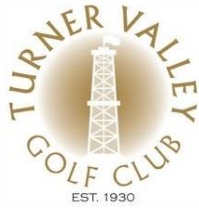


EMPLOYEE CORE COMPETENCIES

2022 Dictionary

Sheri Langen



1. Customer Focus

Definition: Ensures and maintains customer satisfaction with the product and services offered by the organization.

Key Actions

Customer driven - is interested in the customer, greets them with a smile, makes eye contact, adapts pace and tone, is timely, observes customer to decide approach to use. Determines customer needs - asks open ended and probing questions, listens, allow customer to express themselves, confirms understanding, and uses positive body language. Presents solutions and any additional items or promotions of interest - shows possible solutions to customer's need, shows the added value of any up and cross selling opportunities. Overcomes or reduces objections - does not take no personally, clarifies objection and confirms understanding, maintains a positive tone and body language and suggests a new solution. Confirms satisfaction and exceed expectations - asks questions to ensure satisfaction level, gets customer's commitment to reduce returns or cancellations, thanks the customer. Uses **H.E.A.T.** method for dissatisfied customers- **H**ears them out: understands what they are upset about to accurately solve the issue; **E**mpathizes; does not need to agree with customer but is able to understand their feelings of frustration; **A**pologizes: they are sincere in their apology; **T**akes action: once the issue is clear, they take responsibility and find a solution by taking action.

3. Energy & Stress

Definition: Consistently demonstrates high level of drive, infectious to the surrounding environment. Preserves effectiveness, drive and focus for extended periods of time, while maintaining composure in highly stressful or adverse situations.

Key Actions

Maintains effectiveness - ability to have remained accurate even after long hours on the job.
Maintains stamina - continues to hold a high energy attitude even after long hours of the job.
Keeps up motivation - sparks energy in the surrounding environment, maintaining a positive outlook.
Completes high volumes of work - keeps a rapid pace without sacrificing accuracy.
Handles high workloads, competing demands, vague assignments, interruptions, and distractions with poise and ease.

2. Communication

Definition: Clearly conveys information to a variety of audiences using the tools necessary, engaging the audience to ensure the message is delivered and understood, creating a positive first impression with confidence and respect.

Key Actions

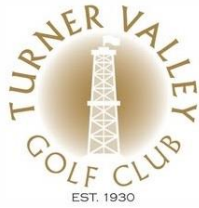
- Categorizes communication - separates information by importance, message, audience, priority and logic.
- Listens - understands and learns from what others say.
- Reading and comprehension - grasps the meaning of written information and applies it.
- Speaking - uses language that matches the message and the audience involved.
- Writing - conveys ideas and facts in writing using appropriate language the reader will understand.
- Is memorable - allows their personality to make an impression, says their name, is funny and personable.
- Maintains audience attention - engages the audience by using relevant information and varied tools such as voice inflection, body language, charts and analogies.
- Is receptive - ensures that they adjust solutions to the audience keeping in mind their sensitivity ("suggest blowing out the dust").
- Verifies understanding - makes certain that the message is understood by asking for paraphrasing and examples.
- Uses positive feedback - ensures that feedback is received constantly to set expectations and create friendly team competition.
- Speaks confidently - knows the product, service and company so they speak with confidence.
- Boosts self-esteem - is able to motivate consistently with specific feedback.

4. Team Work

Definition: Promotes cooperation and commitment with the team towards the attainment of common goals. Gets others excited about and committed to furthering the organization's objectives. Enables cooperative and productive group interactions.

Key Actions

- Models commitment - leads by example and sets standards for professional behaviour.
- Knows and supports teammates' work and deliverables- helps teammates who need or ask for support or assistance.
- Works as a team - ensures joint ownership of goal setting, commitments, and accomplishments. Involves everyone on the team.
- Establishes a team like mentality, through sharing information or expertise, working together to solve problems, and putting team success first. Encourages team unity through sharing of information and expertise.



Remains steady or thrives under pressure, using it to fuel productivity and efficiency.

Stays calm and maintains focus in turbulent, threatening, or emergency situations. Makes rational decisions and continues to perform effectively.

Provides direction in crisis situations. Defuses potentially violent people or situations, calming others and removing them from harm.

