

Sample Competencies – Fort Worth, Texas

Competency	Description
Communication Skills	Presents ideas effectively in formal and informal situations. Conveys thoughts clearly and concisely. Listens well and asks good questions. Communicates well in writing. Keeps supervisor and coworkers informed. Shares complete and accurate information with others.
Customer Focus	Knows his/her customers and can describe their expectations. Meets all of the expectations of both internal and external customers. Gains customers' trust and respect. Actively seeks customers' feedback on quality of service he/she provides.
Diversity/ Interpersonal Skills	Deals effectively with a diverse workforce. Treats all people with dignity and respect. Always approachable, never rude. Accepts negative feedback as a way to learn. Is at ease with people at all levels. Aware of and sensitive to what other people are feeling. Does not belittle the opinions or work of other people, regardless of their status or position. Easy to get along with.
Accountability	Accepts personal responsibility for the quality and timeliness of his or her work. Doesn't engage in behavior designed to justify and document decisions for self-protection purposes. Acknowledges and corrects mistakes. Doesn't make excuses for errors or problems.
Ethics/Integrity	Respects and maintains confidentiality. Avoids rumor, gossip and subjective opinions in decision-making. Admits mistakes in spite of the potential for negative consequences. Presents unpleasant or disagreeable facts in an appropriate manner. Keeps promises; meets goals and deadlines. Avoids situations and associations that could be considered inappropriate. Honest in all dealings. 'A good role model.' Trusted by all.
Learning and Continuous Improvement	Can explain the mission of his or her own work unit, other units and how they work together to meet organizational objectives. Actively acquires new skills and competencies. Helps others with tools and approaches to solve problems and improve processes. Treats a negative experience as a learning opportunity. Seeks information and ideas from many places. Looks for better ways to perform routine parts of job.
Results/ Achievement Orientation	Sets high goals and achieves them. Pays attention to his or her own performance and works to improve. Asks for feedback on performance and makes efforts to improve. Acts as if he/she believes that his/her actions make a real difference in meeting the needs of clients, customers, and fellow employees. Gets the job done. A consistent top performer.
Attendance/ Punctuality/ Dependability	Comes to work on time every day. Is fully prepared and ready to work at beginning of work schedule and continues until workday is done. Makes appropriate arrangements when adverse weather or other problems might delay on-time arrival. Conforms to work hours and schedule. Lets supervisor and other know immediately when unexpected problems cause absence, lateness, or the need to leave early.
Decision Making	Makes good decisions. Identifies and considers all available alternatives before making decisions. Seeks other people's input and advice. Can describe the factors that were considered in making a decision and their relative importance. Understands the impact of decisions on co-workers and other organizational units. Can make decisions based on limited information. Applies policies correctly. Seeks solutions acceptable to all.
Initiative/Action Orientation	Displays a high level of energy and enthusiasm. Volunteers to help others with projects or assignments. Stays on task in spite of distractions and interruptions. Enjoy working hard. Doesn't wait to be told to take action. Looks for opportunities to do extra work in order to help a project move along. Willingly puts in extra time and effort in crisis situations. Display an obvious sense of urgency.
Judgment/ Problem Solving	Solves problems quickly and permanently. Uses common sense. Looks beyond the obvious and doesn't stop at the first answer. Seeks advice from people who have been successful in solving similar problems.

Operational Excellence/ Execution	Gets the job done. Meets all deadlines. Conducts routine follow-up. Works on tasks in order of importance. Lets supervisor know immediately when deadlines might not be met. Doesn't wait until the last minute to get work done. Makes sure all parts of the job are completed I full, including follow-up plans and paperwork
Planning and Organizing	Maintains well-organized materials, files, systems and tools. Makes up a schedule for jobs and sticks to it. Breaks work down into logical steps. Does work in order of importance. Does first things first. Is prepared for unexpected roadblocks and delays. Realistically estimated time requirements.
Positive Attitude/ Enthusiasm	Displays a positive attitude and optimism about the work to be done, the people he or she works with, customer management, and company policies. Has a constructive sense of humor. Doesn't spread gossip or rumors. Acts as a positive influence on others. People like being around this person. Is courteous, cooperative and helpful.
Protection of Assets	Uses tools and equipment carefully. Operates equipment the way it is supposed to be operated. Does not abuse equipment. Recognizes and reports need for repair. Observes preventative maintenance schedule. Uses the right tools for the job. Inspects equipment routinely. Routinely cleans work area, vehicle, plant, and /or equipment.
Safety	Performs work in a safe manner at all times. Checks the work area for hazards. Maintains an organized work area. Identifies and corrects unsafe situations. Seeks guidance from supervisor if needed. Considers the safety of other employees on the job site. Maintains personal protection equipment. Understands safety regulations and why they are important. Reports unsafe conditions.
Technical Expertise/Job Knowledge	Is an expert in doing his or her job. Helps others. Has a great deal of relevant experience. Makes good suggestions about ways to improve. Makes active efforts to stay up-to-date. Others regularly seek this individual's assistance and advice.
Adaptability/ Flexibility	Adapts easily to changing conditions and work responsibilities. Able to see different alternatives to reach a given end. Promptly switches strategies or tactics if the current ones are not working. Works comfortably with people of widely differing styles, temperaments, and preferences Deals maturely with anger, frustration and disappointment. Bounces back quickly from problems and frustrations.
Impact and Influence	Develops an effective network of individuals eager to help him/her succeed. Can persuade others to accept his/her point of view. Others seek his/her ideas and opinions. Skilled at planning and implementing ideas to increase the chances of acceptance. Anticipates objections and plans how to overcome them. Understands group dynamics and is skilled working with groups as well as individuals. Trusted by others.
Organizational Knowledge	Understands the organization's culture. Can accurately explain the organization's structure, major products/services, and how various parts of the organization contribute to each other. Understands and can explain the reasoning behind policies, practices and procedures. Uses formal channels and informal networks to get work done. Understands political realities and implications.
Quality Management	Provides the highest quality products and service that meet the needs and expectation of both internal and external customers. Identifies and responds quickly to all customer needs. Works to assure continuous improvement. Invites suggestions. Open to experimentation. Is willing to incur costs to assure quality. Uses both quantitative and qualitative measures to assess how well a job is done. Knows when 'good enough' is good enough and when it's not.
Conceptual Thinking	Makes complex ideas or situations clear, simple, and /or understandable. Recognizes patterns-sees discrepancies, missing pieces, trends or interrelationships in data and situations. Sees underlying issues in complex situations. Can put the pieces together in order to understand the big picture. Uses appropriate and understandable examples, metaphors and analogies. Sensitive to subtleties and nuances. Notices when a current situation is similar to a past situation, and identifies the similarities. Understands and is able to explain all sides of an issue. Demonstrates considerable intellectual horsepower. Thinks 'outside the box.'

