



General Employee Competency Model

INTERPERSONAL SKILLS

1. Building Positive Working Relationships
2. Building Trust
3. Communication Skills

COLLABORATION SKILLS

4. Working Together as a Team
5. Customer Service Skills
6. Partnering with Supervisor

SELF-MANAGEMENT SKILLS

7. Quality Focus
8. Adaptability
9. Decision-Making
10. Planning and Organizing
11. Continuous Learning
12. Professional Knowledge/Expertise

Oakland County General Employee Competency Model

A competency model is a set of skills and behaviors identified to be critical for effective job performance. When used to guide individual work behavior and/or professional development, competency models can be instrumental in achieving professional success. We currently have three competency models in place at Oakland County: the Leadership Competency Model, the Supervisory Competency Model, and now the General Employee Competency Model.

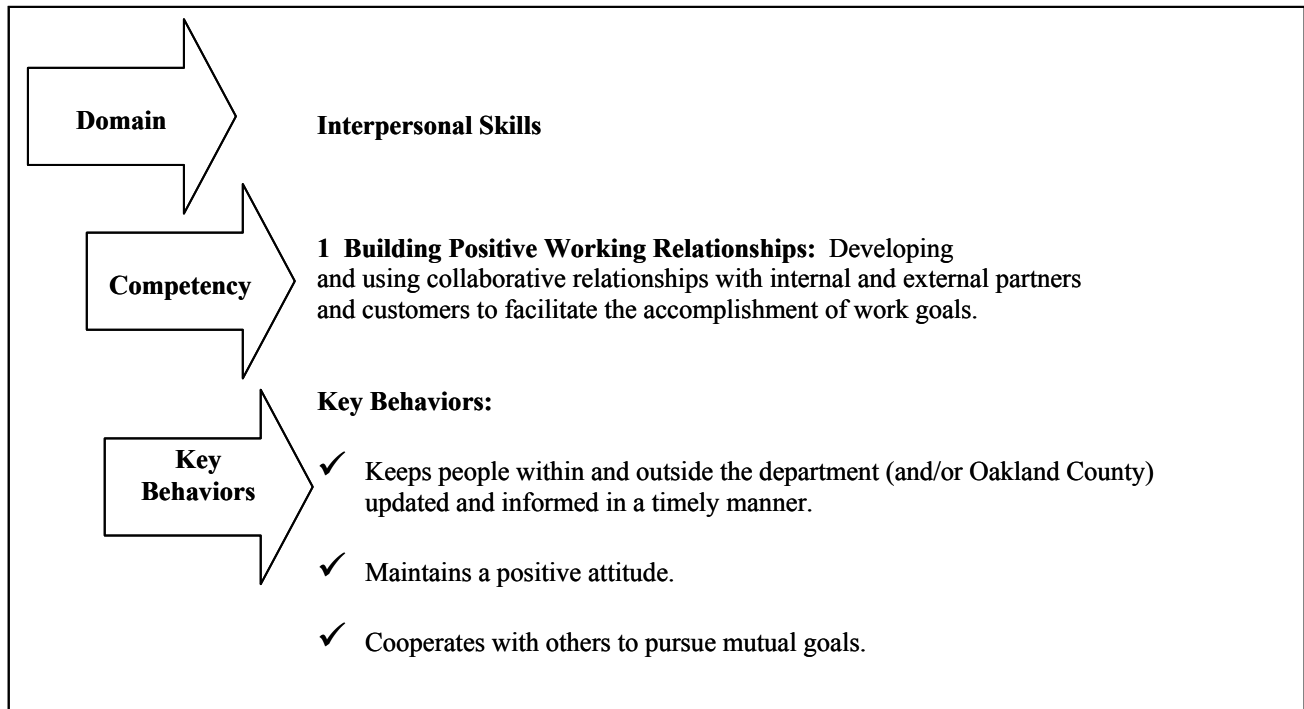
Each of the competency models were developed specifically for public sector employees, and outline the specific skills and behaviors required for success on the job *for the group of employees for which each model was developed*. The finalized models involved input from content experts at Oakland County. The General Employee Competency Model reflects the competencies required of *employees who are in non-supervisory positions and has been designed to provide specific examples of effective work behaviors*.

Terminology

It is important to have a clear understanding of what is meant by terms such as “domain”, “competency”, and “key behaviors”. The competency model is made up of *three skill domains*, or groupings of associated competencies. The three skill domains in the General Employee Competency Model are Interpersonal Skills, Collaboration Skills, and Self-Management Skills. Each skill domain is further broken down into related competencies.

Competency - A competency is a clustering of knowledge, skills, and abilities that is directly related to effective job performance. The Oakland County *General Employee* Competencies were developed based on a solid understanding of critical success indicators found in *non-supervisory* positions across Oakland County.