- Assists with goal attainment - ensures that they are the catalyst for planning the goals.
- Does not take no personally - understands that a team mentality is not fool proof and that sometimes the pieces will not match, highlights the positives to move along.
- Inspires - is able to inspire and motivate others to voluntarily follow direction, pursue and achieve goals, and adopt new positions and opinions.
- Addresses issues openly - sets standards for professional behaviour and helps those in need of assistance regardless of position.
- Joint ownership of goals - understands that commitments and accomplishments involve everyone on the team.
- Prepares for group meetings by identifying the key issues, goals, and stakeholder expectations. Identifies resources that are most likely to help the group with its task. Clarifies the agenda and objectives, and allocates time for topics.
- Leads the group in its initial stages, outlining issues, communicating direction and desired outcomes, and helps participants understand their tasks, roles, and contributions to the process.
- Engages all members in the discussion. Builds on the ideas of contributors, while ensuring other members are not overwhelmed or discouraged from giving input.
- Sees when the group is off-track and redirects the conversation toward productive channels.
- Guides the discussion of complex or divisive issues to help members develop insights and remain engaged with the task. Judges when issues cannot be resolved in the group, and re-focuses the dialogue on the essential goals.
- Allows ownership of the process by group members. Highlights group successes, and builds a sense of shared accomplishment. Reinforces success by becoming an advocate for the group's decisions.

5. Quality Orientation

Definition: Completes tasks keeping in mind all aspects involved regardless of magnitude, checking tasks and processes while having attention to details.

Key Actions

Follows policies and procedures - able to follow set policies and procedures completely when tasking.

Certifies high quality output - ensures that there is a consistent quality to the product or service delivered.

Honours commitments - makes commitments attainable and realistic to ensure they are seen through.

Has product knowledge - has knowledge of the product/service and continues to acquire knowledge to stay on the forefront of changes.

Performs tasks with care - careful and zealous attention to the completion of required tasks.

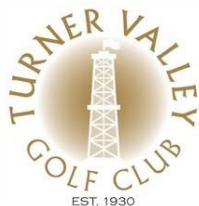
Sparks action - is able to consistently be a catalyst of action, can motivate a team or individual to make a change.

6. Time Management

Definition: Maximizes time in order to accomplish as many tasks as possible in a timely manner keeping in mind prioritizing tasks as needed.

Key Actions

- Is proactive - stays on top of trends in order to be proactive and not reactive to any changes.
- Focuses time and effort - group related tasks to maximize efficiency, can easily transition between tasks when interrupted.
- Prioritizes tasks by importance and deadline - discerns what is crucial from what is just urgent. Adjusts priorities as situations change.
- Stays determined - able to maintain momentum, focus and effectiveness even when pressure is strong.
- Uses all resources available - is knowledgeable about all resources available and their importance.
- Develops a plan - creates a detailed plan of action to allow for prioritization and time management to be most effective, which allows for deadlines to be met and exceeded.



7. Adaptability/ Flexibility

Definition: Maintains accuracy, positive attitude and an open-mind in the event of changes in business needs, conditions or work responsibilities.

Key Actions

Responds well to change - able to accept change, with a positive attitude, as a natural occurrence of any business
Approaches issues and obstacles with an open mind - is able to discover creative solutions to issues and obstacles.
Adapts approach - changes methods to achieve solutions and results in dynamic situations.
Adjusts behaviour as needed - able to change behaviour tactic and approach based on the environment and individual.
Recovers quickly from setbacks - finds alternative ways to reach goals when obstacles.

9. Decision Making and Judgement

Definition: Makes timely, informed decisions that take into account facts, goals, constraints and risks. Sees the big, long-range picture. Aligns direction, products, services and performance with organization.

Key Actions

Gathers data - attains data from all sources available, including others' experiences, perspective, ideas and wisdom.
Considers all information - is able to consider pros and cons, rationale behind the decision, limit of information, and the consequences of the decision before making it.
Is able to make timely decisions - when necessary is capable making a decision, even with limited information.
Learns - is able to deduct information from past mistakes.
Sees where current trends will lead, and how they may influence the organization's direction. Foresees opportunities that will come and go.
Seeks to understand other programs in the department, including their services, deliverables, and measures.
Integrates executive direction into every decision and consultation.
Advocates for and positively represents other programs and services when working with customers and stakeholders.
Forms and articulates a clear picture of the future the organization should strive for. Explains why that future is important and how current decisions make or break the chance to reach it.
Using a global perspective, reliably forecasts future needs and devises plans to meet those needs.
Analyzes options and decisions based on long-term pay-offs or outcomes.

8. Creative and Innovative Thinking

Definition: Develops fresh ideas that provide solutions to all types of workplace challenges.

