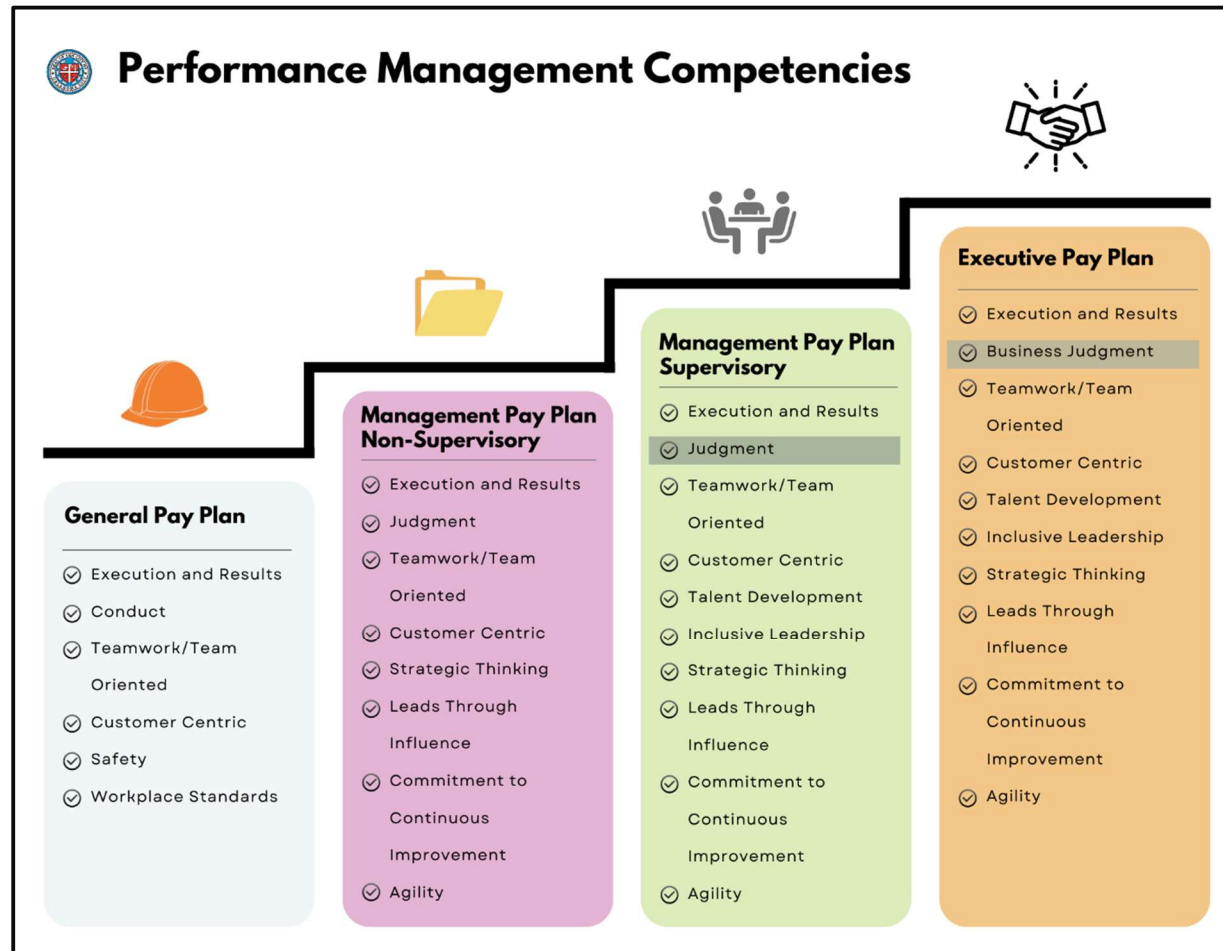


# What are job competencies? What are the new ones for my job? How do those compare to my current competencies?

A competency is a measurable pattern of knowledge, skills, abilities, behaviors, and other characteristics that an individual needs to perform work roles or occupational functions successfully. Competencies specify the "how" of performing job tasks, or what the person needs to do the job successfully. Competencies are used for assessing and selecting candidates for a job; assessing and managing employee performance; workforce planning; and employee training and development. (Source: U.S. Office of Personnel Management)

This document provides a comparison of performance factors currently used on performance evaluations (Part I) for Executive and Management Pay Plan positions and new competencies effective July 1, 2023.