Command Skills	Takes charge and assumes leadership. Takes unpopular stands when necessary. Calm in a crisis. Does what it takes to get the job done. Faces up to problems quickly and directly. Lets people know where they stand. Communicates a healthy sense of urgency regarding work objectives.
Developing and Retaining Talent	Knows the strengths and limitations of people in his or her work group and in others. Pushes tasks and decisions down. Invites input from each person. Shared ownership and visibility. Identifies subordinates' development needs. Provides meaningful development plans. Holds development discussions. Knows each subordinate's career goals. Rewards staff for developmental success as well as for good job performance. Actively works to identify and retain top talent. Gives newcomers a lot of help.
Leadership	Gains the support of others. Builds voluntary cooperation through credibility, expertise, influence and persuasion. Generates excitement, enthusiasm, and commitment to the group's mission. Actively resolved conflicts and demonstrates effective conflict management skills. Links mission/vision/values to everyday work. Sees the potential in people, opportunities and events. Willing to change or abandon current practices and programs when necessary. Takes appropriate risks to improve performance, try something new, or reach a challenging goal. Communicates clear and demanding expectations
People Management	Regularly reviews performance and hold timely discussions. Hires the best people available and selects strong subordinates. Has a nose for talent. Understands how to make use of various individuals' strengths and interests. Is watchful for employees who appear to be having personal problems or concerns and proactively encourages them to seek help. Holds employees accountable and takes corrective action when necessary. Reward effort, hard work and results. Actively works to promote high performers and eliminate non-contributors.
Team Building	Creates a feeling of belonging on the team. Promotes a friendly climate, good morale and cooperation among team members. Assures joint ownership of goal setting, group commitments, work activities, schedules and group accomplishments. Lets people manage, finish and be responsible for their work assignments. Makes sure that the practical needs of the team are met. Protects and promotes the group's reputation with outsiders.

