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COMMONWEALTH OF VIRGINIA

COMMONWEALTH COMPETENCIES

- Technical and Functional Expertise
- Understand the Business
- Achieve Results
- Serve the Customer
- Teamwork
- Interpersonal and Communications Skills
- Leadership and Personal Effectiveness

COMMONWEALTH OF VIRGINIA

COMPETENCIES

NOTE: This document will be part of the Commonwealth of Virginia *Building Trades Career Guide*, the first career guide being produced by the Commonwealth. Subsequent career guides for each career group will also contain this section on Commonwealth of Virginia Competencies. This version actually contains sample Human Resource Generalists functional and technical competencies, since we thought they would be of most interest to this audience. The Guides will be published in paper documents and also be available on an interactive basis at DHRM's *Virginia Jobs* web site.

Commonwealth of Virginia Competencies

We identified several competencies that are applicable to most employees throughout the Commonwealth of Virginia. Competencies are identified behaviors, knowledge, skills, and abilities that directly and positively impact the success of employees and the organization. Competencies can be objectively measured, enhanced, and improved through coaching and learning opportunities.

You can use the Commonwealth of Virginia Competencies to help improve your individual performance, by modeling the behaviors that make extraordinary contributors successful in their roles. In this way, you can use the Commonwealth Competencies for your further professional development. These Competencies help lay out a road map to better performance, but they do not ensure it. Only your personal commitment to excellence, motivation, and actual consistent performance determines your performance level.

Your organization has flexibility in how to use the Commonwealth of Virginia Competencies. They can add to them, change them, delete some, and adapt them in other ways to help meet business needs. You are encouraged to review the Commonwealth Competencies to see if they are an appropriate guide for your further career success.

The Commonwealth of Virginia Competencies are:

- Technical and functional expertise
- Understand the business
- Achieve results
- Serve the customer
- Teamwork
- Interpersonal and communication skills
- Leadership and personal effectiveness

For each competency, we provided a definition and listed generic competency indicators. The indicators can be tailored by agencies to more closely link to their organizational mission and values, and to individual job needs.

Who are Team Members and Team Leaders?

In addition to using the words "employee," "supervisor," and "manager" when talking about individual competencies for success, we use the words "team member" and "team leader" when describing the Commonwealth Competencies. In today's work place it is common to be a member of a team or to be a member of several teams at work. Your role on a team may change depending on the team. You may be a team leader on one team, and on another team you may be a team member. While some members of the Commonwealth workforce may work relatively independent of others, they also belong to a work unit that has common goals and internal or external customers.

The indicators for success are similar for both team members and team leaders. Team leaders must both demonstrate the competencies of a team member and team leader to be successful. The indicators that describe appropriate and desired behaviors as either team members or team leaders are not all-inclusive, but rather are examples of what it takes to be successful.

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COMPETENCY: TECHNICAL AND FUNCTIONAL EXPERTISE

Definition: Technical and functional expertise are underlying knowledge and skills, described in observable and measurable terms that are necessary in order for you to perform a particular type or level of work activity. Technical and functional expertise typically reflects a career-long experience in the job or occupational area.

NOTE: Subject matter experts (SME's) from the Building Trades career group are working with the Career Development Team to identify the technical and functional expertise required for successful performance. SME's from the other Career Groups will assist the Career Development Team in identifying the technical and functional expertise required for successful performance in their career groups. Listed below are sample Human Resource Generalists competencies, so that you have an idea of what technical and functional expertise competencies look like.

Human Resource Generalists

Compensation Expertise

Compensation consulting encompasses application of the principles, practices and techniques utilized in job evaluation (e.g. classification) and salary administration so that systems, approaches, and strategies align with the organization's needs and contribute to its success.

