Introduction

Target Audience

The competencies listed below are for first-level supervisors, second-level supervisors or mid-managers. These people have technical experience and are now moving into management responsibilities. The Mid-Career competencies build on those the Energy Generation, Transmission and Distribution Competency Model identified for entry-level energy workers.

Purpose

This competency model was created to provide career development guidance for mid-career professionals in the energy industry. This Mid-Career Competencies document does not replace an individual company's model. People are encouraged to use their company's competency model if it is available.

This model was developed to provide guidance to those without mid-career competency models and to provide supplemental information to those organizations with partial models. Professionals can use this model as a guideline for their individual development plan by looking for opportunities that will align to competencies they will need for supervisory positions. Professional societies can use this tool as a reference when creating professional development opportunities for their members.

Business Acumen

BA.2.1 Prepares department goals and strategies to support the overall business strategy
BA.2.2 Prepares and manages to a budget that accurately reflects work required to support the business strategies
BA.2.3 Projects future needs and resources
BA.2.4 Develops and implements plans and strategies to achieve goals and objectives
BA.2.5 Understands the basic financial concepts including budgets, cash flow and time value of money
BA.2.6 Understands and can interpret the corporation's annual report
BA.2.7 Understands and manages the department's contribution to the organization's financial statements
BA.2.8 Provides a clear "line of sight" from corporate strategies to department and individual efforts

Change Management

CM.2.1 Leads and participates in organization or industry change
CM.2.2 Encourages others to adapt to and accept change
CM.2.3 Understands vision of change and demonstrates support of vision
CM.2.4 Reinforces and supports others through change initiatives

Communication Skills

CS.2.1 Communicates a vision to subordinates so they understand how their work supports the organization's goals
CS.2.2 Presents arguments that address others' most important concerns and issues and looks for win-win solutions
CS.2.3 Escalates critical issues to own or other's management if own efforts to enlist support have not succeeded

Decision Making

DC.2.1 Delegates decision-making to lowest appropriate level
DC.2.2 Makes high-quality decisions by soliciting input from others to ensure that diverse viewpoints are included in decision-making process and when taking action
DC.2.3 Accepts responsibility for decisions that are made and for the work product of the group
DC.2.4 Understands the need for conservative decision-making and applies them appropriately

Developing Others

DO.2.1 Sets clear performance expectations for each member of the team
DO.2.2 Provides continuous feedback to each team member avoiding a surprise at formal evaluation time
DO.2.3 Builds relationships and leverages organizational contacts to provide mentoring and/or training opportunities
DO.2.4 Empowers subordinates by providing resources, clear expectations and direction so they can perform their work in a safe, efficient and economical manner
DO.2.5 Coaches team members to achieve exceptional performance
DO.2.6 Addresses performance issues and identifies skill improvement opportunities

Leadership

LS.2.1 Encourages participation by all team members to ensure a diverse perspective when solving business problems
LS.2.2 Influences others to gain support for ideas, proposal, projects and solutions through clear representation of those ideas including the use of data to prove specific points
LS.2.3 Establishes challenging goals for the department and individuals to stretch their performance
LS.2.4 Respects the abilities of subordinates to get their job done and encourages open communication among the team, even when the news is not positive
LS.2.5 Oversees the work of the department to drive performance
LS.2.6 Identifies and selects top talent with a focus on diversity
LS.2.7 Anticipates and defuses potential sources of conflict
LS.2.8 Recognizes the development of creative, win/win solutions
LS.2.9 Removes barriers that impede effective collaboration between groups
LS.2.10 Asks compelling questions that encourage clarity and open dialogue
LS.2.11 Rewards and recognizes employees who stop a job where unsafe work conditions exist
LS.2.12 Creates an environment where people feel free to question and challenge decisions

Learning & Adapting

LA.2.1 Integrates new information and skills to enhance personal performance or the performance of the organization quickly and effectively
LA.2.2 Relishes challenges as opportunities to learn
LA.2.3 Faces challenges with a positive attitude and can be consistently counted on to successfully handle unfamiliar, tense, or crisis situations

Operational Management

OM.2.1 Maintains a focus on safety and quality in operations
OM.2.2 Evaluates the department's processes and procedures on a continuous basis to look for efficiencies and to increase productivity
OM.2.3 Delivers results on time and within budget
OM.2.4 Takes appropriate actions, such as swapping out resources and increasing productivity to bring projects back on schedule and budget
OM.2.5 Keeps senior management informed on progress
OM.2.6 Challenges the standard approaches constructively, and develops and implements improved processes to get work done

Respecting Others

RO.2.1 Sees issues from other people's viewpoints
RO.2.2 Challenges attitudes and behavior which are abusive, aggressive and discriminatory
RO.2.3 Respects confidentiality, wherever appropriate
RO.2.4 Respects the needs of everyone involved when sorting out disagreements
RO.2.5 Deals with diversity issues and gives positive practical support to staff who may feel vulnerable

Results Focus

RF.2.1 Prioritizes safety and security above all other results
RF.2.2 Defines activities in terms of results to be achieved
RF.2.3 Improves productivity by overcoming resistance and obstacles
RF.2.4 Accepts accountability for achieving results

Self-Management

SM.2.1 Adjusts work methods to incorporate new and different ways of performing the work
SM.2.2 Anticipates change and modifies goals and actions accordingly
SM.2.3 Navigates organizational channels to get work done
SM.2.4 Promotes a strong sense of urgency for reaching goals and meeting deadlines
SM.2.5 Has the courage to make changes that will improve the organization
SM.2.6 Solicits feedback from others on own performance and makes efforts to change/improve
SM.2.7 Listens and is open to the opinions and concerns of others
SM.2.8 Honors commitments and keeps promises
SM.2.9 Develops creative and effective solutions to complex problems
SM.2.10 Challenges the status quo and introduces ideas to significantly improve processes

Teamwork

TW.2.1 Maintains an atmosphere where team work and team building can occur

Technical Acumen

TA.2.1 Maintains technical expertise through ongoing development and maintenance of technical certifications for self and staff
TA.2.2 Understands the core processes that impact or drive plant safety and performance operations
TA.2.3 Listens to, analyzes and addresses customer requirements and inquiries

These competencies are applicable to the general energy industry for industrial safety. Nuclear energy professionals must include the additional scope of radiological and nuclear safety.

Safety Culture

SC.1 Ensures nuclear, radiological and personnel safety
SC.2 Communicate the importance of safety culture
SC.3 Demonstrate safety culture behaviors
SC.4 Challenge others in the area of safety culture
SC.5 Motivate others to perform safety culture behaviors