

Core Competency Statements for Selected State Departments of Transportation

MINNESOTA DEPARTMENT OF TRANSPORTATION'S INDIVIDUAL CORE COMPETENCIES

(Asterisked items apply to managers and supervisors)

Leadership

- Build constructive relationships.
- Take calculated risks.
- Act decisively in a crisis.
- Communicate clearly and effectively.
- Take actions to improve practices and procedures.
- Sought out by others for counsel and advice.

Learning/strategic systems thinking

- Take responsibility for continued improvement and learning.
- Acquire new skills and competencies that benefit the agency.
- Appreciate mission of individual work units and how units are part of the whole operation.
- Consider all transportation forms when planning and problem solving.*

- Seek information from multiple sources.*
- Share ideas and information with others.*

Quality management

- Identify and respond to customer needs.
- Organize activities for efficient work flow.
- Recommend improvements to processes and procedures.
- Use assessment measures and be able to explain how they benefit customers.
- Recognize when “good enough” is good enough and when it is not.

Organizational knowledge

- Know how the agency is organized.
- Know major products and services.
- Work through formal channels and informal networks.
- Understand and act in accordance with policies, practices, and procedures.
- Understand that the department operates in a political environment.
- Support organizational changes.

People management

- Responsible for personal behavior.
- Participate in performance review discussions.
- Work effectively with culturally diverse workforce.
- Treat others with dignity and respect.
- Possess conflict management skills.
- Regularly review performance with employees.*

- Delegate both routine and important tasks and decisions.*
- Support achievement of individual career goals.
- Seek development opportunities for employees.*
- Hold employees accountable and take necessary corrective action.*

Technical knowledge

- Possess necessary job skills and knowledge.
- Provide technical assistance as needed.
- Understand relevance of historical perspectives.
- Acquire knowledge of emerging technologies.
- Be aware of financial and budget information.

FLORIDA DEPARTMENT OF TRANSPORTATION LEADERSHIP CORE COMPETENCIES

- *Leading people* encompasses team building, cultural awareness, integrity/honesty, conflict management.
- *Leading change* requires the ability to develop and implement an organizational vision and to incorporate that vision into the state's transportation goals and the department's core values. Inherent in this ability is balancing change with stability and continuity while striving to improve customer service within the basic government framework. It also involves the ability to foster a work environment that encourages creative thinking and the ability to maintain focus, intensity, and persistence, even under adversity and in the face of specific as well as institutional resistance to change.
- *Communicating and building coalitions* involves the ability to explain and advocate facts and ideas in a convincing manner while communicating and negotiating with individuals and groups. It also includes the ability to develop a professional network with other organiza-

tions and individuals to assist in solving issues and identifying the internal and external forces that affect the work of the organization.

- *Business judgment* involves applying principles of management generally used in the private sector to manage a public-sector operation. The public-sector leader must be able to manage and apply financial, human resource, and technology management to accomplish the organization's mission. The bottom line of this core qualification is effective and efficient decision making.
- *Results driven* stresses accountability and continuous improvement. It includes the ability to make timely and effective decisions and produce results through strategic planning and the implementation and evaluation of programs and policies.

WISCONSIN DEPARTMENT OF TRANSPORTATION CORE COMPETENCIES

Leadership in the protection of public interests and stewardship of public resources

- Anticipate changing and emerging transportation needs.
- Implement sound public policies through programs and projects.
- Provide safe mobility with minimum waste, expense, and unnecessary effort.

Management of transportation project delivery: Apply project management skills; engineering and environmental expertise; technology; knowledge of local and regional transportation system conditions, needs, and plans; and knowledge of public transportation policies to transportation projects.

Management of transportation system performance

- Set and fulfill priorities for overall maintenance and operation requirements.

- Respond to concerns, complaints, and emergencies.
- Incorporate maintenance and operation information into improvement programs and projects.

Public and local interactions

- Ensure communication with other agencies, local governments, citizens, and industries.
- Coordinate local and regional needs with transportation system planning, programming, development, and project implementation.

Information management

- Maintain and access reliable information on system plans, programs, and operation requirements.
- Integrate relevant local and regional information across all phases of project planning and implementation.