Key Actions

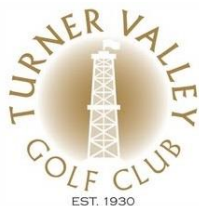
- Has unique approaches to challenges - develops new ideas by seeing old problems in new ways.
- Connects ideas - connects ideas, events and circumstances to find global solutions to individual problems.
- Sees opportunities - generates ideas by seeing the bigger picture.
- Thinks in terms of outcome - is not just reactive, and quick but finds ways to turn the ideal into reality.

10. Planning and Organizing

Definition: Coordinates ideas and resources to achieve goals.

Key Actions

- Identifies a sequence - understands the steps necessary to achieve goals and prioritizes key actions, anticipating the impact of the actions.
- Seeks input - searches for information about timelines, critical actions, sequencing, scope, methodology, expected outcomes, and priorities.
- Creates schedules - is able to determine a timeline for projects, taking into consideration challenges and opportunities. Then evaluates progress based on schedule and goal.
- Regards trends - considers social, fiscal and political trends that could affect the plan and prepares strategies to deal with problems or drastic changes.
- Evaluates actions - judges proposed ideas against organizational mission and values and integrates the current plans to achieve mission.
- Ensures the project or program's goals, purpose, and criteria for success are clear defined. Clarifies the related roles and responsibilities, deliverables, milestones, limits for independent decision-making, and needs and desires of the primary customers.
- Ensures needed resources and skill sets among staff are available. Averts scope creep.
- Develops reasonable performance standards and ways of evaluating outcome quality.



Translates the vision for a program or organization into clear strategies.

- Integrates the ideas and needs of others in developing feasible strategies to achieve goals. Obtains stakeholder acceptance of and support for those strategies.
- Evaluates progress and success against performance standards. Appraises and resolves deficiencies and challenges. Ensures deadlines are met and keeps stakeholders informed of project/program status.

11. Problem Solving

Definition: Resolves difficult and complicated challenges.

Key Actions

Frames problems before trying to solve them - breaks down issues, identifies all of their facets, including hidden or tricky aspects.

Shows insight about cause of problems - generates a range of solutions and courses of actions with benefits, costs and risks associated with each.

Uses all sources available - considers all the resources available to pursue a solution, including asking for help, seeking advice and using others' good ideas.

Evaluates solutions - is able to select the best solution from all the ones available, considering consequences, looking beyond the obvious then evaluating them after implementation to determine worth and impact.

Addresses issues openly - sets standards for professional behaviour and helps those in need of assistance regardless of position.

12. Result Focus

Definition: Focuses on desired outcomes and how to best achieve them. Gets the job done.

Key Actions

- Sets goals - challenges themselves setting high expectations and pushes towards attaining milestones.
- Looks for opportunities - wants to help move projects along, volunteers their help.
- Moves to action - knows when analysis and conversation have served their purpose and starts to "do".
- Is persistent - responds well to setbacks and in face of difficulty continues to search for solutions and results.
- Willingly puts in extra time and effort in crisis situations; goes the "extra mile" to ensure the goal is met.

13. Accountability and Dependability

Definition: Takes personal responsibility for the quality and timeliness of work and achieves results with no oversight, including following guidelines, standards regulations and principles.

Key Actions

Attendance - maintains perfect attendance, following standards, policies and procedures including productivity standards, deadlines and work schedules.

Stays focused - can continue to be productive regardless of interruptions and distractions.

Maximizes time - is able to use time available to deliver quality work.

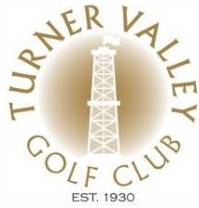
Takes responsibility - does not make excuses for errors or problems and acknowledges and corrects mistakes. Does not diffuse blame and faces problems quickly and directly.

14. Ethics and Integrity

Definition: Earns the trust and respect of others through consistent honesty and professionalism in all interactions. Diplomatically handles challenging or tense interpersonal situations.

Key Actions

- Shows respect – ensures that communication and actions are always professional.
- Maintains confidentiality at all times - ensures that information available remains confidential.
- Is honest and straightforward - communicates in a timely fashion while maintaining people's self-esteem.
- Honours commitments - ensures commitments are realistic and carried through. Says what they mean and means what they say.
- Avoids situations that could be considered a conflict of interest.
- Adheres to a set of core values that match those of the organization.
- Is impartial - shows objectivity in decisions and actions.



