SGEU In-Scope Competency Model

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SGEU IN-SCOPE COMPETENCY MODEL	
COMMUNICATION SKILLS	
Competency Sub-Category	**Definition**
Verbal	- Expressing oneself verbally in an accurate, understandable and concise manner to individuals or groups - Using appropriate non-verbal signals to emphasize spoken words - Adapting communication style and tone to fit the situation and audience - Demonstrating poise during group discussions or formal presentations - Holding others' attention - Responding clearly and tactfully to questions
Listening	- Actively seeking, giving attention and showing understanding of the ideas, comments and questions of others - Accurately interpreting nonverbal messages - Confirming understanding by paraphrasing and asking questions
Written	- Expressing oneself in written form in an accurate, understandable and concise manner - Using appropriate grammar and punctuation - Adapting communication style to fit the situation and audience
LEADERSHIP SKILLS	
Competency Sub-Category	**Definition**
Coaching/ Performance Management	- Accurately assessing others' strengths and developmental needs - Giving informative, ongoing and constructive feedback in a manner that enhances others' motivation - Providing challenging assignments and opportunities for development - Helping others overcome setbacks and learn from experience - Observing the activities and performance of staff - Conducting formal job performance reviews - Consistently rewarding contributions - Appropriately addressing and handling performance issues - Using encouragement, recognition, rewards and other approaches to motivate and energize others, inspire enthusiasm and mobilize action to realize a vision - Leading by example to motivate others to excel
Team Leadership	- Taking responsibility for guiding others' actions and providing direction to a group - Stepping forward to take the lead in addressing difficult issues and making tough judgment calls - Assembling teams of high-caliber people with diverse capabilities - Fostering collaboration by laying down ground rules for team members, monitoring team members' interactions and interceding when necessary to ensure team effectiveness

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Team Leadership	• Creating trust, a feeling of belonging to a team, and a desire for team accomplishment by showing respect for and empowering others • Using encouragement, recognition, rewards and other approaches to motivate and energize others, inspire enthusiasm and mobilize action to realize a vision; • Leading by example to motivate others to excel • Providing information, coordinating work efforts, providing assistance and removing obstacles without becoming overly involved in daily or minor issues • Following through with team members and monitoring progress to ensure goals are achieved
Delegation	• Efficiently delegating work that is the appropriate level of difficulty and giving others the authority to accomplish it.
Facilitation	• Gathering input from others and summarizing their perspectives • Encouraging and modeling an open exchange of information among individuals or groups
Information Sharing	• Accurately identifying information which is relevant to others and sharing it with them or seeking it from them in a timely manner

PROBLEM SOLVING SKILLS	
Competency Sub-Category	**Definition**
Problem Solving	• Anticipating or recognizing the existence of problems • Identifying the true nature of problems by assessing component parts • Accurately determining the underlying causes of problems and identifying appropriate information to gather to help solve them • Recognizing when sufficient information has been obtained to make decisions • Evaluating available alternatives and using sound thought processes and relevant experience to make optimal choices in a timely manner • Making effective decisions even in challenging situations • Effectively handling uncertainty • Creating structure and focus in the face of ambiguity • Taking effective action without having complete understanding and knowledge of the total picture or all the facts
Troubleshooting	• Investigating and determining the underlying causes of operating errors or problems with machines, equipment or vehicles and quickly deciding how to resolve these issues

INTERPERSONAL SKILLS	
Competency Sub-Category	**Definition**
Collaboration	• Working cooperatively with others to achieve group goals • Proactively adjusting own style and efforts to complement those of others on the team

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Collaboration	• Valuing group success as much or more than individual success
Building Relationships	• Setting the stage for constructive relationships by being accessible, approachable and interpersonally engaged • Building credibility and gaining others' trust • Developing and sustaining meaningful and productive bonds with others based on mutual respect and trust
Conflict Management	• Successfully identifying, addressing, defusing and resolving interpersonal conflicts and disagreements in a positive and constructive manner • Building consensus among others with very different perspectives • Patiently tolerating rudeness and anger and responding with tact and empathy
Facilitation	• Gathering input from others and summarizing their perspectives • Encouraging and modeling an open exchange of information among individuals or groups
Influence	• Persistently shaping the thoughts and actions of others to achieve desired results • Generating excitement and continuously striving to gain support for own ideas, plans or courses of action
Negotiation	• Persuasively articulating one's position, carefully listening to others' positions, and tailoring negotiation tactics to bring all parties together and reach desired outcomes • Striking a balance between being firm and being willing to compromise • Preserving long-term relationships by demonstrating fairness and searching for win-win solutions

