

# Developing & Leading Others

## Competency Statement Examples

**Definition:** Actively works to improve and reinforce the performance of their employees and help them reach the limits of their capabilities, sets clear goals and provides constructive feedback immediately; takes responsibility for employees' career development, coaches employees to improve and advance their understanding; ensures staff are appropriately utilized, developed, and treated in a fair and equitable manner.

### Information Technology

**Job Family:** IT Team Leadership

**Job Path:** IT Team Leads

**Job Template:** IT Manager/M8

Proficient	Advanced	Expert
<p>Actively monitors the work of the IT team, providing ongoing assessment and problem-solving support to enhance performance.</p> <p>Identifies individual and team development needs within the IT department, creates targeted training plans and assigns tasks that align with staff members' strengths and career aspirations.</p> <p>Conducts routine performance evaluations and provides constructive feedback on the work of the IT team to help team members continuously improve their skills and contributions.</p> <p>Understands the strengths and weaknesses of each team member and uses this knowledge to customize coaching and support for the team's professional development.</p>	<p>Seeks out opportunities to expand staff expertise and skills, creating a culture of continuous learning and growth within the IT department.</p> <p>Challenges IT team members with complex tasks and projects, fostering the development of advanced IT skills and the professional growth of each individual.</p> <p>Allocates IT resources strategically to support learning and skill development, ensuring that team members have the necessary tools, technologies, and opportunities to enhance their IT capabilities.</p>	<p>Assesses the IT departments training plans to align them with future business needs, ensuring that staff are well-prepared to address evolving IT challenges and industry advancements.</p> <p>Takes responsibility for the continuous growth and career development of the IT team, ensuring they reach the limits of their capabilities, and motivates staff to take an active role in their professional advancement.</p>

## Administrative Services

**Job Family: Financial, Accounting, Budget**

**Job Path: Financial Leadership**

**Job Template: Finance Manager 1/M5**

Proficient	Advanced	Expert
<p>Manages and maintains the work of assigned personnel and provides regular feedback to enhance performance.</p> <p>Maintains regular communication with assigned staff regarding career development goals and plans.</p> <p>Examines assigned staff's strengths and areas for improvement, based on performance in independent and team projects/responsibilities.</p>	<p>Empowers personnel to advance their knowledge and utilization of financial practices, procedures, and controls by assigning them to more complex tasks and projects. Assigns tasks with the purpose of further developing staff strengths.</p> <p>Seeks out development opportunities for staff, tailored to their individual career development goals. Involves staff members in setting future development plans.</p> <p>Establishes and maintains performance expectations, sets clear goals, and provides transparent constructive feedback. Acknowledges employee's growth and development, regardless of the size.</p>	<p>Coaches and mentors assigned staff to accomplish stretch goals/tasks. Consistently reviews performance and engages in development discussions with personnel to allow them to reach the limits of their capabilities.</p> <p>Aligns assigned personnel's career goals with departmental/unit goals. Identifies development opportunities which both further develop employee skills and strengths, while also making progress towards departmental goals.</p> <p>Fosters a positive working environment, with a focus on growth and development. Encourages personnel to explore new ideas, processes, or approaches to financial practices, within their scope.</p>