<p style="text-align: center;"><u>LEVEL 1 - LEARN</u></p> <p>Learns the basic principles, practices, and techniques of compensation and job evaluation (e.g. classification)</p> <ul style="list-style-type: none"> • Demonstrates basic understanding of how to write/update a job description. • Demonstrates a basic understanding of the purpose and use of class specifications for classifying a job. • Demonstrates a basic knowledge of policies that relate to compensation actions by responding to routine compensation questions. • Demonstrates basic understanding of employee salary changes and position related transactions. 	<p style="text-align: center;"><u>LEVEL 2 - APPLY</u></p> <p>Applies principles, practices, and techniques of compensation and job evaluation (e.g. classification)</p> <ul style="list-style-type: none"> • Demonstrates and applies understanding of evaluating position descriptions for purposes of internal and external alignment. • Evaluates job descriptions for compliance with FLSA. • Applies compensation and related policies and regulations to situations and transactions; participates in the design and provision of communications to agency customers. • Demonstrates understanding of statistical applications and conducts salary surveys.
<p style="text-align: center;"><u>LEVEL 3 - MASTER</u></p> <p>Fully and independently demonstrates knowledge of principles, practices, and techniques of compensation and job evaluation (e.g. classification)</p> <ul style="list-style-type: none"> • Recognizes and designs alternative strategies to meet the organization's needs. • Demonstrates full understanding of 	<p style="text-align: center;"><u>LEVEL 4 - LEAD/STRATEGIZE</u></p> <p>Leads and influences compensation and job evaluation (e.g. classification) strategies to meet the organization's needs.</p> <ul style="list-style-type: none"> • Mentors and serves as role model in compensation consulting to other professionals. • Consults and facilitates with

exception issues and resolves policy application.

- Demonstrates full understanding of salary grade assignment and other compensation actions and supports proposals through various analytical approaches of external and internal data.
- Seeks to improve possession of compensation expertise in others, assessing needs, designing and delivering training and communications for assigned agency customers.

others internal and external to the organization to gain acceptance of compensation and job evaluation proposals.

- Consults with customers and others beyond assigned customers to resolve unusual, sensitive, and exceptional compensation policy situations and appeals.
- Actively keeps informed and informs others of changes in laws, regulations, legislation, industry, governmental, budgetary and policy issues, trends and impacts on the agency compensation program.

Recruitment/Selection Expertise

Recruitment/Selection consulting includes application of the principles, practices and techniques of the hiring process, including promoting the opportunity to potential applicants and selecting the best-suited individual for the position.

<p style="text-align: center;"><u>LEVEL 1 - LEARN</u></p> <p>Demonstrates basic understanding of Recruitment and Selection principles and practices.</p> <ul style="list-style-type: none">• Follows basic recruitment process of canvassing possible sources for candidates, both external and internal.• Consults with Hiring Manager and composes job posting notices, places classified ads, reviews applications/resumes for completeness; assists managers in completing staffing requisitions using basic local, state, and federal employment related laws.• Participates in employment processes which may include applicant interviews for routine, clerical or administrative positions; screening applications for routine non-professional or standardized jobs against selection criteria; and processing applications.• Enters transactions data related to employment actions, such as	<p style="text-align: center;"><u>LEVEL 2 - APPLY</u></p> <p>Demonstrates understanding of and applies knowledge of Recruitment and Selection principles and practices.</p> <ul style="list-style-type: none">• Anticipates personnel needs in advance of their occurrence; utilizes a variety of sources within and outside the organization.• Determines the effect of staffing policies on attitude of employees and industry professional in general in fulfilling organizational needs.• Consults with Hiring Manager on recruitment questions, determining selection criteria, recruiting time frame; assists manger with writing job announcements; negotiation of starting salary and other elements of offer, assuring justification if necessary, analyzing internal and external considerations to consult on appropriate salary; accountability for selection decisions; interview panel selection and options for
<p style="text-align: center;"><u>LEVEL 3 - MASTER</u></p> <p>Fully and independently demonstrates knowledge of principles and practices of Recruitment and Selection.</p>	<p style="text-align: center;"><u>LEVEL 4 - LEAD/STRATEGIZE</u></p> <p>Leads and influences Recruitment strategies to meet the organization's needs.</p>

knowledge of principles and practices of Recruitment and Selection.

- Consults with manger on the justification and cost of adding/replacing position.
- Develops specific outreach recruiting sources and programs depending on uniqueness of positions and job market conditions, conducting market analyses and developing alternative sources for applicants.
- Assesses needs, designs and delivers training in recruitment and selection principles and practices for assigned agency customers and agency-wide participants. Coaches other staff in recruitment and selection strategies
- Analyzes trends, anticipates future needs, and customizes and tailors selection practices a necessary.
- Develops programs which meet the agencies succession planning needs (trainee, internship, mentoring, volunteer, career programs, etc.)

strategies to meet the organization's needs.

- Leads strategic planning of agency manpower needs. .
- Models/promotes the importance of a good company image to attract qualified applicants; studies market conditions to forecast trends.
- Consults with other trainers of recruitment and selection principles and practices to continuously improve the approaches, content, and effectiveness of related training and programs.
- Actively keeps informed and informs staff, management and others on changes in policies, laws, and regulations; and industry, governmental, budgetary trends and impacts on the agency manpower program. .

