

## **Employment Standards:**

**Intensity:** Goes after the goal with passion; is results oriented, and gets the job done. Key Concepts: Risk-taker; results-oriented; and initiative driver.

**Ethical Behavior:** Does what is right regardless of temptations and pressures to do otherwise; upholds the public's trust; and conducts self-according to a set of principles. Key Concepts: Respect; trust; responsible; fair; and caring.

**Influence:** Affects successful outcomes for the organization through the use of masterful leadership, collaboration, and a keen understanding of the organization, its goals, and the interests of all parties. Key Concepts: Engaged; collaborative; strategic orientation; situational awareness; organizationally savvy; inspirational; energizing-empowering; team orientation; and change agent.

**Commitment:** Successfully builds relationships with and promotes involvement of diverse groups; considers the needs of diverse clients when developing policies and procedures related to service; works closely with diverse groups to identify and deliver services that meet their needs and the strategic objectives of the program; establishes customer service as the single purpose to which all resources are dedicated; focuses on delivering the best services possible to the public; focuses on customer needs; and is committed to public service. Key Concepts: Public servant; and customer service.

**Interpersonal Skills:** Possesses and uses versatile communication styles and approaches; understands the underlying psychology of why people act as they do and changes approach to affect positive outcomes; builds rapport throughout the organization; and develops human potential. Key Concepts: Staff development; communication; listening; delegation; recognition; and buy-in.

**Resiliency:** Is adaptable; takes direct action; leads by example; exhibits tenacity. This leader is ready, flexible, self-reliant, and has a reputation for finding opportunities in difficult situations. Key Concepts: Action-orientation; adaptability; flexibility; agility; tenacity; survivability; courage; confidence; and intuition.

**Craftsmanship:** Rejects the "good enough for government work" attitude; takes ownership of work done and results accomplished; takes pride in delivering quality services to customers; seeks out opportunities to develop new and creative solutions and programs; imagines possibilities; defines a vision, and works to bring vision into reality. Key Concepts: Innovative; imaginative; inventive; pride-in-work; accountability; self-development; and self-starter.