

CHIEF OF LEGAL RESEARCH COMPETENCIES

Strategic Plan Key Philosophical Values:

FAIRNESS & IMPARTIALITY – We will interpret and apply the rule of law in a manner that is unbiased and that provides equal protection to all who seek our services.

RESPECT – We will encourage respect for the law, the administration of justice, and the people we interact and work with each day. We will promote and exemplify high standards of cooperation and courtesy to those within and outside the Unified Judicial System (UJS).

COMPETENCY – We will continue to develop our technical and academic knowledge. We will strive for a standard of excellence in all we do through accurate, timely, reliable, consistent, and efficient performance.

JUDICIAL INDEPENDENCE – We will uphold the principle that our courts should not be subject to improper influence from the other branches of government, or from private or partisan interests.

INTEGRITY – We will conduct business in accordance with the highest ethical and legal standards. We will strive to maintain a reputation of honesty, reliability, and trustworthiness in all our activities.

SERVICE – We will provide equal access to the judicial process, to anyone who needs our services. We will offer assistance, act with sincerity in our activities, and encourage cooperative efforts to achieve our mission.

Competencies:

PROFESSIONALISM – Is truthful and dependable, accepts responsibility for actions, maintains confidentiality, acts respectfully towards others, and demonstrates commitment to the organization.

- a) **Integrity** – Is truthful, treats others fairly, and firmly adheres to ethical principles.
- b) **Responsibility** – Accepts responsibility for own actions and for achieving expected results.
- c) **Attendance** – Is punctual and maintains a responsible work record.
- d) **Dependability** – Follows through on duties and commitments, and completes work on time.
- e) **Confidentiality** – Protects confidential information and maintains professional boundaries.
- f) **Commitment** – Demonstrates commitment to the organization and the profession.
- g) **Respect** – Respects, cooperates, and communicates openly with coworkers; follows supervisor's requests; and complies with policies and procedures.
- h) **Ethical** – Demonstrates ethical resolve and confronts unethical behavior in others.
- i) **Honest** – Serves as a role model for honesty and encourages honesty in others.
- j) **Credible** – Is recognized as knowledgeable in area of expertise and keeps current with developments in area of expertise.

COMMUNICATION – Listens attentively to others and clearly conveys information and ideas.

- a) **Writes effectively** – Writes in a clear, organized, and engaging manner for the intended audience.
- b) **Speaks effectively** – Speaks clearly and concisely, and engages others in conversations.
- c) **Listens attentively** – Listens attentively to others without interrupting and conveys understanding.

- d) **Delivers effective presentations** – Develops and delivers presentations that are impactful or persuasive with their intended audience.
- e) **Keeps others informed** – Passes on appropriate information in a timely manner to others who should be kept informed.

CUSTOMER SERVICE – Treats internal and external customers courteously and is responsive to their needs.

- a) **Identifies needs** – Talks to customers and listens to them to identify their needs or concerns.
- b) **Addresses needs** – Responds promptly to customers' needs or requests.
- c) **Acts courteously** – Provides courteous and professional customer service at all times.
- d) **Follows-up with customers** – Follows up with customers to ensure needs are met and to identify opportunities for improvement.

ADAPTABILITY – Adjusts effectively to changing, new, or different situations at work.

- a) **Accepts change** – Accepts changes in duties or the work environment and tries to understand the full impact of change in order to effectively adapt to it.
- b) **Modifies behavior** – Readily modifies behavior or tactics in response to changes at work.
- c) **Views change positively** – Reacts positively to change, focuses on the beneficial aspects of change, and speaks positively about it to others.

ASSERTIVENESS – Demonstrates self-confidence and takes bold action when needed.

- a) **Demonstrates self-confidence** – Demonstrates confidence in own ability and judgment.
- b) **Asserts self** – Confronts issues directly and shares viewpoints openly with others.
- c) **Works independently** – Completes duties without being overly reliant upon others for direction or support.

COMPOSURE – Remains focused in stressful situations and keeps emotions under control at all times.

- a) **Demonstrates self-control** – Restrains emotional impulses when provoked or when faced with opposition or hostility.
- b) **Tolerates stress** – Thinks clearly and acts calmly during crises and stressful situations.
- c) **Calms others** – Stays positive and calms others during crises and stressful situations.

INFLUENCE – Persuades others to support an idea or take a desired action.

- a) **Adjusts personal approach** – Gains an understanding of the audience that one is attempting to influence, and uses that knowledge to adapt one's influence strategies.
- b) **Obtains buy-in** – Establishes credibility and gains support for and commitment to ideas.
- c) **Inspires action** – Communicates a sound rationale and presents compelling information to motivate others to take action.

INITIATIVE – Displays a high level of effort and commitment towards completing assignments and goals.