Employee Relations Expertise

Employee Relations consulting includes application of the principles, practices, and techniques of grievances, performance management, disciplinary action, and in conducting investigations of internal complaints to resolve conflicts, issues, and compliance matters.

<p style="text-align: center;"><u>LEVEL 1 - LEARN</u></p> <p>Learns the basic Employee Relations principles and practices.</p> <ul style="list-style-type: none">• Demonstrates basic understanding of policies that related to employee relations issues, including performance planning and evaluation, employee conduct, and equal opportunity.• Conducts basic fact finding or routine problem identification and solution, learning investigative, data gathering, and interviewing techniques.• Consults with employees and managers involved to determine corrective approach within reasonable time frames.• Conducts performance management operations, including ensuring appropriateness of forms and ratings and data entry	<p style="text-align: center;"><u>LEVEL 2 - APPLY</u></p> <p>Applies principles and practices of Employee Relations.</p> <ul style="list-style-type: none">• Applies fact finding techniques in the evaluation of complaints and proposes appropriate solution or referral.• Provides alternatives and explains procedures to employees and managers on disciplinary and performance actions within time allotments of policy and procedures.• Participates in the design and delivers training to agency customers.• Advises management and employees on performance management policy, process, and practices.
<p style="text-align: center;"><u>LEVEL 3 - MASTER</u></p> <p>Fully demonstrates knowledge of principles and practices of Employee Relations.</p> <ul style="list-style-type: none">• Provides managers and employees with in-depth consulting and policy/procedure interpretation on Standards of Conduct, Grievance Process, Mediation, Layoff Practices, Performance Management. Recommends alternative solutions to problems.	<p style="text-align: center;"><u>LEVEL 4 - LEAD/STRATEGIZE</u></p> <p>Leads and influences Employee Relations strategies to meet the organization's needs. Mentors and serves as a role model in Employee Relations consulting to other professionals.</p> <ul style="list-style-type: none">• Interprets policy and briefs senior management on employee relations issues, trends and actions, including associated risks.

Process, Mediation, Layoff Practices, Performance Management. Recommends alternative solutions to problems.

- Utilizes full range of investigative and data gathering techniques for fact finding approaches to resolve complaints, conflicts, and compliance issues.
- Coaches other staff in Employee Relations approaches and techniques. Assesses needs, designs, and develops training and communications in Employee Relations and EEO.
- Is proactive in recognizing potential employee relations issues and consults with managers to provide/discuss alternative approaches before Employee Relations issues develop.

management on employee relations issues, trends and actions, including associated risks.

- Leads others in promoting the value of positive and effective employee relations in and outside the agency. Develops strategies, programs, activities that enhance manager and employee relations.
- Actively keeps informed and informs others on changes in policy, laws, and regulations, and industry, governmental, budgetary trends and impacts on the employee relations program. Monitors employee relations trends and customizes practices to address those trends.
- Consults with others beyond assigned customers to resolve unusual, sensitive and exceptional employee relations situations...

Employee Benefits Expertise (optional)

Employee Benefits consulting includes application of the principles, practices, and techniques which provide additional compensation and rewards to the salary/pay compensation system; these benefits also serve as a recruitment tool, provide a tool to promote an improved work environment and higher production, reinforce loyal service to the employer.

<p><u>LEVEL 1 - LEARN</u> L earns the agency's basic employee</p>	<p><u>LEVEL 2 - APPLY</u> Provides more complex benefits information. discusses problems with</p>
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<p>presentations such as health care open enrollments, additional life insurance, and retirement plans.</p>	
<p style="text-align: center;"><u>LEVEL 3 - MASTER</u></p> <p>Consults with team members and staff on complex benefits questions.</p> <ul style="list-style-type: none"> • Writes routine RFP's for optional benefits programs. • Contacts vendor representatives to solve complex system and individual problems involving non-standard plans. Responds to vendor inquiries regarding administration of programs. • Conducts employee/faculty retirement counseling for optional retirement plans (non-VRS). Conducts short term and long term disability counseling using optional plans and procedural information. Answers questions and teaches or explains the full benefits program including many optional programs. • Researches changes in laws and new benefit trends to maintain professional base, alert higher management to possible impact, and the need for change. 	<p style="text-align: center;"><u>LEVEL 4 - LEAD/STRATEGIZE</u></p> <p>Provides expert consultation in the management of the agency benefits package, solves the most complex problems, and works with outside vendors.</p> <ul style="list-style-type: none"> • Drafts complex RFP's for optional benefits offerings and coordinates with Assistant Attorney General and other Procurement Management. • Consults with and/or employees insurance and benefit brokers to obtain professional assistance for the best cost-benefit ratios, trends, RFP preparation and evaluation, and legal issues. • Recommends the most appropriate new benefits or changes to current benefits and best vendor. • Develops agency benefit plans and interprets policies, procedures and new benefit programs.

