-style-type: none"> Considers and responds appropriately to the needs, feelings, and capabilities of different people in different situations. Is tactful, compassionate, and sensitive, and treats others with respect. <p style="text-align: center; margin: 10px 0 0 0;"><u>Continual Learning</u></p> <ul style="list-style-type: none"> Grasps the essence of new information. Masters new technical and business knowledge. Recognizes own strengths and weaknesses. Pursues self-development. Seeks feedback from others and opportunities to master new knowledge. 	<p style="text-align: center; margin: 0;"><u>Flexibility</u></p> <ul style="list-style-type: none"> Is open to change and new information. Adapts behavior and work methods in response to new information, changing conditions, or unexpected obstacles. Adjusts rapidly to new situations warranting attention and resolution. <p style="text-align: center; margin: 10px 0 0 0;"><u>Integrity/Honesty</u></p> <ul style="list-style-type: none"> Instills mutual trust and confidence. Creates a culture that fosters high standards of ethics. Behaves in an honest, fair, and ethical manner toward others. Shows consistency in words and actions. Demonstrates a sense of corporate responsibility and commitment to public service. <p style="text-align: center; margin: 10px 0 0 0;"><u>Internal Awareness</u></p> <ul style="list-style-type: none"> Knowledgeable of mission, core values, and guiding principles. Recognizes and optimizes impact of actions on other parts of the organization.

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Team/Project Leader – Managing Projects		
<p style="text-align: center; margin: 0;"><u>Team Building</u></p> <ul style="list-style-type: none"> Inspires, motivates, and guides others toward goal accomplishments. Consistently develops and sustains cooperative working relationships. Encourages and facilitates cooperation within the organization and with customer groups. Fosters commitment, team spirit, pride, and trust. Develops leadership in others through coaching, mentoring, rewarding and guiding employees. <p style="text-align: center; margin: 10px 0 0 0;"><u>Technical Credibility</u></p> <ul style="list-style-type: none"> Understands and appropriately applies principles, procedures, requirements, regulations, and policies related to specialized expertise. Is able to make sound hiring and capital resource decisions and to address training and development needs. Understands linkages between administrative competencies and mission needs. 	<p style="text-align: center; margin: 0;"><u>Problem Solving</u></p> <ul style="list-style-type: none"> Identifies and analyzes problems. Distinguishes between relevant and irrelevant information to make logical decisions. Provides solutions to individual and organizational problems and makes recommendations. <p style="text-align: center; margin: 10px 0 0 0;"><u>Accountability</u></p> <ul style="list-style-type: none"> Assures that effective controls are developed and maintained to ensure the integrity of the organization. Complies with established control systems and rules. Holds self and others accountable for measurable high-quality, timely, and cost-effective results and responsibilities. Accepts responsibility for mistakes. Can be relied upon to ensure that projects within areas of specific responsibility are completed in a timely manner and within budget. Monitors and evaluates plans. Focuses on results and measuring attainment of outcomes. 	<p style="text-align: center; margin: 0;"><u>Decisiveness</u></p> <ul style="list-style-type: none"> Exercises good judgment by making sound and well-informed decisions. Perceives the impact and implications of decisions. Makes well-informed, effective and timely decisions, even when data are limited or solutions produce unpleasant consequences. Is proactive and achievement oriented.

