



Competency Overview Guide



Performance Management, Competencies, and Workday®

The Personnel Board is committed to a performance management system that fosters employee development and excellent job performance. This is accomplished by aligning the expectations and efforts of supervisors and employees; establishing employee, departmental and organizational goals; promoting consistency and fairness in the evaluation of employee performance; and supporting employees in a manner that allows them to perform at their best. The Personnel Board is offering the Workday® Performance Management system to assist in accomplishing these objectives for performance management.

Workday® Performance Management is a talent and performance management system that ensures the focus of evaluation is on critical requirements for each given job and provides an efficient means of documenting and sharing goals, outlining performance expectations, making performance ratings and documenting employee performance in support of those evaluations. Workday® Performance Management presents competencies identified to be important for successful job performance through extensive job analysis efforts and activities. Competencies are groups of highly-related knowledge, skills, and abilities that contribute significantly to an employee's success of the job. Competencies help drive individual and organizational performance and they are presented within the Workday® Performance Management system with descriptive labels, thorough definitions, the associated knowledge, skills, and abilities, and behavioral indicators that provide examples of application of the competency on the job.

The Personnel Board requires that supervisors conduct a performance management review of each employee within the Workday® Performance Management system at least once annually. The performance appraisal is designed to be a communication tool between the employee and the supervisor and should be geared toward accurate assessment of job performance and focused on the continued development of all employees. The review process should focus on expectations for performance on the job and consider the employee's progress toward meeting those expectations, as well as employee, departmental, and organizational goals. The performance review conducted in the Workday® Performance Management is considered part of the employee's official personnel file. It is important to note that the Workday® Performance Management is a system that is designed as a resource or tool to be used to enhance the performance management review process; however, it is only as effective as the effort taken to appropriately use it. Workday® Performance Management is *not* a substitute for appropriate and effective management practices that must be undertaken to ensure that performance is appropriately evaluated and managed.

The remainder of this manual is intended as a quick reference guide aimed at providing employees with additional information regarding the Workday® Performance Management system and the competencies and rating scales included within the system.

Competencies

The table below presents the competencies within the Workday® Performance Management system.

Competency	Competency Definition
Adaptability & Flexibility	The willingness and ability to transition quickly and effectively to different job tasks, to shift priorities and to modify actions to meet changing job demands. Adjusts style as appropriate to the needs of the situation. Responds to change with a positive attitude and a willingness to implement new ways to accomplish work activities and objectives.
Learning & Memory	The willingness and ability to acquire knowledge and skills necessary to perform job more effectively. Accurately recalls information related to effective performance of the job and retains learned knowledge and skills.
Computer & Technology Operations	The ability and skill to effectively operate and use various computer software, applications, and related technology necessary to accomplish the work required on the job.
Creativity & Innovation	The willingness and ability to take creative and innovative approaches to problems or issues in order to make the organization more efficient and effective. Seeks out and creates new approaches to on-the-job challenges. Applies original thinking in approach to job responsibilities and to improve processes, methods, systems, or services.
Customer Service	The willingness and ability to balance customer needs and interests with those of the organization while using professional and positive interpersonal behaviors to enhance interactions with customers and build buy-in/good will.
Heavy Equipment & Vehicle Use	The abilities and skills necessary to appropriately and safely operate, drive, use, and/or maintain motor vehicles, heavy equipment, or other rolling stock equipment necessary to accomplish the work required of the job in accordance with established operating procedures and safety guidelines.
Leadership & Management	The ability and skill to lead and manage the efforts of team members to accomplish goals and objectives through delegating of tasks and responsibilities, establishing clear expectations, monitoring and evaluating work, motivating and encouraging performance, and holding individuals accountable. Fosters a positive work environment and motivates team members to achieve results. Provides appropriate coaching and mentoring to encourage staff development and address performance issues.

Mathematical & Statistical Skills	The ability and skill to perform mathematical and statistical analyses necessary to complete work tasks, solve practical problems, or provide support for decision-making processes. Includes identifying needed data and ensuring accuracy of calculations and results.
Oral Communication & Comprehension	The ability and skill to effectively communicate thoughts and ideas orally in individual or group situations. Understands orally communicated information, questions, and/or directives through active listening and seeking clarification where necessary for understanding.
Planning & Organizing	The willingness and ability to establish a systematic course of action for self or others to ensure accomplishment of a specific objective(s). Sets priorities, goals, and timetables to achieve maximum productivity. Maintains information, documentation, and materials in an organized fashion.
Problem Solving & Decision Making	The ability and skill to dissect a problem, assess the interrelationships among various aspects of the issue, identify and critically analyze viable options, and make efficient and effective decisions on how to resolve the problem. Includes using logic and reasoning to identify the strengths and weaknesses of alternative solutions, conclusions or approaches to problems.
Professionalism & Integrity	The willingness and ability to assess and uphold workplace etiquette, demonstrate respect toward others, exhibit expected professional behavior, and maintain an appropriate professional appearance. Includes complying with rules, regulations, and institutional norms; respecting the contributions of others; and identifying and managing apparent and actual conflicts of interest, ethical violations, and violations of expected professional behavior.
Researching & Referencing	The ability and skills necessary for identifying and interpreting appropriate and relevant sources of job-related information, including researching, referencing, and analyzing information from a variety of those sources to aid in effective job performance. Includes effective use of books, internet, databases, laws, policies, journals, experience, experts, and other job-related reference and research sources.
Reviewing, Inspecting, & Auditing	The willingness and ability to review and monitor equipment, material, reports, plans, or various other work products for the purpose of identifying or detecting errors, omissions, malfunctions, potential problems, or non-compliance with required guidelines, policies, or laws. Includes the review of work products from subordinate staff and/or the operations of equipment and systems, identifying errors and issues through close attention to detail and comparison with established standards and protocols.

