



## City of Santa Maria MIDDLE MANAGER

### CORE COMPETENCIES:

Incumbents should have a solid foundation of Individual Contributor and Front-Line Supervisor core competencies identified by the organization, as well as the following core competencies identified as essential for Middle Manager:

- [Talent Development](#) - Effective performers keep a continual eye on the talent pool, monitoring skills and needs of all team members. They expand the skills of staff through training, coaching, and development activities related to current and future jobs. They evaluate and articulate present performance and future potential to create opportunities for better use of staff abilities. They identify developmental needs, and assist individuals in developing plans to improve themselves. They stay proficient in appropriate talent management processes, and including best practices for prospecting, recruiting, selection, orientation, and succession management.
- [Organizing & Planning](#) - Effective performers have strong organizing and planning skills that allow them to be highly productive and efficient. They manage their time wisely, and effectively prioritize multiple competing tasks. They plan, organize, and actively manage meetings for maximum productivity.
- [Organization Knowledge](#) - Effective performers understand the workings of the city organization. Specifically, they understand the formal and informal policies and structures that govern city operations, and know the essential technologies at the heart of the organization. They know "how the place works."
- [Relationship Building](#) - Effective performers understand that a primary factor in success is establishing and maintaining productive relationships. They like interacting with people and are good at it. They devote appropriate time and energy to establishing and maintaining networks. They initiate contacts readily and maintain them over time. They are able to utilize relationships to facilitate effective outcomes.
- [Results Orientation](#) - Effective performers maintain appropriate focus on outcomes and accomplishments. They are motivated by achievement, and persist until the goal is reached. They convey a sense of urgency to make things happen. They respect the need to balance short- and long-term goals. They are driven by a need for closure.
- [Industry Knowledge](#) - Effective performers understand the general workings of the local government industry within which the organization functions. They monitor activities and trends within their functional area of expertise and maintain a current knowledge base through training, best practices and participation in professional associations. They use this knowledge to further the organization's goals.
- [Written Communication](#) - Effective performers write clearly and concisely, composing informative and convincing memos, e-mails, letters, reports, and other documents. Regardless of the format, they are able to use the written language to convey both substance and intent with simplicity, accuracy, and clarity.
- [Financial Acumen](#) - Effective performers understand the financial framework of the organization. They are cost conscious and fiscally responsible stewards of public funds. They establish and monitor appropriate financial measures (e.g., annual budget development, revenue projections, cost recovery measures, bond financing, etc.). They interpret and use financial data to make informed organizational decisions.



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- [Change Agility](#) - Effective performers are adaptable. They value progressiveness, creativity and support an orientation for change. They embrace needed change and modify their behavior when appropriate to achieve organizational objectives. They are effective in the face of ambiguity. They understand and use change management techniques to help ensure smooth transitions.
- [Technology Savvy](#) - Effective performers use technology to be successful in their organizational role. They value technology and understand the necessity of leveraging it to stay productive. They are proactive in investigating and adopting cutting edge technologies to achieve efficiency.