

# 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



## 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.

**Organizational Awareness**  
Understands how the County is organized and how their agency works with other departments.  
Shows full understanding of the vision and mission of the County.  
Understands how their job affects business results.  
Sets clear objectives and plans their job duties to support the goals of the department.  
Uses the organization's resources efficiently and effectively.

## 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.  
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.

## 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

**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.

## 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.

**Emotional Intelligence**  
Maintains high performance and stays calm under pressure, opposition, or criticism.  
Considers the feelings of others when/before taking action.

**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.