

MANAGEMENT LEADERSHIP SERVICE (MLS) COMPETENCIES

- **Equal Employment Opportunity (EEO) and Diversity:** Workforce that is free from discrimination, and values all employees; diversity will be considered in staffing decisions, which respects differences as an asset to the organization; discrimination and harassment issues will be dealt with promptly; and employees will support the County's diversity programs.
- **Performance Management:** Human resources management and development of employees; all subordinates receive timely performance evaluations, which accurately reflect their accomplishments and job related behaviors, consistent with departmental and MLS performance planning and evaluation procedures.
- **Safe Work Environment:** Taking actions to ensure that employees and citizens are free from safety hazards by proactively identifying and addressing safety issues and concerns. This includes risks arising in the physical environment; arrangement of the work site, equipment and work processes; compliance with MOSH and applicable regulations and procedures; and taking appropriate steps to avoid or correct violations of safety procedures and regulations. Managers and supervisors are accountable for how they exercise their authority and responsibility to maintain a safe work environment.
- **Customer Service Orientation:** Implies a desire to help serve others, as well as discover and meet their needs. It means focusing one's efforts on the needs of the customer (both internal and external) and teaming with the customer to provide the most appropriate value-added services. Individuals who demonstrate this competency employ a proactive/intuitive approach to not only respond to the customer's needs, but also enhance the quality of the service or product.
- **Personal Accountability:** A belief in one's own capability to accomplish a task as well as the ability to follow through on its accomplishment. It is expressed by responding to increasingly challenging circumstances with confidence in one's decisions or options. It includes feeling comfortable with looking at oneself honestly and accepting responsibility for one's actions; self-managing behaviors such as effective time and resource management, organization and prioritization of tasks, responsiveness, and balancing of multiple work demands.
- **Organizational Commitment:** The ability and willingness to align one's own behavior, as well as the department's actions with the needs, priorities, goals and ethical standards of the County. It involves acting in ways that promote organizational goals and may require a linkage of daily work to long-range strategies.
- **High Standards of Excellence and Efficiency/Ensures High Value for Tax Dollars:** Feeling energized by doing things that result in observable or measurable improvements in the quality of a product or process. Seeking ways to continuously improve processes to increase efficiency or improve the quality of the outcome. This often goes beyond that which is required by the task or assignment.



- **Balanced Risk Taking/Innovation:** Shows strong initiative to pursue challenging goals, and create new, innovative plans or procedures to attain desired results. Accomplishments are made by making significant investments in time and resources and by taking calculated, educated risks in the process.
- **Interpersonal Awareness:** The ability to notice, interpret, and anticipate other’s concerns and feelings, and to communicate this awareness empathetically to others. It also includes the ability to accurately hear and understand the unspoken or partly expressed thoughts, feelings, and concerns of others. May include sensitivity to others when presenting ideas or implementing changes. Responses (verbal and non-verbal) and reactions to others take this understanding into account.
- **Communication and Persuasion Skills:** Presenting information with the intention to inform, persuade, build consensus, or influence others in an ethical manner in order to get them to “buy-in” to or support one’s agenda. It includes anticipating and appealing to the audience’s concerns, goals and style in order to link the benefits of one’s position to the needs and interests of the audience. This factor also relates to the quality of oral and written communications.
- **Organizational Systems Awareness:** The ability to understand and learn the relationships in one’s own or in other organizations. It is an understanding of how the “system” operates, who the key players are, and how these individuals can help or hinder in attaining goals.
- **Teamwork, Cooperation and Collaboration:** This competency includes facilitating and maintaining cooperative working relationships with peers, subordinates and managers. It is being part of a team, working together toward accomplishment of group goals and, ultimately, the County’s mission, as opposed to working separately or competitively.
- **Developing, Empowering and Supporting Employees:** Frequently and spontaneously taking time to coach others, providing honest feedback and assistance with tasks, and, where appropriate, providing career development opportunities to develop their competencies. Developing others is choosing to spend time improving and developing the abilities, skills, behavior and performance of others.
- **Problem Solving:** Seeking information from sources that others may not readily identify, and creating consistency out of apparently unrelated and random pieces of information. Problem solving also requires perseverance in the face of obstacles such as lack of financial resources or resistance to an idea, repeating a process to move toward a goal, or using different approaches until success is achieved.
- **Planning and Organizing:** Setting priorities on a rational basis, and identifying time sequences, causal relationships, or if/then relationships accordingly. Planning also involves the ability to see the “big picture” and links short-term planning efforts to the County’s long-range vision.
- **Technical Expertise:** The knowledge and application of the County’s managerial processes and protocols, such as budgeting, resource allocation, and project planning. It includes holding oneself and others accountable for conducting business in accordance with the County’s rules, regulations and ethical standards.

MATRIX OF MLS TRAINING COURSES AND COMPETENCIES

Below is a Training Course Competencies Matrix that links MLS competencies to the courses that MCG is offering this year. This chart will help you select courses that will enhance your on-the-job skills, knowledge, and experience, as well as meet performance expectations linked to competencies.