15. Mediating and Negotiating

Definition: Helps others resolve complex or sensitive disagreements and conflicts. Reaches deals and compromises.

Key Actions

Maintains an objective, neutral stance. Shows respect for the needs and perspectives of all sides in the dispute.

Clarifies the issues, interests, and objectives of each party. Helps parties see things from each others' perspectives.

Recognizes when parties have become more willing to compromise. Helps others find common ground and viable solutions that meet their needs.

Sees when parties are so entrenched that the mediation process is not progressing. Seeks additional resources or moves to a different strategy for resolving the issues.

Presents interests in ways that foster the understanding and resolution of problems. Seeks to understand the interests of others.

Gains the other party's trust by being honest, respectful, and sensitive to their needs. Knows when to be gentle and when to be assertive, and acts accordingly. Avoids ultimatums.

Questions and counters others' proposals without damaging relationships. Explains ideas or positions that gain acceptance or agreement. Works from facts and a strong knowledge base.

Remains open to many approaches to address needs or resolve issues. Seeks suggestions from other parties.

Seeks common interests and win/win solutions or mutually agreeable trade-offs.

17. Leadership

Definition: Promotes organizational mission and goals, and shows the way to achieve them. Influences others to act in support of ideas, programs, and causes while getting others excited about and committed to furthering the organization's objectives.

Key Actions

Creates a positive work environment where all staff are motivated to do their best.

Conveys confidence in a group's ability to prevail over challenges to reach its goals.

- Strives to understand the data, the people, and their views before making decisions and taking action.
- Works through difficult or awkward interpersonal situations in a positive manner. Broaches sensitive issues in ways that allow for rational and open discussion.
- Focuses on issues and interests instead of people or positions, even when personally attacked.
- Delivers tough messages with sensitivity to minimize the negative impact on others; critiques constructively.
- Thoughtfully intervenes in conflicts to improve communication, diffuse tension, and resolve problems. Seeks to find common ground and preserve relationships.

16. Providing Consultation

Definition: Partners with clients to identify and resolve complex and sensitive issues.

Key Actions

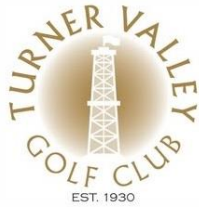
- Identifies issues - is able to find issues, options and desired outcomes, then develops a clear picture of the needs and best options.
- Seeks solutions - searches for practical and effective solutions and explains where, when, why and how to implement those options.
- Helps - is able to assist with the handling of complex and sensitive issues keeping best interests in mind and advising on best practices.
- Is committed - sees solutions through and continues to help long after initial issue is resolved to ensure desired outcome is attained.
- Is proactive - recognizes trends that will affect clients and communicates them so they can be prepared for challenges, develops new services and models in line with those needs.

18. Coaching & Mentoring

Definition: Enables co-workers to grow and succeed through feedback, instruction, and encouragement; formally delivering information.

Key Actions

- Coaches others regardless of performance level - shares specialized approaches and skills that will increase capabilities.



Links mission, vision, values, goals, and strategies to everyday work.

Sees the potential in others and takes opportunities to apply and develop that potential.

Takes calculated risks to improve performance, try a fresh approach, or reach a challenging goal.

Sets clear, meaningful, challenging, and attainable group goals and expectations that are aligned with those of the organization.

Suggests and asks for others' ideas to improve quality, efficiency, and effectiveness.

Actively promotes and solicits support for a program or cause. Builds credibility as a representative by demonstrating personal commitment and sharing information.

Using knowledge of audience views and interests, chooses and employs diverse methods, tools, and resources to educate and build enthusiasm in potential partners and supporters.

Ensures others grasp the purpose and benefits of the program or cause. Tailors messages to specific audiences to develop interest and endorsement.

Displays passion for the cause, and sparks that same passion in others.

Inspires and persuades others to voluntarily follow direction, pursue and achieve goals, and adopt new positions or opinions.

Promotes the creation of shared mission, vision, and values, and uses those principles to guide actions.

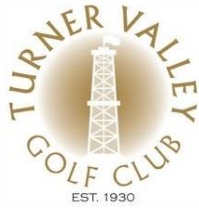
Displays a positive attitude about the work to be done, co-workers, customers, management, and employer policies.

Addresses issues in an open, constructive, professional manner, and persuades others to approach issues in the same manner.

