

## Competency Dictionary

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This competency dictionary can be used in many ways as it will provide a more comprehensive definition of many “competencies” required for various positions in state government. For example, competencies can be used to help a hiring manager more clearly define the characteristics required to be successful in a particular job or identify desired behaviors for an employee’s personal and professional development. In the assessment and performance management area, supervisors may use certain competencies to outline expectations for employees and to help evaluate an employee’s performance.

The tables below list 16 Competency Clusters, the competencies within each cluster and the definition of each competency.

<b>Competency Cluster: Commitment</b>	
Ability and willingness to align behavior with the needs and goals of the organization and provide a visible role model for others. It implies feeling ownership of and accountability for the organization’s activities, services, decisions, successes and failures. Employees with a strong sense of commitment demonstrate an understanding of the link between their own job responsibilities and overall organizational goals and needs, and subsequently perform their job with the broader goals in mind.	
<b>Competency</b>	<b>Competency Definition</b>
Commitment to Organization and Mission of Agency	Aligns actions and activities with the needs and goals of the organization.
Commitment to Profession; Keep Current	Desires and actively seeks continuous learning.
Commitment to Serve the Public	Performs duties for the benefit of the people of the State of South Carolina. Avoids taking actions that depart from public duty and violating the public trust.
Loyalty and Dedication	Adheres to organizational goals and the tasks at hand.
Reliable and Dependable	Responsible and trustworthy in performing job-related tasks.

### Competency Cluster: Communication

Ability to provide timely and concise information to others both orally and in writing and to communicate effectively. Employees with strong communication skills ensure that communication occurs among all organizational levels and with all appropriate people and encourage open expression of ideas and opinions. They listen effectively, transmit information accurately and understandably and actively seek constructive feedback

Competency	Competency Definition
Conflict Management	Manages disagreements by bringing them into the open and attempting to resolve them collaboratively, keeping the best interests of the organization in mind.
Customer Orientation	Creates an atmosphere in which timely and high-quality information flows smoothly between oneself and customers. Encourages open, honest and constructive expression of ideas and opinions. Demonstrates active listening skills. Uses appropriate body language. Seeks to understand others' viewpoint.
Facilitation	Manages the interaction of people in group settings to achieve a goal.
Formal Presentation	Effectively presenting prepared information to a variety of audiences using appropriate delivery tools.
Influential	Identifies the interests of others. Convinces them of the merits of a particular idea, method, or course of action.
Interpersonal Communication	Expressing ideas and listening effectively, both verbally and non-verbally, to achieve understanding.
Listening	Gives full attention to other's ideas, concerns, questions and issues with interest, empathy and objectivity. Paraphrases and/or asks clarifying questions to ensure understanding of the message.
Negotiation	Anticipates the interests of others. Deals with objections. Influences others and achieves agreements to benefit the organization as a whole.
Responsiveness, Follow-up	Assumes responsibility for and delivers on commitments to customers. Initiates contacts to clarify issues or problems in a timely manner. Keeps customers up to date about projects.
Speaking Effectively	Expresses and presents thoughts and ideas clearly, succinctly, and in an understandable manner individually and in groups. Adjusts language or terminology to the characteristics and needs of the audience. Alters delivery based on verbal and non-verbal messages from the audience. This competency includes any type of verbal communication, such as giving presentations, providing training, giving testimony, speaking in person or by telephone.
Understanding, Sensitivity, Trust Building	Interacts openly and honestly. Encourages others to express viewpoints. Listens and respects different viewpoints. Addresses misunderstandings directly with others involved. Maintains confidences. Demonstrates awareness of nonverbal as well as verbal communication.

Writing Effectively	Structures and conveys information clearly and effectively through both formal and informal documents. Uses appropriate rules of grammar. Keeps the audience in mind. Reviews and edits written work constructively. This competency includes any type of written communication, such as letters, reports, studies, presentations, articles, rules, policies, procedures, and manuals.
Written Communication	Expressing ideas clearly and concisely in documents that have organization, structure, grammar, language and terminology adjusted to the characteristics and needs of the audience.