Current Competencies Pay Ranges 501-515	New Management Pay Plan Non-Supervisory Competencies	New Management Pay Plan Supervisory* Competencies (*Defined as Completes Performance Evaluations for Others)	New Executive Pay Plan Competencies
<p><b>JOB KNOWLEDGE:</b> How well does the employee demonstrate an understanding of all aspects of the job and apply accrued knowledge in carrying out duties? Consider the degree of technical knowledge and skill in the techniques, equipment, and procedures required to perform the job.</p>	<p><b>EXECUTION AND RESULTS:</b> (1) Sets well-defined and realistic goals and high standards of performance for self or self and others; (2) displays a high level of initiative, effort, and commitment toward performing work; (3) completes assignments in a thorough, accurate, and timely manner, and delivers results; (4) works with minimal supervision, is motivated to achieve, and demonstrates responsible behavior; (5) demonstrates understanding of all aspects of the job and application of accrued knowledge in carrying out duties and responsibilities; technical knowledge; skill in the techniques, equipment, procedures, and work required; (6) recognizes opportunities and takes action for improvement to programs, policies, procedures, practices, and processes; (7) understands and is able to apply the principles, methods, and tools of quality improvement; (8) collects, examines, analyzes, and interprets data from a variety of sources; (9) makes data-driven recommendations/decisions and achieves results; (10) effectively achieves results through others to achieve the Department or City's mission.</p>	<p><b>EXECUTION AND RESULTS:</b> (1) Sets well-defined and realistic goals and high standards of performance for self or self and others; (2) displays a high level of initiative, effort, and commitment toward performing work; (3) completes assignments in a thorough, accurate, and timely manner, and delivers results; (4) works with minimal supervision, is motivated to achieve, and demonstrates responsible behavior; (5) demonstrates understanding of all aspects of the job and application of accrued knowledge in carrying out duties and responsibilities; technical knowledge; skill in the techniques, equipment, procedures, and work required; (6) recognizes opportunities and takes action for improvement to programs, policies, procedures, practices, and processes; (7) understands and is able to apply the principles, methods, and tools of quality improvement; (8) collects, examines, analyzes, and interprets data from a variety of sources; (9) makes data-driven recommendations/decisions and achieves results; (10) effectively achieves results through others to achieve the Department or City's mission.</p>	<p><b>EXECUTION AND RESULTS:</b> (1) Sets well-defined and realistic goals and high standards of performance for self and others; (2) displays a high level of initiative, effort, and commitment toward performing work; (3) completes assignments in a thorough, accurate, and timely manner, and delivers results; (4) works with minimal supervision, is motivated to achieve, and demonstrates responsible behavior; (5) demonstrates understanding of all aspects of the job and application of accrued knowledge in carrying out duties and responsibilities; technical knowledge; skill in the techniques, equipment, procedures, and work required; (6) recognizes opportunities and takes action for improvement to programs, policies, procedures, practices, and processes; (7) understands and is able to apply the principles, methods, and tools of quality improvement; (8) collects, examines, analyzes, and interprets data from a variety of sources; (9) makes data-driven recommendations/decisions and achieves results; (10) effectively achieves results through others to achieve the Department or City's mission.</p>
<p><b>WORK QUALITY:</b> How effective is the employee at performing duties and tasks in an accurate, complete and responsible manner? What degree of checking and redoing of work is necessary to obtain the expected quality? Consider the reliability, usefulness and thoroughness of employee's work products.