

Competency Rubrics

Customer Service Representative (Sample)		
Does Not Meet	Meets	Exceeds
<ul style="list-style-type: none"> Employee rarely identifies the expectations and requirements of customers and internal partners. Employee does not seek feedback in order to more effectively meet the needs of the customers and internal partners. Employee rarely serves customers in a culturally sensitive, courteous, timely and professional manner. Employee fails to develop strong, long-term customer and internal partner relationships. Employee rarely looks for opportunities to help move a project along; rarely volunteers to help others with projects or assignments. Employee responds to setbacks with no/little efforts; is not persistent in the face of difficulty. Employee may occasionally put in extra time and effort in crisis situations; usually never goes the “extra mile” to ensure the goal is met. 	<ul style="list-style-type: none"> Employee consistently identifies and meets the expectations as well as the requirements of customers and internal partners. Employee regularly seeks feedback and responds appropriately. Employee reliably serves customers in a culturally sensitive, courteous, timely and professional manner. Employee develops strong, long-term customer/internal partner relationships. Employee frequently looks for opportunities to help move a project along; volunteers to help others with projects or assignments. Employee normally responds to setbacks with renewed and increased efforts; is persistent in the face of difficulty. Employee willingly puts in extra time and effort in crisis situations; usually goes the “extra mile” to ensure the goal is met. 	<p><i>All indicators for “Effective” are met, and some or all of the following evidence is demonstrated/mastered:</i></p> <ul style="list-style-type: none"> Employee possesses an in-depth understanding of individual customer’s needs, interests, and/or concerns. Employee always anticipates the needs of the customer and is always proactive in addressing them. Employee always identifies and meets with the appropriate parties in order to develop an understanding of the goals and desired results. Employee continuously brainstorms different solutions to a problem and stays focused until a viable solution is found and implemented. Employee takes pride in own work and encourages others to do the same; effectively balances service, quality and productivity standards.

Competencies

Non-Exempt Job Families

The term “competency” is used to define the behaviors that employees must exhibit or acquire in order to achieve high levels of performance. While not all may apply to each job classification; you must evaluate the competencies which do apply to the job classification under each category.

Models Organizational Values: Shows mindfulness of the image and brand of the City of Garland; reflects courtesy and professionalism in dealing with citizens and employees; conducts one’s self in a manner that reflects positively on the City and its values.

Customer Service: Responds to customer questions and/or complaints appropriately; communicates with customers; handles service problems politely and efficiently, is always available for customers; follows procedures to solve customer problems; understands Department products and services and conveys confidence to customer; maintains pleasant and professional image.

Interpersonal Skills: Exhibits good listening skills; builds strong work relationships; reflects flexibility and open-mindedness; negotiates with tact; solicits performance feedback and responds appropriately to constructive criticism.

Communication: Communicates clearly, both verbally and in writing; creates accurate and punctual reports and/or work products; delivers presentations, shares information and ideas with others; exhibits good listening skills.

Problem Solving Skills: Breaks problems down into smaller components; understands underlying issues; can simplify and process complex issues; understands the difference between critical details and unimportant facts.

Dependability: Meets commitments; works independently; accepts accountability; handles change; sets personal standards for accomplishing work objectives; stays focused under pressure; consistently meets attendance and punctuality requirements

Adaptability/Flexibility: Adapts to change; is open to new ideas; takes on new responsibilities; handles pressure, adjusts plans to meet changing needs.

Productivity: Meets workload requirements; takes on additional tasks; prioritizes tasks; develops and/or follows sound work procedures; manages time well; meets timelines and objectives; maintains information flow.

Quality: Is attentive to detail and accuracy; is committed to excellence; looks for continuous improvements; adheres to quality standards; seeks root cause of quality issues; owns/acts on quality problems.

Technical Skills: Demonstrates skill and understanding of specialty equipment; processes and technique; keeps knowledge current; serves as a technical resource for others; follows technology practices and standards.

Work Environment Safety: Promotes mutual respect for workplace safety and safety rules; keeps workplace clean and safe; supports and adheres to safety programs and procedures.

Teamwork: Working together to carry out team responsibilities and meet team deadlines; respects individual differences and opinions; willingness to collaborate and compromise to reach the common goal.

Managing Conflict: Listens to others; shows courtesy and respect; diffuses conflict before it escalates; seeks causes of solutions to problems; responds appropriately and tactfully to difficult people.

Negotiation Skills: Conducts tactful negotiations; shows ability to compromise; handles conflict to avoid escalation; seeks common ground; articulates own and others goals; keeps focus on positive outcomes.

Competencies

Exempt Job Families

The term “competency” is used to define the behaviors that employees must exhibit or acquire in order to achieve high levels of performance. While not all may apply to each job classification; you must evaluate the competencies which do apply to the job classification under each category.

Models Organizational Values: Demonstrates concern for and readiness to serve external and internal customers in a manner that consistently exhibits the City of Garland’s mission and values; projects the City’s mission and values in interactions with employees, citizens, and in carrying out responsibilities. Takes responsibility for own and subordinates’ performance by setting clear goals and expectations that align with the City’s vision and values; tracks, develops, recognizes and rewards performance that reflects Garland values and commitment to service.

Customer Focus: Builds customer confidence (internal and external customer) and is committed to increasing customer satisfaction; sets achievable customer expectations; assumes responsibility for solving customer problems; ensures commitments to customers are met, solicits opinions and ideas from customers, responds to customer requests consistently in a timely manner.

Communication: Communicates effectively both orally and in writing; expresses oneself clearly in conversations and interactions with others; expresses self clearly in business writing; creates accurate reports; plans and delivers oral and written communications effectively to intended audiences; shares information and ideas with others; demonstrates good listening skills.

