

Partnership and Community Collaboration Competencies

Accountability Spotlight

Liz Madison, Senior Fellow
Managing by Network





Explore the Competencies of Partnership and Community Collaboration

 PARTNERING	 COMMUNITY COLLABORATION	 STRATEGIC THINKING	 PARTNERSHIP MANAGEMENT	 ACCOUNTABILITY
Partner Culture Awareness	Collaborative Leadership	Vision	Developing and Managing Agency Agreements for Partnership	Consensus Building
Team Building	Conflict Management	Entrepreneurship	Donation and Fundraising Activities in Partnerships	Financial Management
Teamwork	Facilitation	External Awareness	Influencing/Negotiating	Planning and Evaluation
Leveraging Partnerships			Political Savvy	

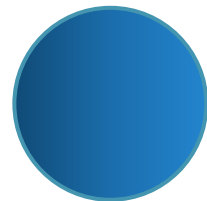
Competency definitions are provided at <https://www.partnership-academy.net/about-us/the-22-competencies/>

Pick 3 Competencies to Help You Adapt . . .

<input type="checkbox"/> Partnering	<input type="checkbox"/> Community Collaboration	<input type="checkbox"/> Strategic Thinking	<input type="checkbox"/> Partnership Management	<input type="checkbox"/> Accountability
<input type="checkbox"/> Partner Cultural Awareness	<input type="checkbox"/> Conflict Management	<input type="checkbox"/> Vision	<input type="checkbox"/> Develop and Manage Agency Agreements	<input type="checkbox"/> Consensus Building
<input type="checkbox"/> Team Building & Teamwork	<input type="checkbox"/> Facilitation	<input type="checkbox"/> Entrepreneurship	<input type="checkbox"/> Donation and Fundraising Activities	<input type="checkbox"/> Financial Management
<input type="checkbox"/> Leveraging Partnerships	<input type="checkbox"/> Political Savvy	<input type="checkbox"/> External Awareness	<input type="checkbox"/> Influencing/ Negotiation	<input type="checkbox"/> Planning and Evaluation

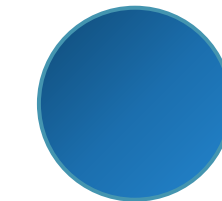
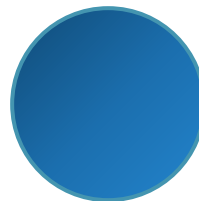
to Covid-19 Pandemic Conditions

Social Distancing and
Wearing Masks



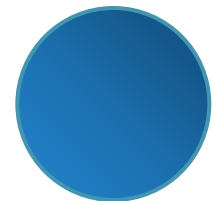
Telework and
Virtual Meetings

Economic
Vulnerabilities



Physical and Mental
Health Concerns

Education and
Recreation

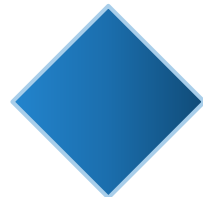
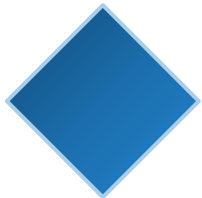


Pick 3 Competencies to Help You Address . . .

<input type="checkbox"/> Partnering	<input type="checkbox"/> Community Collaboration	<input type="checkbox"/> Strategic Thinking	<input type="checkbox"/> Partnership Management	<input type="checkbox"/> Accountability
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<input type="checkbox"/> Leveraging Partnerships	<input type="checkbox"/> Political Savvy	<input type="checkbox"/> External Awareness	<input type="checkbox"/> Influencing/Negotiation	<input type="checkbox"/> Planning and Evaluation

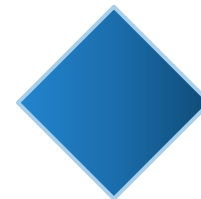
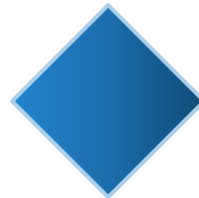
Racial Inequity

Agency Recruitment
Retention and
Leadership



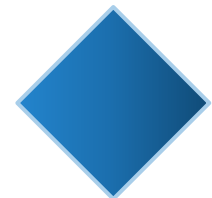
Community
Outreach, Planning
and Services

Economic
Vulnerabilities



Inclusive Education,
Interpretation and
Recreation

Law
Enforcement



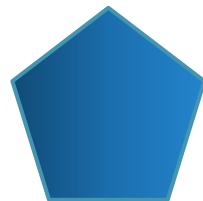
Pick 3 Competencies to Help You Respond . . .