</p>	<p><b>JUDGMENT:</b> (1) Plans, coordinates, and executes business functions efficiently, effectively, and in a fiscally responsible manner; (2) identifies risks and develops and implements measures to avoid, mitigate, or minimize those risks; (3) makes effective, timely, well-informed, objective, and transparent work-related decisions; (4) exhibits emotional maturity and stability, effectively manages conflict, and remains optimistic and calm during stressful situations; (5) uses resources effectively to achieve results aligned with organizational priorities; (6) applies understanding of financial</p>	<p><b>JUDGMENT:</b> (1) Plans, coordinates, and executes business functions efficiently, effectively, and in a fiscally responsible manner; (2) identifies risks and develops and implements measures to avoid, mitigate, or minimize those risks; (3) makes effective, timely, well-informed, objective, and transparent work-related decisions; (4) exhibits emotional maturity and stability, effectively manages conflict, and remains optimistic and calm during stressful situations; (5) uses resources effectively to achieve results aligned with organizational priorities; (6) applies understanding of financial</p>	<p><b>BUSINESS JUDGMENT:</b> (1) Makes sound decisions and build hypotheses under uncertainty; (2) leads strategic direction, and operational decision-making in volatile, complex, or uncertain business context; (3) identifies risks and develops and implements measures to avoid, mitigate, or minimize those risks; (4) makes effective, timely, well-informed, objective, and transparent work-related decisions; (5) uses resources effectively to achieve results aligned with organizational priorities; (6) applies a broad understanding of financial management/budgeting principles to ensure decisions are fiscally sound and</p>
<p><b>INITIATIVE AND CREATIVITY:</b> To what extent is the employee receptive to new ideas, improved processes, and growth? Does the employee demonstrate willingness to engage in creative thinking and problem solving? Consider the degree of initiative displayed in performing work.</p>	<p><b>JUDGMENT:</b> (1) Plans, coordinates, and executes business functions efficiently, effectively, and in a fiscally responsible manner; (2) identifies risks and develops and implements measures to avoid, mitigate, or minimize those risks; (3) makes effective, timely, well-informed, objective, and transparent work-related decisions; (4) exhibits emotional maturity and stability, effectively manages conflict, and remains optimistic and calm during stressful situations; (5) uses resources effectively to achieve results aligned with organizational priorities; (6) applies understanding of financial</p>	<p><b>JUDGMENT:</b> (1) Plans, coordinates, and executes business functions efficiently, effectively, and in a fiscally responsible manner; (2) identifies risks and develops and implements measures to avoid, mitigate, or minimize those risks; (3) makes effective, timely, well-informed, objective, and transparent work-related decisions; (4) exhibits emotional maturity and stability, effectively manages conflict, and remains optimistic and calm during stressful situations; (5) uses resources effectively to achieve results aligned with organizational priorities; (6) applies understanding of financial</p>	<p><b>BUSINESS JUDGMENT:</b> (1) Makes sound decisions and build hypotheses under uncertainty; (2) leads strategic direction, and operational decision-making in volatile, complex, or uncertain business context; (3) identifies risks and develops and implements measures to avoid, mitigate, or minimize those risks; (4) makes effective, timely, well-informed, objective, and transparent work-related decisions; (5) uses resources effectively to achieve results aligned with organizational priorities; (6) applies a broad understanding of financial management/budgeting principles to ensure decisions are fiscally sound and</p>
<p><b>INTERPERSONAL RELATIONS:</b> Consider how well the employee interacts and works harmoniously with supervisor, co-workers, outside agencies, and the public. Does the</p>	<p><b>JUDGMENT:</b> (1) Plans, coordinates, and executes business functions efficiently, effectively, and in a fiscally responsible manner; (2) identifies risks and develops and implements measures to avoid, mitigate, or minimize those risks; (3) makes effective, timely, well-informed, objective, and transparent work-related decisions; (4) exhibits emotional maturity and stability, effectively manages conflict, and remains optimistic and calm during stressful situations; (5) uses resources effectively to achieve results aligned with organizational priorities; (6) applies understanding of financial</p>	<p><b>JUDGMENT:</b> (1) Plans, coordinates, and executes business functions efficiently, effectively, and in a fiscally responsible manner; (2) identifies risks and develops and implements measures to avoid, mitigate, or