Self-Management & Initiative	The willingness and ability to self-initiate action to accomplish tasks and complete work, gets the best from one's abilities and strives for improvement and takes responsibility for own development and actions, is self-motivated and persistent and delivers on commitments. Includes the ability to accurately assess own performance in order to identify areas of strength and areas for development and the ability to see a need for and take constructive action at work without being prompted or urged.
Small Tool & Equipment Use	The abilities and skills necessary to appropriately and safely operate, use, and maintain various small tools and equipment necessary to accomplish the work required of the job in accordance with established operating procedures and safety guidelines.
Teamwork & Interpersonal	The willingness and ability to work cohesively and collaboratively with others to make decisions and achieve goals and objectives. Includes listening to other people's point of view, effectively working with and respecting people of varying backgrounds and personalities, recognizing the importance and impact of one's own behavior and language on others, and de-escalating and resolving conflict when it arises.
Technical & Job Specific Knowledge	Demonstrates the possession of the technical and job-specific knowledge to effectively perform all duties of the job. Includes retaining and effectively drawing upon the knowledge as needed to address work-related issues and activities.
Technical Skills	Demonstrates proficiency in specialized job-related technical skills needed to effectively and safely perform certain responsibilities of the job. Examples of technical skills include the talents and expertise necessary for mastery or fluidity in a foreign language, engineering planning and design, skilled operation of specific vehicles or machinery, and the development of computer programs, among many others.
Training & Facilitation	The ability and skill necessary to teach and train individuals, employees, and/or customers through the establishing of learning objectives, developing content, and effective delivery of information. Includes facilitating individual and group discussions/meetings to elicit needed information and engaging employees through the presentation of the information/materials.
Written Communication & Comprehension	The ability to effectively communicate thoughts and expresses ideas in writing using appropriate terminology, spelling, and grammar. Includes using organizational tools or visual aids (e.g., tables, charts, etc.) to assist in conveying written information in a manner that is logical and easy to understand. Reads and comprehends information presented in work-related written text and applies it to work situations.

Performance Scale Definitions

For each competency listed in the Workday® Performance Management system, a performance evaluation scale is presented. A performance level that is indicative of the demonstrated behaviors related to the given competency for the job should be selected. In order to assist in ensuring accurate performance ratings, the following table presents the rating scale descriptor and definitions of each of the performance scale options.

Competency Performance Rating Scale

Descriptor	Scale Descriptor Definition
Well above expectations	Employee demonstrates competence in this area that significantly exceeds expectations of performance on the job. Employee demonstrated role model behaviors related to the competency that effect measurable and lasting improvements in departmental and/or organizational performance.
Slightly above expectations	Met all and exceeded many of the established performance expectations in this competency. Employee demonstrated more than effective competence in this area as it relates to the essential functions of the job.
Meets expectations	Met all of the established performance expectations in this competency. Employee demonstrates a level of competence in this area sufficient to perform related aspects of the job effectively.
Slightly below expectations	Employee met some, but not all expectations in the competency area. Support from coworkers, supervisor, or manager may be necessary to ensure that behaviors in this area contribute to effective performance for the job and department.
Well below expectations	Employee did not meet many of the expectations in this competency area. Employee needs significant improvement in critical areas of expected job results or behavioral competencies. Employee needs significant support and development in this area in order to contribute effectively to successful job performance.

In addition to individual competency ratings, the supervisor appraisal form within Workday® Performance Management also requires an overall job performance evaluation. Supervisors must synthesize the evaluations made on the important competencies into an overall employee job performance rating. Again, in order to assist in making those ratings, the scale descriptors and associated definitions are presented below.

Overall Job Performance Rating Scale

Descriptor	Scale Descriptor Definition
Well above expectations	Performance far exceeded expectations due to exceptionally high quality of work performed in all areas of responsibility, resulting in an overall quality of work that was superior. The employee is a distinguished contributor to the success of his/her job, the department, and the organization.
Slightly above expectations	Performance consistently exceeded expectations in all areas of responsibility on the job. Employee contributed beyond what is expected or necessary for effective performance on the job and the quality of work overall was excellent.
Meets expectations	Performance consistently met expectations in all areas of responsibility. Employee performs all essential functions of the job effectively and is a valuable contributor to the department and organizational performance.
Slightly below expectations	Performance did not <i>consistently</i> meet expectations in all areas of responsibility. Additional development or learning is needed in this area to ensure consistently effective performance on the job.
Well below expectations	Performance was consistently below expectations in many areas of responsibility. Employee needs significant improvement in critical areas of expected job results or behavioral competencies. Employee needs significant support and development in this area in order to contribute effectively to successful job performance.

Appendix A – Competencies and Associated KSA's

This appendix presents information on the competencies included in the Workday® Performance Management Competency Library. Specifically, the appendix presents:

- Competency title
- Competency definition
- The individual knowledge, skills, and abilities (KSA's) grouped into each competency,
- Examples of behavioral indicators of performance related to the competency

This information is intended to assist employees and managers in understanding the specific competencies. KSA's within each competency are subject to change as new KSA's are developed. Also, due to the sheer volume of knowledge statements within the Personnel Board KSA library, the **Technical & Job-Specific Knowledge competency does not present the associated KSA's**. The KSA's associated with each individual job are available through the Workday® Performance Management and your local HR department. Not every KSA listed within this appendix is important for each job class.

Adaptability & Flexibility

The willingness and ability to transition quickly and effectively to different job tasks, to shift priorities and to modify actions to meet changing job demands. Adjusts style as appropriate to the needs of the situation. Responds to change with a positive attitude and a willingness to implement new ways to accomplish work activities and objectives.

KSA's:

- Adaptability - The ability to adjust to changing work demands, procedures, technology, and/or priorities.
- Prioritization - Ability to assess the importance of, and consequences associated with, tasks in order to set priorities in light of competing demands.
- Multi-Tasking - The ability to manage and allocate one's time in order to handle multiple tasks and/or meet pressing deadlines.
- Shifting Attention - The ability to shift attention back and forth between two or more activities or sources of information (such as speech, sounds, touch, or other sources).