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<input type="checkbox"/> Partner Cultural Awareness	<input type="checkbox"/> Conflict Management	<input type="checkbox"/> Vision	<input type="checkbox"/> Develop and Manage Agency Agreements	<input type="checkbox"/> Consensus Building
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to Climate Change 

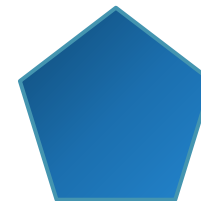
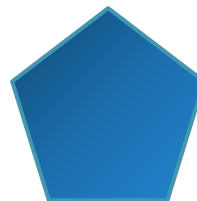
Wildland Fires

Floods & Drought



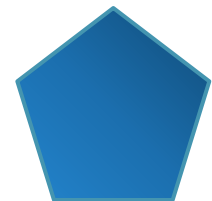
Human Health
Economics

Natural Resources



Education
Interpretation

Cultural and
Recreation Resources

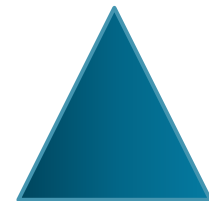
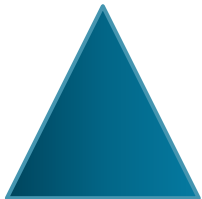


Pick 3 Competencies to Help You Leverage . . .

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<input type="checkbox"/> Partner Cultural Awareness	<input type="checkbox"/> Conflict Management	<input type="checkbox"/> Vision	<input type="checkbox"/> Develop and Manage Agency Agreements	<input type="checkbox"/> Consensus Building
<input type="checkbox"/> Team Building & Teamwork	<input type="checkbox"/> Facilitation	<input type="checkbox"/> Entrepreneurship	<input type="checkbox"/> Donation and Fundraising Activities	<input type="checkbox"/> Financial Management
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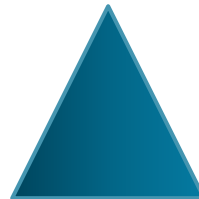
the Transition to New Administrations

Federal Executive and Legislative Representatives



State Executives and Legislative Representatives

City/County Representatives



Tribes and Treaty Nations

Partners and Stakeholders



Oath of Office

Federal Employees,
Supreme Court Justices,
Members of Congress, and
Vice President

“I, { name }, do solemnly swear (or affirm) that I will support and defend the Constitution of the United States against all enemies, foreign and domestic; that I will bear true faith and allegiance to the same; that I take this obligation freely, without any mental reservation or purpose of evasion; and that I will well and faithfully discharge the duties of the office on which I am about to enter. So help me God.”

Accountability

Assures that effective controls are both developed and maintained to ensure the integrity of the organization.

