



## Competency Library

Work Skills	Personality	Interpersonal	Leadership
Business Expertise / Technical Skill	Results Focus	E.Q. (Emotional Intelligence)	Managerial Focus
Clerical Skills	Adaptability / Flexibility	Interpersonal Communication	Sizing People Up
Mechanical Skills	Time Management	Sales / Persuasion / Influence Skills	Developing Others
Physical Skills	Creativity / Innovation	Presentation Skills	Organizational Character
Organizing Skills	Analytical Skills	Negotiation Skills	Political Savvy
Learning / Growth Ability	Stress Management	Customer Focus	Problem-Solving
Research Skills / Information Finding	Personal Energy / Enthusiasm	Handling Difficult or Unhappy People	Decision-Making
Project / Task Management	Autonomous / Self-Directed	Team Orientation	Change Management
Detail Orientation / Accuracy	Timeliness	Sensitivity / Compassion	Strategic Skills
Organizational Savvy	Professional Appearance	Ethics / Integrity / Values	Leadership

## Work Skills

Competency	Description (what it looks like...)
<b>Business Expertise / Technical Skills</b>	<ul style="list-style-type: none"> <li>• Knows their business; has technical expertise and skill.</li> <li>• Understands this industry; its standards, practices and processes.</li> <li>• Demonstrates mastery of required job-related knowledge (technical, professional, managerial) and mastery in performing essential job requirements.</li> <li>• Takes specific action to maintain or expand knowledge skills and expertise.</li> <li>• Understands the relationship of their department to the City.</li> </ul>
<b>Clerical Skills</b>	<ul style="list-style-type: none"> <li>• Capably handles administrative functions such as filing, file management, work processing, telephone communications.</li> <li>• Has higher level or advanced computer skills as needed.</li> <li>• Handles travel, meeting or event arrangements.</li> <li>• Skillfully manages materials coping, collating, binding.</li> <li>• Other clerical skills as needed.</li> </ul>
<b>Mechanical Skills</b>	<ul style="list-style-type: none"> <li>• Able to understand and competently operate mechanical devices, machinery or vehicles.</li> <li>• Possesses manual dexterity and required knowledge of mechanical procedures, functions and uses.</li> <li>• Understands safety aspects of mechanical operations.</li> <li>• Possesses advanced mechanical skills or technological abilities as needed.</li> </ul>
<b>Physical Skills</b>	<ul style="list-style-type: none"> <li>• Meets physical requirements or capabilities of work, as stipulated in job posting or description.</li> <li>• Capable of performing laborious work in varied conditions.</li> <li>• Accepting, confident and positive about physically challenging aspects of work.</li> </ul>
<b>Organizing Skills</b>	<ul style="list-style-type: none"> <li>• Puts resources or processes into logical, comprehensible and aesthetically pleasing order.</li> <li>• Plans and executes plans for events, tasks or processes in well-ordered manner.</li> <li>• Attends to all details.</li> <li>• Seeks and finds all resources needed to successfully implement a task, event or plan, bringing all together into an organized and well-executed endeavor.</li> </ul>
<b>Learning / Growth Ability</b>	<ul style="list-style-type: none"> <li>• Enjoys and excels at learning new information or skills.</li> <li>• Is a “quick study.”</li> <li>• Seeks growth opportunities; self-motivated to develop expertise or gain new skills or knowledge.</li> </ul>
<b>Research Skills / Information Finding</b>	<ul style="list-style-type: none"> <li>• Finds needed data through known sources; has good “contacts” or source knowledge.</li> <li>• Uses resourcefulness to tap as-yet-unknown sources.</li> <li>• Identifies, sorts and categorizes source materials to deliver most pertinent and needed information.</li> </ul>
<b>Project / Task Management</b>	<ul style="list-style-type: none"> <li>• Demonstrates ability to work within timelines, organizational structures and budgets for successful completion of assigned tasks or projects.</li> <li>• Understands and monitors critical path for projects.</li> <li>• Assigns roles and communicates with project team effectively.</li> <li>• Takes lead when needed to ensure successful completion.</li> </ul>
<b>Detail Orientation / Accuracy</b>	<ul style="list-style-type: none"> <li>• Is accurate and methodical with details and/or numbers.</li> <li>• Successfully manages many small tasks or processes with many details.</li> <li>• Verifies all work; recognizes flaws or errors others may overlook.</li> </ul>
<b>Organizational Savvy</b>	<ul style="list-style-type: none"> <li>• Understands formal and informal power and influence structure with organization and successfully achieves positive, desired outcomes.</li> <li>• Understands how organizations work and ably maneuvers and executes within the organizational structure and networks.</li> <li>• Understands and supports organizational policies, procedures and systems, reconciling ambiguities and deficiencies.</li> </ul>