Training and Development Expertise (optional)

Training and development consulting focuses on identifying and developing key competencies that enable individuals to perform current or future jobs. Training is a short-term change effort intended to equip individuals with the competencies they need to perform their jobs better. Development is a long-term change effort intended to broaden individuals through experience and to give them new insights about themselves and their organization. Planned learning experiences facilitate employee learning so that their resultant behavior contributes to the organization's objectives. Training and development is a sub-set of human resource development which is the integrated use for training and development, organization development and career development.

<p style="text-align: center;"><u>LEVEL 1 - LEARN</u></p> <p>Learns the elements of training and development, contributing to the planning, design and implementation of learning experiences.</p> <ul style="list-style-type: none">• Coordinates administrative aspects of training to include monitoring	<p style="text-align: center;"><u>LEVEL 2 - APPLY</u></p> <p>Applies knowledge and principles of training and adult learning theory, assessing training and development needs of employee population, developing and delivering beginning and intermediate level training programs to professional and support staff and assisting in the</p>
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<ul style="list-style-type: none"> • Develops platform and facilitation skills, and participates in new hire orientation. Participates in and organizes focus groups. 	<p>training programs, leading or creating interdepartmental task force groups, and presenting new hire orientation.</p> <ul style="list-style-type: none"> • Participates in budgeting, management of training programs and development of complex schedules.
<p style="text-align: center;"><u>LEVEL 3 - MASTER</u></p> <p>Demonstrates and shares in-depth knowledge of training and adult learning theory with other staff, developing, delivering, and evaluating complex learning experiences to employees.</p> <ul style="list-style-type: none"> • Uses all available internal and external resources to design and deliver cost effective programs. Develops and leads a training project start-up. Designs and implements major new training course for specific groups. • Uses a variety of interactive training methods, such as role playing, group discussion, and case studies to deliver training programs to professional and support staff, demonstrating a full range of training and facilitation skills. • Performs administrative functions such as managing programs within established budget and developing comprehensive training schedules. • Partners with customers on wide variety of complex projects such as outsourcing and development of RFP's. Coaches/counsels with employees and others on training theory, instructional design and 	<p style="text-align: center;"><u>LEVEL 4 - LEAD/STRATEGIZE</u></p> <p>Leads and influences Training and Development strategies to meet organizational needs.</p> <ul style="list-style-type: none"> • Participates in strategic planning for training development. Forecasts future training and development needs based on analysis of skill inventories, employee demographics, changes in the business environment and organizational goals and objectives. • Manages large or complex RFP or outsourcing projects. • Establishes partnerships with local academic institutions, business and government agencies to support specialized or technical needs of the business unit. • Serves as senior mentor for guidance; coaches/counsels employees on training theory, instructional design and presentation, and organizational design and development.

development.	
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COMPETENCY: UNDERSTAND THE BUSINESS

Definition: Understanding the organization's purpose and mission.

Team Member Indicators

1. Understands the organization's services and priorities.
2. Appreciates the political dynamics that exist inside and outside the organization.
3. Seeks ways to combine efforts to address common issues.
4. Understands how his or her job impacts business results.
5. Responds to external and internal forces affecting work environment.

Team Leader Indicators

1. Ensures that everyone understands each other's roles and responsibilities and how they relate to business results.
2. Aligns team goals with those of the organization.

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COMPETENCY: ACHIEVE RESULTS

Definition: Attaining goals and objectives.

Team Member Indicators

1. Pursues work with energy, drive, and a need for completion.
2. Applies innovative ideas.
3. Adapts to varying work situations and is flexible in approach to resolving challenges.
4. Takes initiative with a clear business purpose in mind.
5. Continually seeks to improve business processes.

Team Leader Indicators

1. Fosters innovative solutions.
2. Gives guidance to process improvement efforts.
3. Creates a work culture that rewards teamwork, cooperation, and results.