Behavioral Indicator Examples:

- Anticipates change and creates backup plans before change occurs.
- Adapts to change quickly and easily.
- Understands the need for change and embraces new work procedures.
- Overcomes obstacles in order to adjust to changing work demands.
- Shifts strategy or approach in response to the demands of a situation.
- Manages work across multiple tasks without undue delays, degradation in accuracy or quality of work.
- Focuses attention as needed to manage and meet competing responsibilities, activities, and deadlines.

Learning & Memory

The willingness and ability to acquire knowledge and skills necessary to perform job more effectively. Accurately recalls information related to effective performance of the job and retains learned knowledge and skills.

KSA's:

- Crystallized Intelligence - Ability to learn unfamiliar material/information quickly and accurately.
- Mental Endurance - Ability to maintain mental stamina and focus over long period of work and/or during times of high stress.
- Memory - Ability to mentally store and retrieve work-related information for use at a later time.
- Critical Thinking/Reasoning - Ability to understand the implications of new information for both current and future problem-solving and decision-making.

Behavioral Indicator Examples:

- Persists at completing a task or project over long hours and/or when there is an urgent deadline.
- Accurately recalls and correctly follows policies and procedures when performing tasks.
- Understands and accurately applies new information to tasks performed on the job.
- Considers the strategic impact of new information on the job/organization.
- Maintains focus on the work despite multiple interruptions.
- Serves as a resource to other employees in answering questions about procedures while in the field or when time constraints are in place.

Computer & Technology Operations The ability and skill to effectively operate and use various computer software, applications, and related technology necessary to accomplish the work required on the job.

KSA's:

- Computer & Technology Operations includes skill in performing computer tasks and using computer systems and software effectively to perform one's job. For some jobs, this may simply be skill in using Microsoft Office applications, while for others, there may be more complex systems and applications that are necessary for effective job performance. Employees will be evaluated on how well they use and apply the specific computer and technology skills that are critical to their job.

Behavioral Indicator Examples:

- Leverages computers and software to make work performed more efficient and effective.
- Understands work-related systems and software and effectively uses each to overcome limitations in any one system to accomplish work.
- Manages work within necessary work-related systems in an organized and effective manner.
- Enhances electronic visual presentations by using advanced features of presentation software (e.g., Microsoft PowerPoint), such as sound effects, movement, multi-media.
- Uses advanced features of specialized software to expand user benefits and/or troubleshoot problems.
- Serves as a resource for others experiencing problems with technology and software.

Creativity & Innovation The willingness and ability to take creative and innovative approaches to problems or issues in order to make the organization more efficient and effective. Seeks out and creates new approaches to on-the-job challenges. Applies original thinking in approach to job responsibilities and to improve processes, methods, systems, or services.

KSA's:

- Innovation - Ability to evaluate a problem or issue from multiple perspectives in order to generate effective solutions.
- Creativity - Ability to take a novel approach to work tasks or problems and generate unique or original ideas and/or solutions.

Behavioral Indicator Examples:

- Approaches challenges with an open mind and without preconceived notions.
- Uses challenges to find new and innovative ways of providing services.
- Persistently challenges the status quo to identify areas for improvement.
- Generates and confidently presents new and creative ideas.
- Supports and helps champion new ideas generated by co-workers, team members, management and customers.
- Is always looking for new and productive ways to use everyday tools and resources.
- Seeks out new ideas from other model organizations for consideration and implementation.
- Identifies novel approaches for completing work assignments more effectively or efficiently and works within the "established" system to push for "a better way."
- Looks for creative approaches to providing or improving services that may increase efficiency and decrease cost.

Customer Service

The willingness and ability to balance customer needs and interests with those of the organization while using professional and positive interpersonal behaviors to enhance interactions with customers and build buy-in/good will.

KSA's:

- Anticipation - Ability to anticipate the needs and interests of customers and clients.
- Adaptability - Ability to balance interests of clients and the department/organization and respond to pressing and changing client demands.
- Problem Solving - Ability to identify means of compromise while adhering to rules and policies in order to resolve conflicts.
- Customer Service - Knowledge of principles and processes for providing customer and personal services (e.g., customer needs assessment, quality standards for services, and evaluation of customer satisfaction).

Behavioral Indicator Examples:

- Anticipates customer needs and regularly goes "the extra mile" to provide service.
- Takes ownership of customer issues and works diligently to resolve those issues.
- Makes self fully available to the customer in person and over the phone by being flexible with time and schedule in order to provide services and information.
- Identifies ways to improve the accessibility of information and services for the customer.
- Considers the impact on the external or internal customer when taking action or carrying out job responsibilities.
- Takes personal responsibility for resolving service problems brought to one's attention.
- Regularly updates understanding of customers' needs and quickly adapts solutions to changing customer demands.
- Continually improves relationships with customers by focusing individualized attention.

Heavy Equipment & Vehicle Use

The abilities and skills necessary to appropriately and safely operate, drive, use, and/or maintain motor vehicles, heavy equipment, or other rolling stock equipment necessary to accomplish the work required of the job in accordance with established operating procedures and safety guidelines.

KSA's

- Hazmat Endorsement - Skill in operating a commercial motor vehicle requiring a Hazmat endorsement (i.e., □ Hazmat endorsement (H, N, or X) on a commercial driver license (CDL)).
- Forklift - Skill in operating a forklift.
- Utility van - Skill in operating a full-sized utility van.
- Class A/B CDL - Skill in operating a motor vehicle or equipment requiring a class A or Class B commercial driver's license.
- Motor Vehicle - Skill in operating a motor vehicle.
- Farm Equipment - Skill in operating farm equipment used in applying biosolids to fields, and planting or harvesting hay.
- Watercrafts - Skill in operating watercrafts (e.g., a canoe or gas-powered boat).

