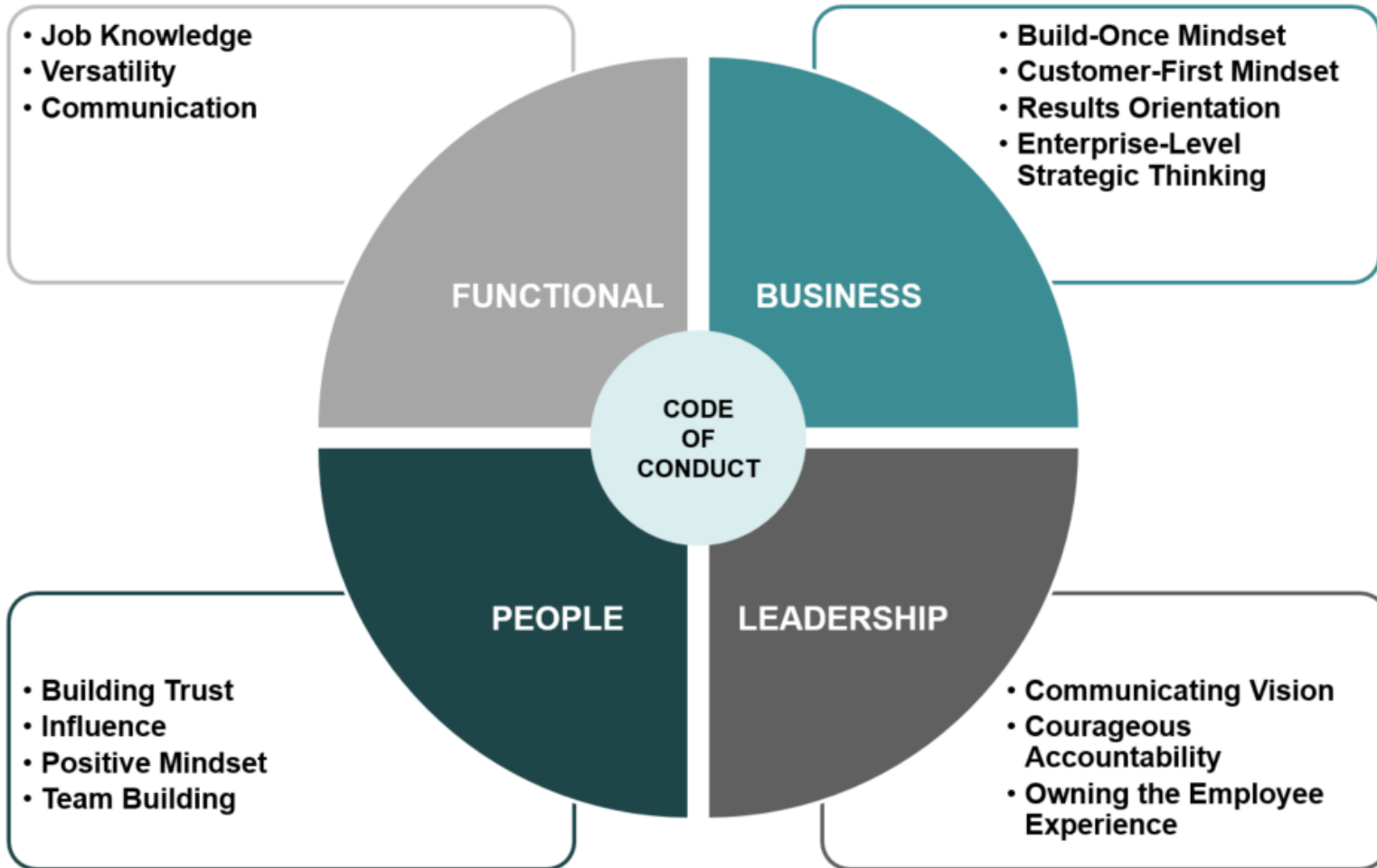




# COMPETENCY MODEL SAMPLE



## FUNCTIONAL – COMMUNICATION

Taking deliberate steps to create an environment where communication is timely, expected, supported, clear, candid and relevant; Leveraging communication systems and processes, making sure that people get information on time and creating an environment where people share their ideas and opinions.

