Employee Competency Model

County of Santa Clara

- **Organizational Skills**
  - Adaptability
  - Business Ethics & Culture
  - Creativity
  - Organizational Awareness

- **Personal Interaction Skills**
  - Collaboration & Teamwork
  - Communication
  - Conflict Resolution
  - Customer Service

- **Analytical Skills**
  - Critical Thinking/Problem Solving
  - Data Analysis & Evaluation
  - Project Management
  - Technologically Savvy

- **Self-Management Skills**
  - Accountability
  - Emotional Intelligence
  - Professional Growth
  - Well-Being

Learning & Employee Development

THE COUNTY OF SANTA CLARA
### ORGANIZATIONAL SKILLS

**Adaptability**
- Responds to change positively and is willing to learn new ways of doing things.
- Handles many demands and shifting priorities easily when dealing with rapid change.
- Effectively manages own attitude, behaviors and opinions during constant change.

**Business Ethics & Culture**
- Is ethical and complies with the law and the County’s values, policies, and procedures.
- Performs daily activities with integrity.
- Works effectively with people who have different cultures, interpersonal styles, abilities, motivation, and backgrounds.

**Creativity**
- Combines ideas and makes connections to create something new.
- Supports the development of new products, services, methods, or procedures.
- Identifies opportunities to communicate ideas that may improve or reinvent work processes.

**Communication**
- Uses different ways to communicate, like email, face-to-face, spoken, reports, and so on.
- Delivers important messages clearly and in a timely manner.
- Supports a safe and non-judgmental workplace.
- Makes people feel free to express ideas and concerns.

**Conflict Resolution**
- Reduces tension and conflict by using diplomacy and tact.
- Handles concerns promptly, calmly, and professionally.
- Looks for the root cause of disagreements in a calm manner.

**Customer Service**
- Looks for ways to provide or improve services that make them more efficient and effective and that decrease cost.
- Meets deadlines for delivering products or services to customers.
- Increases customer satisfaction and loyalty by improving customer interactions.

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**Critical Thinking/Problem Solving**
- Identifies problems early and develops alternatives to find the best solution.
- Separates essential information from non-essential information to make timely decisions.
- Makes quality decisions after considering various courses of action.
- Breaks down issues into smaller elements in order to identify root causes.

**Data Analysis & Evaluation**
- Analyzes issues from various points of view.
- Detects errors and flaws when analyzing problems.
- Considers alternatives and their consequences when evaluating solutions.

**Project Management**
- Aligns project priorities with the broader goals of the County.
- Keeps clear, detailed records of activities related to accomplishing project milestones.
- Sets priorities, goals, and timetables for greatest productivity.
- Coordinates all parts of a project effectively, including those completed by others.

**Technology Savvy**
- Uses technology effectively to complete work and communicate with others.
- Aligns and applies technology and data analysis, where appropriate.
- Shows willingness to learn and seek out new and emerging technologies.

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### PERSONAL INTERACTION SKILLS

**Collaboration & Teamwork**
- Works well with others to meet common objectives and organizational goals.
- Is a team player who shows respect, helpfulness, and cooperation to others.
- Has a positive attitude at work

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### ANALYTICAL SKILLS

**Critical Thinking/Problem Solving**
- Identifies problems early and develops alternatives to find the best solution.
- Separates essential information from non-essential information to make timely decisions.
- Makes quality decisions after considering various courses of action.
- Breaks down issues into smaller elements in order to identify root causes.

**Data Analysis & Evaluation**
- Analyzes issues from various points of view.
- Detects errors and flaws when analyzing problems.
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### SELF-MANAGEMENT SKILLS

**Accountability**
- Understands job duties and responsibilities.
- Understands their supervisor’s expectations and asks for guidance when they are unclear.
- Informs supervisor of progress, existing issues, and potential problems.
- Offers solutions when problems arise.
- Meets timelines and commitments.
- Takes responsibility for results.

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**Professional Growth**
- Obtains needed knowledge, skills, and abilities to realize career objectives.
- Utilizes professional strengths in a variety of ways.
- Addresses professional weaknesses that might limit their progress.

**Well-Being**
- Uses available County health education and fitness resources for current and future wellness.
- Uses self-care practices, like exercise, good nutrition, mindfulness, fun activities, hobbies, and so on, for personal well-being.
- Manages personal finances to reduce stress and increase financial security.