Behavioral Indicator Examples:

- Operates heavy equipment/vehicles in a manner that leads to efficient and effective completion of the work.
- Demonstrates a focus on safe operation of heavy equipment/vehicles when performing work.
- Conducts appropriate pre-use checks of heavy equipment/vehicles to ensure they are appropriate for safe operation.
- Recognizes external conditions (e.g., weather) that may affect operations of heavy equipment/vehicles.
- Trains other employees on safe and appropriate operations of heavy equipment/vehicles.
- Regularly performs appropriate preventative maintenance of heavy equipment/vehicles.

Leadership & Management

The ability and skill to lead and manage the efforts of team members to accomplish goals and objectives through delegating of tasks and responsibilities, establishing clear expectations, monitoring and evaluating work, motivating and encouraging performance, and holding individuals accountable. Fosters a positive work environment and motivates team members to achieve results. Provides appropriate coaching and mentoring to encourage staff development and address performance issues.

KSA's:

- Management of Staff/Personnel - The ability to guide and direct the accomplishment of work through subordinate staff.
- Leadership - The ability to influence, motivate, and inspire employees.
- Motivating - The ability to motivate and encourage others to a course of action or goal.
- Performance Assessment - The ability to assess the performance of other individuals to ensure work is performed appropriately and/or take corrective action.
- Supervision - The ability to assign and monitor the work of subordinates.
- Task Delegation - The ability to commit, entrust, or transfer tasks or responsibilities to another.
- Evaluation - The ability to review work and evaluate it against established standards, procedures, laws, or codes to determine any discrepancies between how the work was performed and how it should be performed.

Behavioral Indicator Examples:

- Partners with employees to create individualized performance plans to enhance career growth.
- Coaches employees in a supportive fashion to achieve desired performance levels.
- Uses performance management system to monitor, assess and influence the performance of employees.
- Communicates a compelling vision and goals that generate excitement, enthusiasm, and commitment to the process.
- Clearly communicates the direction, required performance, and expectations for his/her team.
- Meets regularly with employees to review their work and development progress and address any issues or concerns.
- Serves as a model of the performance expected of others by demonstrating commitment to the job and the services provided.
- Encourages a sense of mutual accountability in team settings that motivates individuals to do his/her best for each other and exceed goals.

- Provides timely constructive feedback that is clear and direct. Describes the impact of employee's actions and checks for understanding.
- Works to build consensus within the team.
- Demonstrates concern for treating people fairly and equitably.
- Establishes clear expectations and hold individuals accountable when and addresses improvement and development when expectations are not met.
- Proactively looks for opportunities to delegate decision-making responsibilities to others as development opportunities; holds decision makers accountable for the results of their decisions.

Mathematical & Statistical Skills

The ability and skill to perform mathematical and statistical analyses necessary to complete work tasks, solve practical problems, or provide support for decision-making processes. Includes identifying needed data and ensuring accuracy of calculations and results.

KSA's:

- Math - Ability to perform basic mathematical operations (e.g., add, subtract, multiply, and divide).
- Measurement - Objects - The ability to use standard formulas, rules and equipment to compute various measurements of objects (e.g., length, width, volume, circumference).
- Basic Mathematics - Skill in using basic mathematics (e.g., addition, subtraction, multiplication, division) to solve problems.
- Statistical Analysis - Skill in understanding and applying concepts of statistics and probability theory in order to identify trends, problems, and relationships among data.
- Calculator - The ability to use a scientific calculator.

Behavioral Indicator Examples:

- Completes tasks and duties requiring mathematical or statistical analysis with appropriate analyses and accurate results.
- Ensures accuracy of mathematical or statistical analyses by applying appropriate quality control checks.
- Demonstrates skill in mathematical and statistical analyses through efficient and elegant operations.
- Identifies and utilizes appropriate resources, equipment, and/or software necessary to perform mathematical and statistical analyses efficiently and effectively.

Oral Communication & Comprehension

The ability and skill to effectively communicate thoughts and ideas orally in individual or group situations. Understands orally communicated information, questions, and/or directives through active listening and seeking clarification where necessary for understanding.

KSA's:

- Oral Communication - The ability to orally communicate information and ideas so others will understand.
- Oral Comprehension - The ability to listen to and understand information and ideas presented through spoken words and sentences.
- Active Listening - Ability to attend to information presented verbally and actively ask questions to fill identified areas of missing or unclear information.

- Speaking - Ability to speak clearly so others can understand you.
- Interpreting - Skill in interpreting spoken English into Spanish.
- Sharing Information - Skill in verbally delivering information in a clear and concise manner to an audience.

Behavioral Indicator Examples:

- Communicates clearly and articulately when speaking with an individual or a group assuring that others fully comprehend the intended message.
- Anticipates the needs of target audiences and/or complex situations; adjusts own communication style accordingly.
- Checks for understanding of the communication by asking open-ended questions that draw out the listener's understanding.
- Communicates information in an organized and logical manner.
- Realizes when target audience is not following the information communicated and reiterates or further clarifies to ensure understanding.
- Ask questions to ensure understanding or clarify ambiguously presented information.
- Listens and repeats core of message back to speaker in a way that it is clear that the message is understood.
- Explains complex information in a manner that is easily understood.
- Gives detail/specific instructions to accomplish goals or tasks.
- Demonstrates engagement in conversation (e.g. appropriate eye contact, gestures, demeanor, and body language).
- Speaks clearly and confidently.
- Delivers accurate, clear, and concise messages that inform and frequently persuade others to take action.
- Understands information presented orally without requiring information to be repeated.

Physical Abilities

The physical abilities (physical strength, energy, and coordination) necessary to effectively complete work tasks in an appropriate and safe manner. Includes physical abilities that are performed without extensive practice or experience such as lifting, pulling, pushing, walking, running, or crawling, among others.

