Dictionary of Functional Competencies for Career Banding

NC Office of State Personnel
Revised April 18, 2007

**Advocacy:**  Skills and abilities in developing and presenting the client’s, patient’s, and/or customer’s interests in all matters.

**Analytical Thinking:**  Ability to identify issues, obtain relevant information, relate and compare data from different sources, and identify alternative solutions.

**Building Partnerships:**  Ability to develop and use collaborative relationships to facilitate the accomplishment of work goals. Ability to identify opportunities and take action to build strategic relationships between work unit, division or department and other groups (both internal and external) including local governments, stakeholders, the Legislature, or other organizations.

**Business Administration:**  Knowledge of appropriate business practices and procedures. Ability to allocate resources, plan procurement and oversee budgets and contracts to ensure fiscal stability of the organization.

**Career and/or Skill Development:**  Ability to plan and support the development of others using a competency based system. Knowledge of skills and abilities required to fulfill current or future job/role responsibilities more effectively. Ability to recognize and evaluate skills of potential and existing employees, as well as to identify how to acquire and/or further develop those skills.

**Change Management:**  Ability to plan and implement change initiatives. Ability to support innovation and creativity by encouraging staff to accept and resolve challenges. Ability to remain flexible to meet constantly changing and sometimes opposing demands.

**Client/Customer Service:**  Ability to develop and maintain strong relationships with clients (those who buy goods and services, and for whom formal professional services are rendered) or customers (those who consume goods and services) by listening to the client/customer and understanding and responding to identified needs.

**Coaching/Mentoring:**  Ability to provide guidance and feedback to help an employee or groups of employees strengthen their knowledge, skills and abilities to accomplish a task or solve a problem, which in turn should improve job performance.

**Communication:**  Ability to present information to individuals or groups; ability to deliver presentations suited to the characteristics and needs of the audience. Ability to convey information clearly and concisely to groups or individuals either verbally or in writing to ensure that they understand the information and the message. Ability to listen and respond appropriately to others.

  **Communication – Oral:**  Ability to convey information orally to individuals or groups to ensure that they understand the message. Ability to listen and respond appropriately to information from others.

  **Communication - Presentations:**  Ability to develop presentations and ideas to individuals or groups using a variety of media. Ability to deliver presentations suited to the characteristics and needs of the audience.
**Communication - Written:** Ability to develop and deliver written information to individuals or groups to ensure that they understand the message.

**Consulting/Advising:** Ability to provide advice and counsel. Ability to understand client programs, organization and culture.

**Coordination – Operations:** Ability to facilitate the flow of work for a process or procedure. Knowledge of appropriate procedures for collecting and reviewing information. Ability to monitor or regulate those procedures, tasks, or activities.

**Coordination - Work:** Ability to follow instructions through a standard work process. Ability to perform routine tasks. Ability to check work for accuracy before completion of tasks.

**Counseling:** Ability to provide counseling on an individual and group basis to achieve individual service plan goals. Ability to resolve issues. Ability to use interpersonal skills and methods to reduce or eliminate conflict.

**Data Analysis:** Knowledge of statistical theory and applications. Ability to monitor and collect research data to access accuracy, validity, and integrity. Ability to analyze statistics and other data. Ability to interpret and evaluate results, and create reports and/or presentations.

**Data Collection:** Ability to observe, monitor, collect, and record data. Ability to assess the accuracy, validity and integrity of the data.

**Decision Making:** Knowledge of and ability to use effective approaches for choosing a course of action or developing appropriate solutions and/or reaching conclusions. Ability to take action consistent with available facts, constraints, and anticipated consequences.

**Developing Talent:** Ability to plan and support the development of others through a competency based system. Ability to identify knowledges, skills and abilities necessary to fulfill current or future job/role responsibilities effectively.

**Equipment Operation:** Knowledge of appropriate procedures for using, and ability to use specific equipment or machines to meet defined quality and quantity standards.

**Facilitation:** Ability to assist a group or individual to accomplish specific goals. Ability to manage change by providing the needed structure and environment for interactions to be effective.

**Financial Accountability:** Ability to allocate resources, plan procurement, and oversee budgets and contracts to ensure fiscal stability of the organization.

**Financial Management - Budget:** Ability to plan and monitor the use of expenditures to meet organizational objectives and compliance. Ability to prepare budget documents and reports.

**Financial Management – Receipted Programs:** Knowledge of appropriate policies and procedures for day-to-day management of the financial aspects of a specific program.

**Grants Management:** Knowledge of appropriate policies and procedures for financial monitoring and compliance of one or more grants to include documentation, reporting, renewal, extension and closeout.

