

BEHAVIORAL DEFINITIONS OF SELECTED COMPETENCIES BY MAJOR JOB CATEGORIES

JOB CATEGORY	Decision Making/ Problem Solving	Customer Focus	Teamwork	Communication	Applying Technology
Senior managers/directors and high-level individual contributors	Makes decisions impacting departmental issues. Defines issues, objectives, and priorities for others and allocates resources. Decisions reflect considerations for and balance of multifunctional interests.	Persuades individuals or groups to take actions in support of customer needs that result in a mutually beneficial outcome. Develops approaches and manages work to ensure the highest quality results for customers.	Charters and creates teams, serves as advisor to teams, and sets direction for teams to achieve enhanced customer service or outcomes.	Serves as an advocate on departmental issues. Has the ability to obtain a common understanding of problems, to compromise, or to settle significant or controversial issues. Has exceptional oral and written communication skills.	Leverages technology to achieve department goals. Understands strategic potential of technology in the business environment.
Managers and other experienced professionals	Makes decisions which impact functional objectives. Sets priorities and develops approaches to achieve defined goals and outcomes. Seeks out and incorporates perspectives from other functional areas.	Reaches agreement and provides leadership to others in fulfilling customer needs. Anticipates customer requirements, and understands impact of own and others' work on the quality of outputs.	Serves as a team leader, advises teams on own functional expertise, and/or represents team outcomes at key meetings. Integrates cross-disciplinary views creatively and effectively to reach team goals.	Able to assimilate, synthesize, discuss, and present complex or sensitive information. Position may be called upon to influence others to adopt a course of action. Communicates effectively in oral and written manner.	Applies expertise in the assessment, direction, and implementation of departmental technology.
Exempt and non-exempt professionals who utilize training and experience to develop new skills, solve complex problems, and accomplish goals in a professional manner	Exercises judgment and innovation in applying established approaches to perform defined work assignments. Considers different functional perspectives. Typically, manages own priorities and reports work progress at key milestones.	Is prompt, reliable, and responsive in all interactions. Understands the importance of the customer and the influence of own role in delivering customer satisfaction. Exercises judgment in resolving customer problems.	Contributes as member on teams. May serve as team leader or represent team outcomes to others. Provides guidance and instruction to lesser-skilled team members as needed.	Effectively communicates detailed, work-related information to others. Demonstrates a sensitivity to the concerns or interests of others when conveying information or providing assistance.	Understands implications of technology applications and translates appropriate concepts into practice.
Nonexempt professionals who contribute through their own efforts and as members of teams	Is guided by standard practices and procedures to complete assigned work tasks. Reports work progress at regular intervals and as necessary. Follows up on unresolved issues.	Demonstrates courtesy, flexibility, and tact when interacting with others. Understands role as it relates to customers. Demonstrates commitment and attention to the quality of work.	Contributes as a team member in supporting and fulfilling customer expectations or reaching goals.	Skills in listening and understanding are important to achieving goals and objectives. Able to effectively share and exchange data and information.	Effectively uses technology to complete work objectives.