KSA's:

- Balance – The ability to keep or regain your body balance or stay upright when in an unstable position.
- Climb - The ability to climb (e.g., ladders, steps).
- Walking - The ability to walk for extended periods of time and/or over long distances.
- Walking on Unstable Ground - The ability to walk on unstable ground (e.g., loose dirt at construction sites)
- Height - Ability to work at heights in excess of 10 feet from the ground (e.g., 17 stories, 300 feet).
- Dynamic Flexibility - The ability to quickly and repeatedly bend, stretch, twist, or reach out with your body, arms, and/or legs.
- Dynamic Strength - The ability to exert muscle force repeatedly or continuously over time.
- Explosive Strength - The ability to use short bursts of muscle force to propel oneself (as in jumping or sprinting), or to move or throw an object.
- Extent Flexibility - The ability to quickly and repeatedly bend, stretch, twist, or reach with your body, arms, and/or legs.
- Labor – The ability to perform general labor activities (e.g. digging holes, unloading and moving materials, cleaning).
- Lifting - Heavy Weights - The ability to lift objects weighing more than 50 pounds.
- Lifting - Light Weights - The ability to lift objects weighing up to 50 pounds.

- Physical Stamina - The ability to maintain physical stamina over long periods of physically demanding work.
- Running - Ability to run for extended periods of time and/or distances.
- Sitting - The ability to sit for long periods of time.
- Static Strength - The ability to exert maximum muscle force to lift, push, pull, or carry objects.
- Trunk Strength - The ability to use your abdominal and lower back muscles to support part of the body repeatedly or continuously over time without 'giving out' or fatiguing.

Behavioral Indicator Examples:

- Does not require additional rest breaks when performing physically demanding activities.
- Only requires assistance from coworkers on physical activities that must be completed by two or more employees (e.g., moving large items too big for one person, etc.).
- Employee's work product does not contain errors even after extended performance of physical activities.
- Employee's work output does not slow down after extended periods of physical activity, completes work/activities on time or early.
- Completes tasks and duties requiring physical abilities in a safe and appropriate manner.

Planning & Organizing

The willingness and ability to establish a systematic course of action for self or others to ensure accomplishment of a specific objective(s). Sets priorities, goals, and timetables to achieve maximum productivity. Maintains information, documentation, and materials in an organized fashion.

KSA's:

- Estimating Time Requirements - The ability to make accurate judgments about how long (in time) a particular task, or group of tasks, will take to complete.
- Resource Allocation - The ability to obtain and allocate the appropriate equipment, facilities, and materials to complete work.
- Planning - The ability to plan work activities in order to meet deadlines and/or goals.
- Scheduling - The ability to schedule activities, meetings, resources, or other work-related matters.
- Strategic Planning - The ability to strategically plan activities to achieve short- or long-term goals designed to achieve overall mission.
- Financial Planning – The ability to project, allocate, and maintain financial resources needed for the accomplishment of work goals.
- Organizational Skills - Skill in organizing information, materials, and/or documentation in a systematic and logical manner.
- Time Management Skills - Skill in managing one's own time and the time of others.
- Knowledge of formal procedures for project management and reporting tools.

Behavioral Indicator Examples:

- Spends time up front planning an approach and develops reasoned and feasible work plans given the resources available.
- Accurately identifies resources needs for effective and efficient completion of projects.
- Develops contingency plans during the planning phase of a project by anticipating the most likely risks to the project work plan; implements those contingency plans quickly when the need arises.

- Consistently involves key stakeholders in the planning and development of action plans.
- Accurately estimates time required to complete activities.
- Develops or uses systems to organize and keep track of information.
- Sets priorities with an appropriate sense of what is most important and plans with an appropriate and realistic sense of the time demand involved.
- Keeps clear, detailed records of activities related to accomplishing stated objectives.
- Knows status of one's own work at all times.
- Manages time in an effort to allow for unexpected tasks or projects that need to be taken care of.
- Able to easily locate documents and information that is requested with regard to various work projects.
- Prioritizes work in a manner that allows for all projects to be completed in a timely fashion.
- Utilizes technology that assists in organizing work (e.g., Outlook calendar, other online calendaring, sticky notes, etc.).

Problem Solving & Decision Making

The ability and skill to dissect a problem, assess the interrelationships among various aspects of the issue, identify and critically analyze viable options, and make efficient and effective decisions on how to resolve the problem. Includes using logic and reasoning to identify the strengths and weaknesses of alternative solutions, conclusions or approaches to problems.

KSA's:

- Analysis - Ability to analyze information and draw valid conclusions.
- Critical Thinking - The ability to use logic and reasoning to identify the strengths and weaknesses of alternative solutions, conclusions, or approaches to problems.
- Problem Solving - The ability to analyze a problem from different perspectives and generate potential solutions that are practical and effective.
- Reasoning - The ability to combine information in order to form logical conclusions or to identify relationships between different pieces of information.
- Troubleshooting - The ability to investigate a problem in order to identify the root cause(s) and determine an appropriate solution.
- Judgment and Decision Making - Skill in selecting the most appropriate course of action in situations where information is unclear or unavailable and making high quality and effective decisions.
- Efficiency - Ability to identify new processes or improvements to existing processes that allow work to be performed more efficiently or effectively.
- Logic - Ability to arrange things or actions in a certain order or pattern according to a specific rule or set of rules (e.g., patterns of numbers, letters, words, pictures, mathematical operations).
- Knowledge of problem-solving methods aimed at identifying the root causes of problems or events.

Behavioral Indicator Examples:

- Undertakes complex tasks by breaking it down into manageable parts in a systematic, detailed way.
- Initiates problem solving approach and develops effective solutions to problems.
- Thinks of several possible explanations or alternatives for a situation and anticipates potential obstacles and develops contingency plans to overcome them.
- Identifies the information needed to solve a problem effectively.
- Considers alternative available actions, resources, and constraints before selecting a method for accomplishing a task or project.

- Refrains from “jumping to conclusions” based on no, or minimal, evidence; takes time to collect facts before decision-making.
- Combines information to form logical conclusions and identify relationships between different pieces of information.
- Considers the long-term as well as immediate short-term outcomes and actions.
- Recognizes when to escalate appropriate or specific situations to the next higher level of expertise.
- Makes effective decisions even in situations where there is an absence of information or tight timeframes.
- Is persistent in analysis of issues and problems to find solutions that best serve the organization.
- Accurately and effectively predicts the outcomes of alternatives to solve problems.
- Identifies and appropriately addresses the inter-relationships between issues, tasks, or problems.
- Values alternative problem solving methods and is open to suggestions from supervisors and coworkers.
- Investigates problem to determine the root cause and correct it, instead of focusing on the symptoms of the problem.
- Relies on standardized solution methods when solving a problem or making a decision, rather than guesswork or intuition.

