Elizabeth Glaser Pediatric AIDS Foundation

Until no child has AIDS.

Leadership Competencies

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Values and Competencies

Develop and support our staff to enhance productivity: Our success depends on our greatest asset, our staff, and ensuring they work in a nurturing and productive environment where they can acquire and retain the right balance of skills, expertise, and empowerment needed to accomplish our objectives. Therefore, we actively foster enhanced productivity and learning through ongoing staff development via knowledge sharing, training, skills-building processes, and access to relevant tools to efficiently fulfill their roles.

Leadership can be demonstrated at any level.

Value: Values identify the beliefs or ideals shared by everyone in the organization. Whether they are organizational or personal, our values define the things we believe are important, meaningful, and right.
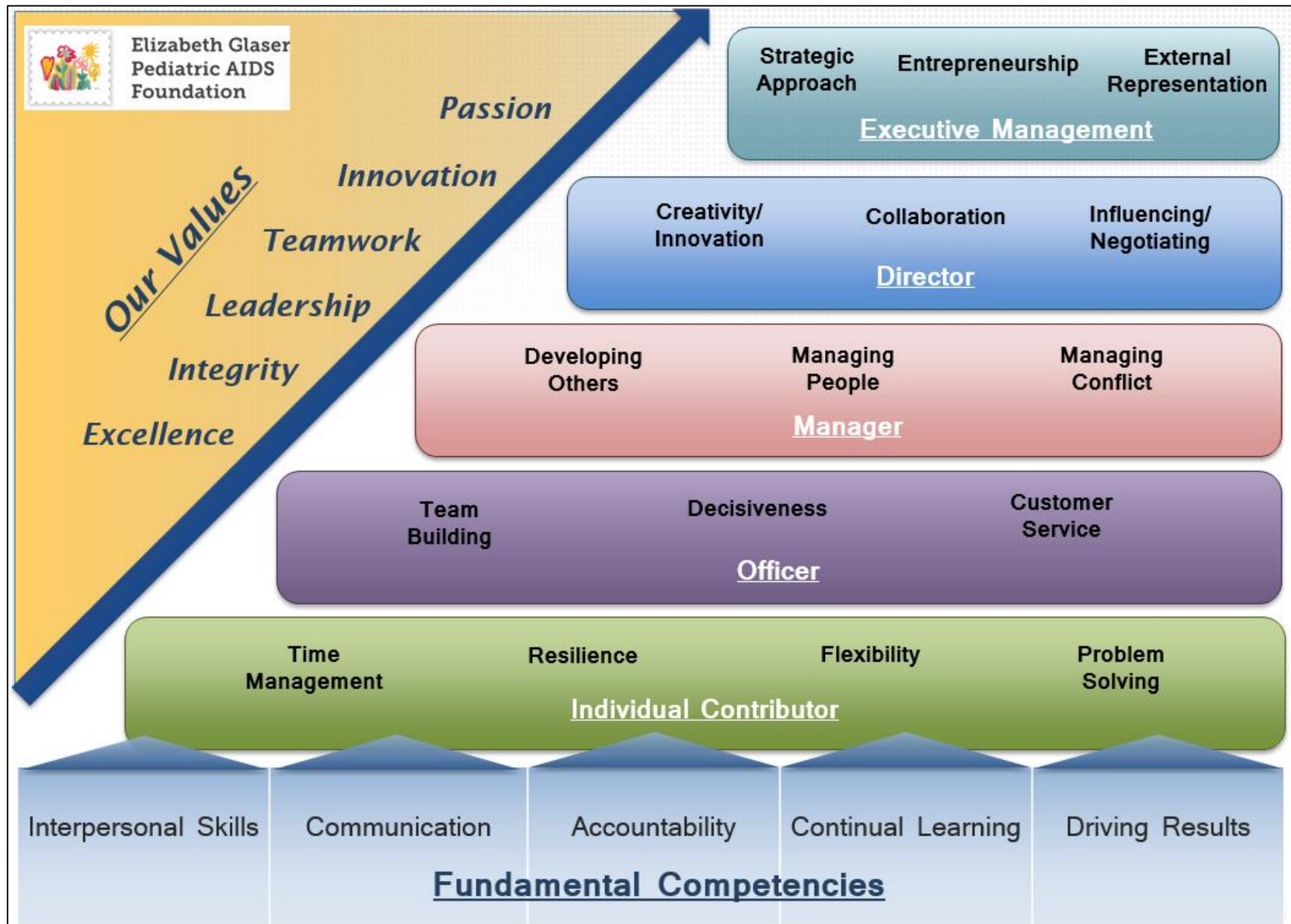

Competency: Competencies identify the observable behaviors that successful performers demonstrate on the job. Those behaviors are the result of various abilities, skills, knowledge, motivations, and traits an employee may possess.

