

Complete List of Government Manager Competencies

Government Competencies	Manager
1. Integrity	<i>M</i> = 4.85 <i>SD</i> = .38
2. Ethical behavior	<i>M</i> = 4.77 <i>SD</i> = .44
3. Problem solving	<i>M</i> = 4.69 <i>SD</i> = .48
4. Critical thinking	<i>M</i> = 4.62 <i>SD</i> = .51
5. Communication: Written	<i>M</i> = 4.54 <i>SD</i> = .52
6. Decision making	<i>M</i> = 4.46 <i>SD</i> = .52
7. Communication: Verbal	<i>M</i> = 4.31 <i>SD</i> = .63
8. Results driven	<i>M</i> = 4.31 <i>SD</i> = .63
9. Interpersonal skills	<i>M</i> = 4.23 <i>SD</i> = .60
10. Time management	<i>M</i> = 4.23 <i>SD</i> = .60
11. Customer service	<i>M</i> = 4.23 <i>SD</i> = .83
12. Independence	<i>M</i> = 4.17 <i>SD</i> = .58
13. Attention to detail	<i>M</i> = 4.15 <i>SD</i> = .80
14. Presentation skills	<i>M</i> = 4.15 <i>SD</i> = .56
15. Listening skills	<i>M</i> = 4.08 <i>SD</i> = .64
16. Flexibility	<i>M</i> = 4.08 <i>SD</i> = .49
17. Influencing others	<i>M</i> = 4.08 <i>SD</i> = .28
18. Organization skills	<i>M</i> = 4.08 <i>SD</i> = .49

19. Strategic thinking	<i>M</i> = 4.08 <i>SD</i> = .76
20. Knowledge of test theory as it pertains to personnel testing	<i>M</i> = 4.00 <i>SD</i> = 1.00
21. Knowledge of principles, procedures, and techniques for test validation	<i>M</i> = 3.92 <i>SD</i> = 1.23
22. Teamwork	<i>M</i> = 3.85 <i>SD</i> = .80
23. Mentoring	<i>M</i> = 3.83 <i>SD</i> = .72
24. Data analysis	<i>M</i> = 3.77 <i>SD</i> = .93
25. Continuous learning	<i>M</i> = 3.77 <i>SD</i> = .60
26. Knowledge of Federal guidelines on employee selection	<i>M</i> = 3.77 <i>SD</i> = 1.09
27. Political savvy	<i>M</i> = 3.69 <i>SD</i> = .63
28. Organization	<i>M</i> = 3.69 <i>SD</i> = .48
29. Leadership	<i>M</i> = 3.69 <i>SD</i> = .63
30. Strategic leadership	<i>M</i> = 3.69 <i>SD</i> = .95
31. Creativity	<i>M</i> = 3.62 <i>SD</i> = .65
32. Knowledge of internal workings of the State or Federal government	<i>M</i> = 3.54 <i>SD</i> = 1.20
33. Risk management	<i>M</i> = 3.54 <i>SD</i> = .66
34. Networking	<i>M</i> = 3.46 <i>SD</i> = .97
35. Knowledge of various tests and measurements available for selection	<i>M</i> = 3.46 <i>SD</i> = 1.33
36. Conflict management	<i>M</i> = 3.46 <i>SD</i> = .66
37. Stress management	<i>M</i> = 3.31 <i>SD</i> = .63
38. Business acumen	<i>M</i> = 3.31 <i>SD</i> = 1.03

39. Empathy	<i>M</i> = 3.31 <i>SD</i> = .75
40. Financial Accountability	<i>M</i> = 3.31 <i>SD</i> = 1.32
41. Workforce planning	<i>M</i> = 3.09 <i>SD</i> = .86
42. Financial acumen	<i>M</i> = 3.00 <i>SD</i> = 1.00
43. Succession planning	<i>M</i> = 3.00 <i>SD</i> = .82

Note: Means and standard deviation reported for all competencies of Manager ($n = 2 - 3$) within Government.