Key Behaviors - Each competency is further defined by key behaviors which explain more specifically what you would see a person doing if he or she was successfully demonstrating the competency. Key behaviors are explained in terms related to actions.



An Example...

The competency “Building Positive Working Relationships” is part of the “Interpersonal Skills” domain. It is broadly defined as “developing and using collaborative relationships with internal and external partners and customers to facilitate the accomplishment of work goals.” The key behaviors further define this competency, and include: “keeps people within and outside the department updated and informed in a timely manner, maintains a positive attitude, cooperates with others to pursue mutual goals”. A person with a strength in this competency would demonstrate these key behaviors.

Keep In Mind...

Working toward competency development enhances overall knowledge, skills, and abilities, which are important in achieving professional success. Developing your job and/or industry specific knowledge is also very important to your overall success. Finally, keep in mind that the **General Employee** Competency Model has a lot of key behaviors, but is not all inclusive. It doesn’t include all behaviors for all jobs. It is designed to be a framework.

INTERPERSONAL SKILLS

1. **Building Positive Working Relationships**: Developing and using collaborative relationships with internal and external partners and customers to facilitate the accomplishment of work goals.

Key Behaviors:

- Keeps people within and outside the department updated and informed in a timely manner.
- Values others' knowledge and expertise. Invites the input and feedback of others. Fully considers others' explanations/points of view.
- Acknowledges requests from others promptly. Is available and responsive. Shows up on time for meetings and appointments.
- Maintains a positive attitude.
- Initiates open and candid relationships with people at all levels.
- Interacts effectively with own and higher managers; builds solid relationship with boss.
- Cooperates with others to pursue mutual goals.

INTERPERSONAL SKILLS

2. **Building Trust:** Interacting with everyone in a way that gives them confidence in one's intentions and those of the organization; fostering an environment that is fair and open to new ideas.

Key Behaviors:

- Builds trust by being reliable and dependable. Follows through on commitments.
- Gives credit where credit is due.
- Treats people fairly and with respect.
- Expresses consistent point of view to different audiences.
- Is honest and straightforward with others. Maintains confidentiality and high personal ethical standards.
- Communicates rationale for decisions/actions. Admits ineffective decisions.

INTERPERSONAL SKILLS

3. **Communication Skills:** Clearly conveying information and ideas through a variety of media to others in formal and informal settings in a manner that engages them and helps them understand and retain the message.

Key Behaviors:

- Organizes thoughts before speaking, and concentrates on key points. Communicates clearly and articulately. Speaks concisely and to the point.
- Uses examples to clarify a point.
- Says what is on their mind in a direct but tactful manner.
- Adapts communication style to fit the audience. Uses appropriate language to set the proper “tone” of the communication.
- Writes correspondence that is professional, accurate, and grammatically correct.
- Asks questions to encourage others to elaborate on their thoughts. Listens carefully to input without interrupting. Clarifies what others say to ensure understanding.
- Uses multiple methods to communicate messages and consistently chooses methods that are appropriate for the message that is being relayed.

COLLABORATION SKILLS

4. **Working Together as a Team:** Actively participates as a member of the team toward the completion of team goals.

Key Behaviors:

- Contributes effectively in team meetings, informal team gatherings, and other team settings.
- Develops productive and cooperative relations with other team members. Integrates new people into the team.
- Demonstrates cooperation among team members; focuses on accomplishing shared goals. Offers to help when co-workers are facing a deadline.
- Values the opinions of others and is open to knowledge/expertise within unit/department.
- Expresses disagreement with other members of the team in a constructive manner.
- Acknowledges the contributions of others.
- Shares knowledge, expertise, and resources with team members to effectively accomplish team goals.
- Commits to the success of the entire team, not simply one's own success. Stays focused on team goals.
- Asks for help when necessary. Alerts others early in the process when realizing a commitment will not be met.
- Speaks positively of team members and team goals.
- Goes beyond daily job responsibilities to help the team succeed.

COLLABORATION SKILLS

5. **Customer Service Skills:** Recognizing that the unit exists to support its customer's needs. Making customers and their needs a primary focus of one's actions.

Key Behaviors:

- Understands who customers are, both internal and external. Makes customer service a top priority.
- Applies policies and procedures consistently when dealing with customer issues.
- Strives to understand and fulfill the needs and expectations of internal and/or external customers.
- Educates customers in the processes and procedures of the unit.
- Acknowledges and responds quickly to customers' needs and requests in a professional and courteous manner.
- Takes customer complaints seriously and works to resolve issues and restore customers' satisfaction with unit services.

COLLABORATION SKILLS

6. **Partnering with Supervisor:** Working with supervisor to achieve the goals of the unit. Taking responsibility to fully understand one's own role in supporting the goals of the unit.