minimize those risks; (3) makes effective, timely, well-informed, objective, and transparent work-related decisions; (4) exhibits emotional maturity and stability, effectively manages conflict, and remains optimistic and calm during stressful situations; (5) uses resources effectively to achieve results aligned with organizational priorities; (6) applies understanding of financial</p>	<p><b>BUSINESS JUDGMENT:</b> (1) Makes sound decisions and build hypotheses under uncertainty; (2) leads strategic direction, and operational decision-making in volatile, complex, or uncertain business context; (3) identifies risks and develops and implements measures to avoid, mitigate, or minimize those risks; (4) makes effective, timely, well-informed, objective, and transparent work-related decisions; (5) uses resources effectively to achieve results aligned with organizational priorities; (6) applies a broad understanding of financial management/budgeting principles to ensure decisions are fiscally sound and</p>

Current Competencies Pay Ranges 501-515	New Management Pay Plan Non-Supervisory Competencies	New Management Pay Plan Supervisory* Competencies (*Defined as Completes Performance Evaluations for Others)	New Executive Pay Plan Competencies
<p>employee demonstrate ability to resolve conflicts or concerns in a constructive and respectful manner? How effectively does the employee work as part of a team to accomplish tasks and provide services?</p>	<p>management/budgeting principles to ensure decisions are fiscally sound and responsible and in accordance with policies, procedures, processes, rules, regulations, and laws; (7) makes business decisions that drive positive, fiscally responsible performance; (8) manages ambiguity, business insight, financial acumen, makes decisions using data and insight that achieves the best outcome for the department and City.</p>	<p>management/budgeting principles to ensure decisions are fiscally sound and responsible and in accordance with policies, procedures, processes, rules, regulations, and laws; (7) makes business decisions that drive positive, fiscally responsible performance; (8) manages ambiguity, business insight, financial acumen, makes decisions using data and insight that achieves the best outcome for the department and City.</p>	<p>responsible and in accordance with policies, procedures, processes, rules, regulations, and laws; (7) makes business decisions that drive positive, fiscally responsible performance; (8) manages ambiguity, business insight, financial acumen, makes decisions using data and insight that achieves the best outcome for the department and City.</p>
<p><b>DEPENDABILITY:</b> How effective is the employee at completing work properly and timely? Does the employee maintain regular work attendance and make sound work-related decisions? Consider the employee's promptness, availability, responsiveness, and reliability when performing assigned duties.</p>	<p><b>TEAMWORK/TEAM ORIENTED:</b> (1) Recognizes, values, and leverages the ideas, opinions, and perspectives of others; (2) participates willingly and effectively as a team lead or team member; (3) builds consensus; fosters team commitment, spirit, pride, and trust; (4) collaborates with others to accomplish goals and objectives and achieve results; (5) expresses facts, ideas, messages, and information (technical and non-technical) to individuals or groups clearly, concisely, accurately, understandably, with honesty, tact, and diplomacy and in a manner that is appropriate for the intended audience; (6) actively listens, clarifies information as needed.</p>	<p><b>TEAMWORK/TEAM ORIENTED:</b> (1) Recognizes, values, and leverages the ideas, opinions, and perspectives of others; (2) participates willingly and effectively as a team lead or team member; (3) builds consensus; fosters team commitment, spirit, pride, and trust; (4) collaborates with others to accomplish goals and objectives and achieve results; (5) expresses facts, ideas, messages, and information (technical and non-technical) to individuals or groups clearly, concisely, accurately, understandably, with honesty, tact, and diplomacy and in a manner that is appropriate for the intended audience; (6) actively listens, clarifies information as needed.</p>	<p><b>TEAMWORK/TEAM ORIENTED:</b> (1) Recognizes, values, and leverages the ideas, opinions, and perspectives of others; (2) participates willingly and effectively as a team lead or team member; (3) builds consensus; fosters team commitment, spirit, pride, and trust; (4) collaborates with others to accomplish goals and objectives and achieve results; (5) expresses facts, ideas, messages, and information (technical and non-technical) to individuals or groups clearly, concisely, accurately, understandably, with honesty, tact, and diplomacy and in a manner that is appropriate for the intended audience; (6) actively listens, clarifies information as needed.</p>
