EXHIBIT CC

**Identifying Management – Level Knowledge, Skills and Abilities**

Executive Core Competencies (ECCs)

- ECC One: Leading Change
- ECC Two: Leading People
- ECC Three: Results Driven
- ECC Four: Business Acumen
- ECC Five: Building Coalitions/Communications

**Executive Core Competency One: Leading Change**

This qualification encompasses the ability to develop and implement an organizational vision that integrates program goals, priorities, values and other factors. Inherent in leading change is the ability to balance change and continuity - to continually strive to improve performance within the basic mandated framework of the department or organization. This includes creating a work environment that encourages “thinking outside the box”, while maintaining focus, intensity and persistence even under adverse circumstances.

**Key Characteristics:**

- Exercises leadership and motivates others to incorporate vision, strategic planning and quality improvement and assurance programs into all of the department’s/organization’s activities.
- Encourages creative thinking and innovation as well as influencing others to adopt a spirit of service through leading by example.
- Designs and implements new programs and processes.
- Identifies key issues that affect the department or organization (including political, economic/budgetary, social, technological and administrative factors) and integrating these key issues into the design and implementation of new programs and processes.
- Understands the role and relationships of State Statutes and County Ordinances/ Policies and Procedures in the policy making and program implementation process and formulates effective strategies to balance those requirements with the interests of stakeholders to ensure that the decided-upon strategies are consistent with the mission of the County and the responsibilities/State mandated requirements of the department.
- Embraces change and new information while tolerating ambiguity; adapting behavior and work methods in response to new information, changing conditions or unexpected obstacles; rapidly adjusting to unforeseen circumstances that require immediate attention and resolution.
- Deals effectively with pressure while maintaining focus and intensity; remaining persistent under adversity and recovering quickly from setbacks.
• Displays a high level of initiative, effort and commitment to public service; displaying a disposition to pro-activity, and achievement.
• Demonstrates self-motivation by pursuing opportunities for self-development, mastering new knowledge; seeking feedback from others and acting on their suggestions.

Leadership Competencies:

• Creativity and Innovation: Develops new insights into situations and applies innovative solutions; creates a work environment that encourages creative thinking and innovation; designs and implements new programs, policies and processes.
• Resilience: Deals effectively with pressure; remains focused and optimistic; is persistent even with adversity and recovers easily from setbacks; effectively balances personal life and work and is willing to give credit to others for his/her ideas or programs.
• Continual Learning: Grasps new information, technical and business knowledge; identifies his/her own strengths and weaknesses and then pursues self-development to address those weaknesses; continues to seek feedback from others to identify new opportunities to master new knowledge.
• Service Motivation: Creates and sustains a culture that encourages staff to provide service that is essential to high performance. Enables others to acquire the tools needed to support others. Demonstrates a commitment to public service and influences others to adopt that same commitment to serving others.
• External Awareness: Identifies and keeps current on key State and Federal policies and economic, political and social trends that affect the department or organization as a whole. Understands the near-term and long-range implications of those trends and determines how best to be positioned to take advantage or overcome the resulting circumstances.
• Strategic Thinking: Formulates effective strategies consistent with the business plans of the department or organization. Examines issues and employs strategic planning with both a short-term and long range perspective in keeping with the needs of the department or organization. Determines objectives and sets priorities while identifying potential threats or opportunities.
• Flexibility: Is open to change and welcomes new information and others’ ideas. Demonstrates the ability to rapidly respond to changing conditions or unexpected obstacles or opportunities which warrant attention or resolution.
• Vision: Acts as a catalyst for change while taking a long-term perspective; shares that vision with others and influences others to translate vision into action.

Executive Core Competency Two: Leading People

This competency involves the ability to design and implement strategies that will maximize employee potential and foster high ethical standards in meeting the department’s vision, mission and goals.
Key Characteristics:

- Provides leadership in setting the workforce’s expected performance levels commensurate with the department’s strategic objectives. Exhibiting the ability to inspire, motivate and guide others toward accomplishment, while empowering staff and others by sharing credit, power and authority.
- Promotes quality through the effective use of the organization’s performance management system by establishing realistic and achievable performance standards, fairly appraising the performance of staff, rewarding accomplishment, coaching and counseling employees as necessary and removing employees when that action is appropriate.
- Values differences by fostering an environment that enables people who are culturally different (race, age, sex, level of education, life-style choices, belief systems, etc.) to work together cooperatively and effectively.
- Identifies employees’ unique developmental needs and provides opportunities that maximize each employee’s capabilities and levels of achievement; develops leadership in others through coaching and mentoring.
- Demonstrates the ability to foster commitment, team spirit and trust. Takes proactive measures to identify and prevent situations that could result in negative situations.
- Resolves conflicts in a positive and constructive manner by promoting labor-management partnerships and dealing with employee relations matters consistently and in a timely and effective manner within the scope of the County’s commitment to equal opportunity and affirmative action in the application of its personnel administration policies. Takes disciplinary action when other means have not been successful in resolving the issue.

Leadership Competencies:

- **Conflict Management**: Identifies and takes steps to prevent situations that could result in unpleasant confrontations. Manages and reserves conflicts and disagreements in a positive and constructive manner to minimize negative impact.
- **Integrity and Honesty**: Instills mutual trust and confidence with staff, peers and County Board members by creating a culture that stresses high ethical standards. Treats others fairly and demonstrates a sense of responsibility to the organization and a commitment to public service.
- **Cultural Awareness**: Initiates and manages cultural change within the department to ensure maximum organizational effectiveness. Values individual differences in the workplace, and ensures that the department and organization take advantage of these differences while taking responsibility for the fair and equitable treatment of all employees.
- **Team Building**: Inspires, motivates and guides others toward established goals and desired achievements. Consistently develops and sustains cooperative working relationships with staff, employees and Board members. Encourages and facilitates cooperation within the department and throughout the County. Fosters commitment,
pride and trust and develops leadership skills in others through coaching, mentoring and leading by example.

**Executive Core Competency Three: Results Driven**

This competency stresses accountability and continuous improvement. It includes the ability to make timely and effective decisions, to produce results through strategic planning and the evaluation of programs and policies.

**Key Characteristics:**

- Understands and appropriately applies policies, procedures, regulations and requirements to specialized expertise. Understands the linkages between administrative competencies and mission needs. Keeps current on issues, practices and procedures in applicable technical areas.
- Stresses results by formulating programs and plans that assess policy and program feasibility and that include realistic short and long term goals and objectives.
- Exercises good judgment in the structuring and organizing of work and in the setting of priorities. Balances the needs of both staff and customers and adjusts priorities to meet those needs.
- Anticipates, identifies, diagnoses and consults on actual and potential issues relating to policy/program implementation and goal achievement. Develops alternative courses of action in a proactive manner.
- Sets program/performance standards and holds self and others responsible for the achievement of those standards. Acts decisively to modify those standards to resolve unanticipated issues which may arise.
- Identifies opportunities to develop or recommend new products, procedures, and/or services within the department or the County. Takes risks to pursue an identified benefit of that new product, procedure and/or service.

**Leadership Competencies:**

- **Accountability:** Assures that effective controls are developed and applied to ensure the integrity of the department’s or the organization’s work products. Holds self and staff accountable for adhering to rules and responsibilities. Assures that projects within the specific areas of responsibility of the department are correctly completed in a timely manner on budget. Monitors and evaluates plans and work products, focusing on results and achieves high quality work products.
- **Entrepreneurship:** Identifies opportunities to develop new products and services within the department or the County. Initiates actions that involve risk to achieve a recognized benefit or advantage.
- **Customer Service:** Balances the interests of a variety of “customers”, staff, peers and County Board members. Adjusts priorities to respond to reasonable customer expectations and anticipates and meets the needs of that customer base. Demonstrates a commitment to the continuous improvement of services and work products.
• **Problem Solving:** Identifies and analyzes problems, distinguishes between relevant and irrelevant information to make logical decisions. Provides solutions to those problems, which impact the department or the County as a whole.
• **Decisiveness:** Is proactive and achievement oriented. Makes sound and well-informed decisions, and understands the impact and implications of those decisions. Makes decisions that are effective and timely, even when background information is limited or the solution(s) may produce negative consequences.
• **Technical Credibility/Expertise:** Understands and appropriately applies procedures, policies, State Statutes and regulations. Makes sound hiring and staffing decisions and addresses the training and development needs of that staff. Exercises good judgment when making capital resource decisions. Understands the linkage between administrative competencies and the needs of the department and the County.

