

Competency-based approach to human resource management links your performance management systems to each other, and aligns them to the organization's mission.

Competency	Observable Behaviors	Development Options
 <p>Communication Conveying and receiving messages in ways that build understanding.</p>	<ul style="list-style-type: none"> Expresses thoughts clearly and accurately, orally and in writing Demonstrates effective listening skills Probes to understand unexpressed or poorly expressed thoughts, concerns, or feelings Gives and accepts feedback constructively 	<ul style="list-style-type: none"> Professional Writing Workshop Listening for Understanding Giving and Receiving Feedback Business Communication and E-mail Etiquette for Today's Office
 <p>Problem-Solving and Decision-Making Assessing options and implications in order to identify solutions.</p>	<ul style="list-style-type: none"> Breaks problems into manageable components to identify tasks and activities Recognizes cause and effect relationships Takes action consistent with available facts, constraints, and probable consequences 	<ul style="list-style-type: none"> Managing Your Time and Juggling Multiple Priorities Problem Solving and Continuous Improvement Six Sigma and Statistical Process Control
 <p>Teamwork Working cooperatively and productively with others to achieve results.</p>	<ul style="list-style-type: none"> Develops effective working relationships within and across workgroups to achieve goals Solicits and contributes relevant ideas, support, and feedback Engages in team decision-making processes and supports team decisions 	<ul style="list-style-type: none"> Orchestrating Cross-Functional Teams and Initiatives Getting Unstuck: Reaching Group Agreement and Moving Forward Dealing with Difficult Behaviors
 <p>Emotional Intelligence Monitoring feelings and emotions of self and others, and using this information to guide one's actions.</p>	<ul style="list-style-type: none"> Demonstrates an ability to control and filter emotions in constructive ways Exhibits consideration of feelings of others when/before taking action Balances feelings with reason, logic, and reality 	<ul style="list-style-type: none"> Dealing with Diverse Personalities Understanding Oneself and Others Resolving Conflict Professional Image in the Global Marketplace
 <p>Service Excellence Anticipating, meeting, and exceeding internal and external customer needs and expectations.</p>	<ul style="list-style-type: none"> Responds promptly to requests for information and/or assistance Takes personal responsibility for resolving customer issues Behaves in a welcoming, courteous, and respectful way without defensiveness Clearly sets realistic expectations 	<ul style="list-style-type: none"> Raising Customer Satisfaction through Better Communication Delivering Legendary Customer Service Resolving Customer Complaints Dealing with Difficult Situations
 <p>Results Orientation Knowing what results are important, and focusing resources to achieve them in alignment with the goals of the organization.</p>	<ul style="list-style-type: none"> Seeks to accomplish critical tasks with measurable results Demonstrates understanding of the difference between goal and the activities to achieve the goal Continues to work towards achievement of goals in face of obstacles Finds or creates ways to measure performance against goals 	<ul style="list-style-type: none"> Systems Thinking: Seeing the Forest and the Trees Project Management Getting Things Done When You Are Not in Charge
 <p>Computer Literacy Using, understanding, and evaluating technical information related to the job.</p>	<ul style="list-style-type: none"> Selects most effective tool to complete job Seeks to learn new software or features to most effectively complete tasks. 	<ul style="list-style-type: none"> Microsoft Office Series Designing Databases Introduction to Computers Webpage Design