

Dictionary of Functional Competencies for Career Banding

NC Office of State Personnel

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Advocacy: Demonstrates skills and abilities needed to effectively develop and present the client's, patient's, customer's interests in all matters.

Analytical Thinking: Identifies issues; obtains relevant information, relates and compares data from different sources, and identifies alternative solutions.

Building Partnerships: Develops and uses collaborative relationships to facilitate the accomplishment of work goals. Identifies opportunities and takes action to build strategic relationships between work unit, division or department and other groups (both internal and external) including local governments, stakeholders, the Legislature, or other organizations.

Business Administration: Allocates resources, plans procurement and oversees budgets and contracts to ensure fiscal stability of the organization.

Career and/or Skill Development: Plans and supports the development of others using a competency based system. Identifies skills and abilities to fulfill current or future job/role responsibilities more effectively.

Change Management: Plans and implements change initiatives. Supports innovation and creativity by encouraging staff to accept and resolve challenges. Remains flexible to meet constantly changing and sometimes opposing demands.

Client/Customer Service: Develops and maintains strong relationships with clients (those who buy goods and services and for whom formal professional services are rendered) or customers (those who consume goods and services) by listening to the client/customer and understanding and responding to identified needs.

Coaching/Mentoring: Provides guidance and feedback to help an employee or groups of employees strengthen their knowledge and skills to accomplish a task or solve a problem, which in turn should improve job performance.

Communication: Communicates information to individuals or groups; delivers presentations suited to the characteristics and needs of the audience. Clearly and concisely conveys written information orally or in writing to individuals or groups to ensure that they understand the information and the message. Listens and responds appropriately to others.

Communication – Oral: Conveys information orally to individuals or groups to ensure that they understand the message. Listens and responds appropriately to messages from others.

Communication - Presentations: Develops presentations using a variety of media and presents ideas effectively to individuals or groups; delivers presentations suited to the characteristics and needs of the audience.

Communication - Written: Develops written information to individuals or groups to ensure that they understand the message.

Consulting/Advising: Provides advice and counsel; understands client programs, organization and culture.

Coordination – Operations: Facilitates flow of work for a process or procedure; sets up ongoing procedures to collect and review information and monitors or regulates those procedures, tasks, or activities.

Coordination - Work: Follows instructions through a standard work process; performs routine tasks; checks work for accuracy before completion of tasks.

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Counseling: Provides counseling on an individual and group basis to achieve individual service plan goals; resolves issues; uses interpersonal skills and methods to reduce conflict.

Data Analysis: Monitors and collects research data to assess accuracy, validity, and integrity; analyzes statistics and other data; interprets and evaluates results, and creates reports and/or presentations

Data Collection: Observes, monitors, collects, and records data; assesses accuracy, validity and integrity.

Decision Making: Uses effective approaches for choosing a course of action or developing appropriate solutions and/or reaching conclusions; takes action consistent with available facts, constraints, and anticipated consequences.

Equipment Operation: Uses specific equipment or machines to meet defined quality and quantity standards.

Facilitation: Assists a group or individual to accomplish specific goals; manages change by providing the needed structure and environment for interactions to be effective.

Financial Management - Budget: Plans and monitors the use of expenditures to meet organizational objectives and compliance; prepares budget documents and reports.

Financial Management – Receipted Programs: Day-to-day management of the financial aspects of a specific program.

Grants Management: Day to day financial monitoring and compliance of one or more grants to include documentation, reporting, renewal, extension and closeout.

Grant Writing: Researches funding opportunities, develops and writes proposals, advocates/represents the agency/university, negotiates details.

Human Resources Management: Recruits, selects, develops, counsels, disciplines, and evaluates performance of employees to retain a diverse workforce; administers and ensures compliance with human resources policies and procedures. Observes and assesses work; provides feedback; may provide technical supervision; develops knowledge, skills, and abilities of employees; plans for and supports employees in career development opportunities.

Information/Records Administration: Applies knowledge of data collection, filing systems, data management systems, and program knowledge to compile, assimilate, organize, and store printed and electronic information; reviews, compiles, and analyzes information to prepare reports.