<p><b>COMMUNICATION:</b> How effectively does the employee exchange information with the public and co-workers? Does the employee listen, understand, and respond in a useful, tactful and honest manner? Consider the extent to which written communication is clear, concise, and contains all necessary information.</p>	<p><b>CUSTOMER CENTRIC:</b> (1) Demonstrates commitment to public service; (2) serves and satisfies internal and external customers in a timely and effective manner; (3) establishes, commits to, and maintains high standards for producing quality work products and being responsive to customers; (4) supports the Department/City's mission; develops and executes strategies with the customer in mind.</p>	<p><b>CUSTOMER CENTRIC:</b> (1) Demonstrates commitment to public service; (2) serves and satisfies internal and external customers in a timely and effective manner; (3) establishes, commits to, and maintains high standards for producing quality work products and being responsive to customers; (4) supports the Department/City's mission; develops and executes strategies with the customer in mind.</p>	<p><b>CUSTOMER CENTRIC:</b> (1) Demonstrates commitment to public service; (2) serves and satisfies internal and external customers in a timely and effective manner; (3) establishes, commits to, and maintains high standards for producing quality work products and being responsive to customers; (4) supports the Department/City's mission; develops and executes strategies with the customer in mind.</p>
<p><b>POLICY COMPLIANCE:</b> How well does the employee demonstrate a willingness to comply with organizational and departmental/divisional policies and procedures, as well as regulations and practices governing the field of work? Consider the extent to which the employee follows safety policies and</p>	<p><b>STRATEGIC THINKING:</b> (1) Thinks conceptually, imaginatively, and systematically; (2) envisions the future; (3) defines the vision, direction, and goals; (4)</p>		

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practices, code of conduct, ethics, and fraud intolerance policy, and policy prohibiting illegal discrimination and harassment.	develops a road map for achievement; (5) anticipates change and plans for it; (6) considers long-term value and consequences; (7) influences others to achieve results; (8) understands where the organization is headed; knows the organization's mission and functions, and how its social, political, and technological systems work; (9) aligns business strategies to long-term success of the City; (10) sets the vision, direction and compelling course of action; (11) operates effectively within the systems, programs, policies, procedures, codes, ordinances, rules, and regulations of the organization; (12) knows industry and stays ahead of best practices; (13) understands the political environment, management priorities, staff roles and responsibilities, and grasps external factors impacting the organization; (14) identifies when issues need to be escalated to higher authorities and effectively alerts appropriate officials.	<b>TALENT DEVELOPMENT:</b> (1) Provides tools, materials, equipment, and resources; (2) provides performance feedback, coaching, mentoring, encouragement, and support; (3) discusses personal and professional goals; (4) provides formal and informal learning and development opportunities that support achievement of personal and professional goals; (5) attracts and develops talent; (6) manages performance throughout the department or City; (7) sets the leadership tone for area of responsibility. <i>Note: This competency is not applicable for employees who are <u>not</u> supervisors.</i>	<b>TALENT DEVELOPMENT:</b> (1) Provides tools, materials, equipment, and resources; (2) provides performance feedback, coaching, mentoring, encouragement, and support; (3) discusses personal and professional goals; (4) provides formal and informal learning and development opportunities that support achievement of personal and professional goals; (5) attracts and develops talent; (6) manages performance throughout the department or City; (7) sets the leadership tone for area of responsibility.