### Competency Cluster: Initiative and Accountability

Ability to focus efforts and energy on successfully attaining goals and objectives. This includes the ability to make difficult decisions and persist even when confronted by obstacles or adversity. These employees assume accountability for decisions, actions, and results. They follow issues through to completion. They will point out problems and ask questions others may have overlooked or been reluctant to acknowledge. This may involve questioning status quo assumptions. The ability to understand power relationships in organizations and identify true decision-makers and the individuals who influence them is essential.

Competency	Competency Definition
Accountable and Responsible	Can be counted on by internal and external customers to provide timely responses to their needs; carries own weight as a member of a team; is self-directed and takes advantage of opportunities for personal growth, customer service and the attainment of the organization's goals.
Decision Making	Independently takes action and responsibility for solving problems. Makes decisions designed to achieve desired outcomes.
Decisiveness	Makes decisions that reflect professional conviction and accountability in a timely fashion. Makes valid assumptions when information is unclear or lacking.
Initiative	Identifies and seizes opportunities to improve the organization when change is not expected or required. Self-starting; seeking out and/or willingly accepting assignments, responsibilities and challenges.
Judgment	Commits to a sensible, logical and valid action after considering alternative actions and their consequences on the resources, constraints, and values of an organization.

### Competency Cluster: Efficiency and Focus

Focuses efforts and energy on successfully attaining clear, concrete, accurate, timely and measurable outcomes of importance to the organization. Persistent even when challenged by obstacles or opposition.

Competency	Competency Definition
Accuracy and Attention to Detail	Demonstrates an appropriate level of precision to complete projects successfully or to execute job responsibilities.
Achievement	A concern for working well or for competing against a standard of excellence.

Perseverance and Concentration	Persists and stays focused when faced with a series of challenging or uncertain situations.
Prioritizing, Multi-tasking, Balancing Multiple Projects	Recognizes or establishes the relative importance of multiple issues, tasks, and opportunities to maximize the productivity of the organization.
Results Oriented; Meets Deadlines	Focus on achieving goals and on bringing projects to closure in a timely manner, despite obstacles.

### Competency Cluster: Independence and Responsibility

Prefers anticipatory action based upon taking calculated risks and making difficult decisions despite ambiguity or adversity.

Competency	Competency Definition
Accepts Risks	Challenges the status quo by taking calculated actions to move an issue forward in a certain direction.
Action Oriented	Exhibits initiative, energy and foresight in evaluating and responding to challenging situations, problems and opportunities.
Personal Accountability and Ownership	Takes pride in the job. Actively engages in professional self-improvement activities. Accepts individual responsibility for all actions taken.
Self Confidence; Tough Minded	Believes in one's own capabilities and convictions, even when faced with resistance. Projects a positive self-image in the workplace.
Self-Starter	Has motivation and initiative; seeks increased responsibilities.

### Competency Cluster: Organizational Understanding

Understands and learns organizational relationships. Recognizes the real decisionmakers and the individuals who influence them. Demonstrates a comprehensive awareness of the impact and implications of decisions and actions throughout the organization. Predicts how new events or situations will affect individuals and groups within the organization.

Competency	Competency Definition
Building Strategic Performance	Developing, aligning and managing organizational direction, group goals and individual objectives to achieve desired results.
Business Mindedness	Understands the implications of business decisiveness. Strives to improve organizational performance.
Demonstrates Financial Responsibility	An understanding of financial principles and impact of decisions; taking steps to contribute to financial goals and targets.
Demonstrating Business Skills	Demonstrates an understanding of the marketplace, business concepts, industry trends and economic development.

Influence	Ability to transform thought into productive action and create successful outcomes by sharing knowledge and information within the work unit and across organizational lines. This includes mentoring others, building relationships key to success by establishing trust, credibility and rapport with key players and customers.
Organizational Awareness	Sets realistic priorities through a comprehensive understanding of the formal and informal structures of the organization. Assesses the implications of business decisions and actions on internal and external stakeholder. Understands the value, objectives and political structure of the organization. Uses these to influence others or outcomes that have an impact on the strategy and objectives of the organization.
Planning, Organizing and Follow-up	Establishing a clear course of action, involving others as appropriate, managing activities and monitoring results to accomplish a specific goal.