Professionalism & Integrity

The willingness and ability to assess and uphold workplace etiquette, demonstrate respect toward others, exhibit expected professional behavior, and maintain an appropriate professional appearance. Includes complying with rules, regulations, and institutional norms; respecting the contributions of others; and identifying and managing apparent and actual conflicts of interest, ethical violations, and violations of expected professional behavior.

KSA's:

- Integrity - The ability to demonstrate honest behavior in all work tasks and responsibilities.
- Confidentiality – The ability to maintain confidentiality of information (e.g., applicant, client, customer, patient).
- Professionalism - Skill in conducting oneself in a calm and professional manner in stressful situations.
- Safety - Ability to follow safety procedures and practices in a variety of novel and everyday work tasks/situations.
- Strict Work Environment - Ability to work in an environment that requires strict adherence to instructions, standards, and/or procedures.

Behavioral Indicator Examples:

- Ensures professional appearance appropriate for the situation and in compliance with policies.
- Understands how one is perceived by others.
- Works to develop and maintain positive working relationships
- Maintains a positive work attitude.
- Maintains a professional and respectful demeanor at all times when working with others.
- Actions and behaviors have a positive effect on others.
- Maintains confidentiality of sensitive information in all situations.
- Demonstrates respect, professionalism and courtesy to team members and values the input of others.
- Is open and honest in interactions with coworkers, management, customers, and other stakeholders.
- Avoids gossip, rumor spreading, and perpetuating negative thoughts, attitudes, and communications.
- Acts respectfully and diplomatically to diffuse even the most difficult situations.

Researching & Referencing

The ability and skills necessary for identifying and interpreting appropriate and relevant sources of job-related information, including researching, referencing, and analyzing information from a variety of those sources to aid in effective job performance. Includes effective use of books, internet, databases, laws, policies, journals, experience, experts, and other job-related reference and research sources.

KSA's:

- Referencing - The ability to identify appropriate materials and sources of needed information, to includes referencing, cross referencing, and evaluating the pertinence of information.
- Research - The ability to conduct research using various sources of information (e.g., databases, internet, books) in order to identify and compile needed information.
- Record Maintenance - Skill in maintaining records.

Behavioral Indicator Examples:

- Conducts a systematic investigation to establish facts or principles or to collect information on a subject.
- Ensures all sources of information are accurate and up-to-date.
- Exhausts all possible sources of research information.
- Publishes research in professional and/or peer-reviewed journals, books, or other publications.
- Keeps up-to-date on current research in area of work.
- References appropriate resources in documentation, reports, or other work products.
- References critical material to ensure accuracy of information being communicated rather relying solely on memory.

Reviewing, Inspecting & Auditing

The willingness and ability to review and monitor equipment, material, reports, plans, or various other work products for the purpose of identifying or detecting errors, omissions, malfunctions, potential problems, or non-compliance with required guidelines, policies, or laws. Includes the review of work products from subordinate staff and/or the operations of equipment and systems, identifying errors and issues through close attention to detail and comparison with established standards and protocols.

KSA's:

- Pattern Identification - The ability to identify or detect a known pattern (a figure, object, word, or sound) that is hidden in other distracting material.
- Attention to Detail - The ability to pay close attention to detail in order to ensure the completeness and accuracy of work.
- Systems Evaluation - The ability to identify measures or indicators of system performance and the actions needed to improve or correct performance, relative to the goals of the system.
- System Analysis - Ability to determine how a system should work and how changes in conditions, operations, and the environment will affect outcomes.

Behavioral Indicator Examples:

- Double-checks the accuracy of information and work product to provide accurate and consistent work.

- Monitors work or indicators of system functioning and diagnoses potential problems or issues before significant consequences result.
- Provides information on a timely basis and in a usable form to others who need to act on it.
- Carefully monitors the details and quality of own and others' work.
- Expresses concern that things be done right, thoroughly, or precisely.
- Completes all work according to procedures and standards.
- Pays close attention to detail resulting in complete and accurate work products.

Self-Management & Initiative

The willingness and ability to self-initiate action to accomplish tasks and complete work, gets the best from one's abilities and strives for improvement and takes responsibility for own development and actions, is self-motivated and persistent and delivers on commitments. Includes the ability to accurately assess own performance in order to identify areas of strength and areas for development and the ability to see a need for and take constructive action at work without being prompted or urged.

KSA's:

- Stress Management - The ability to work productively and effectively under conditions of high stress, such as tight deadlines, heavy workloads, or emergency situations.
- Time Management - The ability to manage your time in order to accomplish objectives within given timeframes.
- Autonomy - The ability to work without close supervision or significant amounts of direction/guidance.
- Initiative - The ability to see a need for and take constructive action at work without being prompted or urged.
- Persistence - The ability to persist at a task or problem despite interruptions, obstacles, or setbacks.
- Professional Development - The ability stay abreast of developments in the field/industry.
- Self-assessment - The ability to accurately assess your own performance in order to identify areas of strength and areas for development.
- Accountability – The ability to establish and apply effective controls to hold self and others accountable for responsibilities.
- Safety – The ability to maintain awareness of safety procedures and practices in a variety of novel and everyday work tasks/situations.
- Work Performance - Ability to perform work in a manner that is careful, attentive and vigilant.

