

MAINE CHILD WELFARE SUPERVISORY ACADEMY COMPETENCY MODEL

MANAGING SELF

1. Initiative
2. Adaptability
3. Decision Making.
4. Self Responsibility

MANAGING OTHERS

5. Teamwork
6. Interpersonal Relations
7. Delegation/Follow up
8. Staffing
9. Coaching and Counseling
10. Employee Development

MANAGING FOR RESULTS

11. Quality Focus
12. Planning and Organizing
13. Program Administration
14. Casework Supervision

LEADING IN THE ORGANIZATION

15. Customer Service
16. Collaboration
17. Organizational Leadership
18. Public/Community Relations

COMMUNICATION SKILLS

19. Oral Communications
20. Written Communications

MANAGING SELF

1. **Initiative:** Drives for results and success. Sets high standards of performance. Pursues aggressive goals and works hard to achieve them. Displays a high level of effort and commitment to performing the work.
2. **Adaptability:** Handles day-to-day work challenges confidently. Is willing to adjust to multiple demands, shift priorities, ambiguity and rapid change. Shows resilience in the face of constraints, frustrations of adversity. Demonstrates flexibility.
3. **Decision Making:** Shares information and involves appropriate others in the decision-making process. Makes timely, logical decisions. Decisions are modified based on new information when appropriate. Takes responsibility for decisions.
4. **Self Responsibility:** Describes and evaluates own performance in terms that reflect recognition of personal strengths and challenges. Takes responsibility for own performance and outcomes and learns from mistakes. Clarifies personal values and carries out plans for professional development to meet client and agency needs.

MANAGING OTHERS

5. **Teamwork:** Contributes to organizational goals. Fosters collaboration among team members and among teams.
6. **Interpersonal Relations:** Shows respect and tolerance for each person. Relates well to others, possesses good listening skills, and demonstrates trust, sensitivity and mutual respect. Recognizes the contribution diversity brings to job performance and creativity.
7. **Delegation/Follow up:** Assigns responsibilities. Delegates responsibility and empowers others. Removes obstacles. Allows for and contributes needed resources. Coordinates work efforts when necessary. Monitors progress.
8. **Staffing:** Builds a strong team with complementary strengths. Forms the right structures and teams. Demonstrates leadership and holds employees accountable for safe work practices, fair employment practices and State and Federal AA/EEO requirements.
9. **Coaching and Counseling:** Gives timely, specific feedback and helpful coaching. Adapts approach to each individual.

- 10. Employee Development:** Accurately assesses strengths and developmental needs of employees. Provides challenging assignments and opportunities for development.

MANAGING FOR RESULTS

- 11. Quality Focus:** Emphasizes the need to deliver quality services. Defines standards for quality and evaluates processes and services against those standards.
- 12. Planning and Organizing;** Develops short and long range plans that are appropriately comprehensive, realistic and effective in meeting goals. Integrates planning efforts across work units. Handles multiple demands and competing priorities. Manages meetings effectively. Defines and arranges activities in a logical and efficient manner. Effectively uses resources including time, money and materials.
- 13. Customer Service:** Seeks feedback from internal and external customers. Anticipates customer needs and provides quality services to customers. Continuously searches for ways to increase customer satisfaction.
- 14. Program Administration:** Explains relevant human services history, theory, values and ethical considerations. Communicates the mission of the agency and its role in the child and family service system. Clarifies roles and responsibilities of participants in the child welfare system.

LEADING IN THE ORGANIZATION

- 15. Casework Supervision:** Explains and applies relevant federal and state statutes, rules, policies, procedures and current practice standards related to casework. Effectively manages case assignments, case coverage and service delivery to clients via direct caseworker supervision. Models and teaches necessary elements of assessment, decision making, case planning, and case process to staff. Structures supervisory conferences (individual and group) to review and document casework activities and caseworker performance.
- 16. Collaboration:** Builds and maintains effective working relationships with a network of systems. Appreciates the different views, expertise and experience of other individuals and systems. Finds creative and effective ways to advocate for clients and staff. Participates constructively on inter- and intra-agency work groups and activities to clarify and improve system and program functioning and service delivery. Offers support to colleagues. Relates effectively with all levels of administration inside and outside the organization.
- 17. Organizational Leadership:** Applies organization and management development theory; the role of power and authority; the operation of effective organizations and the dynamics of organization change. Develops effective collaboratives both inside and

outside the organization. Demonstrates understanding of current issues that affect the organization.

18. Public/Community Relations: Communicates with the community service network. Presents a positive image to other service providers and to the community at large through use of the media, personal contacts and presentations. Delivers presentations at public/private meetings, conferences and workshops.

COMMUNICATION SKILLS

19. Oral Communications: Speaks clearly and expresses self well in groups and in one-on-one conversations. Demonstrates attention to and conveys understanding of comments and questions of others.

20. Written Communications: Conveys information clearly and effectively through formal and informal documents.