Department of Human Resources
Leadership Competency and Pipeline Alignment

Department of Human Resources (DHR) uses a model of leadership competencies to evaluate managers (regardless of their level) and assess their readiness for assuming the next level. Leadership Pipeline complements *DHR's Leadership Competency*[4] model by providing level-specific performance expectations.

The following table groups *DHR's Leadership Competencies* under the five result areas of Leadership Pipeline.

- Business Results

- Management

- Leadership

- Relationships

- Innovation

---

[4] County of Los Angeles Department of Human Resources – Leadership Development 2017 Guide

Revised: September 10, 2020

PIPELINE AND DHR LEADERSHIP COMPETENCY ALIGNMENT CHART

BUSINESS RESULTS

- **Customer Service** – Balancing interests of a variety of clients, readily readjusts priorities to respond to pressing and changing client demands. Anticipates and meets the need of clients; achieves quality end products; is committed to continuous improvement of services.

- **Financial Management** – Demonstrates broad understanding of principles of financial management and marketing expertise necessary to ensure appropriate funding levels. Prepares, justifies, and/or administers the budget for the program area; uses cost-benefit thinking to set priorities; monitors expenditures in support of programs and policies. Identifies cost-effective approaches. Manages procurement and contracting.

- **Public Service Motivation** – Creates and sustains an organizational culture which encourages others to provide the quality of service essential to high performance. Enables others to acquire the tools and support they need to perform well. Shows a commitment to public service. Influences others toward a spirit of service and meaningful contributions to mission accomplishment.

MANAGEMENT

- **Continual Learning** – Grasps the essence of new information; masters new technical and business knowledge; recognizes his/her strengths and weaknesses; pursues self-development; seeks feedback from others and opportunities to master new knowledge.

- **Flexibility** – Is open to change and new information; adapts behavior and work methods in response to new information, changing conditions, or unexpected obstacles. Adjusts rapidly to new situations warranting attention and resolution.

- **Human Resources Management** – Assesses current and future staffing needs based on organizational goals and budget realities. Using merit principles, ensures staff are appropriately selected, developed, utilized, appraised, and rewarded; takes corrective action.

- **Integrity/Honesty** – Instills mutual trust and confidence; creates a culture that fosters high standards of ethics; behaves in a fair and ethical manner toward others, and demonstrates a sense of corporate responsibility and commitment to public service.

- **Managing Change** – Initiates and guides the planning, implementation, and evaluation of the change process. Creates a comprehensive roadmap prior to implementing a major change initiative. Anticipates and addresses risks and structural, procedural, or social barriers to change. Facilitates buy-in and involvement among appropriate stakeholders, and communicates regularly throughout the change process.

- **Oral Communication** – Makes clear and convincing oral presentations to individuals or groups; listens effectively and clarifies information as needed; facilitates an open exchange of ideas and fosters an atmosphere of open communication.

- **Problem Solving** – Identifies and analyzes problems; distinguishes between relevant and irrelevant information to make logical decisions; provides solutions to individual and organizational problems.

Revised: September 10, 2020

MANAGEMENT (continued)

- **Project Management** – Establishes clear project scope and feasible project timelines. Realistically evaluates costs and availability of necessary resources. Uses appropriate metrics for assessing progress and completion. Clarifies roles and responsibilities and maintains proactive communication with stakeholders.

- **Strategic Thinking** – Formulates effective strategies consistent with the business and competitive strategy of a service organization in a global economy. Examines policy issues and strategic planning with a long-term perspective. Determines objectives and sets priorities; anticipates potential threats or opportunities.

- **Technology Management** – Uses efficient and cost-effective approaches to integrate technology into the workplace and improve program effectiveness. Develops strategies using new technology to enhance decision-making. Understands the impact of technological changes on the organization.

- **Vision** – Takes a long-term view and acts as a catalyst for organizational change; builds a shared vision with others. Influences others to translate vision into action.

- **Written Communication** – Expresses facts and ideas in writing in a clear, convincing and organized manner.

LEADERSHIP

- **Accountability** – Assures that effective controls are developed and maintained to ensure the integrity of the organization. Holds self and others accountable for rules and responsibilities. Can be relied upon to ensure that projects within areas of specific responsibility are completed in a timely manner and within budget. Monitors and evaluates plans; focuses on results and measuring attainment of outcomes.

- **Conflict Management** – Identifies and takes steps to prevent potential situations that could result in unpleasant confrontations. Manages and resolves conflicts and disagreements in a positive and constructive manner to minimize negative impact.

- **Data Fluency** – Identifies appropriate data needed to address a problem. Ensures data is accurate, reliable, timely, and comprehensive. Leverages available data to guide decision making. Identifies patterns, trends, and their implications. Facilitates the collection of data to measure the effectiveness of processes, products, or services.

- **Decisiveness** – Exercises good judgment by making sound and well informed decisions; perceives the impact and implications of decisions; makes effective and timely decisions, even when data is limited or solutions produce unpleasant consequences; is proactive and achievement oriented.

- **Leveraging Diversity** – Values cultural diversity and other individual differences in the workforce. Ensures that the organization builds on these differences and that employees are treated in a fair and equitable manner.

- **Professional Expertise** – Understands and appropriately applies procedures, requirements, regulations, and policies related to specialized expertise.

- **Resilience** – Deals effectively with pressure; maintains focus and intensity and remains optimistic and persistent, even under adversity. Recovers quickly from setbacks.

Revised: September 10, 2020

RELATIONSHIPS

- **Customer Service** – Balancing interests of a variety of clients, readily readjusts priorities to respond to pressing and changing client demands. Anticipates and meets the need of clients; achieves quality end products; is committed to continuous improvement of services.

- **External Awareness** – Identifies and keeps up to date on key national and international policies and economic, political, and social trends that affect the organization. Understands near-term and long-range plans and determines how best to be positioned to deliver highly effective programs and services to meet the needs of the public.

- **Influencing/Negotiating** – Persuades others; builds consensus through give and take; gains cooperation from others to obtain information and accomplish goals; facilitates "win-win" situations.

- **Interpersonal Skills** – Considers and responds appropriately to the needs, feelings, and capabilities of different people in different situations; is tactful, compassionate and sensitive, and treats others with respect.

- **Partnering** – Develops networks and builds alliances, engages in cross-functional activities; collaborates across boundaries, and finds common ground with a widening range of stakeholders. Utilizes contacts to build and strengthen internal support bases.

- **Political Savvy** – Identifies the internal and external politics that impact the work of the organization. Approaches each problem situation with a clear perception of organizational and political reality; recognizes the impact of alternative courses of action.

- **Team Building** – Inspires, motivates, and guides others toward goal accomplishments. Consistently develops and sustains cooperative working relationships. Encourages and facilitates cooperation within the organization and with customer groups; fosters commitment, team spirit, pride, trust. Develops leadership in others through coaching, mentoring, rewarding, and guiding employees.

INNOVATION

- **Creativity/Innovation** – Develops new insights into situations and applies innovative solutions to make organizational improvements; creates a work environment that encourages creative thinking and innovation; designs and implements new or cutting-edge programs/processes.

- **Entrepreneurship** – Identifies opportunities to develop and market new products and services within or outside of the organization. Is willing to take risks; initiates actions that involve a deliberate risk to achieve a recognized benefit or advantage.

- **Managing Change** – Initiates and guides the planning, implementation, and evaluation of the change process. Creates a comprehensive roadmap prior to implementing a major change initiative. Anticipates and addresses risks and structural, procedural, or social barriers to change. Facilitates buy-in and involvement among appropriate stakeholders, and communicates regularly throughout the change process.