

## CHHS Leadership Competency Model

(Created August 2006)

The CHHS Leadership Competency Model defines 24 competencies considered essential for effective performance at middle and senior CHHS leadership levels. These competencies describe both *what* the most successful CHHS leaders do (e.g., plan and execute, solve problems, and make decisions) and *how* they do it (e.g., through the use of flexibility and interpersonal skills). These competencies are clustered under these six CHHS leadership focus areas:

- 1. Personal Leadership Focus:** CHHS leaders embrace their role and continuously model the behaviors, traits, values and characteristics of a successful leader. Competencies in this category include the ability to set a positive example, embrace a visionary role, be flexible in response to constant change, invest in self-development, and manage his or her time effectively.
- 2. Communication Focus:** CHHS leaders use interpersonal, networking and conflict resolution skills to effectively relate to others with empathy and mutual respect. CHHS leaders also prepare well for influencing opportunities, individuals or groups. The best CHHS leaders can anticipate audience needs and clearly speak to and negotiate issues, both face-to-face and in writing.
- 3. Teamwork Focus:** CHHS leaders effectively guide and coach the work of individuals or teams with whom they work, challenging individuals to achieve their best while encouraging cooperation and collective problem solving. CHHS leaders are highly proficient in all facets of human resource management including recruitment, performance management (from recognition to discipline) and retention to succession planning for the future.
- 4. Knowledge Base Focus:** CHHS leaders see the “bigger picture” based on their knowledge of the political, social, technological and governmental environments that impact CHHS policy and programs. CHHS leaders ensure that evolving technologies are constantly applied within CHHS and that critical CHHS institutional knowledge is effectively managed and preserved for future organizational use.

- 5. Decision Making Focus:** CHHS leaders possess critical thinking and creative problem solving skills as well as the ability to strategically plan and proactively execute high quality business projects for results. CHHS leaders also have the ability to champion change and the risk taking necessary to achieve innovation among individuals and teams. This includes being a determined advocate for and manager of program budgets that reflect our strategic priorities.
  
- 6. Customer Focus:** CHHS leaders accurately identify their work unit's customers and stakeholders, model and convey the importance of customer service, and ensure ongoing process measurement and improvement so that customers' expectations are met or exceeded.

*Customers and stakeholders include the Directorate/Agency, Control Agencies, the Legislative Branch, claimants, consumers, advocates, federal or other governmental entities.*

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The following represents an “At a Glance” view of the CHHS Leadership Competency Model.