Sample Competencies – City and County of Denver

Oral Communication	Clearly communicates and explains agency/department policies and work assignments to staff and others, and communicates information about the assigned functional and/or operational area's activities to peers, higher-level managers, staff of other organizations, internal and external customers of a localized function, and local stakeholder groups.
Written Communication	Composes, reviews, edits and issues a variety of written materials for diverse audiences; communicates purpose in a succinct and organized manner, appropriate for context, time and place. Written materials affect a local assigned functional and/or operational area(s), a program(s) or segment thereof or limited population of customers.
Interpersonal Skills	Establishes and maintains constructive and cooperative interpersonal relationships with staff, peers, higher-level managers, staff of other organizations, internal customers, and external customer and stakeholder groups to accomplish the organization's mission. Adapts approaches to different people and situations.
Conflict Management	Minimizes confrontations, disagreements, complaints, and grievances and resolves them in a constructive manner. Works with staff, higher-level managers, peers, staff of other organizations, internal customers, a limited population of external customers and local stakeholder groups to generate areas of agreement and joint action.
Influencing/Negotiating	Uses persuasion to change the decisions, opinions, attitudes and behaviors of staff, higher-level managers, peers, internal customers, a limited population of external customers, and local stakeholder groups. Brings opposing groups or individuals together in order to reconcile differences and accomplish organizational goals that affect a local functional and/or operational area or a program segment.
Financial Management	Plans, administers, allocates, negotiates, and monitors revenue and/or expenditures to ensure cost-effective management of programs, projects and policies for functional and/or operational area(s).
Decisiveness	Commits to action, even in uncertain situations, by making sound and timely decisions necessary to carry out programs, ideas, systems or policies that affect a local functional and/or operational area, program segment, or limited population of customers.
Problem Solving	Uses logic to identify and solve problems involving part of an organization. Considers various choices, competing viewpoints and alternatives. Solutions primarily affect a local functional and/or operational area(s), program segment(s), or limited population of customers.
Flexibility	Is open to new ideas and adapts to changing work situations and priorities by modifying existing plans and work methods that affect part of an organization, higher-level managers, peers, staff of other organizations, internal customers, a limited population of external customers, and local stakeholder groups. Remains calm under pressure.
Self-Direction	Sets goals and takes initiative in implementing ideas, systems or policies that affect an functional and/or operational area(s), program(s), or limited population of customers. Manages time efficiently; encourages feedback; and invests in self-development.
Client Orientation	Applies quality management principles and processes for delivery of high-quality services in part of an organization; anticipates and meets demands of internal customers and a limited population of external customers; strives for continuous improvement.
Leadership	Initiates and sustains action to accomplish the goals of part of a functional and/or operational area within an agency/department by guiding and motivating others and gaining the confidence and active support of subordinates, peers, staff of other organizations, internal customers, a limited population of external customers, and local stakeholder groups. Achieves voluntary commitment to shared values and goals and adapts leadership style to different situations.

Planning and Evaluating	Establishes goals and objectives of a functional and/or operational area; identifies required resources and develops plans for carrying out the work in a timely manner. Monitors and evaluates progress to ensure that program(s) and policies are being implemented and adjusted as necessary to accomplish the organization's mission. Impact is limited to an operational or functional area, program(s), or limited population of customers.
Human Resource Management	Works with human resource staff to implement human resource policies for part of an organization to ensure accomplishment of organizational goals through effective recruitment, selection, training, performance appraisal, recognition and corrective/disciplinary action; maintains effective employee relations and complies with government/citywide regulations and policies.
Managing Diverse Workforce	Recognizes diversity as a business strategy; recruits, develops and retains a diverse workforce for an organization within an agency/corporation; promotes teamwork, acceptance and productivity among persons exhibiting cultural, ethnic, gender, and other individual differences.
Team Building	Encourages and facilitates cooperation and open communication and promotes team work at all levels in part of an organization; cooperates with staff, higher-level managers, peers, staff of other organizations, internal customers, a limited population of external customers, and local stakeholder groups to accomplish the organization's goals.
Internal Controls/Integrity	Implements, and maintains accounting and administrative controls for part of an organization within an agency/department. Exhibits personal integrity and promotes ethical conduct by employees; abides by the City's Code of Ethics.
Technical Competence	Is knowledgeable about the subject matter, procedures, requirements, regulations and policies related to area of responsibility. Provides expert advice to staff, higher-level managers, peers, program and administrative staff of other organizations, internal customers, a limit functional and/or operational area(s), program(s) or segment thereof or limited population within the City and County.

Sample Competencies – Department of City Development – City of Milwaukee

Concern for Effectiveness/ Efficiency	Extent to which work has been performed in a cost effective manner and within budgetary constraints; the degree to which the employee has planned logically for assigned objectives, established controls to guide and monitor progress to produce expected or desired results; and has demonstrated concern for continuous process and system improvement.
Advocate for Organizational Mission	Extent to which employee has addressed problems or issues that have application beyond the area of his/her responsibility and has demonstrated commitment to working towards achieving Department-wide goals
Sense of Priorities and Impacts	Extent to which employee recognizes his/her division's responsibilities in relation to others in the Department; the employee's ability to identify, assimilate, and comprehend the critical elements of a situation, extract and interpret implications of courses of actions and make recommendations that will produce positive results.
Cooperates and Contributes as Member of Management Team	Degree to which employee cooperates with others in resolving problems which affect departmental goals; works well individually or in teams; actively contributes to team goals; and shares and supports management values of the Department.
Dependability/ Judgment	Extent to which employee is adaptable and flexible in mastering new assignments and responsibilities; has demonstrated logical and sound judgment in choosing a particular course of action; and can be relied upon to make effective judgments and conclusions.
Creative/Strategic Thinking	Extent to which employee has demonstrated ability and facility for original and innovative thinking; ability to identify and address critical/strategic issues; and has produced unique solutions to problems in his/her area of responsibility.
Effective Leader/Supervisor	Extent to which employee has demonstrated ability to take charge, direct and coordinate activities of others, gain respect and confidence of others, inspire and stimulate the best efforts of subordinates in the accomplishment of identified goals, provide environment of self-motivation and empowerment of subordinates, and handle and resolve employee problems effectively through the use of coaching skills.
Effective Communicator	Extent to which employee has demonstrated ability to convey ideas and information effectively; is responsive to customer needs; keeps management and employees informed; has demonstrated skill and tact in influencing and gaining cooperation from people; and is effective in dealing with internal and external customers and their representatives.