<b>PLANNING AND ORGANIZING WORK:</b> How effective is the employee at planning and organizing to ensure tasks are accomplished in a timely manner? Does the employee demonstrate ability to prioritize effectively? How proficient is the employee in managing their work and developing plans for future action?		<b>INCLUSIVE LEADERSHIP:</b> (1) Fosters a diverse, equitable and inclusive workplace where individual differences are valued, and employees feel a sense of belonging; (2) seeks to know and learn about others; welcomes diversity in ideas, perspectives, and thoughts; understands and respects values, attitudes, and beliefs of others; (3) seeks to build diverse teams through inclusive hiring practices (ensures opportunity for individuals of all backgrounds and demonstrates a commitment to hiring the most qualified candidates); (4) cultivates engagement, team building, collaboration; (5) instills trust; (6) recognizes contributions and celebrates accomplishments; (7) promotes the advancement of all employees including those of marginalized identities (e.g., coaching, mentoring, providing personal and professional development opportunities); (8) actively participates in and encourages others to participate in diversity and inclusion programming and/or training; (9) strategically integrates inclusion into business practices and decisions; (10) demonstrates respect, inclusiveness, understanding, tact, diplomacy, and professionalism in developing and maintaining	<b>INCLUSIVE LEADERSHIP:</b> (1) Fosters a diverse, equitable and inclusive workplace where individual differences are valued, and employees feel a sense of belonging; (2) seeks to know and learn about others; welcomes diversity in ideas, perspectives, and thoughts; understands and respects values, attitudes, and beliefs of others; (3) seeks to build diverse teams through inclusive hiring practices (ensures opportunity for individuals of all backgrounds and demonstrates a commitment to hiring the most qualified candidates); (4) cultivates engagement, team building, collaboration; (5) instills trust; (6) recognizes contributions and celebrates accomplishments; (7) promotes the advancement of all employees including those of marginalized identities (e.g., coaching, mentoring, providing personal and professional development opportunities); (8) actively participates in and encourages others to participate in diversity and inclusion programming and/or training; (9) strategically integrates inclusion into business practices and decisions; (10) demonstrates respect, inclusiveness, understanding, tact, diplomacy, and professionalism in developing and maintaining effective working relationships with others; (11)
<b>PERFORMANCE RESULTS:</b> How effective is the employee in completing work, meeting targets, and delivering services in accordance with the operation's priorities and performance measures? Consider the efficient use of time, assets, and other resources.	<b>LEADS THROUGH INFLUENCE:</b> (1) Persuades others; builds consensus through give and take; (2) gains cooperation from others to obtain information and accomplish goals; (3) works with others towards achieving agreements that may involve exchanging resources or resolving differences; (4) understands the concepts, practices, and techniques used to identify, engage, influence, and monitor relationships with individuals and groups connected to a work effort including those actively involved; (5) leads through influence over the process and its results, and those who have a vested interest in the outcome (positive or negative).		