## Personality

Competency	Description (what it looks like...)
<b>Results Focus</b>	<ul style="list-style-type: none"><li>• Exhibits commitment to goals and consistently delivers results.</li><li>• Demonstrates personal initiative and independent motivation to achieve goals and objectives.</li><li>• Takes risks when necessary.</li><li>• Undaunted by obstacles. Perseveres. Works as hard and long as needed to achieve results.</li></ul>
<b>Adaptability / Flexibility</b>	<ul style="list-style-type: none"><li>• Maintains focus and positive attitude amidst change or under pressure.</li><li>• Ably modifies or shifts behavior as situations or objectives evolve. Demonstrates open-mindedness.</li><li>• Accepts and embraces shifts in job or organizational structures.</li><li>• Maintains productivity in spite of changes.</li></ul>
<b>Time Management</b>	<ul style="list-style-type: none"><li>• Spends time on what is important.</li><li>• Comfortably delegates tasks and responsibility.</li><li>• Produces excellent results despite time restraints.</li><li>• Capable of managing and prioritizing both everyday details and broad level, longer term responsibilities.</li></ul>
<b>Creativity / Innovation</b>	<ul style="list-style-type: none"><li>• Generates and/or recognizes imaginative or creative solutions. Is open-minded.</li><li>• Exhibits constructive, non-traditional thinking.</li><li>• Creates high-quality designs or products, either from scratch or from plans, alone or collaboratively.</li><li>• Demonstrates initiative, and the ability to find information or solutions needed for assignments or projects.</li></ul>
<b>Analytical Skills</b>	<ul style="list-style-type: none"><li>• Interprets and digests complex systems, issues or problems.</li><li>• Creates insightful and comprehensible reports on findings.</li><li>• Devises methods for improving processes.</li></ul>
<b>Stress Management</b>	<ul style="list-style-type: none"><li>• Functions well under stress.</li><li>• Accepts pressure and maintains composure and perspective in tense situations.</li><li>• Exhibits self-awareness and self-control.</li><li>• Manages physical reactions to stress and avoids burnout through stress-relieving activities and monitoring life-balance.</li></ul>
<b>Personal Energy / Enthusiasm</b>	<ul style="list-style-type: none"><li>• Exhibits passion and excitement in their work.</li><li>• Is positive and vigorous in actions.</li><li>• Maintains optimism through ups and downs; bounces back undaunted.</li></ul>
<b>Autonomous / Self-Directed</b>	<ul style="list-style-type: none"><li>• Works well and achieves results with little or no supervision and few directions.</li><li>• Internally motivated; does not require support of peers or a team to complete tasks.</li><li>• Sets timelines and goals for self, and works best alone.</li></ul>
<b>Timeliness</b>	<ul style="list-style-type: none"><li>• Is reliably punctual; dependable in attendance.</li><li>• Can be counted on to be present and on-time as needed.</li></ul>
<b>Professional Appearance</b>	<ul style="list-style-type: none"><li>• Presents a professional and polished look.</li><li>• Apparel and accessories are sensible and professional.</li><li>• Acceptably and fittingly wears City-required or defined attire.</li></ul>

## Interpersonal

Competency	Description (what it looks like...)
<b>E.Q. (Emotional Intelligence)</b>	<ul style="list-style-type: none"> <li>• Is self-aware of his or her emotions and emotional visage.</li> <li>• Manages their emotions. Displays appropriate emotional self-control.</li> <li>• Is sensitive to the emotional states of others or groups.</li> <li>• Appropriately adjusts behavior in social situations based on good self and social emotional awareness.</li> </ul>
<b>Interpersonal Communication</b>	<ul style="list-style-type: none"> <li>• Relates well to people, verbally and in written form. Expresses him/herself well one-on-one or in groups.</li> <li>• Builds rapport up, down, sideways, inside and/or outside the organization.</li> <li>• Ably resolves conflicts; confronts or asserts with strength, tact and diplomacy.</li> <li>• Provides clear directions and information people need to know.</li> <li>• Is timely in communication. Listens well.</li> </ul>
<b>Sales / Persuasion / Influence Skills</b>	<ul style="list-style-type: none"> <li>• Establishes rapport and trust while identifying needs or positions of others.</li> <li>• Presents products, services or solutions that satisfactorily address needs, and achieves desired outcomes.</li> <li>• Overcomes objections, offers alternatives, persists and closes while maintaining rapport.</li> <li>• Exerts influence over outcome through trust and competence.</li> </ul>
<b>Presentation Skills</b>	<ul style="list-style-type: none"> <li>• Expresses him/herself well in presentations to groups.</li> <li>• Conveys information eloquently. "Connects" with the audience.</li> <li>• Has a professional demeanor and strong charismatic "presence."</li> <li>• Exhibits composure under pressure while in the spotlight.</li> </ul>
<b>Negotiation Skills</b>	<ul style="list-style-type: none"> <li>• Comfortable bartering, asking for concessions directly and forcefully while maintaining rapport.</li> <li>• Successfully closes negotiations achieving best possible outcomes.</li> <li>• Creatively approaches negotiations, generating potential non-monetary concessions or inclusions.</li> </ul>
<b>Customer Focus</b>	<ul style="list-style-type: none"> <li>• Ably discovers, understands and meets needs of customers and both internal and external partners.</li> <li>• Gives customers' needs priority and responds quickly to customer concerns.</li> <li>• Builds positive and fruitful customer relationships.</li> <li>• Does not allow internal organizational issues or personal feeling to interfere with customer service.</li> </ul>
<b>Handling Difficult or Unhappy People</b>	<ul style="list-style-type: none"> <li>• Listens well, allows person to vent.</li> <li>• Does not allow harsh words or strong negativity to affect their composure.</li> <li>• Maintains personal and procedural boundaries, moving interaction towards a satisfactory conclusion.</li> </ul>
<b>Team Orientation</b>	<ul style="list-style-type: none"> <li>• Works cooperatively with others, establishes rapport, and is organizationally sensitive.</li> <li>• Assists others, voluntarily, positively, and without controlling or dominating.</li> <li>• Handles conflict while preserving rapport.</li> <li>• Encourages team or group participation in projects. Works well with diverse workforce.</li> </ul>
<b>Sensitivity / Compassion</b>	<ul style="list-style-type: none"> <li>• Cares about people. Demonstrates awareness of emotional cues and states.</li> <li>• Exhibits concern for people's problems both within and outside of work.</li> <li>• Takes time to listen to others' issues.</li> <li>• Acts with sensitivity to issues that may involve other people's feelings.</li> </ul>
<b>Ethics / Integrity / Values</b>	<ul style="list-style-type: none"> <li>• Has values aligned with the organization and/or societal values and acts accordingly.</li> <li>• Personally and consistently demonstrates "right" behavior.</li> <li>• Recognizes and rewards right behavior in others and addresses inappropriate behavior or ethical breaches.</li> <li>• Actions are unbiased and consistent. Ably builds trust and is widely trusted.</li> </ul>