Fundamental Competencies: Fundamental competencies are a specific type of competency. They identify the key values and strengths shared by everyone in the organization, regardless of the job they perform. Supporting those shared fundamental competencies enable an organization to differentiate itself in a competitive marketplace and define the behaviors that support those differentiators.

While values and competencies have areas of overlap, there is a key difference between them:

Values are intangible. They are based on feelings, perceptions, preferences, and priorities—an internal code that influences how we experience and interpret the world. *Competencies* are tangible. They define on-the-job behaviors that can be objectively observed and measured by the people around us. *(Source: HRSG (Human Resources Systems Group), Canada, www.hrsg.ca)*

Elizabeth Glaser Pediatric AIDS Foundation

Our Values

Passion
Innovation
Teamwork
Leadership
Integrity
Excellence

Executive Management
- Strategic Approach
- Entrepreneurship
- External Representation

Director
- Creativity/ Innovation
- Collaboration
- Influencing/ Negotiating

Manager
- Developing Others
- Managing People
- Managing Conflict

Officer
- Team Building
- Decisiveness
- Customer Service

Individual Contributor
- Time Management
- Resilience
- Flexibility
- Problem Solving

Fundamental Competencies
- Interpersonal Skills
- Communication
- Accountability
- Continual Learning
- Driving Results

Fundamental Competencies

Accountability
Takes ownership of work responsibilities and holds high standards. Keeps commitments and takes appropriate actions to ensure obligations are met. Pursues efficiency and effectiveness and adheres to Foundation policies and procedures.

Interpersonal Skills
Treats others with courtesy, sensitivity, and respect. Considers and responds appropriately to the needs and feelings of different people in different situations. Adheres to Foundation philosophies on culture, diversity, and inclusiveness.

Communication
Makes clear, persuasive oral presentations. Listens effectively and clarifies information as needed. Writes in a clear, concise, organized, and convincing manner for the intended audience. Keeps employees and colleagues apprised with relevant information.

Continual Learning
Assesses and recognizes own strengths and weaknesses; pursues professional development that is aligned with organizational role, contribution, and goals. Proactively shares knowledge with others to foster learning across the Foundation.

Driving Results
Takes responsibility for own performance and maximizes contribution. Exercises initiative and proactively seeks solutions. Models high performance and produces timely, high-quality results. Works collaboratively and supports others for overall success.

Proficiency Levels

Proficiency is the mastery of a specific competency or behavior that is demonstrated consistently in one's performance and measured against established standards.

Developing	• Applies the competency in somewhat difficult situations. • Requires frequent guidance.
Proficient	• Applies the competency in difficult situations. • Requires occasional guidance.
Advanced	• Applies the competency in exceptionally difficult situations. • Serves as a key resources and advises others.

Competencies by Position Level

Competency Level	Position Titles Represented
Individual Contributor *Owns role and exhibits technical proficiency.*	Entry Level Administrative Support Coordinator Sr. Coordinator
Officer *Models excellence and advances team performance.*	Associate Officer Officer Sr. Officer
Manager *Shapes the department/team strategy into operational achievement.*	Advisor Manager Sr. Manager
Director *Drives results and organizational performance.*	Associate Director Director
Executive Management *Establishes EGPAF vision and creates organizational framework for success.*	Country Director Sr. Director Vice President Executive VP, COO, CEO