## RELATED SUB COMPETENCIES

- Managing Information
- Building Procedures and Processes
- Written Communication
- Professionalism
- Emotional Intelligence
- Verbal Communication

Tier	Tier Description	Behavioral Indicators
<b>Tactical</b>	General knowledge of and the principles, concepts and/or methodologies of the competency as attained from education or basic/familiarization/overview courses and/or initial on-the-job orientation/training and closely supervised assignments.	<ul style="list-style-type: none"> <li>• Acts with urgency in communicating and keeping others informed of project and deliverable changes in a timely manner</li> <li>• Uses the most effective medium for communicating</li> <li>• Communicates in ways that build stronger and more productive relationships</li> <li>• Effectively manages the audience during meetings and presentations</li> <li>• Encourages others to communicate and voice their perspective</li> </ul>
<b>Performance</b>	Thorough and complete understanding of the principles, concepts and/or methodologies of the competency attained through education, years of experience, training, application, successful projects and/or assignments. Able to tactically lead and guide Tier 1 personnel.	<ul style="list-style-type: none"> <li>• Ensures employees and customers have the right information at the right time</li> <li>• Encourages others to share their ideas and opinions related to improving operations and results</li> <li>• Creates communication tools that improve consistency and results: e.g., project plans, templates, standard operating procedures</li> <li>• Addresses concerns before they become problems</li> </ul>
<b>Expert</b>	Mastery of the principles, concepts and/or methodologies of subject/competency and expertise as attained from advanced education, training, experience, application successful projects, and/or high level, complex assignments. Able to tactically and strategically lead medium to large departments.	<ul style="list-style-type: none"> <li>• Coaches and teaches others to communicate in ways that build stronger results</li> <li>• Understands the needs and motives of others and communicates in ways that address those needs</li> <li>• Consistently communicates standards and goals to all stakeholders</li> <li>• Communicates in ways that build customer satisfaction while also reducing wasted resources and employee frustration</li> </ul>

## BUSINESS – RESULTS ORIENTATION

Consistently pushes oneself and others to drive and achieve results.

## RELATED SUB COMPETENCIES

- Creativity
- Problem Solving
- Generating Commitment and Buy-In
- Drive for Results
- Resourcefulness
- Organization & Prioritization
- Project Management
- Time Management

Tier	Tier Description	Behavioral Indicators
<b>Tactical</b>	General knowledge of and the principles, concepts and/or methodologies of the competency as attained from education or basic/familiarization/overview courses and/or initial on-the-job orientation/training and closely supervised assignments.	<ul style="list-style-type: none"> <li>• Co-develops both departmental and cross-functional goals</li> <li>• Manages costs</li> <li>• Develops processes that save time and improve service and product quality for customers</li> <li>• Breaks work down into process steps and delegates efficiently across the team</li> </ul>
<b>Performance</b>	Thorough and complete understanding of the principles, concepts and/or methodologies of the competency attained through education, years of experience, training, application, successful projects and/or assignments. Able to tactically lead and guide Tier 1 personnel.	<ul style="list-style-type: none"> <li>• Teaches and coaches employees on key ways to reduce waste and build results</li> <li>• Solves the root cause of problems affecting results and not just the symptoms</li> <li>• Accurately scopes and communicates the length, requirements and difficulty of projects and timelines</li> <li>• Seeks and evaluates several potential solutions to a problem</li> </ul>
<b>Expert</b>	Mastery of the principles, concepts and/or methodologies of subject/competency and expertise as attained from advanced education, training, experience, application successful projects, and/or high level, complex assignments. Able to tactically and strategically lead medium to large departments.	<ul style="list-style-type: none"> <li>• Monitors enterprise progress toward key financial and business results</li> <li>• Redirects resources as needed based on business results</li> <li>• Ensures processes and procedures that drive results are consistently followed</li> <li>• Holds others accountable for specific measureable results</li> <li>• Integrates multiple disciplines and approaches when solving problems</li> </ul>

## PEOPLE – INFLUENCE

Being effective at persuading others to take action; Leading by example; Effectively garnering the support of others; Demonstrating confidence in your decisions and conveying this confidence to your subordinates; Showing assertiveness and earning respect when in groups.

