** This is only a preview of the Qualifications Assessment. To take the actual examination, please refer back to the bulletin and click on the "Click here to go to the Qualifications Assessment for Staff Services Manager 1" link. **

Staff Services Manager I

Statewide

Qualifications Assessment

Instructions: Please rate each task using the scales and instructions provided below.

ITEM #	
	In the following pages you will assess your knowledge and experience in specific job related actions, using the rating scales below. Respond to each of the following statements by indicating how the statement applies to you. You are required to respond to every statement by marking one option for each of the two scales provided. **IMPORTANT NOTE:** In responding to each statement, you may refer to your **WORK EXPERIENCE (public or private) whether paid or volunteer**, **FORMAL EDUCATION, or FORMAL TRAINING COURSES**. **Knowledge related to performing this task:** **Extensive knowledge** I possess an expert knowledge level to the extent that I could effectively perform this task in the most difficult and complex situations; and I could instruct others on specific aspects of this task. **Substantial knowledge** I possess an advanced knowledge level to the extent that I could effectively perform this task under the majority of circumstances or situations encountered. **Moderate knowledge** I possess a sufficient knowledge level that would allow me to perform this task successfully in routine situations. **Limited knowledge** I have some knowledge of how to perform this task, but may require additional instruction to apply my knowledge effectively. **No knowledge** I have no knowledge of how to perform this task or what it may entail. **Level at which the task was performed:** • Performed task as a supervisor. • Performed task as an expert, non-supervisory lead person, or trained others to perform the task. • Performed task independently. • Performed task under direction or with the assistance of others. • Task not performed.
	Fostering a Team Environment **Primary Competencies: Communication, Conflict Management, Interpersonal Skills, Team Leadership**
1.	Approving and signing off on internal and external written communications (e.g., memos, letters, reports).
2.	Developing and/or reviewing presentation materials, visual aids, and graphics that are organized, easy-to-follow, and tailored to the audience.

3.	Developing and/or reviewing documents that are organized, easy-to-follow, and tailored to the audience.
4.	Providing editorial feedback to staff to ensure written communications are clear, concise, relevant, and error-free.
5.	Demonstrating a commitment to listening by seeking multiple sources of input, confirming understanding, and taking appropriate action.
6.	Developing and applying the appropriate communication style to a wide range of situations.
7.	Expressing ideas and decisions in an open, knowledgeable, and confident manner.
8.	Keeping management and/or stakeholders informed of staff, team, and program progress and successes.
9.	Providing frequent informal feedback to staff on their performance.
10.	Sharing information, developments, or work-related issues with staff, peers, and management.
11.	Using a variety of methods (e.g., staff meetings, open-door policy, suggestion boxes) to encourage open communication and input from staff.
12.	Establishing and communicating team roles, responsibilities, goals, and deliverables.
13.	Managing team goals effectively, monitoring team performance, and recognizing the impact of team activities on stakeholders.
14.	Proactively soliciting participation from team and stakeholders.
15.	Providing appropriate guidance, direction, support, involvement, and feedback to the team.
16.	Delegating responsibilities to team members and promoting accountability.
17.	Identifying potential conflicts by holding open discussion, encouraging questions, and working toward conflict resolution.
18.	Recognizing and resolving conflicts in a work/group environment.
	Creating Organizational Transformation Primary Competencies: Change Leadership, Vision and Strategic Thinking, Organizational Awareness, Creative Thinking
19.	Serving as a role model for change by supporting management initiatives.
20.	Reviewing strategic plans on a regular basis and integrating them into business operations.
21.	Keeping informed of key organizational priorities and policies, and external factors and understanding their impact.
	Building Trust and Accountability Primary Competencies: Ethics and Integrity, Personal Credibility
22.	Taking responsibility for team's work products and mistakes, developing solutions, and providing feedback when necessary to achieve a positive outcome.
23.	Displaying trustworthiness by respecting confidential information and honoring commitments.
24.	Creating and promoting an environment of transparency, trust, and respect and acting with fairness.
25.	Modeling high standards of honesty, integrity, values, and ethics in line with personal principles and organizational vision and mission.
26.	Striving to consistently deliver agreed-upon outcomes or results.