**Grant Writing:** Ability to research funding opportunities. Ability to develop and write proposals. Ability to advocate/represent the organization/agency/university. Ability to negotiate details of the grant.
**Human Resources Management:** Knowledge of appropriate policies and procedures for recruiting, selecting, developing, counseling, disciplining, and evaluating performance of employees to retain a diverse workforce. Ability to administer and ensure compliance with human resources policies and procedures. Ability to observe and assess work. Ability to provide feedback. Ability to provide technical supervision of staff. Ability to develop plans for employees to gain necessary knowledge, skills, and abilities. Ability to plan for and support employees in career development opportunities.

**Information/Records Administration:** Knowledge of appropriate data collection policy and procedures, filing systems, data management systems, and programs. Ability to compile, assimilate, organize, and store printed and electronic information. Ability to review, compile and analyze information to prepare reports.

**Instruction:** Ability to instruct and train employees, students, faculty and/or other clients by providing information, including appropriate procedures, practices and/or the operation of equipment.

**Interpersonal Skills:** Ability to develop and maintain effective relationships with others in order to encourage and support communication and teamwork. Ability to build and maintain ongoing, collaborative, working relationships with coworkers to achieve the goals of the work unit.

**Knowledge - Professional:** Possession of a designated level of professional skill and/or knowledge in specific area(s) and to keep current with developments and trends in area(s) of expertise, usually acquired through post-secondary education.

  NOTE: Where more than one area of professional knowledge is required, more than one Knowledge competency may be listed or specific needs may be documented in competency profile. For example, if a job requires engineering and biological knowledge, Knowledge competency factors may include Knowledge (Engineering) and Knowledge (Biology). Typically earned in an academic setting resulting in at least a four-year degree.

**Knowledge - Program:** Possession of knowledge of program procedures, methods and practices and their application to specific situations, usually acquired on the job or in lower-level positions in the same or similar career path.

  NOTE: Where more than one program knowledge is required, document specific needs in competency profile.

**Knowledge - Technical:** Possession of a designated level of technical skill or knowledge in a specific technical area(s) and the ability to keep up with current developments and trends in areas of expertise. May be acquired through academic, apprenticeship or on-the-job training or a combination of these.

  NOTE: Where more than one area of technical knowledge is required, more than one Knowledge competency may be listed or specific needs may be documented in competency profile.

**Laboratory/Subject Care:** Ability to provide care for study subject (i.e. patient, animal, crop) within protocol, including maintaining optimal conditions to prevent disease and contamination. Ability to work with study subjects in an ethical manner.

**Leadership:** Skill and ability in coordinating, facilitating, and participating in a collaborative approach to the completion of tasks or assignments.
**Leading Work Teams:** Ability to establish expectations and clear direction to meet goals and objectives of on-going work for a group of employees. Ability to motivate and engage employees through effective communication.

**Litigation:** Knowledge, skill, and ability necessary to effectively represent the State and clients in litigation in the trial courts and other administrative tribunals.

**Managing Work and Performance:** Ability to assign work and to establish work rules and acceptable levels of quality and quantity of work. Ability to review work and evaluate performance of others, and to develop individuals’ competencies.

**Managing Work Processes:** Ability to measure and evaluate work processes, services and products to achieve organizational goals. Ability to redesign processes as needed using best methods and technology to meet or exceed business needs. Ability to use appropriate methods to identify opportunities, implement solutions, and measure impact.

**Negotiation:** Ability to confer with others to reach resolution. Ability to explore alternatives and positions to reach outcomes that gain the support and acceptance of all parties.

**Office Technology:** Ability to utilize office equipment and other relevant technology (software and systems) to meet business needs.

**Organizational Sensitivity:** Ability to understand the organization’s mission, the function of the specific work unit and how it works with other work units to serve the customer/client. Ability to understand the impact and implications of decisions on the community and other departments.

**Planning and Organizing Work:** Ability to develop plans to accomplish work operations and objectives. Ability to arrange and assign work to use resources efficiently. Ability to develop strategic plans, organizational structures, and systems to fulfill legislative or mission driven organizational goals.

**Problem Solving:** Ability to identify problems, determine possible solutions, and actively work to resolve the issues.

**Program Management:** Ability to coordinate and administer programs, activities and protocols. Ability to manage resources, monitor activities and assess environmental risks and quality control associated with the program.

**Project Design:** Ability to identify and develop objectives, methods and quality control measures. Ability to plan methods and techniques as needed. Ability to identify and plan for project resources and methods of data collection.