**Executive Core Competency Number Four: Business Acumen**

This competency involves the ability to acquire and administer human, financial and information resources in a manner which instills public trust and accomplishes the objectives of the department and the County and the ability to use technology to enhance decision making and the quality of the department’s work products.

**Key Characteristics:**

• Assess current and future staffing needs based on the department’s goals and responsibilities to the County as well as budgetary realities. Applies sound human resource principles to select, manage and develop a diverse workforce.
• Oversees the allocation of financial resources and identifies cost-effective approaches. Establishes, maintains and applies internal controls.
• Manages the budgetary process, including preparing and justifying that budget and operating the department within the established budget. Understands and applies appropriate funding procedures.
• Oversees procurement and contracting procedures and processes.
• Integrates and coordinates logistical operations.
• Ensures the efficient and cost-effective development and utilization of management information systems and other technological resources that support the goals of the department and of the County and understands the impact of technological, program and State Statute changes on the department and the County as a whole.

**Leadership Competencies:**

• **Financial Management:** Demonstrates a broad understanding of the principles of financial management and business acumen to ensure appropriate funding levels. Prepares, justifies and administers the budget for his/her program area or department and uses cost-benefit analyses to set priorities. Monitors expenses and identifies cost-effective approaches.
• **Technological Management:** Uses efficient and cost-effective approaches to integrate technology into the workplace and improve program implementation
effectiveness. Develops strategies using new technology to enhance decision making. Understands the impact of technological changes on staff and methodologies.

• **Human Resource Management:** Assesses current and future staffing needs based on organizational/County goals and budgetary realities. Ensures that staff is appropriately selected, developed, utilized, evaluated and rewarded. Takes appropriate corrective action when required.

**Executive Core Competency Number Five: Building Coalitions and Communications**

This core competency involves the ability to explain, advocate and express facts and ideas in a convincing manner and to negotiate with individuals and groups both internally and externally. It also involves the ability to develop a professional network with others in related fields, as well as identifying the internal and external policies and politics that impact the work of the department and the County as a whole.

**Key Characteristics:**

• Represents and speaks for the department’s and/or County’s work (for example: presents, explains, sells, defines and negotiates) with both internal and external agencies, legislative members and staff, media, other government entities, customers and professional groups making clear and convincing presentations. Uses correct grammar, verbiage and statements that are accurate and easily understood by the general public. Listens effectively and clarifies information when necessary. Facilitates open idea exchanges.
• Establishes and maintains effective working relationships with peers, staff and County Board members. Approaches problem situations with a clear understanding of the organizational and political realities inherent in such situations. Uses personal contacts to build and strengthen internal support bases and works to gain support and understanding from higher level management.
• Develops and enhances external alliances with professional peers, State and local government representatives and legislators when appropriate.
• Works with other groups or teams to gain cooperation from others to obtain information and accomplish goals and facilitate “win-win” situations.
• Considers and responds appropriately to different people in different situations in a tactful, respectful manner.
• Ensures that reports, letters, documents and other written communications are clear, convincing and grammatically correct and that the verbiage is appropriate to the audience.

**Leadership Competencies:**

• **Influencing and Negotiating:** Persuades others, builds consensus through give and take, gains cooperation from others to obtain information and accomplishes goals and facilitates “win-win” situations.
• **Partnering:** Develops networks, builds alliances, engages in cross-functional activities and collaborates across departmental lines. Finds common ground with a widening range of stakeholders. Utilizes contacts to build and strengthen internal support bases.

• **Interpersonal Skills:** Responds appropriately to others in a manner that considers the needs, feelings and capabilities of diverse individuals in differing situations. Treats others with respect and is tactful, compassionate and sensitive.

• **Political Savvy:** Identifies and is aware of the internal and external politics of the County and how they impact the work done by the County. Approaches each issue with a clear perception of those politics and recognizes the potential impact of alternative courses of action.

• **Oral Communications:** Makes clear and convincing oral presentations to individuals or groups using correct grammar and verbiage appropriate to the topic and audience. Listens effectively and demonstrates that by clarifying information when it is necessary. Facilitates open exchanges of ideas in an environment of open communications.

• **Written Communications:** Expresses ideas and facts in a clear, convincing, organized manner, using correct grammar and verbiage appropriate to the topic and audience.