

# LEVELING UP: COMPONENTS

## Interpersonal Skills

<p><b>ACCOUNTABILITY</b></p>	<ul style="list-style-type: none"> <li>• Holds himself/herself and other people accountable to standards of performance by providing task clarity, setting limits or boundaries, communicating clear standards for high performance, and taking corrective measures to ensure compliance.</li> <li>• Monitors and evaluates plans while focusing on results and measuring attainment of outcomes.</li> <li>• Establishes accountability benchmarks.</li> </ul>
<p><b>ADVOCACY</b></p>	<ul style="list-style-type: none"> <li>• Builds and maintains trust relationships with staff, individuals<sup>1</sup> and their family/support networks. Seeks and acts on satisfaction feedback from employees, individuals and family/support networks. Implements and evaluates improvements for individuals.</li> <li>• Uses connections to and knowledge of frontline staff, as well as an understanding of the organization’s “on the ground” needs, to communicate with upper management and influence regulations and policies that impact the organization.</li> </ul>
<p><b>COMMUNICATION</b></p>	<ul style="list-style-type: none"> <li>• Understands and adapts communication to the audience. Practices focused and active listening by recognizing and responding to the feelings and concerns of others.</li> <li>• Keeps people informed.</li> <li>• Demonstrates a range of effective communication skills to establish supportive and collaborative relationships with staff, individuals and their family/support networks. Uses verbal, nonverbal and written communication, including emails and text messages.</li> </ul>
<p><b>CULTURAL COMPETENCY</b></p>	<ul style="list-style-type: none"> <li>• Values diversity, equity and inclusion.</li> <li>• Is sensitive to and understands individuals, family/support networks and staff with diverse backgrounds and characteristics.</li> <li>• Helps staff understand and respond to the culture of the individuals and their family/support networks.</li> </ul>
<p><b>EDUCATION, TRAINING AND SELF-DEVELOPMENT</b></p>	<ul style="list-style-type: none"> <li>• Identifies and seeks opportunities for professional development based on his/her personal strengths and needs, the impact that he/she has on others, and emerging evidence-based practices.</li> </ul>
<p><b>INITIATIVE</b></p>	<ul style="list-style-type: none"> <li>• Intentionally and regularly scans the environment to identify a problem, obstacle or opportunity.</li> <li>• Takes action to address current and future problems or opportunities.</li> <li>• Trusts his/her capability and judgment to accomplish a task. Selects an effective approach to a task or problem. Takes on challenges.</li> <li>• Applies critical-thinking skills to solve problems by generating, evaluating and implementing solutions and resolving conflicts. Practices innovative thinking.</li> </ul>
<p><b>LEADERSHIP</b></p>	<ul style="list-style-type: none"> <li>• Models, advocates, communicates and leads the creation of interdepartmental systems, processes and programs, all within the focus of organizational mission and vision, to improve quality of care and life for individuals and to improve the workplace environment for staff.</li> <li>• Manages laterally as well as up-and-down.</li> </ul>
<p><b>TEAMWORK</b></p>	<ul style="list-style-type: none"> <li>• Helps staff teams increase their capabilities, maximize their potential and recognize their options.</li> <li>• Models and encourages departments to work cooperatively to care for individuals and their family/support networks, and improve the organization.</li> </ul>

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## Operational & Financial Skills

<b>INFORMATION TECHNOLOGY</b>	<ul style="list-style-type: none"> <li>• Understands the role that administrative and clinical information technology and decision-support tools can play in facilitating process and performance improvement. Knows the benefits and responsibilities associated with using these technologies.</li> </ul>
<b>ORGANIZATIONAL AWARENESS &amp; PRACTICE</b>	<ul style="list-style-type: none"> <li>• Understands the organizational dynamics, formal and informal decision-making structures, and power relationships in the organization and in the field of long-term services and supports.</li> <li>• Communicates to staff, and puts into action, the organization's mission and vision.</li> </ul>
<b>PERFORMANCE IMPROVEMENT</b>	<ul style="list-style-type: none"> <li>• Understands the organizational dynamics, formal and informal decision-making structures, and power relationships in the organization and in the field of long-term services and supports.</li> <li>• Communicates to staff, and puts into action, the organization's mission and vision.</li> </ul>
<b>PROFESSIONALISM AND ETHICS</b>	<ul style="list-style-type: none"> <li>• Demonstrates professional standards and codes of ethical behavior and social accountability.</li> </ul>
<b>UNDERSTANDING CONSUMERS AND SUPPORTS</b>	<ul style="list-style-type: none"> <li>• Understands the purposes and goals of long-term services and supports (LTSS) and how LTSS can enhance the health, well-being, and independence of the individual<sup>2</sup> while supporting the family/ support network.</li> </ul>
<b>FINANCIAL SKILLS</b>	<ul style="list-style-type: none"> <li>• Maximizes available resources and finances by gathering budget-related information, managing resources, and monitoring revenues and expenses.</li> </ul>
<b>STANDARDS AND REGULATIONS</b>	<ul style="list-style-type: none"> <li>• Implements federal, state and local standards and regulations for long-term services and supports.</li> <li>• Educates staff about processes that are dictated by standards and regulations.</li> <li>• Institutes proactive strategies to meet and exceed standards.</li> <li>• Ensures that ongoing compliance standards are met.</li> </ul>

## Professional Skills

<b>Human Resources Management</b>	<ul style="list-style-type: none"> <li>• Develops, implements and evaluates strategies to recruit and retain staff and volunteers/interns, where appropriate, by aligning the organization's mission, vision and values with the department's short- and long-term goals.</li> </ul> <p>Complies with legal and regulatory requirements, and ensures worker safety.</p> <ul style="list-style-type: none"> <li>• Optimizes the performance of the workforce by effectively managing himself/herself, the work and the team. Successfully collaborates with other people and groups.</li> </ul>
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