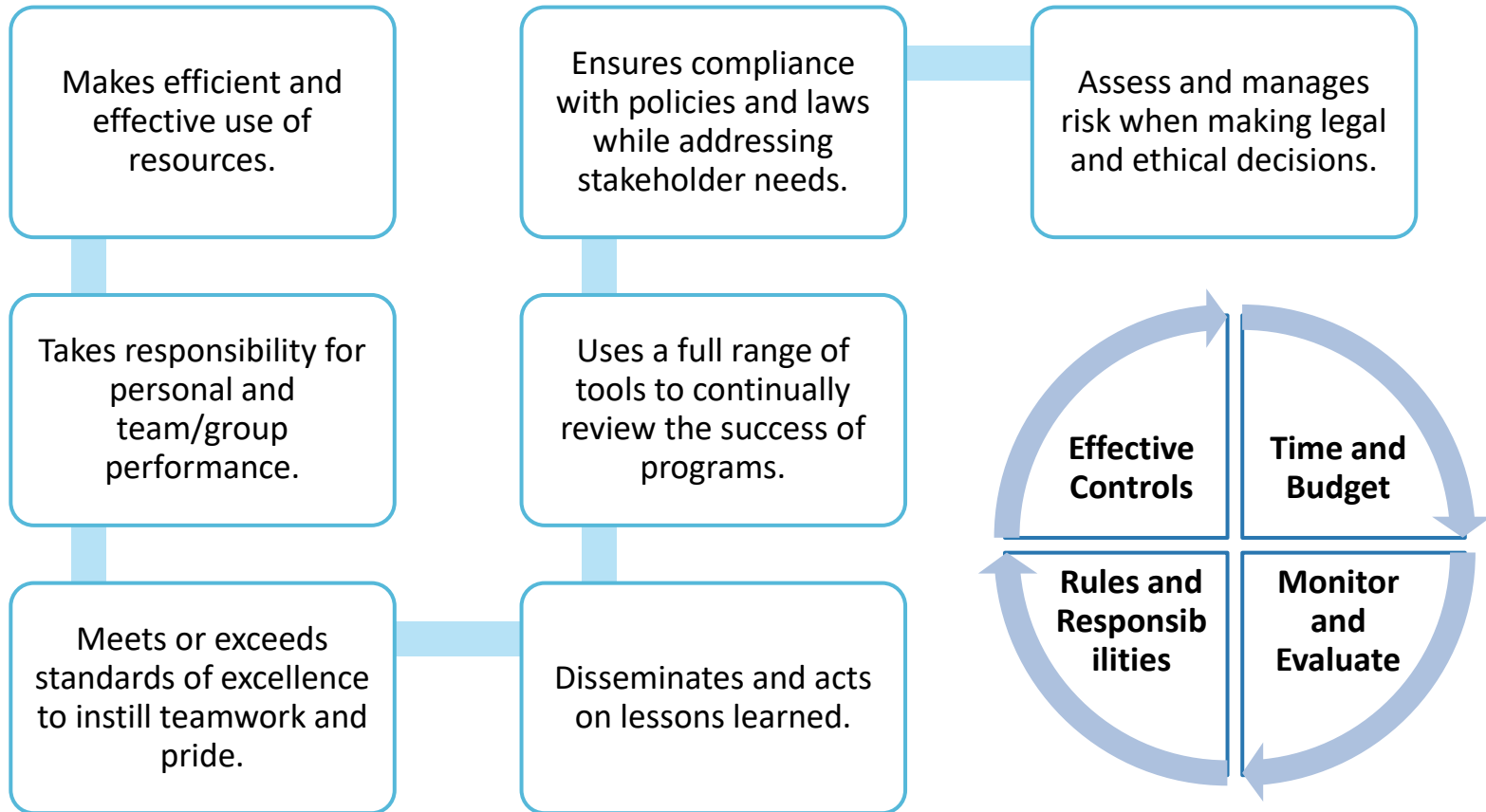
Holds their self and others accountable for rules and responsibilities and can be relied upon to ensure that projects within their area of specific responsibility are completed in a timely manner and within budget.

Monitors and evaluates plans while focusing on results and measuring attainment of outcomes.

OPM Definition



Accountability Performance Elements



Dive Into Competency Practice

1. Leadership Competency Model
2. Definition
3. Importance
4. How to Demonstrate at Current Grade Level
5. Elements of the Competency and Distinguishing Behavior
6. Developmental Activities

The screenshot shows the USFWS National Conservation Training Center website. The header includes the USFWS logo and the text "U.S. Fish & Wildlife Service" and "National Conservation Training Center". Below the header is a navigation bar with "Training", "Priorities/Initiatives", "Resources/News", and "Campus". The main content area is titled "USFWS Leadership Competency Development Model". It includes a sidebar with a table of contents and a main text area with an introductory paragraph and a diagram.

Competency Model

- Value of the Tool
- How to Use This Tool
- What is a Competency
- OPM Leadership Competencies
- OPM Executive Core Qualifications (ECQ)
- Leadership Competencies by ECQ
- Four Organizational Leadership Levels in the Service
- Process Used to Develop the Model
- The Model at a Glance

Leadership Level

- Executive Leader
- Senior Leader
- Mid-Level Leader
- First Appointment Leader

Foundational Competency

- Interpersonal Skills
- Oral Communication

USFWS Leadership Competency Development Model

The U.S. Fish and Wildlife Service has a long and proud tradition of achieving our mission through scientific excellence and leadership. The Service has maintained its preeminent role in these areas by "growing leadership" through employee development. As a continuation of this heritage, the Service's Leadership Competency Model has been developed to assist with the continuous learning efforts of our employees, and to guide employees at all levels and in all functions toward excellence in addressing the Service's mission.