## RELATED SUB COMPETENCIES

- Mindfulness
- Confidence
- Communication
- Conflict Resolution
- Giving and Receiving Feedback
- Resilience

Tier	Tier Description	Behavioral Indicators
<b>Tactical</b>	General knowledge of and the principles, concepts and/or methodologies of the competency as attained from education or basic/familiarization/overview courses and/or initial on-the-job orientation/training and closely supervised assignments.	<ul style="list-style-type: none"> <li>• Leads by example</li> <li>• Gains the support and trust of others</li> <li>• Responds to opposing views in a welcoming and non-defensive manner</li> <li>• Identifies areas of agreement when managing conflict</li> <li>• Serves as a role model for both performance and maintaining a positive mindset</li> <li>• Asks questions to determine the needs, wants, and goals of key stakeholders</li> </ul>
<b>Performance</b>	Thorough and complete understanding of the principles, concepts and/or methodologies of the competency attained through education, years of experience, training, application, successful projects and/or assignments. Able to tactically lead and guide Tier 1 personnel.	<ul style="list-style-type: none"> <li>• Empathizes with employees, customers, and other stakeholders</li> <li>• Identifies the needs and motives of a person or stakeholder group and builds a compelling <i>why</i> to garner their support</li> <li>• Works to make others feel ownership of a solution or course of action</li> <li>• Identifies key decision-makers on issues of concern</li> </ul>
<b>Expert</b>	Mastery of the principles, concepts and/or methodologies of subject/competency and expertise as attained from advanced education, training, experience, application successful projects, and/or high level, complex assignments. Able to tactically and strategically lead medium to large departments.	<ul style="list-style-type: none"> <li>• Negotiates with stakeholders and reaches mutually beneficial commitments that further long-term relationships</li> <li>• Ensures employees know where X is headed and what they need to do in order to get there</li> <li>• Coaches and teaches current and future leaders on the practice of influence</li> </ul>

## LEADERSHIP – OWNING THE EMPLOYEE EXPERIENCE

Takes personal responsibility for making X a best-in-class place to work.

## RELATED SUB COMPETENCIES

- Accountability
- Teaching and Coaching
- Communicating Vision
- Hospitality
- Recognition
- Emotional Intelligence
- Fun
- Strategic Thinking

Tier	Tier Description	Behavioral Indicators
<b>Tactical</b>	General knowledge of and the principles, concepts and/or methodologies of the competency as attained from education or basic/familiarization/overview courses and/or initial on-the-job orientation/training and closely supervised assignments.	<ul style="list-style-type: none"> <li>• Ensures employees feel confident, competent, proud, and a sense of belonging at X</li> <li>• Creates a new hire experience infused with hospitality</li> <li>• Removes barriers to performance and development</li> <li>• Recommends and encourages employees to take advantage of growth and development opportunities</li> </ul>
<b>Performance</b>	Thorough and complete understanding of the principles, concepts and/or methodologies of the competency attained through education, years of experience, training, application, successful projects and/or assignments. Able to tactically lead and guide Tier 1 personnel.	<ul style="list-style-type: none"> <li>• Is as passionate about creating a great employee experience as creating a great customer experience</li> <li>• Regularly encourages feedback from his/her team</li> <li>• Knows his/her employees personal and professional goals</li> <li>• Provides targeted and challenging stretch tasks and assignments</li> </ul>
<b>Expert</b>	Mastery of the principles, concepts and/or methodologies of subject/competency and expertise as attained from advanced education, training, experience, application successful projects, and/or high level, complex assignments. Able to tactically and strategically lead medium to large departments.	<ul style="list-style-type: none"> <li>• Implements strategies for employee retention and growth that lead to measureable results</li> <li>• Sets and enforces the standards for the culture of X</li> <li>• Monitors, and takes action based on, key employee metrics such as: retention and turnover, growth from within, exit interviews, online employee reviews, and survey results</li> </ul>