Key Behaviors:

- Keeps supervisor informed of potential issues (e.g., escalating customer complaint, limited resources). Proactively takes appropriate issues to supervisor as soon as possible.
- Is prepared and organized when meeting with supervisor. Values and respects supervisor's time.
- Asks questions of supervisor to ensure understanding of assigned tasks/projects.
- Seeks performance feedback from supervisor.
- Maintains an open and honest relationship with supervisor.
- Presents alternatives along with issues and actively supports those decisions once they are made.

SELF-MANAGEMENT SKILLS

7. **Quality Focus:** Establishing and exceeding high standards of excellence in all elements of one's work.

Key Behaviors:

- Accurately and carefully follows established procedures for completing work tasks.
- Diligently watches over job processes, tasks, and work products to ensure freedom from errors, omissions, or defects.
- Identifies and initiates action to correct quality problems or notifies others of quality issues as appropriate.
- Strives to ensure quality problems are followed up on.
- Demonstrates a passion for exceeding expectations. Does not tolerate low quality work.

SELF- MANAGEMENT SKILLS

8. **Adaptability:** Maintaining effectiveness when experiencing major changes in work tasks or the work environment. Embraces change and consistently remains flexible to new work demands.

Key Behaviors:

- Tries to understand changes in work tasks, situations, and environment as well as the logic or basis for change; actively seeks information about new work situations.
- Treats change and new situations as opportunities for learning and growth; focuses on the beneficial aspects of the change speaks positively about the change to others.
- Quickly modifies behavior to deal effectively with changes in the work environment; readily tries new approaches appropriate for new or changed situations; does not persist with ineffective behaviors.
- Adjusts to new practices and responsibilities while maintaining existing workload and quality.
- Maintains a positive attitude in the face of change; assists others in understanding the change.

SELF-MANAGEMENT SKILLS

9. **Decision-Making:** Identifying and understanding issues, problems, and opportunities; using effective approaches in choosing a course of action or developing appropriate solutions; taking appropriate action.

Key Behaviors:

- Considers the importance of the decision in determining how deeply to go into information gathering and data analysis.
- Gathers all the needed facts to make an informed decision. Identifies the root cause(s) of problems.
- Involves those impacted by the decision in the decision-making process. Communicates the rationale behind decisions.
- Considers the consequences and impact of decisions.
- Implements decisions. Accepts accountability for the results.
- Makes day-to-day decisions within scope of job responsibilities. Knows when to take issues to supervisor (e.g., unique, high impact, controversial).

SELF-MANAGEMENT SKILLS

10. Planning and Organizing: Effectively managing one's own time and resources to ensure that work is completed efficiently.

Key Behaviors:

- Understands the timeframe available and creates a plan to work within and meet the established timeline.
- Understands the relationships and dependencies between parts of a project. Takes the schedules and priorities of others into account.
- Establishes both short and long-term goals to facilitate the accomplishment of one's own work duties
- Keeps track of numerous projects and tasks at the same time. Utilizes planning tools. Has a system for planning and organizing one's own time. Monitors individual progress.
- Effectively and efficiently makes use of time and resources.
- Works with supervisor to identify the resources needed for work activities.
- Understands department priorities, categorizes assignments and tasks based on urgency and importance and adjusts appropriately as needed.

SELF-MANAGEMENT SKILLS

11. Continuous Learning: Seeks opportunities to learn from experience and from others. Consistently takes advantage of learning opportunities and applies newly acquired knowledge and skills on the job.

Key Behaviors:

- Identifies opportunities to build skills, knowledge, and expertise. Learns new skills as needed and applies new skills on the job.
- Openly seeks feedback from others to improve own performance. Values the input of peers, subordinates, and others.
- Sets developmental goals for self and works to attain them.
- Partners with supervisor to discuss developmental goals. Takes responsibility to achieve goals.
- Participates in learning activities in a way that makes the most of the learning experience (e.g., takes notes, asks questions, keeps on-the-job applications in mind).

SELF MANAGEMENT SKILLS

12. Professional Knowledge/Expertise: Having achieved a comprehensive level of technical and professional skill or knowledge in position-related areas.

- **Policies and Procedures**—Maintains knowledge of and applies applicable policies and procedures of Oakland County and specific functional area.
- **Government Rules and Regulations**—Understands applicable governmental rules and regulations and their impact.
- **Financial Management/Fiscal Responsibility**— Practices responsible stewardship of taxpayer money.
- **Field Trends and Developments**—Stays abreast of current developments and trends in all relevant areas of one's field.
 - Works to keep up with developments in own area of expertise.
 - Develops and maintains job specific/technical competencies.
 - Achieves and maintains required certifications/licenses.
 - Recognizes the impact of changes and developments in area of expertise to public service.