Tactical

Strategic
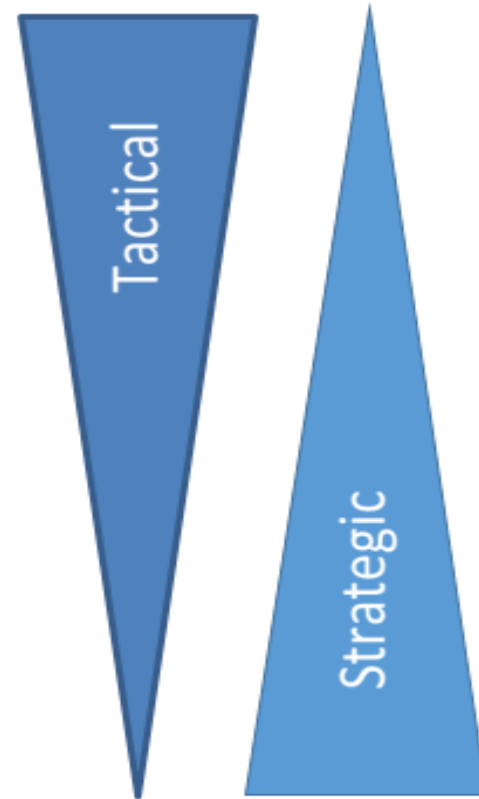
Individual Contributor

Problem Solving

Uses critical thinking to identify and analyze problems; weigh relevance and accuracy of information; generate and evaluate alternative solutions; make recommendations.

Developing	• Meets with others to adjust and coordinate schedules to accommodate all team members. • Adjusts assignments based on feedback and workload priorities.
Proficient	• Reconciles conflicting and/or incomplete information to develop solutions. • Applies appropriate methods to discover or identify issues and concerns.
Advanced	• Synthesizes information from internal and external sources and develops action plans to address issues. • Addresses systemic barriers that inhibit the achievement of results by forming teams to develop solutions.

Individual Contributor

Flexibility

Is open to change and new information; rapidly adapts to new information, changing conditions, or unexpected obstacles.

Developing	• Adjusts plans and timelines based on input from staff and stakeholders. • Adjusts assignments based on feedback, workload priorities, or as situations change.
Proficient	• Uses feedback to streamline processes in order to meet deadlines. • Realigns resources to meet changing customer needs.
Advanced	• Implements a successful action plan after a major organizational change. • Prioritizes, considers alternatives, and responds quickly and effectively to unexpected and rapidly changing conditions.

Individual Contributor

Resilience

Deals effectively with pressure; remains optimistic and persistent, even under adversity. Recovers quickly from setbacks.

Developing	• Maintains composure and direction in high-pressure situations. • Perseveres on work assignments despite changing objectives, deliverables, and deadlines.
Proficient	• Develops strategies to achieve objectives with limited resources. • Meets with employees resistant to organizational change to address concerns.
Advanced	• Responds to setbacks by developing alternative approaches to determine the best course of action. • Maintains unit's effectiveness, quality, and morale during organizational change.

Individual Contributor

Time Management

Effectively managing one's time and resources to ensure that work is completed efficiently.

Developing	• Stays focused, organized, and uses time effectively. Prevents irrelevant issues or distractions from interfering with work completion. • Ensures that required equipment and/or materials are in appropriate locations so that own and others' work can be done effectively.
Proficient	• Effectively allocates own time to complete work; coordinates own and others' schedules to avoid conflicts. • Identifies more critical and less critical activities and tasks; adjusts priorities when appropriate. • Know and rely on the "experts" in various departments who can address and solve special problems.
Advanced	• Leverages resources (individuals, processes, departments, and tools) to complete work efficiently. • Ensure that high-priority work is accomplished within required timelines. • Prepared with contingency plans when in risk of not meeting requirements.

Officer

Team Building

Inspires and fosters team commitment, spirit, pride, and trust. Facilitates cooperation and motivates team members to accomplish group goals.

Developing	• Encourages others to share skills and abilities within work group to facilitate completion of challenging tasks • Informs team members of issues requiring resolution and considers input
Proficient	• Leads cross-departmental team to create new systems and processes or design and implement requirements for new work efforts. • Motivates team by assigning work based on team member skill level and area of interest.
Advanced	• Promotes cohesiveness of a team by defining roles and responsibilities of each team member and establishing overall objectives. • Leads teams to implement programs and interact with external stakeholders.

Officer

Customer Service

Anticipates and meets the needs of internal and external customers. Delivers high-quality products and services; is committed to continuous improvement.