## Leadership

Competency	
<b>Managerial Focus</b>	<ul style="list-style-type: none"> <li>• Spends sufficient time “managing”, establishing expectations, monitoring performance and giving feedback.</li> <li>• Selects good people; unites people into an effective team.</li> <li>• Creates a positive, motivating work climate.</li> <li>• Constructively guides people and processes to achieve objectives. Manages in a participative way, yet delegates effectively.</li> </ul>
<b>Sizing People Up</b>	<ul style="list-style-type: none"> <li>• Hires good people; forms a competent team.</li> <li>• Is a good judge of people and their ability to perform given jobs or assignments.</li> <li>• Bases opinion on sound criteria.</li> <li>• Accurately identifies people’s strengths and limitations.</li> </ul>
<b>Developing Others</b>	<ul style="list-style-type: none"> <li>• Skilled at formal training or informal coaching and instructing.</li> <li>• Thoughtfully assigns tasks or workload to challenge or stretch individual skills.</li> <li>• Promotes and conducts developmental discussions.</li> <li>• Shows awareness of and support for developmental goals and needs of the organization and team.</li> </ul>
<b>Organizational Character</b>	<ul style="list-style-type: none"> <li>• Exhibits positive attitude toward organization, organizational direction and employees in general.</li> <li>• Demonstrates “big-picture” understanding of City goals and culture. Supports the organization vision and values.</li> <li>• Is seen as aligned with organization, a “company person.”</li> </ul>
<b>Political Savvy</b>	<ul style="list-style-type: none"> <li>• Has knowledge of and works well within a political setting.</li> <li>• Respects hierarchy and exhibits appropriate diplomacy dealing with official or bureaucratic networks.</li> <li>• Maintains composure and focus working with prominent persons or senior management.</li> <li>• Ably maneuvers and achieves goals within politically-charged environments.</li> </ul>
<b>Problem-Solving</b>	<ul style="list-style-type: none"> <li>• Sees and is able to define problems and find causes.</li> <li>• Devises workable solutions or consults with secondary resources to devise solutions.</li> <li>• Proactively implements fixes and changes as needed to keep small problems from becoming big problems.</li> </ul>
<b>Decision-Making</b>	<ul style="list-style-type: none"> <li>• Capably makes decisions and makes decisions in a timely manner.</li> <li>• Bases decisions on business acumen and intuition.</li> <li>• Can reconcile ambiguities and take action without the total picture when required.</li> <li>• Collaborates in decision-making when appropriate.</li> <li>• Decisions are usually good. Is often sought after for assistance in making decisions.</li> </ul>
<b>Change Management</b>	<ul style="list-style-type: none"> <li>• Envisions and advocates positive change.</li> <li>• Personally supports organizational directions and changes.</li> <li>• Seeks understanding and clarification on change rationale and shares appropriately.</li> <li>• Ably influences others to embrace change. Guides team toward successful implementation of change initiatives.</li> </ul>
<b>Strategic Skills</b>	<ul style="list-style-type: none"> <li>• Able to devise, define and outline constructive strategies.</li> <li>• Sees future path clearly. Has broad vision that spans widely across time and industry.</li> <li>• Capably translates high level strategies into practical implementation strategies.</li> </ul>
<b>Leadership</b>	<ul style="list-style-type: none"> <li>• Is comfortable taking a leadership role.</li> <li>• Ably directs and guides people and processes, with or without formal authority.</li> <li>• Appropriately commanding and able to influence or control events, with or without formal authority.</li> <li>• Inspires; shares “vision,” exhibits charisma and executive “presence.” Demonstrates managerial courage.</li> </ul>