**Competency Cluster: Relationship Building**

Builds long-term internal and external relationships with people critical to work and project success. Relationships span customers, co-workers, suppliers, legislators, people in other work units, divisions, departments, and the private sector.

<b>Competency</b>	<b>Competency Definition</b>
Builds Trust and Credibility in Work Relationships	Honest and forthright in sharing information. Respected as a valid source of information and behaviors are consistent with words.
Interpersonal Effectiveness	Collaborates with and involves people inside and outside the organization; respectfully deals with customers without exhibiting condescension or superiority; considers diversity of viewpoints to be important and interacts well with diverse people and groups; defuses high-tension situations.
Maintains Relationships	Builds enduring customer relationships collaboratively. Brings conflicts and disagreements into the open. Makes compromises in order to meet goals or to gain cooperation from others.
Networking	Knows how internal and external organizations work. Cognizant of different roles and power positions. Uses that awareness of how things work to influence outcomes. Generally, knows how to work with people and organizations toward successful outcomes. Identifies and cultivates mutually beneficial associations with key stakeholders to accomplish organizational goals and objectives.
Uses the Organization to Its Best Advantage	Anticipates and understands organizational relationships and their impact on individuals and groups in the accomplishment of goals.

### Competency Cluster: Customer Service

Works to create customer-focused service and solutions. Lets customers know that their success and growth are important.

Competency	Competency Definition
Customer-Focused	Actively seeks first-hand information from customers; uses own technical knowledge and consulting skill to go beyond customers' expressed needs; matches customers' requirements to existing products and services, and/or designs, develops and customizes additional products and services; maintains own and others' attention on internal and external customers' needs; takes personal responsibility for continuously raising the standard of customer service.
Customer Focused Solutions Design	Develops solutions in a manner that demonstrates an understanding of the customers' business needs and desire for timely, cost-effective and value-added services.
Persuading/Informal Negotiating	Using appropriate interpersonal styles and communication methods to gain acceptance of an idea, plan, activity or service from internal and external clients.

### Competency Cluster: Leadership

Ensures successful project outcomes. Provides information and training needed to coordinate and get the job done to key persons inside and outside of the organization. Shares project and personal knowledge and experience in a willing and non-possessive manner. Using appropriate interpersonal styles and methods to inspire and guide others toward vision and goal achievement. Takes the initiative to provide assistance to others without a formal role.

Competency	Competency Definition
Building Trust	Demonstrating integrity in all decisions, communications and actions; modeling the values of the organization in the conduct of all business activities.
Developing Competency	Facilitating the ongoing development of individual and organizational competency.
Encouraging Creativity and Innovation	Cultivating new approaches to accomplish goals and solve problems.
Managing Change	Demonstrating flexibility and effectiveness with changing environments, tasks, responsibilities and people.
Meeting Facilitation	Using appropriate interpersonal styles and methods to guide participants toward a meeting's objectives; modifying behavior according to tasks and individuals present.
Mentoring/Coaching	Assists others with professional learning and development. Assesses, guides, supports and counsels others for the purpose of helping them refine and acquire new skills.
Political Acumen	Having and using knowledge of situations, systems and cultures inside and outside an organization to identify potential impacts and to influence decisions.

Resolving Conflict	Bringing conflict and dissent between others into the open to arrive at constructive solutions while maintaining positive relationships.
Shares Information, Feedback and Knowledge	Shares job-related facts and data with peers and others. Listens and offers support and advice on job-related problems. Improves the effectiveness of work processes by developing the skills of others.

**Competency Cluster: Managing for Results**

Competency	Competency Definition
Achieving Quality Results	Pursuing excellence while achieving results within defined parameters. Focuses on outcomes; applies quality principles, practices and tools to provide products and services valued by the customer; seeks to maximize the value to customers of all available resources, including funds, individuals, teams, and information; considers own work in context of results achieved for customers.
Results Driven	Demonstrates concern for achieving or surpassing results against an internal or external standard of excellence, shows a passion for improving the delivery of services with a commitment to continuous improvement.