Behavioral Indicator Examples:

- Takes the initiative to complete assignments early; exceeds expectations regarding the timing of deliverables
- Manages time effectively to complete all work projects on time or ahead of schedule.
- Successfully completes tasks with minimal guidance or assistance from others; often provides guidance to other co-workers.
- Proactively approaches unfamiliar tasks and situations and demonstrates the ability to complete even unfamiliar tasks independently by adapting his/her previously gained knowledge.
- Demonstrates resilience against challenges and obstacles; able to work through issues on his/her own.
- Successfully completes tasks with minimal support even when faced with unfamiliar tasks or situations.
- Goes beyond expectations in the assignment, task, or job description without being asked.
- Demonstrates a sincere positive attitude towards getting things done.

- Creates opportunities or minimizes potential problems by anticipating and preparing for these in advance.
- Seeks out and/or accepts additional responsibilities in the context of the job.
- Maintains composure and effectively completes work under conditions of high stress.
- Sets own ambitious goals and/or deadlines without being directed by manager.
- Is dependable, reliable, and responsible in all work tasks.
- Does not rely on supervisor or manager to identify problems, issues, or errors with work.

Small Tool & Equipment Use The abilities and skills necessary to appropriately and safely operate, use, and maintain various small tools and equipment necessary to accomplish the work required of the job in accordance with established operating procedures and safety guidelines.

KSA's:

- Electronic Testing Equipment - The ability to use electronics testing equipment (e.g., oscilloscope, multi-meter).
- Electronic Voltage Meters - The ability to operate digital and analog voltage meters.
- Equipment Safety - The ability to determine safe operation of equipment based on given constraints or conditions.
- Transit Operation - The ability to operate a transit to determine grades and elevations.
- Mitre Gauge - Ability to use a mitre gauge
- Electrical Tools - Skill in the use of tools, materials, and equipment used in the electrical trade.
- Fire Appliances - Skill in using appliances such as hose clamps, couplings, nozzles, pressure boosters and portable hydrants during firefighting operations.
- Firefighting Tools - Skill in using tools (i.e. chainsaw, jaws of life, skill saw, etc.) for firefighting and rescue operations.
- Hand Tools - Skill in using hand tools to repair equipment
- Lab Instruments - Skill in operating complex laboratory instruments
- Sewer Camera - Skill in using sewer camera and attachments (e.g., tractor/crawler equipment) for sewer inspections.
- Test Meters - Skill in using test meters.
- Water Distribution Equipment - Skill in operating water distribution equipment
- Painting Equipment Use - Skill in applying paints using spray guns, brushes, and rollers.
- Machine handling - Ability to monitor gauges, dials, or other indicators to ensure that a piece of equipment or machine is working correctly
- Media cart - Skill in operating a media cart (e.g., Elma brand, Balt)
- Sidearm/pistol - Skill in operating a sidearm/pistol
- Histology operation - Skill in operating and maintaining standard histology equipment (e.g., tissue processor, embedding console, centrifuge, cytocentrifuge, cryostat, microtomes, paraffin oven, slide dryer, tissue float bath)
- Screen-printing knowledge - Skill in performing activities related to the screen-printing process
- Industrial equipment - Skill in using industrial/commercial equipment used for duplication, printing, and binding
- Architectural/Engineering Scale - Skill in using an architectural or engineering scale for reading dimensions.
- Graduated Scale Reading - Skill in reading graduated scales
- Painting Application - The ability to select the appropriate paint(s) for particular applications.

- Painting Surface Preparation - The ability to select the appropriate method(s) and tools to prepare paint surfaces for painting.
- Painting Primer Selection - Skill in selecting the appropriate chemicals and/or primers needed to kill particular stains.

Behavioral Indicator Examples:

- Utilizes tools in a manner that leads to efficient and effective completion of the work.
- Demonstrates a focus on safe use of work-related tools when performing work.
- Identifies new tools or technology that can improve the quality, efficiency, or effectiveness of work processes and service.
- Finds creative and innovative ways to use tools for work.
- Makes appropriate tool repairs in-house when necessary.
- Incorporates relevant and appropriate technology into novel situations.
- Recognizes external conditions (e.g., weather) that may affect tool usage.
- Trains other employees on tool knowledge and proper tool usage
- Correctly identifies tools necessary for specific jobs.
- Regularly performs appropriate preventative maintenance of tools

Teamwork & Interpersonal

Works cohesively and collaboratively with others to make decisions and achieve goals and objectives. Includes listening to other people’s point of view, effectively working with and respecting people of varying backgrounds and personalities, recognizing the importance and impact of own behavior and language on others, minimizing and resolving conflict when it arises, and dealing effectively with difficult customers and coworkers.

KSA’s:

- Assertiveness - The ability to confidently defend or gain support for one's opinions, needs, and/or ideas.
- Conflict Resolution - The ability to manage and resolve conflicts with coworkers and/or customers.
- Networking - The ability to develop networks and builds alliances, engage in cross-functional activities, and collaborate across boundaries.
- Openness - The ability to create an environment that welcomes, values, and includes perspectives from different backgrounds and/or cultures.
- Persuasion - The ability to influence others to change their minds or behavior
- Teamwork - The ability to work collaboratively with a group or team in an effort to achieve a common goal.
- Interpersonal Skills - Skill in maintaining a positive working relationship through comfortable and appropriate interpersonal interaction.
- Negotiation - Skill in working through differences in goals or interests with an individual/group.
- Emotional guidance - Ability to assist individuals with adjusting to a changing environment and/or dealing with issues of emotional instability

Behavioral Indicator Examples:

- Takes the initiative to assist others.
- Confidently expresses thoughts or opinions without deterring input or opinions from others.
- Effectively works and communicates with all coworkers regardless of any differences.
- Demonstrates genuine concern about the outcome of the work group/product.