<b>WORKING INDEPENDENTLY:</b> How well does the employee work on their own with minimal supervision and direction? How effective is the employee at solving problems and making appropriate decisions at the employee level? Consider the extent to which the employee independently moves to their next task or follows assignments through to completion.	<b>COMMITMENT TO CONTINUOUS IMPROVEMENT:</b> (1) Recognizes opportunities for improvement with		

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<p><b>SUPERVISION (IF APPLICABLE):</b> How effective is the employee in resolving issues that arise in the unit's work plans, activities and schedules and/or motivating others to accomplish tasks while maintaining team unity? Consider effectiveness in delegating work, training and development, performance evaluation, discipline, team building, and other supervisory functions.</p>	<p>regard to programs, policies, procedures, practices, and processes; (2) understands and is able to apply the principles, methods, and tools of quality improvement; (3) collects, examines, analyzes, and interprets data from a variety of sources; (4) makes data-driven recommendations/decisions and achieves results.</p>	<p>effective working relationships with others; (11) effectively manages one's own feelings and emotions; (12) builds diverse teams, promotes advancement of marginalized employees, participates and encourages participation of I and D initiatives. <i>Note: This competency is not applicable for employees who are not supervisors.</i></p>	<p>effectively manages one's own feelings and emotions; (12) builds diverse teams, promotes advancement of marginalized employees, participates and encourages participation of I and D initiatives.</p>
<p><b>Current Competencies (Pay Range 516 and Above)</b></p>	<p><b>AGILITY:</b> (1) Values collaboration, communication, and feedback and is flexible and open to new ideas; (2) learns rapidly and transforms learning into action; (3) examines processes and practices to perform work most effectively; (4) demonstrates courage and willingness to take calculated risks; (5) assesses readiness; proposes new approaches, methods, and technologies plans, implements, and evaluates change in a transparent, positive, and thoughtful manner; (6) exhibits emotional maturity and stability, effectively manages conflict, and remains optimistic and calm during stressful situations; (7) rapidly adapts to change and leads others through change, while producing tangible results and identifying new opportunities.</p>	<p><b>STRATEGIC THINKING:</b> (1) Thinks conceptually, imaginatively, and systematically; (2) envisions the future; (3) defines the vision, direction, and goals; (4) develops a road map for achievement; (5) anticipates change and plans for it; (6) considers long-term value and consequences; (7) influences others to achieve results; (8) understands where the organization is headed; knows the organization's mission and functions, and how its social, political, and technological systems work; (9) aligns business strategies to long-term success of the City; (10) sets the vision, direction and compelling course of action; (11) operates effectively within the systems, programs, policies, procedures, codes, ordinances, rules, and regulations of the organization; (12) knows industry and stays ahead of best practices; (13) understands the political environment, management priorities, staff roles and responsibilities, and grasps external factors impacting the organization; (14) identifies when issues need to be escalated to higher authorities and effectively alerts appropriate officials.</p>	<p><b>STRATEGIC THINKING:</b> (1) Thinks conceptually, imaginatively, and systematically; (2) envisions the future; (3) defines the vision, direction, and goals; (4) develops a road map for achievement; (5) anticipates change and plans for it; (6) considers long-term value and consequences; (7) influences others to achieve results; (8) understands where the organization is headed; knows the organization's mission and functions, and how its social, political, and technological systems work; (9) aligns business strategies to long-term success of the City; (10) sets the vision, direction and compelling course of action; (11) operates effectively within the systems, programs, policies, procedures, codes, ordinances, rules, and regulations of the organization; (12) knows industry and stays ahead of best practices; (13) understands the political environment, management priorities, staff roles and responsibilities, and grasps external factors impacting the organization; (14) identifies when issues need to be escalated to higher authorities and effectively alerts appropriate officials.</p>
<p><b>CUSTOMER SERVICE DELIVERY:</b> How well does the employee's performance support the City/Department's mission and represent the City/Department in a positive and effective manner to colleagues, citizens and customers?</p>			