The Service's Leadership Competency Model is provided in response to employee interest in knowing what skills or experiences are needed in order to succeed in leadership positions, and also in response to the Service Directorate's commitment to ensure that our agency continues to have a cadre of employees who are prepared for advancement to senior conservation leadership positions. The Model identifies attributes that an employee should obtain, at whatever his or her level or job in the Service, to enhance readiness for positions of greater responsibility. This Model also enhances and complements the scientific and natural resources management knowledge and skills that remain critical to employee performance and success in conservation leadership.

Leadership Levels and Attributes:

- GS-15 / SES Executive Leader:** Vision • Strategic Thinking • Decisiveness • Developing Others • Accountability • Influencing/Negotiating • Political Savvy
- GS-13/14 Senior Leader:** Decisiveness • Partnering • Accountability • Influencing/Negotiating • External Awareness • Strategic Thinking • Developing Others
- GS-11/12 Mid-Level Leader:** Team Building • Creativity/Innovation • Problem Solving • Accountability • Partnering • Conflict Management • Technical Credibility
- GS-11 1st Appointment Leader:** Problem Solving • Flexibility • Accountability • Creativity/Innovation • Team Building • Customer Service • Technical Credibility

Foundational Leadership Competencies: Interpersonal Skills • Oral Communication • Continual Learning • Written Communication • Public Service Motivation • Integrity/Honesty

The USFWS Leadership Competency Development Model is a helpful guide for identifying and evaluating accountability practices.

<https://training.fws.gov/courses/roadmaps/competency-model/>

Identify Training Opportunities

1. Leadership Competency Model
2. Definition
3. Importance
4. How to Demonstrate at Current Grade Level
5. Elements of the Competency and Distinguishing Behavior
6. Developmental Activities
 - Primary Activities
 - Developmental Activities
 - Training

The screenshot shows the USFWS National Conservation Training Center website. The header includes the USFWS logo, the text "U.S. Fish & Wildlife Service", and "National Conservation Training Center". Below the header is a navigation bar with "Search NCTC", "Training", "Priorities/Initiatives", "Resources/News", and "Campus". The main content area is titled "Competency Model" and lists various sections: "Value of the Tool", "How to Use This Tool", "What is a Competency", "OPM Leadership Competencies", "OPM Executive Core Qualifications (ECQ)", "Leadership Competencies by ECQ", "Four Organizational Leadership Levels in the Service", "Process Used to Develop the Model", "The Model at a Glance", "Leadership Level", "Executive Leader", "Senior Leader", "Mid-Level Leader", "First Appointment Leader", "Foundational Competency", "Interpersonal Skills", and "Oral Communication". A red circle highlights the "Leadership Level" section. To the right, a diagram titled "USFWS Leadership Competency Development Model" shows a career progression path from "Foundational Leadership Competencies" to "Executive Leader". The levels are: "Foundational Leadership Competencies" (Interpersonal Skills, Oral Communication, Written Communication, Public Service Motivation, Integrity/Honesty), "1st Appointment Leader" (GS-11) (Problem Solving, Flexibility, Accountability, Creativity/Innovation, Team Building, Customer Service, Technical Credibility), "Mid-Level Leader" (GS-11/12) (Team Building, Creativity/Innovation, Problem Solving, Accountability, Partnering, Conflict Management, Technical Credibility), "Senior Leader" (GS-13/14) (Decisiveness, Partnering, Accountability, Influencing/Negotiating, External Awareness, Strategic Thinking, Developing Others), and "Executive Leader" (GS-15 / SES) (Vision, Strategic Thinking, Decisiveness, Developing Others, Accountability, Influencing/Negotiating, Political Savvy). A vertical axis on the left of the diagram is labeled "Plan Dev Experiential & Training".

Importantly, USFWS Leadership Competency Development Model includes training recommendations at <https://training.fws.gov/courses/roadmaps/competency-model/>

Select Your Performance Level for Accountability

1. Leadership Competency Model
2. Definition
3. Importance
4. How to Demonstrate at Current Grade Level
5. Elements of the Competency and Distinguishing Behavior
6. Developmental Activities
 - Primary Activities
 - Developmental Activities
 - Training

The screenshot displays the U.S. Fish & Wildlife Service National Conservation Training Center website. The header includes the agency logo and the text "U.S. Fish & Wildlife Service National Conservation Training Center Conserving the Nature of America". A navigation bar contains "Search NCTC", "SEARCH", "Training", "Priorities/Initiatives", "Resources/News", and "Campus".