- Develops and uses subtle strategies to influence others.
- Able to make a good/persuasive argument to persuade/influence audience.
- Develops and effectively uses networks, inside and outside the organization.
- Participates willingly in activities as a good role player that works well with others.
- Puts goals of the group ahead of one's own agenda, and supports and acts in accordance with final group decisions even when such decisions may not entirely reflect one's own position.
- Solicits the input of others and gives credit and recognition to others who have contributed.
- Works to build consensus within the group.
- Demonstrates concern for treating people fairly and equitably.
- Uses appropriate methods and flexible interpersonal style and coaching to develop others' capabilities.
- Consistently works well with a variety of different people; rarely encounters someone he/she cannot work effectively with on a project.
- Actively seeks to eliminate "cliques" and assists in problem solving so that all team members can be included in work processes.
- Honors commitment to teammates and is open to incorporating others' views to resolve a situation.
- Initiates interaction with teammates and others; generally, works well with all people.
- Communicates in a manner that helps resolve interpersonal/team conflicts and problems.
- Volunteers on committees that are outside typical job responsibilities.

Technical & Job Specific Knowledge Demonstrates the possession of the technical and job-specific knowledge to effectively perform all duties of the job. Includes retaining and effectively drawing upon the knowledge as needed to address work-related issues and activities.

KSA's:

- Most jobs require that incumbents possess some level of job-related knowledge in order to effectively perform the tasks they are assigned. This competency includes all of the knowledge areas in which employees are expected to have some understanding. Employees will be evaluated on both their possession of the critical job-specific knowledge and their proficiency in using such knowledge effectively in their work.

Technical Skills Demonstrates proficiency in specialized job-related technical skills needed to effectively and safely perform certain responsibilities of the job. Examples of technical skills include the talents and expertise necessary for mastery or fluidity in a foreign language, engineering planning and design, skilled operation of specific vehicles or machinery, and the development of computer programs, among many others.

KSA's:

- The Technical Skills competency includes a variety of skills and abilities which are operational, mechanical, and diagnostic in nature. These skills and abilities typically require specialized training and education, and proficiency is acquired through experience and practice. The possession of the job-specific technical skills

is necessary for effective job performance. Employees will be evaluated on how effectively they utilize the required technical skills to perform their assigned work duties.

Behavioral Indicator Examples:

- Completes tasks and duties requiring technical skills in a safe and appropriate manner.
- Recognizes when he/she has insufficient skill to handle a situation and escalates, as appropriate, the issue to the next higher level of expertise.
- Understands technical skills of one's job and continuously builds skills in order to increase effectiveness on the job.
- Makes oneself available to others to help practice skills or share tips to help improve performance.
- Apply skills in a manner that leads to new developments and/or improvements in organizational performance or customer service.
- Applies technical skills to correctly address a situation in a timely manner

Training & Facilitation

The ability and skill necessary to teach and train individuals, employees, and/or customers through the establishing of learning objectives, developing content, and effective delivery of information. Includes facilitating individual and group discussions/meetings to elicit needed information and engaging employees through the presentation of the information/materials.

KSA's:

- Group Facilitation - The ability to facilitate group discussion to elicit information relevant to the topic at hand.
- Training - The ability to teach or train individuals with regard to new information, procedures, processes, and/or equipment.
- Presentation Skills - Skill in verbally delivering information in a clear and concise manner to an audience.

Behavioral Indicator Examples:

- Demonstrates an ability to connect with others to better engage them in the learning process.
- Monitors and adjusts strategies within lessons in response to trainee feedback.
- Presents different viewpoints and theories to promote critical thinking and problem solving.
- Draws upon colleagues to share relevant experiences.
- Provides feedback to team members, peers and co-workers on tasks to improve overall team performance.
- Incorporates a variety of instructional strategies (e.g., lecture, inquiry, group work, discussions) to help ensure learning.
- Takes opportunities to transfer his/her knowledge to co-workers or assist coworkers in better understanding work processes.
- Designs lessons that encourage trainees to become self-directed learners.
- Uses assessment strategies to help trainees become more aware of their strengths and challenges.
- Helps trainees articulate their ideas and thinking processes.
- Models effective communication tools and strategies in conveying ideas and information.
- Facilitates discussion in a manner that elicits information, input, and ideas from groups or audiences.
- Provides guidance in how to strengthen knowledge, skills and abilities to improve personal and organizational performance.

- Provides new assignments and experiences to develop the employee’s capability and competencies.
- Uses appropriate methods and flexible interpersonal style and coaching to develop others’ capabilities.
- Recognizes and reinforces developmental efforts, progress, and improvements.
- Expresses confidence in others’ ability to be successful.
- Effectively uses visual aids during training or when giving presentations.
- Thinks through material for presentations in advance and organizes presentations in a logical flow.
- Presents information in a manner that engages and stimulates the audience.

Written Communication & Comprehension

The ability to effectively communicate thoughts and expresses ideas in writing using appropriate terminology, spelling, and grammar. Includes using organizational tools or visual aids (e.g., tables, charts, etc.) to assist in conveying written information in a manner that is logical and easy to understand. Reads and comprehends information presented in work-related written text and applies it to work situations.

KSA’s:

- Editing - The ability to review written material and identify errors with regard to spelling, grammar, punctuation, and formatting.
- Reading Comprehension - The ability to read and understand information and ideas presented in writing.
- Written Communication - The ability to communicate information and ideas in writing to a variety of audiences in a clear, concise, and organized manner, free from spelling, grammar, and punctuation errors.
- Translation - Skill in translating written materials from English to Spanish.
- Legibility – Skill in writing legibly.

Behavioral Indicator Examples:

- Proofreads written material to ensure that spelling, punctuation, grammar, and word choice are correct.
- Analyzes and tailors content, style, and form of written work to suit the subject, purpose, and needs of diverse audiences.
- Writes about complex, technical, professional, or legal information, correspondence or publications using minimal jargon, in language the intended audience can understand.
- Writes in a manner that conveys information and holds the interests of the intended audience.
- Clearly and logically organizes ideas and information throughout entire documents so that the material flows from one topic to the next.
- Uses bullet points, charts, tables, graphs or other tools to present information and supplement written materials.
- Composes clear, direct, and concise messages.
- Analyzes and interprets all written communication, including complex technical, professional or legal documents.
- Serves as a resource to help others understand written material and pictorial displays that convey ideas and information
- Quickly and accurately comprehends written information and takes appropriate action.

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