27.	Seeking feedback from others on performance and using the feedback to learn and grow as a leader.
28.	Holding oneself and staff accountable for individual actions.
	Maximizing Performance Results **Primary Competencies: Analytical Thinking, Customer Focus, Decision Making, Planning and Organizing, Thoroughness, Diagnostic Information Gathering, Resource Management, Results Orientation**
29.	Identifying and communicating issues and risks to management.
30.	Systematically gathering and analyzing relevant project information to prioritize next steps or deliverables.
31.	Proactively identifying and addressing key actions, underlying issues, and problems.
32.	Identifying and informing customers of constraints that impact delivery of products or services.
33.	Working with customers to identify their expectations and defining business objectives.
34.	Breaking down project deliverables into manageable and achievable tasks/activities/milestones within allotted time and considering the impact of external events (e.g., legislation, budget cycle) on the program/project to create a logical plan.
35.	Creating action plans for achieving objectives and collaboratively gaining input from others when preparing action plans.
36.	Identifying specific projects or actions which will address the goals and objectives of the organization.
37.	Planning one's own workload and the workload of others, prioritizing key tasks, and ensuring the appropriate allocation of time and effort to achieve the required results.
38.	Developing processes and procedures for evaluating and monitoring staff work products.
39.	Monitoring, evaluating, and reviewing others' accuracy of information and work products to ensure they meet assignment goals, objectives, and completion dates.
40.	Encouraging others to take a fresh look at problem areas by analyzing the viability and practicality of suggested innovations.
41.	Recommending solutions to critical or sensitive problems.
42.	Working with others to identify inefficiencies, generate new ideas and recommendations, and develop innovative approaches to simplify complex processes.
43.	Asking effective probing questions to gather relevant information before making a decision.
44.	Consulting available resources (e.g., literature search, past practices, best practices, policies, procedures) to gather relevant information before making a decision.
45.	Utilizing research (e.g., facts, past experiences, historical information, input from others), and sound reasoning to distinguish between relevant and irrelevant information before reaching conclusions.
46.	Seeking relevant information from staff, colleagues, and managers to broaden personal understanding of the stakeholders who impact or are impacted by the organization and its programs and/or policies.
47.	Developing clear, challenging, and achievable program and project goals.

48.	Monitoring the progress of projects, and intervening at an early stage to ensure deliverables meet agreed-upon commitments and making adjustments as needed.
49.	Taking action when problems arise, and trying different approaches when initial efforts to solve problems do not work.
50.	Analyzing problems, evaluating alternatives and risks, and recommending solutions.
51.	Identifying causes for problems related to procedures, processes, policies, or technical issues.
52.	Soliciting informal customer feedback on the quality of products or services and using it to ensure customers' needs are met.
	Promoting a High Performance Culture Primary Competencies: Developing Others, Fostering Diversity, Workforce Management, Empowering Others, Professional and Personal Development
53.	Discussing successes and failures with others to identify lessons learned for future application.
54.	Explaining to others how their duties and responsibilities relate to the organization's mission.
55.	Creating and promoting an environment in which people who are culturally diverse work together cooperatively and effectively in achieving organizational goals.
56.	Identifying potential problems in staff behavior and pursuing corrective action.
57.	Providing others with clear job expectations.
58.	Recognizing and rewarding successful or exceptional performance.
59.	Scheduling work assignments, setting priorities, and directing the work of others.
60.	Encouraging staff to utilize all available resources to complete their work activities.
61.	Supporting organizational initiatives that ensure individuals are treated fairly by maintaining equity in recruitment, hiring, staffing actions, and developmental opportunities.
62.	Providing others with assignments suited to their strengths.
63.	Utilizing plans and tools to build others' strengths and close performance gaps.