- a) **Works diligently** – Maintains a consistent, high level of productivity.

- b) **Perseveres** – Persists when facing unexpected obstacles or setbacks.
- c) **Initiates work** – Independently identifies what needs to be done and does it.
- d) **Makes improvements** – Proactively identifies areas to improve and recommends changes.
- e) **Achieves goals** – Exerts a high level of effort and commitment towards achieving goals.

ORGANIZATIONAL AWARENESS – Understands the culture, issues, constraints, and power relationships within the UJS and judicial branch and uses this knowledge to get things done quickly and effectively.

- a) **Maintains internal awareness** – Understands the UJS's history, ongoing issues, and unspoken constraints and takes them into account before taking action.
- b) **Understands relationships** – Recognizes the UJS's power relationships and alliances/rivalries, and effectively uses that knowledge to get things done.
- c) **Maintains external awareness** – Maintains awareness of external issues and events and their potential impact on the UJS.

LEADS AND SUPPORTS ORGANIZATIONAL CHANGE – Proactively and successfully brings about needed change in the UJS.

- a) **Identifies when and where change is needed and recognizes opportunities for improvement** – Examines and considers changing customer needs, predicted trends, and other factors impacting the UJS goals to identify opportunities and when and where change is needed.
- b) **Addresses resistance to change** – Actively works with individuals to overcome resistance to change through communication and confirming understanding of change initiatives and their impact.
- c) **Develops a culture of open and ongoing receptivity to change and continuous improvement** – Encourages individuals to challenge the status quo, question established work processes or assumptions, and develop solutions to new and/or recurring problems.
- d) **Uses open communication strategically to implement and gain commitment to change** – Builds commitment to change by openly communicating and explaining the need for change and how it is linked to the UJS's goals.

URNS VISION INTO STRATEGY – Thinks and acts strategically to ensure the UJS moves towards its mission and vision.

- a) **Understands the UJS vision and strategic goals** – Comprehends goals set by the Supreme Court, Presiding Judge, and State Court Administrator and prioritizes work in alignment with set strategies, objectives, or goals.
- b) **Translates the UJS mission into actionable and meaningful goals for others** – Clearly conveys strategy, plans, information, and ideas to staff in a manner that engages, motivates, and helps them understand their role in implementing the strategy and achieving goals.
- c) **Aligns systems and processes** – Identifies and aligns systems and processes to support implementation of specific strategies.
- d) **Balances the short-term and long-term needs of the UJS** – Understands and communicates the short-term needs and aligns them with long-term needs and opportunities.

- e) **Adjusts strategic direction and policy in response to critical new information** – Deals with emerging issues and business trends, and adapts as a result of strategic changes and prepares and evaluates contingency plans for problems that may occur.

BUILDS COMPETENCE – Fosters continuous learning and self-development and ensures employees have the tools and training to do their jobs.

- a) **Formally and informally develops self and others** – Provides challenging stretch assignments and makes time available to establish and discuss developmental plans and opportunities with individuals.
- b) **Provides feedback to encourage development** – Provides individualized suggestions for improvement and tactfully dispenses direct and actionable feedback without being intimidating.
- c) **Provides long-term coaching or training to build competence** – Systematically creates a solid talent pool for the UJS by creating an environment of continuous learning and a long-term plan for the development of employees' skills, abilities, and competencies.

INSPIRES HIGH PERFORMANCE – Empowers staff and motivates them to achieve or exceed their goals.

- a) **Establishes and communicates role responsibilities and clear performance expectations for staff** – Clearly identifies and communicates position responsibilities and performance expectations to individuals.
- b) **Motivates others to provide the quality of service that is essential to high performance** – Motivates staff to provide high quality service to internal and external customers through leading by example.
- c) **Addresses staff needs and provides support, feedback, and guidance** – Pays attention to the needs of individuals and provides training, feedback, and guidance to individuals to support success.
- d) **Monitors progress toward goals and objectively evaluates performance** – Monitors individual progress towards UJS and personal development goals and accurately and objectively assesses and evaluates performance.

ENGAGING OTHERS – Engages staff by establishing an environment that is supportive, participative, and empowering.

- a) **Shows concern for staff** – Builds trust-based relationships with staff and shows genuine concern for their well-being.
- b) **Motivates & recognizes others** – Inspires staff to do their best work, recognizes their achievements, and expresses appreciation for their efforts.
- c) **Promotes participation & collaboration** – Seeks input from staff and involves them in decision making when appropriate; and promotes teamwork and collaboration.
- d) **Ensures job-person fit** – Matches staff work performance and skill sets with work assignments where they will be most productive.
- e) **Empowers others** – Allocates decision-making authority and/or task responsibility to appropriate staff members to support their growth while maximizing organizational effectiveness.