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Supervisor – Managing People		
<p style="text-align: center;"><u>Human Capital Management</u></p> <ul style="list-style-type: none"> • Builds and manages a multi-sector workforce and a variety and work situations based on organizational goals, budget considerations, and staffing needs. • Assesses current and future staffing needs based on organizational goals and budget realities. • Using merit principles ensures staff are appropriately recruited, selected, developed, utilized, appraised, and rewarded. • Takes corrective action to address performance problems. <p style="text-align: center;"><u>Leveraging Diversity</u></p> <ul style="list-style-type: none"> • Fosters an inclusive workplace where diversity and individual differences are valued and leveraged to achieve the vision and mission of the organization. • Recruits, develops, and retains a diverse high quality workforce in an equitable manner. • Leads and manages an inclusive workplace that maximizes the talents of each person to achieve sound business results. • Respects, understands, values, and seeks out individual differences to achieve the vision and mission of the organization. • Develops and uses measures and rewards to hold self and others accountable for achieving results that embody the principles of diversity. 	<p style="text-align: center;"><u>Conflict Management</u></p> <ul style="list-style-type: none"> • Encourages creative tension and differences of opinions. • Anticipates and takes steps to prevent counter-productive confrontations. • Identifies and takes steps to prevent potential situations that could result in unpleasant confrontations. • Manages and resolves conflicts and disagreements in a positive and constructive manner to minimize negative impact. 	<p style="text-align: center;"><u>Service Motivation</u></p> <ul style="list-style-type: none"> • Creates and sustains an organizational culture which encourages others to provide the quality of service essential to high performance. • Enables others to acquire the tools and support they need to perform well. • Shows a commitment to public service. • Ensures that actions meet public needs; aligns organizational objectives and practices with public interests. • Influences others toward a spirit of service and meaningful contributions to mission accomplishment.
Manager – Managing Systems		
<p style="text-align: center;"><u>Technology Management</u></p> <ul style="list-style-type: none"> • Keeps up-up-to-date on technological developments. • Makes effective use of technology to achieve results. • Ensures access to and security of technology systems. • Uses efficient and cost-effective approaches to integrate technology into the workplace and improve program effectiveness. • Develops strategies using new technology to enhance decision making. Understands the impact of technological changes on the organization. 	<p style="text-align: center;"><u>Financial Management</u></p> <ul style="list-style-type: none"> • Demonstrates broad understanding of principles of financial management and marketing expertise necessary to ensure appropriate funding levels. • Prepares, justifies, and/or administers the budget for the program area. • Uses cost-benefit thinking to set priorities. • Monitors expenditures and uses cost-benefit thinking to set priorities in support of programs and policies. • Identifies cost-effective approaches. • Manages procurement and contracting. 	<p style="text-align: center;"><u>Creativity and Innovation</u></p> <ul style="list-style-type: none"> • Develops new insights into situations and applies innovative solutions to make organizational improvements. • Creates a work environment that encourages creative thinking and innovation. • Designs and implements new or cutting-edge programs/processes. <p style="text-align: center;"><u>Partnering</u></p> <ul style="list-style-type: none"> • Builds alliances, engages in cross-functional activities. • Collaborates across boundaries to build strategic relationships, and finds common ground with a widening range of stake holders. • Utilizes contacts to build and strengthen internal support bases.

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Executive – Leading Strategically		
<p style="text-align: center; margin: 0;"><u>External Awareness</u></p> <ul style="list-style-type: none"> Understands, identifies, and keeps up-to-date on local, key national and international policies and trends that affect the organization and shape stakeholders’ views economic, political, and social trends that affect the organization. Aware of the organization’s impact on the external environment, Understands near-term and long-range plans and determines how best to be positioned to achieve a competitive business advantage in a global economy. <p style="text-align: center; margin: 10px 0 0 0;"><u>Vision</u></p> <ul style="list-style-type: none"> Takes a long-term view and acts as a catalyst for organizational change. Builds a shared vision with others. Influences others to translate vision into action. 	<p style="text-align: center; margin: 0;"><u>Strategic Thinking</u></p> <ul style="list-style-type: none"> Formulates objectives and priorities, and implements plans consistent with the long-term interest of the organization in a global environment. Capitalize on opportunities and manages risk. Examines policy issues and strategic planning with a long-term perspective. Determines objectives and sets priorities. Anticipates potential threats or opportunities. <p style="text-align: center; margin: 10px 0 0 0;"><u>Entrepreneurship</u></p> <ul style="list-style-type: none"> Identifies opportunities to develop and market new products and services within or outside of the organization. Takes calculated risks to accomplish organizational objectives. Initiates actions that involve a deliberate risk to achieve a recognized benefit or advantage. 	<p style="text-align: center; margin: 0;"><u>Political Savvy</u></p> <ul style="list-style-type: none"> Identifies the internal and external politics that impact the work of the organization. Recognizes the impact of alternative courses of action Approaches each problem situation with a clear perception of organizational and political reality.

Top Most Critical Developmental Needs

1. _____
2. _____
3. _____
4. _____
5. _____