Developing	• Meets with team leaders to gain buy-in for new direction of work efforts. • Uses factual information to support own point of view when meeting with team members.
Proficient	• Designs and implements guidelines to improve products and services. • Addresses customer service deficiencies by proposing solutions and making necessary improvements that significantly improve quality and customer satisfaction.
Advanced	• Implements Foundation-wide customer service initiative to raise employee skill levels to improve customer service. • Anticipates growing customer needs and expectations to continuously improve products and services.

Officer

Decisiveness

Makes well-informed, effective, and timely decisions, even when data are limited or solutions produce unpleasant consequences; perceives the impact and implications of decisions.

Developing	• Determines the appropriate individuals needed for a decision making process. • Makes timely decisions using available information.
Proficient	• Makes sound and timely decisions for a project, team, or work unit. • Changes course of action when new information indicates previous strategy would not succeed.
Advanced	• Uses limited information to solve a variety of complex problems during a crisis situation. • Solves highly-complex technical, administrative, and policy issues that impact the Foundation and its programs by making timely decisions.

Managers

Managing People

Builds and manages workforce based on organizational goals, budget considerations, and staffing needs. Ensures that employees are appropriately recruited, selected, appraised, and rewarded; takes action to address performance problems. Manages a multi-cultural workforce and a variety of work situations.

Developing	• Provides positive feedback to high-performing staff and rewards exceptional performance. • Makes personnel decisions based upon promotion criteria and position requirements. • Meets with employees to set performance goals.
Proficient	• Reviews and updates position descriptions and performance plans. • Builds trust through transparency, fairness, honesty and authenticity. • Considers impact of personnel decisions on current staff.
Advanced	• Redesigns organizational structure to provide improved service to customers by considering organizational goals, timeframes for achieving goals, and staff responsibilities. • Analyzes staffing needs and develops strategy to address recruitment needs.

Managers

Developing Others

Develops the ability of others to perform and contribute to the organization by providing ongoing feedback and by providing opportunities to learn through formal and informal methods.

Developing	• Provides developmental feedback to staff on job performance. • Involves staff in developing project goals and timelines.
Proficient	• Assesses staff and provides timely and consistent feedback regarding technical proficiency and effectiveness. • Provides constructive feedback, guidance, and reinforcement to employees regarding job performance. • Works with staff to identify work goals and create individual development plans.
Advanced	• Designs and implements opportunities for career development in anticipation of restructuring, including mentoring staff and providing training. • Recognizes staff potential and guides employees in developing skills by recommending appropriate training and sources of information.

Managers

Managing Conflict

Encourages creative tension and differences of opinions. Anticipates and takes steps to prevent counter-productive confrontations. Manages and resolves conflicts and disagreements in a constructive manner.

Developing	• Implements changes to ensure work environment is fair and equitable based on employee concerns. • Addresses employee concerns by providing accurate information to reduce conflict or concern within workplace.
Proficient	• Meets with employees and addresses concerns regarding critical issues in an open and honest manner. • Manages conflict among team members by utilizing mediation techniques.
Advanced	• Leads consensus process on Foundation's response to controversial issues. • Resolves conflicts arising at the organizational level due to competing objectives, limited resources, or differing perspectives. • Mitigates staff concerns regarding organization-wide issues by investigating allegations and taking appropriate action.

Directors

Influencing/Negotiating

Persuades others; builds consensus through give and take; gains cooperation from others to obtain information and accomplish goals.

Developing	• Meets with team leaders to gain buy-in for new direction of work efforts. • Uses factual information to support own point of view when meeting with team members. • Justifies request for internal resources to accomplish goals.
Proficient	• Develops trust among various parties involved in a negotiation process. • Persuades others to change position or approach to better fit a situational need. • Explains to colleagues the importance of their involvement on high stakes projects.
Advanced	• Convinces colleagues and management to accept recommendations involving substantive Foundation resources and changes in established practice. • Influences external executive decision makers to achieve substantive goals. • Guides a team of experts to provide advice on, and build credibility for negotiation processes.

Directors

Creativity/Innovation

Develops new insights into situations; questions conventional approaches; encourages new ideas and innovations; designs and implements new or cutting edge programs/processes.