Adaptability/Flexibility: Adapts to change, is open to new ideas; takes on new responsibilities; willingness to modify one’s preferred way of doing things; functions effectively when under pressure; adjusts plans to meet changing needs and circumstances.

Results Focus/Project Management: Focuses on the desired result of own or team’s work; sets challenging goals, focuses effort on the goals to meet or exceed them; prioritizes tasks and overcomes obstacles; accepts accountability for project by establishing project goals, milestones, procedures and defines roles and responsibilities; sets team standards and objectives; acquires project resources and monitors progress; provides leadership/motivation.

Competencies

Supervisor/Manager/Administrator Job Families

The term “competency” is used to define the behaviors that employees must exhibit or acquire in order to achieve high levels of performance. While not all may apply to each job classification; you must evaluate the competencies which do apply to the job classification under each category.

Models Organizational Values: Demonstrates concern for and readiness to serve external and internal customers in a manner that consistently exhibits the City of Garland’s mission and values; projects the City’s mission and values in interactions with employees, citizens, and in carrying out responsibilities. Takes responsibility for own and subordinates’ performance by setting clear goals and expectations that align with the City’s vision and values; tracks, develops, recognizes and rewards performance that reflects Garland values and commitment to service.

Customer Focus/Results Focus: Builds customer confidence (internal and external customer) and is committed to increasing customer satisfaction; sets achievable customer expectations; assumes responsibility for solving customer problems; ensures commitments to customers are met, solicits opinions and ideas from customers, responds to customer requests consistently in a timely manner.

Communication: Communicates effectively both orally and in writing; expresses oneself clearly in conversations and interactions with others; expresses self clearly in business writing; creates accurate reports; plans and delivers oral and written communications effectively to intended audiences; shares information and ideas with others; demonstrates good listening skills.

Adaptability/Flexibility/Decision Making: Adapts to change, is open to new ideas; takes on new responsibilities; willingness to modify one’s preferred way of doing things; functions effectively when under pressure; conducts tactful negotiation to reach agreement; adjusts plans to meet changing needs and circumstances.

Managing Projects/Managing People: Focuses on the desired result of own or team’s work; sets challenging goals, focuses effort on the goals to meet or exceed them; prioritizes tasks and overcomes obstacles; accepts accountability for project by establishing project goals, milestones, procedures and defines roles and responsibilities; sets team standards and objectives; acquires project resources and monitors progress; provides leadership/motivation.

Performance Management: Establishes clear goals and objectives for team members tied to individual, departmental and organization-wide expectations. Provides on-going coaching, counseling and feedback to ensure alignment with desired outcomes. Effectively evaluates performance, providing a clear assessment of past and present performance as well as future opportunities for development and advancement. Manages difficult performance issues and addresses deficiencies in a timely and appropriate manner, neutralizing organizational risk.

Competencies

Director and Above Job Families

The term “competency” is used to define the behaviors that employees must exhibit or acquire in order to achieve high levels of performance. While not all may apply to each job classification; you must evaluate the competencies which do apply to the job classification under each category.

Models Organizational Values: Demonstrates concern for and readiness to serve external and internal customers in a manner that consistently exhibits the City of Garland’s mission and values; projects the City’s mission and values in interactions with employees, citizens, and in carrying out responsibilities. Takes responsibility for own and subordinates’ performance by setting clear goals and expectations that align with the City’s vision and values; tracks, develops, recognizes and rewards performance that reflects Garland values and commitment to service.

Community/Organizational Relationships: Develops and maintains productive relationships with members of Garland community and within City of Garland. Seeks collaboration and attempts to gain community and/or organizational support for ideas, proposals, projects and programs. Looks for and seizes opportunities that promote the City’s interest and takes calculated risks to achieve business goals; builds networks within Garland community to increase knowledge and visibility; proactive in determining possible solutions and programs that meet identified needs. Works collaboratively with City management to promote Garland vision and values.

Managing People: Defines roles and responsibilities; sets team standards and objectives; delegates effectively; rewards performance and contribution appropriately; provides clarity about expectations and clear feedback about performance; deals firmly and appropriately with performance problems; coaches and counsels employees to maintain performance that meets or exceeds requirements; provides leadership to enhance others’ commitment to do their work; sets team standards and objectives; establishes project goals/milestones and monitors progress and results.

Fiscal Management: Exhibits conscientiousness in managing City’s finances; identifies long-term and short-term objectives and strategies and allocates resources according to priorities; develops and manages realistic budgets; determines best use of personnel and financial resources efficiently to accomplish tasks and projects; leverages a thorough knowledge of financial systems used within the City to fulfill responsibilities. Exhibits honesty and trustworthiness in overseeing resources to ensure City’s financial interests are protected; Uses relevant facts, data, and analytical tools to draw accurate and meaningful conclusions.

Strategic Focus/Visioning: Analyzes competitive position by considering market, economic, demographic and industry trends, organizational strengths and weaknesses in developing strategic business plans; creates and communicates long-term vision, balances short and long term goals, keeps own and team’s work aligned with City’s goals. Looks for and seizes profitable business opportunities and takes calculated risks to achieve business goals; communicates vision for City’s continued operational success and efficiency to others and generates enthusiasm; incorporates vision when planning.

Performance Management: Establishes clear goals and objectives for team members tied to individual, departmental and organization-wide expectations. Provides on-going coaching, counseling and feedback to ensure alignment with desired outcomes. Effectively evaluates

performance, providing a clear assessment of past and present performance as well as future opportunities for development and advancement. Manages difficult performance issues and addresses deficiencies in a timely and appropriate manner, neutralizing organizational risk.