**Competency Cluster: Personal Effectiveness**

Ability to put customers and co-workers at ease through awareness of, and consideration for, the opinions and feelings of other people. The ability to sense how others are feeling and set a positive and stable tone in work relationships. This competency category describes qualities generally associated with personal maturity and an employee's inclination to consistently adhere to high levels of ethical behavior. This category is related to influence; however, it applies to more personal, one-on-one relationships or contacts, while influence is closely tied to global or organizational effectiveness.

Competency	Competency Definition
Ethics	Acts in an honest and trustworthy manner based on personal accountability and a moral conviction to do the right thing. Key characteristics are honesty, integrity and conscientiousness
Personal Motivation	Concern for working well or for measuring oneself against a standard of excellence. The standard may be one's own past performance (striving for improvement), an objective measure (attaining results), the performance of others (staying competitive), tough goals, or even something no one has ever done (striving for innovation).
Self-Knowledge and Personal Awareness	Identifies own strengths and development needs. Increases job performance and long-term career growth with continual learning.
Take Positive Steps to Improve	Actively pursues learning and self-development. Knows own limitations and seeks feedback. Welcomes unsolicited feedback. Modifies behavior when appropriate.

### Competency Cluster: Interpersonal Understanding

Builds strong work relationships. Adjusts to how individuals, organizational units and cultures function and react. Senses how others feel. Fosters rapport with co-workers and customers, without intending to persuade or influence.

Competency	Competency Definition
Empathy	Takes actions that indicate consideration for the feelings and needs of others. Aware of the impact of personal behavior on others.
Flexibility and Accountability	Accepts change as a healthy and normal part of organizational growth. Responds positively to changes in direction and priorities, responsibilities or assignments. Adapts to and works effectively with a variety of situations, individuals or groups.
Maturity and Emotional Discipline	Keeps one's emotions under control and restrain negative behaviors when provoked, when faced with opposition or hostility from others or when working under conditions of stress. Experience in handling a wide variety of situation in a sensible reasonable manner.
Non-Judgmental and Tolerant	Appreciates differences in people. Approaches problems and issues from different perspectives.
Open-Minded	Observes situations objectively. Recognizes the validity of other viewpoints. Receptive to new information.
Professionalism	Maintains focus, effectiveness, emotional control and maturity. Remains positive and composed under stress, change or transition.
Rapport	Builds partnerships marked by harmony and respect with others in the organization.
Willingness to Change	Adjusts to multiple demands, priorities, ambiguity and rapid change. Re-directs activities.

### Competency Cluster: Teamwork

Working effectively in teams such as groups, crews and partnerships to accomplish organizational goals; taking actions that respect the needs and contributions of others.

Competency	Competency Definition
Builds and Fosters Supportive Relationships	Motivates team members with diverse goals to collaborate and co-operate to achieve success.
Cooperative	Participates willingly, supporting team decisions even when different from personal views.
Shares Workload or Pulls Own Weight	A good team player. Does his or her share of the work. Assists others when necessary.
Team Building	Achieves results by getting a group focused. Encourages participation. Draws on

	the talents of all team members. Ensures the team has what it needs to succeed.
Team Orientation	Promotes and generates cooperation and teamwork while working to achieve collective outcomes.

**Competency Cluster: Professional and Managerial Skills**

Ability to display initiative in managing yourself and a group in a way that best promotes the image of the organization.