Developing	• Works with coworkers to coordinate a project using a creative process. • Recognizes creativity in work unit. • Considers innovative ideas generated by Others
Proficient	• Reevaluates current procedures and suggests improvements to ensure an effective, streamlined process. • Uses cutting-edge ideas to develop departmental services. • Creates new methods for planning, designing, and carrying out program objectives.
Advanced	• Devises new methods, processes, and approaches having a Foundation-wide impact. • Develops, introduces, defends, and gains support for a new approach impacting the Foundation. • Organizes and leads cross-divisional work group in developing creative solutions to address problems.

Directors

Collaboration

Develops networks and builds alliances; collaborates across boundaries to build strategic relationships and achieve common goals.

Developing	• Meets regularly with peers and supervisors to identify recurring issues. • Develops and maintains network of stakeholders for collection and sharing of information. • Meets with colleagues to discuss plans to implement strategic goals.
Proficient	• Builds consensus with partners by considering input to develop strategies, ensure mutually agreeable goals, and promote trust between various parties. • Gains support from key leaders and staff within the Foundation to ensure support for work objectives and team initiatives. • Coordinates with partners regarding strategies to ensure consistent communication and determine required resources to support goals.
Advanced	• Develops, publicizes, and garners support for programs and policies by meeting with key stakeholders, executives, and other interested parties. • Partners with key stakeholders from other offices and programs to develop strategic goals. • Partners with various parties by sharing information and resources across multiple levels to establish new programs.

Executive Management

Strategic Approach

Formulates objectives and priorities, and implements plans consistent with the long-term interests of the Foundation in a global environment. Capitalizes on opportunities and manages risks. Takes a long-term view and builds a shared vision with others; acts as a catalyst for organizational change. Influences others to translate vision into action.

Developing	• Develops project teams and staffing plans based on consideration of strategic objectives. • Considers customer needs and trends in the development of strategic plan. • Sets annual goals aligned with long-term organizational goals.
Proficient	• Implements strategic objectives and develops metrics to assess attainment of work unit goals. • Involves employees and stakeholders in an organizational change process by conducting meetings and providing frequent updates. • Acknowledges organizational strengths and develops plan to address areas needing improvement.
Advanced	• Anticipates external change and establishes a vision to effect change through formulation and implementation of objectives and priorities. • Considers various viewpoints from internal and external sources when developing new organizational mission and vision. • Designs approaches to develop a strategic plan supporting key Foundation goals and objectives • Leads and directs a strategic planning team to address and outline the future direction of initiatives within the Foundation. • Develops approaches to improve efficiency and effectiveness of the organizational structure.

Executive Management

Entrepreneurship

Positions the Foundation for future success by identifying new opportunities; builds the Foundation by developing or improving products or services. Takes calculated risks to accomplish organizational objectives.

Developing	• Considers guidelines and feedback when developing a new service. • Seeks feedback for new products or services based on customer needs.
Proficient	• Creates a new product, service, or policy based on requirements submitted by users. • Identifies concepts for new programs, products, or services. • Assesses customer needs and develops innovative products and services to address recommendations.
Advanced	• Implements an innovative strategic campaign to accomplish Foundation goals. • Takes calculated risks by creating new and innovative business lines. • Conducts research and develops business proposals resulting in a high return on investment.

Executive Management

External Representation

Understands and keeps up-to-date on local, national, and international policies and trends that affect the Foundation and shape stakeholders' views; is aware of the Foundation's impact on the external environment.

Developing	• Keeps up-to-date by attending key meetings hosted by external partners, stakeholders, or organizations • Keeps abreast of developments of other parts of the Foundation. • Considers external policies and trends while completing work assignments.
Proficient	• Considers the impact of a shift in programmatic direction to meet the needs of customers. • Synthesizes complex information gathered from a variety of external sources and disseminates it appropriately. • Gathers and summarizes information to predict stakeholder views.
Advanced	• Examines and utilizes best practices to build infrastructure within the Foundation. • Develops programs taking into account multiple, diverse views and needs of the community or external organizations. • Reflects best practices in the development of Foundation policies and procedures.

Points of Contact

Click here to access the Learning & Development page on Crossroads.

Please contact your HR Partner or the Talent Development team at HQ:

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Pediatric AIDS
Foundation

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