

**What is a competency?**

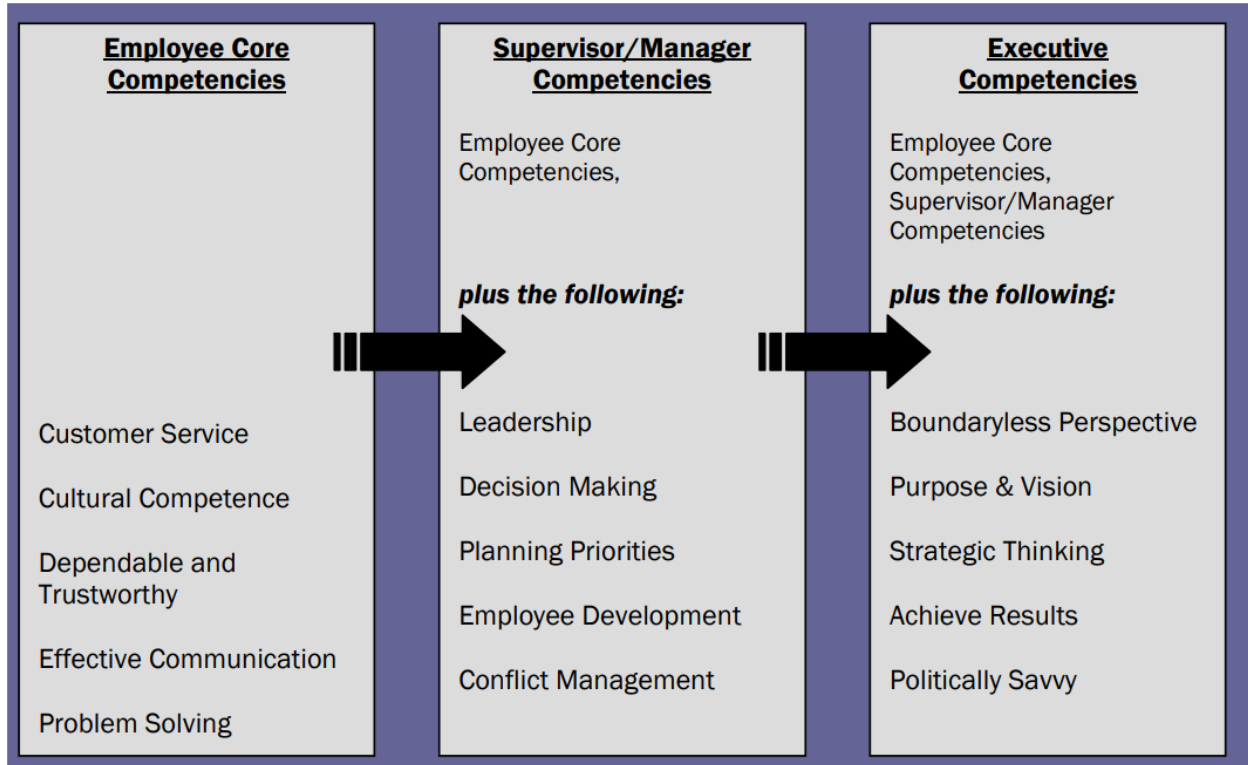
A competency is defined as a skill, ability, or quality that a person demonstrates that enables them to deliver superior performance and exceptional results in a given job, role, or situation. Put simply, a competency is a quality or ability that helps an employee to be more successful in their job

**What is the COA Employee Competency Model?**

The City of Austin competency model is a three-step model that includes fifteen competencies, defining the characteristics and qualities that support our mission and enable employees to be successful. The model includes the five core competencies that are the qualities expected of every employee, regardless of position in the organization. There are five additional Supervisor/Manager competencies and five Executive competencies that describe abilities important for those serving in leadership roles. Employees at all levels of the organization were involved in the development of the model

**How are competencies useful to supervisors during the hiring process?**

The hiring stakeholders actively seek evidence of these competencies in applicants.



### **Boundaryless Perspective**

- Definition: The ability to see a broad view of an issue or challenge across typical organizational lines and beyond the present.

### **Leadership**

- Definition: The ability to inspire, motivate, and influence others to achieve individual and collective goals.

### **Conflict Management**

- Definition: The ability to recognize, manage, and resolve conflict efficiently and equitably.

### **Customer Service**

- Definition: The ability to accurately identify/determine customer needs and take appropriate actions and/or steps to address identified needs.

### **Decision Making**

- Definition: The ability to make sound decisions in a timely manner that solve issues and stand the test of time.

### **Cultural Competence**

- Definition: The ability to recognize, value, and include different perspectives, experiences, approaches, and cultures in achieving organizational goals.

### **Achieve Results**

- Definition: The ability to achieve organizational goals and objectives.

### **Dependable and Trustworthy**

- Definition: The ability to gain and maintain the trust and confidence of others and the organization through consistency and reliability.

### **Managing Purpose and Vision**

- Definition: The ability to create, convey, and instill a unified vision and purpose.

### **Employee Development**

- Definition: The ability to recognize strengths and areas for improvement in others and to provide opportunities, guidance, and encouragement to build skills and capacity.

### **Politically Savvy**

- Definition: The ability to navigate relationships involving complex, emotional, and/or value-based issues in order to influence and achieve positive results.

### **Planning Priorities**

- Definition: The ability to recognize, plan, focus upon, and work toward what is most important or critical.

### **Problem Solving**

- Definition: The ability to define, analyze, and find solutions for difficult or complex problems.

### **Strategic Thinking**

- Definition: The ability to see past the moment and adapt to a rapidly changing environment.