Instruction: Instructs and trains employees, students, faculty and/or other clients by providing information and in the performance of procedures and/or the operation of equipment.

Interpersonal Skills: Develops and maintains effective relationships with others in order to encourage and support communication and teamwork. Builds and maintains ongoing, collaborative, working relationships with coworkers to achieve the goals of the work unit.

Knowledge - Professional: Demonstrates a designated level of professional skill and/or knowledge in specific area(s) and keeps current with developments and trends in area(s) of expertise. NOTE: Where more than one area of professional knowledge is required, more than one Knowledge competency may be listed or specific needs may be documented in competency profile. For example, if a job requires engineering and biological knowledge, Knowledge competency factors may include Knowledge (Engineering) and Knowledge (Biology). Typically earned in an academic setting resulting in at least a four-year degree.

Knowledge - Program: Demonstrates knowledge of program procedures, methods and practices and their application to specific situations, usually acquired on the job or in lower-level positions in the same or similar career path. NOTE: Where more than one program knowledge is required, document specific needs in competency profile.

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Knowledge - Technical: Demonstrates a designated level of technical skill or knowledge in a specific technical area(s) and keeps up with current developments and trends in areas of expertise. May be acquired through academic, apprenticeship or on-the-job training or a combination of these. NOTE: Where more than one area of technical knowledge is required, more than one Knowledge competency may be listed or specific needs may be documented in competency profile. For example, if a job requires XXXX and ZZZZ knowledge, knowledge competency factors may include Knowledge (XXXX) and Knowledge (ZZZZ).

Laboratory/Subject Care: Provides care for study subject (i.e. patient, animal, crop) within protocol, including maintaining optimal conditions to prevent disease and contamination; works with study subjects in an ethical manner.

Leadership: Demonstrated skills and abilities needed to coordinate, facilitate, and participate in a collaborative approach to the completion of tasks or assignments.

Leading Work Teams: Establishes expectations and clear direction and expectations to meet goals and objectives of on-going work for a group of employees. Motivates and engages employees through effective communication.

Litigation: Demonstrated knowledge, skills, and abilities necessary to effectively represent the State and clients in litigation in the trial courts and other administrative tribunals.

Managing Work and Performance: Assigns work and establishes work rules and acceptable levels of quality and quantity of work; reviews work and evaluates performance of others, and develops individuals' competencies.

Managing Work Processes: Measures and evaluates work processes, services and products to achieve organizational goals. Redesigns process as needed using best methods and technology to meet or exceed business needs. Uses appropriate methods to identify opportunities, implement solutions, and measure impact.

Negotiation: Confers with others to reach resolution; explores alternatives and positions to reach outcomes that gain the support and acceptance of all parties.

Office Technology: Demonstrates the ability to utilize office equipment and other relevant technology (software and systems) to meet business needs.

Organizational Sensitivity: Understands the organization's mission, the function of the specific work unit and how it works with other work units to serve the customer/client. Understands the impact and implications of decisions on the community and other departments.

Planning and Organizing Work: Develops plans to accomplish work operations and objectives; arranges and assigns work to use resources efficiently. Advanced planning is more of a strategic nature to develop plans, organizational structures, and systems to fulfill legislative or mission driven organizational goals.

Problem Solving: Identifies problems, determines possible solutions, and actively works to resolve the issues.

Program Management: Coordinates and administers program, activities and protocols; manages resources, monitors activities and assesses environmental risks and quality control, if any, quality control, associated with the program.

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Project Design: Identifies and develops objectives, methods and quality control measures; plans methods and techniques as needed; identifies and plans for project resources and methods of data collection.

Project Management: 1) Provides oversight for project(s) and all related activities in that setting to include quality assurance and safety; coordinates and manages facilities, equipment, supplies and related resources as necessary for the project; monitors environmental risks, if any and quality control; 2) establishes a set of tasks and activities associated with an intended outcome and timeline; 3) ensures actions are performed and/or implemented to achieve the results of the project.

Research: Reviews and studies relevant information from various sources to develop new information; identifies primary and secondary authorities to validate.

