

## COMPETENCIES FOR GENERAL EMPLOYEE POSITIONS

Customer Focus

Adaptability/Flexibility

Technical Skills

Communication

Positive Attitude

### CUSTOMER FOCUS

Discovers, understands and meets needs of customers (internal and external). Gives customer needs priority and responds quickly to customer concerns. Builds positive customer relationships. Does not allow internal company issues or personal feelings to interfere with customer service.

**Exemplary Performance:** Consistently goes 'above and beyond' to help customers. Anticipates customers' needs. Owns the problem and is resourceful in finding solutions for customers. Never lets customers see that they are having a bad day.

**Below Target Performance:** Generates complaints from customers. Does not own customers' issues and/or passes the issue to other staff members on a consistent basis. Is (or appears to be) unfriendly to customer. Lets personal feelings or issues interfere with providing effective customer service. Portrays an unprofessional image or perception to customers.

### ADAPTABILITY/FLEXIBILITY

Maintains focus and positive attitude amidst change or when under pressure. Able to modify or shift behaviors in response to changing conditions, new information or customers' needs. Accepts and embraces changes in his/her job or in the organization. Maintains productivity and effectiveness in spite of changes. Is able to see the merits of perspectives different than his/her own.

**Exemplary Performance:** When asked to modify behaviors, always complies without complaint. Proactively steps up to try new ways of doing things and volunteers for new assignments. Is positive about changes and is a change leader in their team or organization.

**Below Target Performance:** Is unwilling or unable to adapt to changes without being pushed. Resists change and/or undermines/sabotages changes. Becomes agitated when asked to work outside the daily routine or to try something new. Frequently will not change mind, despite new information. Failure or resistance to change has caused issues or delays within the team, department or organization.

### TECHNICAL SKILLS

Possesses and uses knowledge that specifically relates to the job at hand. Demonstrates mastery of required job-related knowledge and mastery in performing essential job requirements. Takes specific action to maintain or expand knowledge, skills and expertise. Understands this industry, its standards, practices and processes.

**Exemplary Performance:** Understands all work procedures and methods. Continually learns new tools and skills and teaches others. Anticipates and acquires skills before they are needed. Adapts well to technological developments relevant to his/her area.

**Below Target Performance:** Retraining needed. Does not have skills or lack of use has eroded skills. New technology or advancements have surpassed existing understanding.

## **COMMUNICATION**

Clearly conveys and receives information and ideas to individuals or groups. Invites and constructively responds to feedback. Keeps others informed as appropriate. Demonstrates effective written, oral and listening skills. Maintains a positive attitude consistently, despite difficult or challenging circumstances, and communicates positively when working with others.

**Exemplary Performance:** Communications are consistently error free, have a positive, professional tone, and are presented with the needs and expectations of the audience in mind.

**Below Target Performance:** Fails to listen and share feedback. Communication is unclear, disorganized and they have difficulty expressing their thoughts. Fails to communicate or share important information. Consistently has negative tone or attitude when communicating with others.

## **POSITIVE ATTITUDE**

Hopeful about the future. Confident in his/her abilities to achieve goals and excited about the possibilities of positive new experiences. Bypasses obstacles to find the good parts of a bad situation.

**Exemplary Performance:** Consistently maintains optimism through ups and downs and bounces back undaunted. Exhibits passion and excitement for his/her work. Provides continual positive energy. Is a positive influence on other team members, customers and the work environment. Maintains constructive and positive attitude despite difficult situations. Readily accepts new challenges or experiences. Focuses on solutions rather than problems.

**Below Target Performance:** Exhibits negativity in action or words and is a poor influence on those around him/her. Shuts down at the prospect of a new challenge or experience. Is unwilling to behave in a way that might help to solve or improve a bad or unhappy situation. Always assumes that there is something wrong with other people, and never him/herself. Completely apathetic, uncaring or inconsiderate about the feelings of others or the effect of one's behavior on others.