

Standard Division/Department Competency Selections

Competency Item	Competency Description
Adaptability	Maintaining effectiveness when experiencing major changes in work responsibilities or environment; adjusting effectively to work within new work structures, processes, requirements, or cultures.
Aligning Perform for Success	Focusing and guiding others in accomplishing work objectives.
Applied Learning	Assimilating and applying new job-related information in a timely manner.
Building Org Talent	Establishing systems and processes to attract, develop, engage, and retain talented individuals; creating a work environment where people can realize their full potential, thus allowing the organization to meet current and future business challenges.
Building Partnerships	Identifying opportunities and taking action to build strategic relationships between one's area and other areas, teams, departments, units, or organizations to help achieve business goals.
Building Trust	Interacting with others in a way that gives them confidence in one's intentions and those of the organization.
Building Work Relationships	Developing and using collaborative relationships to facilitate the accomplishment of work goals.
Business Savvy	Demonstrates a keen understanding of basic business operations and the organizational levers (systems, processes, departments, functions) that drive profitable growth; draws from personal experience to quickly evaluate business plans and processes to identify data or recommendations that need further investigation.
Coach and Develop Others	Providing feedback, instruction, and development guidance to help others excel in their current or future job responsibilities; planning and supporting the development of individual skills and abilities.
Coaching	Providing timely guidance and feedback to help others strengthen specific knowledge / skill areas needed to accomplish a task or solve a problem.
Collaboration	Working effectively and cooperatively with others; establishing and maintaining good working relationships.
Communication	Clearly conveying information and ideas through a variety of media to individuals or groups in a manner that engages the audience and helps them understand and retain the message.
Continuous Improvement	Originating action to improve existing conditions and processes; identifying improvement opportunities, generating ideas, and implementing solutions.
Continuous Learning	Actively identifying new areas for learning; regularly creating and taking advantage of learning opportunities; using newly gained knowledge and skill on the job and learning through their application.
Contributing to Team Success	Actively participating as a member of a team to move the team toward the completion of goals.
Decision Making	Identifying and understanding issues, problems, and opportunities; comparing data from different sources to draw conclusions; using effective approaches for choosing a course of action or developing appropriate solutions; taking action that is consistent with available facts, constraints, and probable consequences.
Delegating Responsibility	Allocating decision-making authority and / or task responsibility to appropriate others to maximize the organization's and individuals' effectiveness.
Developing Others	Planning and supporting the development of individuals' skills and abilities so that they can fulfill current or future job / role responsibilities more effectively.
Driving for Results	Setting high goals for personal and group accomplishment; using measurement methods to monitor progress toward goals; tenaciously working to meet or exceed goals while deriving satisfaction from that achievement and continuous improvement.

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Empowerment	Sharing authority and responsibilities with others to move decision making and accountability downward through the organization, enable individuals to stretch their capabilities, and accomplish the business unit's strategic priorities.
Engagement Readiness	Demonstrating a willingness to commit to one's work and to invest one's time, talent, and best efforts in accomplishing organizational goals.
Establish Strategic Direction	Establishing and committing to a long-term business direction based on an analysis of systemic information and consideration of resources, market drivers, and organizational values.
Facilitating Change	Encouraging others to seek opportunities for different and innovative approaches to addressing problems and opportunities; facilitating the implementation and acceptance of change within the workplace.
Gaining Commitment	Using appropriate interpersonal styles and techniques to gain acceptance of ideas or plans; modifying one's own behavior to accommodate tasks, situations, and individuals involved.
Influence	Creating and executing influence strategies that persuade key stakeholders to take action that will advance shared interests and business goals.
Information Monitoring	Setting up ongoing procedures to collect and review information needed to manage an organization or ongoing activities within it.
Initiating Action	Taking prompt action to accomplish objectives; taking action to achieve goals beyond what is required; being proactive.
Innovation	Generating innovative solutions in work situations; trying different and novel ways to deal with work problems and opportunities.
Inspiring Others	Using interpersonal styles and methods to inspire and guide individuals toward higher levels of performance.
Knowledge and Skills	Having achieved a satisfactory level of technical and professional skill or knowledge in position-related areas; keeping up with current developments and trends in areas of expertise.
Leading Change	Identifying and driving organizational and cultural changes needed to adapt strategically to changing market demands, technology, and internal initiatives; catalyzing new approaches to improve results by transforming organizational culture, systems, or products / services.
Managing Conflict	Dealing effectively with others in an antagonistic situation; using appropriate interpersonal styles and methods to reduce tension or conflict between two or more people.
Managing Work	Effectively managing one's time and resources to ensure that work is completed efficiently.
Passion for Results	Driving high standards for individual, team, and organizational accomplishment; tenaciously working to meet or exceed challenging goals; deriving satisfaction from goal achievement and continuous improvement.
Planning & Organizing	Establishing courses of action for self and others to ensure that work is completed efficiently.
Quality Orientation	Accomplishing tasks by considering all areas involved, no matter how small; showing concern for all aspects of the job; accurately checking processes and tasks; being watchful over a period of time.
Safety Awareness	Identifying and correcting conditions that affect employee safety; upholding safety standards.
Selecting Talent	Evaluating and selecting internal and external talent to ensure the best match between the individual and the work requirements.
Selling the Vision	Vividly communicating a compelling view of the future state in a way that helps others understand and feel how business outcomes will be different when the vision and values become a reality.
Stress Tolerance	Maintaining stable performance under pressure or opposition (such as time pressure or job ambiguity); handling stress in a manner that is acceptable to others and to the organization.
Team Building	Using appropriate methods and a flexible interpersonal style to help build a cohesive team; facilitating the completion of team goals.

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Tenacity	Staying with a position or plan of action until the desired objective is obtained or is no longer reasonably attainable.
Work Standards	Setting high standards of performance for self and others; assuming responsibility and accountability for successfully completing assignments or tasks; self-imposing standards of excellence rather than having standards imposed.