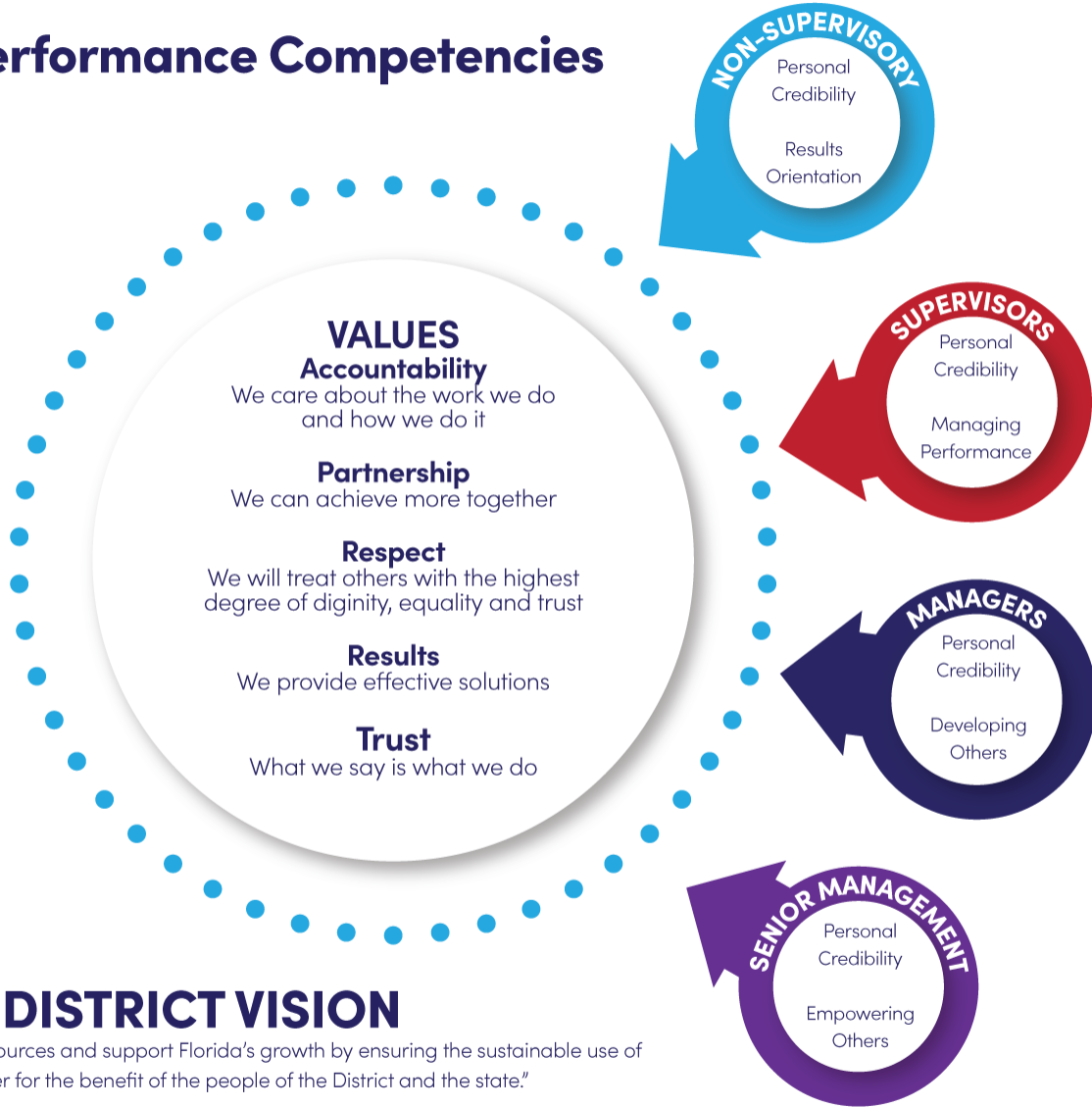


SJRWMD Performance Competencies



DISTRICT VISION

"To protect our natural resources and support Florida's growth by ensuring the sustainable use of Florida's water for the benefit of the people of the District and the state."

1) PERSONAL CREDIBILITY - Demonstrated concern that one be perceived as responsible, reliable, and trustworthy.

- Does what they have committed to do
- Respects the confidentiality of information or concerns shared by others
- Is honest and forthright with people
- Carries their fair share of the workload
- Take responsibility for own mistakes; does not blame others
- Conveys a command of the relevant facts and information

2) RESULTS ORIENTATION - Focusing on the desired end result of one's own or one's units work; setting challenging goals, focusing effort on the goals, and meeting or exceeding them.

- Develops challenging but achievable goals
- Develops clear goals for meetings and projects
- Maintains commitment to goals, in the face of obstacles and frustrations
- Finds or creates ways to measure performance towards established goals
- Has a strong sense of urgency about solving problems and getting work done

Non-Supervisory Competencies

1) PERSONAL CREDIBILITY - Demonstrated concern that one be perceived as responsible, reliable, and trustworthy.

- Does what they have committed to do
- Respects the confidentiality of information or concerns shared by others
- Is honest and forthright with people
- Carries their fair share of the workload
- Take responsibility for own mistakes; does not blame others
- Conveys a command of the relevant facts and information

2) MANAGING PERFORMANCE - Taking responsibility for one's own or one's employees' performance, by setting clear goals and expectations, tracking progress against the goals, ensuring feedback, and addressing performance problems and issues promptly.

- Ensures that employees have clear goals and responsibilities
- Works with employees to set and communicate performance standards that are specific and measurable
- Supports employees in their efforts to achieve job goals
- Keeps informed about employees' programs and performance through both formal and informal methods.
- Provides specific performance feedback, both positive and corrective, as soon as possible after an event
- Deals promptly with performance problems; lets people know what is expected of them and when

Supervisors Competencies

1) PERSONAL CREDIBILITY - Demonstrated concern that one be perceived as responsible, reliable, and trustworthy.

- Does what they have committed to do
- Respects the confidentiality of information or concerns shared by others
- Is honest and forthright with people
- Carries their fair share of the workload
- Take responsibility for own mistakes; does not blame others
- Conveys a command of the relevant facts and information

2) DEVELOPING OTHERS - Willingness to delegate responsibility and to work with others and coach them to develop their capabilities.

- Provides helpful, behaviorally specific feedback to others
- Shares information, advice, and suggestions to help others to be more successful; provides effective coaching
- Gives people assignments that will help develop their abilities
- Regularly meets with employees to review their development progress
- Recognizes and reinforces people's developmental efforts and improvements
- Expresses confidence in others' ability to be successful

Managers Competencies

1) PERSONAL CREDIBILITY - Demonstrated concern that one be perceived as responsible, reliable, and trustworthy.

- Does what they have committed to do
- Respects the confidentiality of information or concerns shared by others
- Is honest and forthright with people
- Carries their fair share of the workload
- Take responsibility for own mistakes; does not blame others
- Conveys a command of the relevant facts and information

2) EMPOWERING OTHERS - Conveying confidence in employees' ability to be successful, especially at challenging new tasks; delegating significant responsibility and authority; allowing employees freedom to decide how they will accomplish their goals and resolve issues.

- Gives staff latitude to make decisions in their own sphere of work
- Is able to let others make decisions, delegates
- Encourages individuals and groups to set their own goals, consistent with business goals
- Expresses confidence in the ability of others to be successful
- Encourages groups to resolve problems on their own; avoids prescribing a solution

Senior Management Competencies