Leads by example and sets standards for professional behaviour. Helps those in need of assistance, regardless of rank.

Shows dedication in completing the work that must be done.

- Helps others identify key goals and use their talents to achieve those goals - sees others' potential and strengths, and works to build on them.
- Takes time to observe behaviours - highlights performance strengths and weaknesses by giving factual, specific, non-judgmental feedback.
- Builds relationships with teammates - ensures that coaching efforts are received in a positive, developmental manner. Takes steps to learn the work interests and career goals of teammates.
- Actively supports the team to go beyond their comfort levels - tries new techniques that may enhance success. Coaches for incremental, one-step-at-a-time improvements, offering praise and recognition as each step forward is made.
- Ensures the project or program's goals, purpose, and criteria for success are clearly defined - clarifies the related roles and responsibilities, deliverables, milestones, limits for independent decision-making, and needs and desires of the primary customers.
- Ensures needed resources and skill sets among staff are available - averts scope creep.
- Develops reasonable performance standards and ways of evaluating outcome quality.
- Encourages building upon areas of strength and dissects areas that may be improved. Suggests methods and gives examples that provide a roadmap to improved performance.
- Models success behaviours, a high performance work ethic, and constant self-improvement.
- 'Sets the stage' for optimal learning. Comes prepared, and gauges the audience's level of knowledge. Tailors the teaching style to the audience.
- Develops accurate standards or activities to measure the audience's learning - seeks ways to enhance the learning experience, ensures that content is current, and that activities are engaging and effective.
- Combines exercises, group discussions, lecture, and other methods to meet diverse learning styles. Uses props, slides, and other presentation aids well.
- Interacts with the audience, reading body language, gathering feedback, and holding their attention. Sees when listeners fail to grasp critical concepts and take steps to ensure comprehension. Uses individuals' strengths to help them learn.
- Gives adequate attention to individuals without neglecting the group as a whole.



19. Staff Management

Definition: Manages staff in ways that improve their ability to succeed on the job.

Key Actions

Aligns the right work with the right people – delegate’s tasks according to people’s strengths and interests.

Ensures that staff members have the skills and resources to get things done. Provides staff with coaching, training, and opportunities for growth to improve their skills.

Gives staff ongoing, constructive feedback on their performance and progress in light of expectations and goals. Holds timely discussions and performance reviews.

Let’s staff know what is expected of them and holds them accountable. Differentiates between high and low performance. Rewards and recognizes hard work and results. Addresses performance issues promptly and corrects poor performance.

Works to create a strong team. Treats all staff fairly and consistently. Shares accountability when delegating. Involves staff in setting their performance goals.

Balances guiding the others’ actions with granting authority for decision-making within set limits. Provides direction when needed without micro-managing.

21. Budgetary Awareness

Definition: Uses techniques to calculate data from past to predict future expenditures in the operational budget.

Key Actions

- Budget serves as the plan of action to achieve quantified objectives, standard for measuring performance and a way to foresee adverse situations.
- Budget formulation reflects on the past, sets goals for the future and reconcile the difference.
- Employee can performs basic arithmetic (i.e., addition, subtraction, multiplication, division, and percentages) to create and work with a budget.
- Understands the department Budget and how they relate to the overall success of the organization. Ability to amend the budget as the fiscal year progresses for the most accurate numbers.

20. Enforcing Laws, Rules, Regulations

Definition: Enforces governmental and professional laws, rules, and regulations, and initiates enforcement actions in a way that the public perceives as fair, objective, and reasonable.

Key Actions

- Clearly explains laws, rules, and regulations, as well as what constitutes a violation.
- Objectively applies “the letter of the law” during all interactions, yet clearly understands “the spirit of the law” when deciding if enforcement action is needed. Exhausts other options, such as seeking voluntary compliance, before resorting to enforcement action.
- Recognizes situations that warrant assertive action and moves forward without hesitation.
- Balances enforcing all laws, rules, and regulations against the need to respond to the worst (or most harmful) violations first.
- Remains calm during the course of enforcement activities to lessen the chance of hostility.

22. Development & Continual Learning

Definition: Displays outgoing commitment to learning and self-improvement.

Key Actions

- Learns from mistakes - is able to see failure as an opportunity to learn from results.
- Seeks ways to improve processes - looks for ways to complete tasks more effectively.
- Asks for feedback - needs feedback as a drive to improve performance.
- Acquires new competencies - researches ways to learn new skills that will result in self-improvement and effectiveness.