USFWS Leadership Competency Development Model

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The diagram illustrates the Leadership Competency Model as a staircase with five levels, each associated with a GS grade level and specific competencies. Red circles highlight the word "Accountability" in the competency lists for the Executive Leader, Senior Leader, Mid-Level Leader, and 1st Appointment Leader levels.

Grade Level	Leadership Level	Competencies
GS-15 / SES	Executive Leader	Vision • Strategic Thinking • Decisiveness • Developing Others Accountability • Financing/Negotiating • Political Savvy
GS-13/14	Senior Leader	Decisiveness • Partnering • Accountability • Financing/Negotiating External Awareness • Strategic Thinking • Developing Others
GS-11/12	Mid-Level Leader	Team Building • Creativity/Innovation • Problem Solving Accountability • Partnering • Conflict Management • Technical Credibility
GS-11	1st Appointment Leader	Problem Solving • Flexibility • Accountability Creativity/Innovation • Team Building • Customer Service • Technical Credibility
	Foundational Leadership Competencies	Interpersonal Skills • Oral Communication • Continual Learning Written Communication • Public Service Motivation • Integrity/Honesty

In this leadership model you can learn about accountability at differing GS grade levels
<https://training.fws.gov/courses/roadmaps/competency-model/>

Directions for Surfing Competencies

U.S. Fish & Wildlife Service
National Conservation Training Center
Conserving the Nature of America

Search NCTC | Training | Priorities/Initiatives | Resources/News | Campus

Competency Model

USFWS Leadership Competency Development Model

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Planned Development: Experiential & Training

- Executive Leader**
Vision • Strategic Thinking • Decisiveness • Developing Others
Accountability • Influencing/Negotiating • Political Savvy
- Senior Leader**
Decisiveness • Partnering • Accountability • Influencing/Negotiating
External Awareness • Strategic Thinking • Developing Others
- Mid-Level Leader**
Team Building • Creativity/Innovation • Problem Solving
Accountability • Partnering • Conflict Management • Technical Credibility
- 1st Appointment Leader**
Problem Solving • Flexibility • Accountability
Creativity/Innovation • Team Building • Customer Service • Technical Credibility
- Foundational Leadership Competencies**
Interpersonal Skills • Oral Communication • Continual Learning
Written Communication • Public Service Motivation • Integrity/Honesty

Leadership Level

- Executive Leader
- Senior Leader
- Mid-Level Leader
- First Appointment Leader

Foundational Competency

- Interpersonal Skills
- Oral Communication

Go to the website

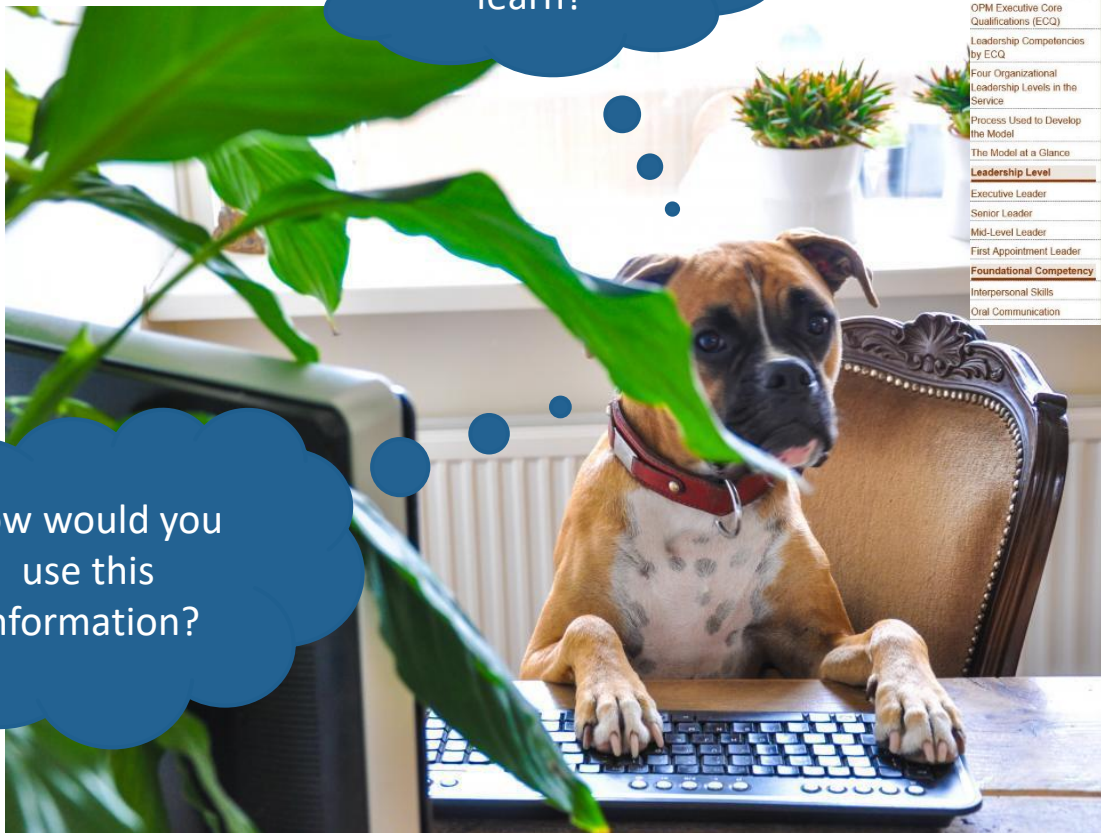
Select Accountability that matches your position status