<p><b>MANAGING FINANCIAL AND MATERIAL RESOURCES:</b> How well does the employee demonstrate an understanding of the City/Department's business operations, support innovation and change, and manage the assets entrusted to them?</p>			<p><b>LEADS THROUGH INFLUENCE:</b> (1) Persuades others; builds consensus through give and take; (2) gains cooperation from others to obtain information and accomplish goals; (3) works with others towards achieving agreements that may involve exchanging resources or resolving differences; (4) understands the concepts, practices, and techniques used to identify, engage, influence, and monitor relationships</p>
<p><b>COMMUNICATION, VERBAL AND WRITTEN:</b> How effectively does the employee communicate (both written and verbally)? Does the employee keep supervisor, co-workers and</p>			

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others informed of City issues, liabilities and programs?		<p><b>LEADS THROUGH INFLUENCE:</b> (1) Persuades others; builds consensus through give and take; (2) gains cooperation from others to obtain information and accomplish goals; (3) works with others towards achieving agreements that may involve exchanging resources or resolving differences; (4) understands the concepts, practices, and techniques used to identify, engage, influence, and monitor relationships with individuals and groups connected to a work effort including those actively involved; (5) leads through influence over the process and its results, and those who have a vested interest in the outcome (positive or negative).</p> <p><b>COMMITMENT TO CONTINUOUS IMPROVEMENT:</b> (1) Recognizes opportunities for improvement with regard to programs, policies, procedures, practices, and processes; (2) understands and is able to apply the principles, methods, and tools of quality improvement; (3) collects, examines, analyzes, and interprets data from a variety of sources; (4) makes data-driven recommendations/decisions and achieves results.</p> <p><b>AGILITY:</b> (1) Values collaboration, communication, and feedback and is flexible and open to new ideas; (2) learns rapidly and transforms learning into action; (3) examines processes and practices to perform work most effectively; (4) demonstrates courage and willingness to take calculated risks; (5) assesses readiness; proposes new approaches, methods, and technologies plans, implements, and evaluates change in a transparent, positive, and thoughtful manner; (6) exhibits emotional maturity and stability, effectively manages conflict, and remains optimistic</p>	<p>with individuals and groups connected to a work effort including those actively involved; (5) leads through influence over the process and its results, and those who have a vested interest in the outcome (positive or negative).</p> <p><b>COMMITMENT TO CONTINUOUS IMPROVEMENT:</b> (1) Recognizes opportunities for improvement with regard to programs, policies, procedures, practices, and processes; (2) understands and is able to apply the principles, methods, and tools of quality improvement; (3) collects, examines, analyzes, and interprets data from a variety of sources; (4) makes data-driven recommendations/decisions and achieves results.</p> <p><b>AGILITY:</b> (1) Values collaboration, communication, and feedback and is flexible and open to new ideas; (2) learns rapidly and transforms learning into action; (3) examines processes and practices to perform work most effectively; (4) demonstrates courage and willingness to take calculated risks; (5) assesses readiness; proposes new approaches, methods, and technologies; (6) plans, implements, and evaluates change in a transparent, positive, and thoughtful manner; (7) exhibits emotional maturity and stability, effectively manages conflict, and remains optimistic and calm during stressful situations; (8) rapidly adapts to change and leads others through change, while producing tangible results and identifying new opportunities.</p>
<p><b>INTERPERSONAL RELATIONS/TEAMWORK:</b> How well does the employee listen, provide feedback and respond appropriately to citizens, customers, fellow employees and others? How well does the employee work as part of a team - helping build consensus, sharing information and contributing to the overall success of the department?</p>			
<p><b>PROBLEM SOLVING AND ANALYSIS:</b> How well does the employee resolve disputes and take prompt and effective actions to address issues and manage risks?</p>			
<p><b>PROFESSIONAL DEVELOPMENT:</b> How well does the employee enhance their knowledge and skills through professional education and self-improvement activities? Does the employee stay abreast of community and activities that pertain to the City?</p>			
<p><b>DECISION MAKING:</b> How well does the employee practice efficient decision-making and respond to critical incidents, emergencies and unexpected situations?</p>			

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<p><b>LEADERSHIP SKILLS:</b> As a Supervisor or Manager, how effective is the employee at modeling appropriate behavior, i.e., attitude, initiative, dependability, work ethic, etc.?</p>		<p>and calm during stressful situations; (7) rapidly adapts to change and leads others through change, while producing tangible results and identifying new opportunities.</p>	
<p><b>MANAGING HUMAN RESOURCES:</b> How effective is the employee as a coach, supervisor and provider of praise and corrective action?</p>			
<p><b>PLANNING AND ORGANIZING:</b> How effective is the employee at planning and organizing to ensure the accomplishment of goals?</p>			