Resource Management: Provides strategic oversight for resource management matters including allocation of staff and assignment of case responsibilities, and includes tactical support. Monitors case activities on an ongoing basis to ensure that clients are efficiently and effectively represented.

Safety and Health Compliance: Demonstrates an understanding of applicable policies and procedures, and maintains conditions that ensure a healthy and safe working environment.

Safety and Health Management: Establishes a culture of safety for employees and ensures that work processes are free from safety and health hazards, that employees are properly trained, and that programs are in place to ensure safety.

Strategic Analysis: Uses a variety of information sources internal and external to a client or the organization to identify issues and trends; studies financial, economic, and technical information to identify ways to achieve long-range goals or meet the vision of the organization.

Strategic Planning: Uses the results of strategic analysis to establish and commit to a course of action in order to accomplish long-range goals or the vision of the organization.

Strategies Technology: (from IT banded specs)

Teamwork: Actively participates as a member of a team to move toward the completion of goals.

Technical Leadership: (from IT banded specs)

Technical Solution Development: Demonstrates a methodical and logical approach to addressing customer needs. Uses innovative solutions and/or designs where appropriate.

Technical Support: Understands internal/external customer technologies and problem resolution techniques. Communicates effectively with customers, listens to symptom descriptions, analyzes problems, responds effectively and provides constructive feedback to the client on problem resolution.

Technology Management: Uses efficient and cost-effective approaches to integrate technology into the workplace and improve program effectiveness. Develops strategies using new technology to enhance decision making. Understands the impact of technological change on the organization.

Training: Leads and guides others to develop new skills or knowledge that will enhance their work; designs, develops and/or delivers training programs.

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Behavioral Competencies

Behavioral Competencies can be considered by Transition Teams as functional but must be described for all 3 competency levels (Contributing, Journey and Advanced); can also be used by managers as behavioral competencies (not for determining pay) during the performance management/ competency assessment process.

Accountability: Holds self accountable and can be relied upon to ensure that projects within areas of responsibility are completed in a timely manner. Monitors programs and/or activities and takes corrective action when necessary.

Adaptability: Maintains effectiveness when experiencing major changes in work tasks or the work environment; adjusts effectively to work within new work structures, processes, requirements, or cultures.

Attention to Detail: Accomplishes tasks and processes accurately and completely.

Building Trust: Creates a work environment that encourages staff to practice respect, demonstrate open communication and promote accountability.

Building Work Relationships: Works effectively with others, outside the line of formal authority, to accomplish organization goals and to identify and resolve problem.

Continuous Improvement: Takes action to improve existing conditions and processes; uses appropriate methods to identify opportunities, implement solutions, and measure impact.

Creativity: Generates innovative solutions in work situations; tries different and novel ways to deal with work problems and opportunities.

Delegation: Allocates decision-making authority and/or task responsibility to appropriate others to maximize the organization and individual's effectiveness.

Influence: Uses appropriate interaction skills and methods to guide individuals or groups to accomplish work.

Initiative: Takes prompt action to accomplish objectives; takes action to achieve goals beyond what is required; being proactive.

Integrity: Maintains social, ethical, and organizational norms; firmly adheres to codes of conduct and ethical principles.

Judgment: Weighs alternative actions and makes decisions that incorporate opinions, facts, tangible and/or intangible factors.

Managing Conflict: Deals with others in difficult and complex situations to achieve resolution or adherence to laws and/or regulations; uses appropriate interpersonal skills and methods to reduce tension and resolve conflict.

Objectivity: Is aware that personal prejudices, biases, and experiences can have an impact on making decisions; guards against allowing these factors to influence decisions.

Resilience: Handles disappointment and/or rejection while still working effectively.

Stress Tolerance: Deals calmly and effectively with high stress situations (i.e. tight deadlines, hostile individuals, emergency situations, dangerous situations...).

Tenacity: Stays with a job or plan until the desired objective is achieved or is no longer reasonably attainable.

Valuing Diversity: Recognizes and respects the value of individual differences at all levels of the organization; provides employment and development opportunities to support a diverse workforce.