Review behaviors, development activities and training

Bookmark site

<https://training.fws.gov/courses/roadmaps/competency-model/>

Surfing Competencies Insights



U.S. Fish & Wildlife Service
National Conservation Training Center
Conserving the Nature of America

Search NCTC SEARCH Training Priorities/Initiatives Resources/News Campus

Competency Model

Value of the Tool
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Executive Leader
Vision • Strategic Thinking • Decision-Making • Developing Others
Accountability • Influence/Negotiating • Political Savvy

Senior Leader
Recruitment • Planning • Accessibility • Influencing/Negotiating
Critical Assessment • Strategic Thinking • Developing Others

Mid-Level Leader
Issue Building • Creativity/Innovation • Problem Solving
Accountability • Planning • Conflict Management • Technical Credibility

1st Appointment Leader
Problem Solving • Flexibility • Accessibility
Creativity/Innovation • Issue Building • Customer Service • Technical Credibility

Foundational Leadership Competencies
Interpersonal Skills • Oral Communication • Critical Learning
Written Communication • Public Service Motivation • Integrity/Honesty



Partnership and Community Collaboration Academy

Managing by Network 2021

Homework: Accountability Toolkit - Surf the Competencies

1. Review the [22 Partnership and Community Collaboration Competencies](#) and select 2 competencies that you would like to strengthen.
2. Find these 2 competencies on the [Leadership Competencies Development Model](#) (at your grade level) and review distinguishing behavior or practices.
3. Take note of at least 2 new practices associated with these skills that you will commit to practicing in the next few weeks.
4. Share your takeaway on the [Self-Study and Homework Form](#).

Optional Homework

We invite you to share your takeaways of both homework exercises and self-study at

[MBN 2021 Self Study and Homework](#).

How often do you practice . . .

Distinguishing Behavior	Never	Sometime	Often
Build on the experience and insights of others.			
Prioritize team/project tasks while maintaining focus on end results.			
Provide regular feedback and coaches team/group members about their performance.			
Understand stakeholder expectations and needs.			
Translate Congressional and other stakeholder mandates into effective strategies and achievable programs of action.			
Maintain good overview and control of project/group budgets and costs.			
Hold team and project members accountable for achieving results within assigned deadlines.			
Anticipate and act on impending problems.			
Use various communications tools, group affiliations and networks to disseminate knowledge and lessons learned.			



11 MIN VIDEO OR
PODCAST
WITH LIZ MADISON

Discussion Questions:

1. What types of communication skills best serve partnerships? How do these skills strength accountability?
2. Which agency and partner rules and regulations define the work of your partnership?
3. What tools do you use to provide clear direction to a partnership?
4. How might you address poor performance of a partnership? What is/are the root cause(s)?
5. What evaluation criteria are important to your partners? How do these criteria compare to the interests of your agency?

Check out the Accountability video or podcast at
<https://www.partnership-academy.net/video-studio/accountability/>