Training Courses	Management Leadership Service Competencies															
	Equal Opportunity (EEO) and Diversity	Performance Management	Safe Work Environment	Balanced Risk Taking/Innovation	Communication and Persuasion Skills	Customer Service Orientation	Developing, Empowering, and Supporting Employees	High Standards of Excellence and Efficiency/Ensures High Value for Tax Dollars	Interpersonal Awareness	Organizational Commitment	Organizational Systems Awareness	Personal Accountability	Planning and Organizing	Problem Solving	Teamwork Cooperation & Collaboration	Technical Expertise
Americans with Disabilities Act (ADA) as Amended: Employment Law	x		x			x			x	x						x
Americans with Disabilities Act (ADA): Local Government Requirements	x		x			x			x	x						
Americans with Disabilities Act (ADA) Title II: Local Government 2016	x					x										
Balance Work and Personal Life							x					x	x	x		
Becoming a Skilled Coach					x		x	x					x			x
Build a Respectful Workplace	x		x		x		x	x				x				x
Business Grammar					x											
Calming the Angry Customer					x	x			x					x		x
Career Assessment							x									
The Challenging Customer	x	x			x	x	x		x			x		x		
Coaching Difficult Employee Performance	x	x	x	x	x		x		x					x		
Communicate Services Across Cultures	x				x	x	x	x			x			x		x
Congratulations! Welcome to Management	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
Contract Compliance Programs		x		x				x		x	x			x		x
Contract Drafting and Risk Management		x		x				x			x					x
Contract Negotiation		x		x				x			x					x
Coping with Compassion Stress					x	x	x		x					x		
Creating a Motivating Environment		x		x	x		x	x	x	x	x	x				x
Creative Problem-Solving		x		x	x	x	x							x		x
Cutting Through Clutter				x				x				x		x		
Delegating Effectively		x		x			x	x		x	x	x				
Deliver Unbeatable Customer Service					x	x	x	x				x				x
Delivering Customer Service Excellence					x	x	x	x				x				x
Don't Let it Happen to You: Workplace Violence	x		x		x									x		

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Drug Free Workplace—Non-DOT Supervisor		x	x					x								
EEO and Diversity Management	x		x		x	x	x	x	x		x	x		x	x	
Effective Business Writing					x	x										
Effective Communication	x				x	x			x						x	
Emergency Preparedness			x													x
Emotional Intelligence	x				x	x			x						x	
Family Medical Leave Act (FMLA) Overview for Management		x	x					x								x
Fundamentals of Supervision	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
Getting Organized								x				x	x	x		
Give and Receive Feedback		x			x	x			x			x				
Health Insurance Portability and Accountability Act (HIPAA)				x				x				x		x		x
How to Deal with a Difficult Person					x	x			x					x	x	
Interpersonal Communications	x				x	x	x		x			x			x	
Interpersonal Skills in Business	x				x	x			x							
Interviewing and Selecting Employees	x	x			x	x	x	x	x	x	x	x	x	x	x	x
Intro to Managing in a Union Setting	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
Keeping Cool: A Manager's Guide to Controlling Emotions Under Pressure		x	x		x		x		x			x			x	
Limited English Proficiency (LEP)					x	x	x	x	x			x		x		
Manage Conflict in a Union Setting	x	x	x		x	x	x		x		x			x	x	
Management and Leadership: The Fundamentals	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
Managing Negativity in the Workplace		x	x		x		x		x						x	
Managing Personal Finances								x				x	x			
Managing Staff Through Change and Stress		x			x		x	x	x	x					x	
Managing Your Career							x			x	x	x				
Managing Your Emotions in the Workplace			x		x				x			x			x	
Mctime for Employees		x														x
Mctime for Managers		x														x
Options for Financing College																
Overview of Contract Administration				x				x			x			x		x

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Payment Processing				x			x			x			x			x
Performance Management: Basics		x			x		x	x	x	x		x	x	x	x	x
Performance Planning and Appraisal																
Phishing and Spamming			x													
Positive Communication: Managing Conflict	x	x	x		x	x	x	x		x			x	x		
Preventing Workplace Harassment	x	x	x		x				x	x	x					
Project Management				x								x	x	x	x	
Providing Services to Residents	x					x		x				x	x	x		
Resolving Conflict in the Workplace	x			x	x			x			x		x	x		
Say the Right Thing the First Time: Communication Strategies for Supervisors	x	x		x	x	x	x	x			x				x	
Security Awareness (ISATP)			x	x								x				x
7 Habits of Highly Effective Supervisors	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
Social Media Do's and Don'ts			x	x	x							x				x
Substance Abuse: DOT Supervisor		x	x				x	x		x			x			x
10 Strategies for Improving Your Finances				x							x					
Time Management: Self –Management			x				x	x			x					
Time Management Tools: To Do List, Calendars, Smart Phones		x		x							x					
Today's Diverse Workplace	x				x	x										
Transition: Staff to Supervisor	x	x	x		x	x	x	x	x			x	x	x		
Understand Financial Aid																x
Using Email the Right Way			x					x								
Using Reason to Resolve Conflict		x			x	x		x					x	x		
Writing for Business					x			x							x	x