**Project Management:** Ability to provide oversight for project(s) and all related activities in that setting to include quality assurance and safety. Ability to coordinate and manage facilities, equipment, supplies and related resources as necessary for the project. Ability to monitor environmental risks, if any and quality control. Ability to establish a set of tasks and activities associated with an intended outcome and timeline. Ability to ensure actions are performed and/or implemented to achieve the results of the project.

**Research:** Ability to review and study relevant information from various sources to develop new information. Ability to identify primary and secondary authorities to validate the research.

**Resource Management:** Ability to provide strategic oversight for resource management matters including allocation of staff and assignment of case responsibilities, and tactical support. Ability to monitor case activities on an ongoing basic to ensure that clients are efficiently and effectively represented.
Safety and Health Compliance: Ability to demonstrate an understanding of applicable policies and procedures. Ability to maintain conditions that ensure a healthy and safe working environment.

Safety and Health Management: Knowledge of effective Safety and Health Management policies and procedures. Ability to establish a culture of safety for employees and to ensure that work processes are free from safety and health hazards. Ability to ensure that employees are properly trained and that programs are in place to ensure safety.

Strategic Analysis: Ability to use a variety of information sources internal and external to a client or the organization to identify issues and trends. Ability to study financial, economic, and technical information to identify ways to achieve long-range goals or meet the vision of the organization.

Strategic Planning: Ability to use the results of strategic analysis to establish and commit to a course of action in order to accomplish long-range goals or the vision of the organization.

Teamwork: Ability to actively participate as a member of a team to move toward the completion of goals.

Technical Solution Development: Ability to demonstrate a methodical and logical approach to addressing customer needs. Ability to use innovative solutions and/or designs where appropriate.

Technical Support: Ability to understand internal/external customer technologies and problem resolution techniques. Ability to communicate effectively with customers. Ability to listen to symptom descriptions; to analyze problems; to respond effectively and to provide constructive feedback to the client on problem resolution.

Technology Management: Ability to use efficient and cost-effective approaches to integrate technology into the workplace and improve program effectiveness. Ability to develop strategies using new technology to enhance decision making. Ability to understand the impact of technological change on the organization.

Training: Ability to lead and guide others to develop new skills or knowledge that will enhance their work. Ability to design, develop and/or deliver training programs.

Behavioral Competencies

Behavioral Competencies can be considered by Agencies/Universities as functional but must be able to be defined for all 3 competency levels (Contributing, Journey and Advanced); can also be used by managers as behavioral competencies (not for determining pay) during the Performance Management/ Competency Assessment process.

Accountability: Ability to be relied upon to ensure that projects within areas of responsibility are completed in a timely manner. Ability to monitor programs and/or activities and take corrective action when necessary.

Adaptability: Ability to maintain effectiveness when experiencing major changes in work tasks or the work environment. Ability to adjust effectively to work within new work structures, processes, requirements, or cultures.

Attention to Detail: Ability to accomplish tasks and processes accurately and completely.
**Building Trust:** Ability to create a work environment that encourages staff to practice respect, demonstrate open communication and promote accountability.

**Building Work Relationships:** Ability to work effectively with others, outside the line of formal authority. Ability to accomplish organization goals and to identify and resolve problems.

**Continuous Improvement:** Ability to take action to improve existing conditions and processes. Ability to use appropriate methods to identify opportunities, implement solutions, and measure impact.

**Creativity:** Ability to generate innovative solutions in work situations. Ability to try different and novel ways to deal with work problems and opportunities.

**Delegation:** Ability to allocate decision-making authority and/or task responsibility to others to maximize the organization and individuals’ effectiveness.

**Influence:** Ability to use appropriate interaction skills and methods to guide individuals or groups to accomplish work.

**Initiative:** Ability to take prompt action to accomplish objectives. Ability to take action to achieve goals beyond what is required. Ability to be proactive.

**Integrity:** Ability to maintain social, ethical, and organizational norms. Ability to firmly adhere to codes of conduct and ethical principles.

**Judgment:** Ability to weigh alternative actions and make decisions that incorporate opinions, facts, tangible and/or intangible factors.

**Managing Conflict:** Ability to deal with others in difficult and complex situations to achieve resolution or adherence to laws and/or regulations. Ability to use appropriate interpersonal skills and methods to reduce tension and resolve conflict.

**Objectivity:** Ability to make decisions without regard to personal prejudices, biases, and experiences.

**Resilience:** Ability to handle disappointment and/or rejection while still working effectively.

**Stress Tolerance:** Ability to deal with high stress situations calmly and effectively.

**Tenacity:** Ability to stay with a job or plan until the desired objective is achieved or is no longer reasonably attainable.

**Valuing Diversity:** Ability to recognize and respect the value of individual differences at all levels of the organization. Ability to provide employment and development opportunities equitably to support a diverse workforce.