

Competency Dictionary

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Personal Performance Style Criteria

Ability to Learn: Assimilating and applying in a timely manner new job-related information that may vary in complexity.

Adaptability: Maintaining effectiveness in varying environments and with different tasks, responsibilities, and people.

Attention to Detail: Accomplishing tasks through concern for all areas involved, no matter how small; showing concern for all aspects of the job; accurately checking processes and tasks; maintaining watchfulness over a period of time.

Consistency: Demonstrates reliability and dependability in attendance, completes work in a timely manner and meets commitments with minimal oversight. Thorough, accurate, and reliable when performing and completing job tasks.

Formal Presentation Skills: Effectively presents ideas, information and materials to individuals and groups. Effectively prepares and provides structured delivery; facilitates workshops or meetings in a structured manner, can facilitate and manage group process.

Influence: Uses appropriate interpersonal skills and techniques to gain acceptance for ideas or solutions. Uses influencing strategies to gain genuine agreements; Seeks to persuade rather than force solutions or impose decisions or regulations.

Initiative: Asserting one's influence over events to achieve goals; self-starting rather than accepting passively; taking action to achieve goals beyond what is required; being proactive.

Innovation: Uses creativity and imagination to develop new insights into situations and applies new solutions to problems. Comes up with new and unique ideas.

Integrity: Maintaining and promoting social, ethical, and organizational norms in conducting internal and external business activities.

Safety Awareness: Being aware of conditions that affect employee safety.

Service Orientation: Making an effort to listen to and understand the customer (both internal and external; client, resident, etc.); anticipating customer needs; giving high priority to customer satisfaction.

Stress Tolerance: Maintaining stable performance under pressure and/or opposition (such as time pressure or job ambiguity); relieving stress in a manner that is acceptable to the person, others, and the organization.

Teamwork (Cooperation): Active participation in, and facilitation of, team effectiveness; taking actions that demonstrate consideration for the feelings and needs of others; being aware of the effect of one's behavior on others.

Leadership

Collaboration: Working effectively with others in the organization outside the line of formal authority (such as peers in other units or senior management) to accomplish organizational goals and to identify and resolve problems.

Conflict Management: Uses appropriate interpersonal styles and techniques to reduce tension and/or conflict between two or more people; able to size up situations quickly; able to identify common interests; facilitates resolution.

Delegating Responsibility: Comfortably delegates responsibilities, tasks, and decisions; appropriately trusts others to perform; provides support without removing responsibility.

Developing Organizational Talent: Developing subordinates' skills and competencies by planning effective development activities related to current and future jobs.

Individual Leadership: Using appropriate interpersonal styles and methods to inspire and guide individuals (subordinates, peers, and superiors) toward goal achievement; modifying behavior to accommodate tasks, situations, and individuals involved.

Meeting Facilitation: Using appropriate interpersonal styles and methods to motivate and guide a meeting toward its objectives; modifying behavior according to tasks and individuals present.

Meeting Membership: Using appropriate interpersonal styles and methods in helping a meeting to reach its goal; being aware of the needs and potential contributions of others.

Negotiation: Effectively exploring alternatives and positions to reach outcomes that gain all parties' support and acceptance.

Sensitivity: Taking actions that indicate a consideration for the feelings and needs of others; being aware of the impact of one's own behavior on others.

Visionary Leadership: Creating a desired future state through helping others see, and emotionally feel, how things can be different and better.

Planning and Organizing Criteria

Quality Orientation: Monitors and checks work to meet quality standards; demonstrates a high level of care and thoroughness; checks work to ensure completeness and accuracy.

Quantity of Work: Produces and appropriate quantity of work; does not get bogged down in unnecessary detail; able to manage multiple projects; able to determine project urgency in a meaningful and practical way; organizes and schedules people and tasks.

Strategic Planning: Establishing a course of action to accomplish a long-range goal or vision; allocating resources – human, material, financial; defining intermediate goals and contingencies.

Work Prioritization & Management: Establishing a course of action for self and/or others to accomplish a specific goal; planning proper assignments of personnel and appropriate allocation of resources. Organizes work, sets priorities, and determines resources requirements; determines necessary sequence of activities needed to achieve goals.

Decision-Making Criteria

Analysis/Problem Identification: Securing relevant information and identifying key issues and relationships from a base of information; relating and comparing data from different sources; identifying cause-effect relationships.

Decisiveness: Making timely decisions, rendering judgments, taking action when appropriate, and committing to a side or position.

Independence: Taking actions in which the dominant influence is one's own convictions rather than the influence of others' opinions and reactions.

Innovation: Generating creative solutions to work situations; trying different and novel ways to deal with organizational problems and opportunities.

Judgment: Committing to an action after developing alternative courses of action that are based on logical assumptions and factual information and that take into consideration resources, constraints, and organizational values.

Job Fit Criteria

Motivational Fit: The extent to which job activities and responsibilities, the organization's mode of operation and values, and the community in which the individual will live and work are

consistent with the type of environment that provides personal satisfaction; the degree to which the work itself is personally satisfying.

Technical/Professional Knowledge: Having achieved a satisfactory level of technical and professional skills/knowledge in job-related areas; keeping abreast of current development and trends in areas of expertise.

Work Standards: Setting high goals or standards of performance for self, subordinates, others, and the organization; being dissatisfied with average performance; self-imposing standards of excellence rather than having standards imposed by others.

Work Tempo: Performing a task at a specific pace without unnecessary expenditures of time or waste of supplies and materials; demonstrating a consistent rate of speed for accomplishing activities in a specific order.