<b>Competency</b>	<b>Competency Definition</b>
Lifelong Learning	Continuously acquiring and applying knowledge to enhance performance and growth.
Managing Stress	Maintaining stable performance under pressure or opposition (such as time pressure or job ambiguity); relieving stress in a manner that is acceptable to the organization and those directly impacted.
Software Proficiency	Using/applying software appropriate to the job function to ensure a high level of efficiency in accomplishing work.
Technical Expert	Uses technical skills, knowledge of workforce development issues and programs, and experience with multiple levels of the employment and training delivery system to provide consultative services which enhance program operators' abilities to problem solve, develop a vision, and be successful; employs professional techniques and technologies for helping the organization fulfill its broadly-defined mission through his/her own particular responsibilities; demonstrates expertise in the other competencies in this model in ways which are consistent with the organization's values and the agreed upon State role.
Technical/Professional Skills and Knowledge	Keeping abreast of current developments and trends in area of expertise.

**Competency Cluster: Analysis and Problem Solving**

Ability to think clearly and logically and to identify and solve problems. These employees use reason, vision and creativity to reach conclusions and decisions. It includes the ability to understand cause and effect relationships, to recognize similarities and differences in situations, and to apply knowledge to help make effective decisions, or to come up with new ways to accomplish a task.

<b>Competency</b>	<b>Competency Definition</b>
Analytical Thinking	Understands a situation by systematically breaking it into component parts and looking for interdependence; weighs options and proposals critically and thoroughly through the use of a variety of information sources and tools (including systems thinking, data analysis techniques and technological expertise); provides rationale for and results of analysis to others.
Decision Making	Committing to a timely course of action which considers alternatives, risks and consequences in light of organizational goals, values, resources and constraints.

Gathering Information	Develops internal and external networks for purposes of accessing information as resources for learning; gathers, analyzes and synthesizes information from a variety of official and unofficial sources including own networks; trains, educates and actively seeks to broker this information to customers. Collects and uses relevant information, data, and opinions.
Identify Problems	Assesses a situation in a logical and methodical way based on facts. Seeks root causes. Recognizes patterns, connections, themes, and issues. Sees implications and consequences of a situation or information.
Perceptive and Insightful	Sees relationships, connections, patterns, trends not obvious to others or in new ways. Extrapolates, makes inferences, and uses intuition.
Plan and Organize	Defines an end result. Sets or follows a course of action to achieve it. Anticipates potential obstacles and monitors progress. Breaks tasks into component parts in a rational, methodical way.
Takes a Reasonable, Common Sense Approach to Solving Problems	Develops feasible solutions based on logical assumptions and factual observation that reflect consideration for resources, constraints, organizational values and goals.

### Competency Cluster: Creativity

Generates ideas, fresh perspectives and original approaches. Open-minded. "Thinks out-of-the-box". Goes beyond traditional ways to address issues and problems. Challenges standard or accepted practices

Competency	Competency Definition
Change Agent	Engages others to develop innovative solutions. Introduces new ways of thinking and behaving. Introduces new tools and technology. Encourages innovation and explores nontraditional ideas. Creates new concepts, models, theories, and relationships to address work in new ways. Seeks best practices.
Creative Problem-Solving	Approaches a complex problem by identifying underlying issues, finding patterns and connections between them, and synthesizing them into a coherent whole; generates new ideas, multiple options and novel concepts through the use of reason and intuition and which are not limited by the status quo; guides the analysis of a problem all the way to a successful resolution, and enables the customer to do so as well.
Flexible/Adaptable to Change	Recognizes that the environment in which the organization functions is constantly changing and adjusts own approach and behavior accordingly; is confident of trying something different and is unafraid of taking risks and making mistakes; is resilient and capable of dealing with disappointments and setbacks.
Innovative	Generates fresh, original or unconventional perspectives and original approaches. Reexamines established ways of doing things.
Inquisitive or Curious	Seeks diverse ideas and perspectives in an open-minded manner from traditional and nontraditional sources. Seeks alternative, new or nontraditional approaches.
Resourceful and	Consistently focuses on end result and finds most effective way to achieve goals

Entrepreneurial	and objectives. Acts on opportunities, even if contrary to conventional wisdom. Takes calculated risks. Generates non-routine, non-traditional actions to overcome obstacles and achieve results.
Visionary	Thinks openly about new possibilities. Keeps a long-term, big picture view. Displays a spontaneous and wide-ranging imagination. Creates a clear and inspiring broad picture.