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COMPETENCY: SERVE THE CUSTOMER

Definition: Fulfilling the needs of internal and external customers.

Team Member Indicators

1. Anticipates customers' needs.
2. Provides services in an accurate, respectful, and timely manner.
3. Establishes and maintains effective contacts with customers.
4. Suggests ways to improve processes to fulfill customer needs.

Team Leader Indicators

1. Insures consistency and flexibility as needed.
2. Empowers the customer to improve and manage their business processes.
3. Asks for data to measure customer satisfaction.

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COMPETENCY: TEAMWORK

Definition: Collaborating and cooperating to get the job done.

Team Member Indicators

1. Values the input and know-how of other team members.
2. Knows when to ask for help; offers help to team members if they need help.
3. Builds trust and respect among fellow team members.
4. Takes actions that demonstrate consideration for the feelings and needs of others.
5. Works with other team members toward a common goal.

Team Leader Indicators

1. Communicates a clear vision of team goals and objectives.
2. Creates an environment in which team members share both risks and rewards.
3. Focuses the team's efforts on both the process and desired outcomes.

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COMPETENCY: INTERPERSONAL AND COMMUNICATION SKILLS

Definition:

- **Interpersonal:** Developing and maintaining positive relationships.
- **Communication:** Exchanging ideas and opinions.

Team Member Indicators

1. Treats others with respect.
2. Acts in an honest and trustworthy manner.
3. Resolves conflicts in a positive way.
4. Expresses facts and thoughts verbally and in writing in a clear and organized way.
5. Listens to and recognizes the needs, feelings, and opinions of others.

Team Leader Indicators

1. Promotes cooperation, trust, and open exchange of ideas.
2. Establishes processes for communication.

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COMPETENCY: LEADERSHIP AND PERSONAL EFFECTIVENESS

Definition:

- **Leadership:** Motivating, influencing, and supporting others to accomplish team and organizational goals.
- **Personal Effectiveness:** Developing oneself, achieving results, and solving problems. Planning, organizing, and managing own time and work.

Indicators for this competency have been grouped as follows:

1. **Develops Self and Others**
2. **Influences Others**
3. **Makes Effective Decisions**
4. **Thinks Big Picture**
5. **Acts with Integrity**
6. **Plans and Organizes**

1. Develops Self and Others

Team Member Indicators

- Continuously learns and develops.
- Identifies own strengths and weaknesses.
- Asks for help, when having difficulty.
- Helps co-workers learn and develop, and assist when they are having difficulty.
- Learns from what went well and what did not go well on projects.

Team Leader Indicators

- Encourages a work culture of continuous learning, information sharing, and professional development.
- Provides direction and support to team members and assigns challenging work.

2. Influences Others

Team Member Indicators

- Shares knowledge within team and with others.
- Uses knowledge of organization and relationships to achieve results.
- Networks with others to achieve common results.

Team Leader Indicators

- Uses position power to support team and individual efforts.
- Gains support of others to accomplish work.

3. Makes Effective Decisions

Team Member Indicators

- Defines and solves problems.
- Takes responsibility for actions.
- Considers costs, benefits and risks when making and implementing decisions.

Team Leader Indicators

- Guides team towards making sound decisions.
- Collaborates with team members and teams before making important decisions.

4. Thinks "Big Picture"

Team Member Indicators

- Assesses impact of decisions on others.
- Sets goals and develops plans to reach goals.
- Adapts to changing conditions.

Team Leader Indicators

- Communicates a vision for organizational success that sparks excitement in others.
- Sets direction for the future, as well as the present.
- Uses knowledge of emerging trends and external forces to set direction.

5. Acts with Integrity

Team Member Indicators

- Tells the truth.
- Acts ethically - "walks the talk."
- Communicates openly, honestly, and tactfully.
- Builds trust by keeping word, commitments, and promises.
- Admits mistakes.

Team Leader Indicators

- Rewards behavior that supports organizational values and confronts inappropriate behavior.
- Communicates standards, expects ethical behavior, and leads by personal example.
- Keeps confidences and honors commitments.
- Rewards employees who demonstrate integrity in the face of adversity.
- Stands firm when needed.

6. Plans and Organizes

Team Member Indicators

- Uses time and resources wisely.
- Organizes and prioritizes work.
- Prepares for potential problems before they occur.

Team Leader Indicators

- Plans ahead to organize and deploy resources effectively.
- Delegates work and authority.
- Reviews progress toward accomplishing team goals.
- Sets clear objectives and then monitors progress.