



## Competency Library Guidelines

Keep these guidelines in mind as you familiarize yourself with the Competency Library:

- **Overlapping Competencies:** Although the competency definitions are intended to describe a discrete set of behaviors, traits and characteristics, there is some natural overlap. Where there is significant overlap between two competencies, there is a notation recommending that both not be used in the same Competency Model. *Adaptability* and *Facilitating Change* are two overlapping competencies – the underlying behaviors, traits and characteristics are so similar that using them both in the same Competency Model would not be appropriate. For example, in order to excel in the area of helping others accept change, one must be adaptable himself or herself.
- **Changing Competency Definitions:** The definitions used in the Competency Library are broad enough to be used in any human services work setting. You may wish to change the definitions to better fit the language and culture of your organization. However, you should keep the definitions broad enough to apply to any jobs within the organization for which they will be used. On the other hand, they should be narrow enough to not significantly overlap with other competency definitions.
- **Adding Competencies to the Library:** As you begin to identify the Competency Model/s for your organization, you may find that your targeted job/s requires competencies not included in the Library. Typically, some minor rewording of the definition of a competency will address the concern. If not, you can develop new competency titles and definitions.
- **Competencies and Organizational Levels:** Some of these competencies may be relevant for jobs at any organizational level, while others are generally appropriate only within a specific organizational level, such as frontline supervision, managers, or executives.



## Competency Library

### Action Oriented

Consistently maintains high levels of activity or productivity; sustains long working hours when necessary, works with vigor, effectiveness and determination over a sustained period.

### Adaptability (Do not use with Facilitating Change.)

Adapts well to changes in assignments and priorities; adapts behavior or work methods in response to new information, changing conditions, or unexpected obstacles; approaches change positively and adjusts behaviors accordingly.

### Applied Learning (Do not use with Continuous Learning and Professional Development.)

Able to learn and properly apply new job-related information in a timely manner. Has the ability to absorb and comprehend job-related information from formal training and other formal and informal learning experiences.

### Building Trust

Interact with others in a way that gives them confidence in one's motives and representations and those of the organization. Is seen as direct and truthful; keeps confidences, promises, and commitments.

### Coaching

Providing timely guidance and feedback to help others strengthen knowledge/skills areas needed to accomplish a task or solve a problem.

### Collaboration

Builds constructive working relationships with clients/customers, other work units, community organizations and others to meet mutual goals and objectives. Behaves professionally and supportively when working with individuals from a variety of ethnic, social and educational backgrounds.

### Communication

Clearly conveys and receives information and ideas through a variety of media to individuals or groups in a manner that engages the listener, helps them understand and retain the message, and invites response and feedback. Keeps others informed as appropriate. Demonstrates good written, oral, and listening skills

### 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.

### Continuous Learning and Professional Development (Do not use with Applied Learning)

Is committed to developing professionally, attends professional conferences, focuses on best practices, values cutting-edge practices and approaches; takes advantage of a variety of learning activities, introduces newly gained knowledge and skills on the job.

### Cultural Competence

Cultivates opportunities through diverse people; respects and relates well to people from varied backgrounds, understands diverse worldviews, and is sensitive to group differences; sees diversity as an opportunity, challenges bias and intolerance.

**Customer/Client Focus**

Makes customers/clients and their needs a primary focus of one's actions; shows interest in and understanding of the needs and expectations of internal and external customers (including direct reports); gains customer trust and respect; meets or exceeds customer expectations

**Decision Making/Problem Solving**

Breaks down problems into components and recognizes interrelationships; makes sound, well-informed, and objective decisions. Compares data, information, and input from a variety of sources to draw conclusions; takes action that is consistent with available facts, constraints, and probable consequences.

**Delegating Responsibility**

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

**Developing Others**

**(non-supervisory relationship; supervisors use Guiding and Developing Staff)**

Helps plan and supports the development of individuals' skills and abilities so that they can fulfill current or future job/role responsibilities more effectively.

**Facilitating Change (Do not use with Adaptability.)**

Facilitates the implementation and acceptance of change within the workplace; encourages others to seek opportunities for different and innovative approaches to addressing problems and opportunities.

**Follow-up**

Monitors the work of direct reports to insure quality standards and thoroughness; considers the knowledge, experience, and skill of staff members when determining extent of review.

**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.

**Guiding and Developing Staff (supervisory competency: non-supervisors use Developing Others)**

Focuses and guiding others in accomplishing work objectives; rewards and recognizes others, both formally and informally, in ways that motivate them. Sets high performance expectations for team members; sets clear performance expectations and objectives; holds others accountable for achieving results. Successfully finds resources, training, tools, etc. to support staff needs. Works with staff to create developmental opportunities to expand knowledge and skill level; provides effective feedback and guidance for career development.

**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**

Takes action without being asked or required to; achieves goals beyond job requirements; being proactive; taking prompt action to accomplish objectives.

**Innovation**

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

**Managing Work (supervisory competency: non-supervisors use Planning and Organizing)**

Shows ability to plan, schedule, direct work of self and others; balances task requirements and individual abilities; organizes materials to accomplish tasks; sets challenging yet achievable goals for self and others.

**Negotiation**

Effectively exploring alternatives and positions to reach agreements and solutions that gain the support and acceptance of all parties.

**Planning and Organizing (non-supervisory competency: supervisors use Managing Work)**

Organizes work, sets priorities, and determines resources requirements; determines necessary sequence of activities needed to achieve goals.

**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.

**Risk Taking**

Seeks opportunities and calculates risks to accomplish results that can lead to substantial benefit knowing the real possibility of significant negative consequences.

**Safety Awareness**

Being aware of conditions and circumstances that affect one's own safety or the safety of direct reports.

**Strategic Focus**

Understands how an organization must change in light of internal and external trends and influences; keeps the big, long range picture in mind; builds a shared long-range organizational vision with others. Committed to course of action to achieve long-range goals and influences others to translate vision into action.

**Stress Tolerance**

Maintains effective performance under pressure; handling stress in a manner that is acceptable to others and to the organization.

**Team Leadership (supervisory competency: non-supervisors use Teamwork)**

Communicates a vision and inspires motivation; engages with others (direct-reports and peers) in team process to solve problems; works to find a win/win resolution of differences; is aware of how management style impacts staff productivity and development; modifies leadership style to meet situational requirements; helps team stay focused on major goals while managing within a context of multiple directives.

**Teamwork (non-supervisory competency: supervisors use Team Leadership)**

Participates as an active and contributing member of a team to achieve team goals. Works cooperatively with other team members, involves others, shares information as appropriate, and shares credit for team accomplishments.

**Technical/Professional Knowledge and Skills**

Possesses, acquires, and maintains the technical/professional expertise required to do the job effectively and to create client/customer solutions. Technical/professional expertise is demonstrated through problem solving, applying professional judgment, and competent performance.

### **Visionary Leadership**

Keeps the organization's mission, vision, and values at the forefront of employee decision making and actions; ensures alignment of organization's strategic plan and agency practices with vision, mission and values.

### **Work Standards**

Sets high standards and well-defined, realistic goals for one's self; displays a high level of effort and commitment towards completing assignments in a timely manner; works with minimal supervisor; is motivated to achieve.