INDEPENDENCE SKILLS	
Competency Sub-Category	**Definition**
Independence	• Pursuing work with little supervision or assistance • Directing one's own efforts • Setting and accomplishing challenging goals • Taking satisfaction and pride in producing high quality work and excelling in one's efforts

TEAM WORK SKILLS	
Competency Sub-Category	**Definition**
Team Work	• Working cooperatively with others within the team and across the organization to achieve group goals • Proactively adjusting own style and efforts to complement those of others on the team • Valuing group success as much or more than individual success • Showing a genuine concern for the welfare of others or the organization

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Team Work	• Offering to help others by giving suggestions, providing information or emotional support, or performing work

ORGANIZATIONAL SKILLS	
Competency Sub-Category	**Definition**
Organizational/ Prioritization	• Taking an organized approach to work and planning ahead • Structuring work, and estimating necessary time and resources • Anticipating and adjusting for potential obstacles and problems • Monitoring work progress • Using time efficiently and productively • Prioritizing multiple tasks properly to meet deadlines • Recognizing time constraints and adjusting work schedule to address them • Managing conflicting demands • Meticulously keeping track of details without becoming overwhelmed by them • Maintaining efficiency and effectiveness when interrupted or switching between tasks
Project Planning	• Establishing project goals • Calculating project time, resource and staff requirements • Creating project timelines and milestones • Identifying the appropriate project staff to accomplish objectives efficiently and effectively
Resource Management	• Allocating resources and materials (e.g., supplies, technology) to accomplish work goals • Procuring and overseeing the use of necessary technology, equipment, supplies, facilities and materials

ANALYTICAL SKILLS	
Competency Sub-Category	**Definition**
Analytical	• Identifying and gathering relevant information • Recognizing and working to eliminate important gaps in existing information • Determining the value of the information • Synthesizing and organizing information to get a better understanding of problems • Identifying the true nature of problems by assessing component parts • Accurately determining the underlying causes of problems and identifying appropriate information to gather to help solve them • Evaluating available alternatives and using sound thought processes and relevant experience to make optimal choices in a timely manner • Developing a variety of high-quality approaches to problems based on information, wisdom and experience • Identifying the strengths and weaknesses, costs and benefits, and short- and long-term consequences of the alternative approaches

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Analytical	- Using inductive and deductive reasoning to formulate general rules or principles and apply them to work - Identifying flaws in logical reasoning - Understanding complex conceptual relationships - Accurately detecting underlying themes or patterns in data - Drawing accurate inferences from numerical data

SAFETY/ STRESS/ SECURITY SKILLS

Competency Sub-Category	Definition
Stress Management	- Remaining composed and calm when faced with setbacks, disappointments, rejection, crises, stress or pressure - Taking a problem solving rather than an emotional approach when faced with a difficult situation
Safety/ Security	- Taking safety precautions, as appropriate, such as using protective equipment - Maintaining a clean, safe working environment at all times - Identifying unsafe working conditions and taking corrective action

TECHNICAL SKILLS

Competency Sub-Category	Definition
Policy	Establishing, developing appropriate, clear and concise organizational policies for managing people and resources, clearly conveying the implications of these policies for employees and the organization
Research	- Designing and conducting effective research studies that address measurement, data collection and validity issues - Identifying or developing appropriate, accurate, relevant and reliable measurement methods - Drawing appropriate conclusions from study results
Financial Management	- Determining how money should be spent to achieve work goals - Using cost-benefit analysis to make informed choices when preparing budgets and setting priorities - Monitoring expenditures to ensure budget goals are met - Using formulas, mathematics, graphs, charts and tables to solve numerical problems - Quickly and efficiently working with numbers - Drawing accurate inferences from numerical data

DIVERSITY and INCLUSION SKILLS

Competency Sub-Category	Definition
Diversity and Inclusion	- Understanding and showing respect and appreciation for the uniqueness of all individuals - Leveraging differences in others' perspectives and ideas

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Diversity and Inclusion	• Appreciating cultural differences and adjusting one's approach to successfully integrate with others who are different from oneself

CONFIDENTIALITY SKILLS	
Competency Sub-Category	**Definition**
Confidentiality	• Recognizing sensitive, personal, secret and private information • Protecting sensitive or confidential information • Taking caution in the sharing and disbursement of sensitive information • Taking appropriate measures to secure confidential documents and information • Maintaining others' trust or confidence

PERSONAL ATTRIBUTES	
Competency Sub-Category	**Definition**
Accountable	• Taking responsibility for one's actions and work • Accepting the consequences of one's behavior • Admitting mistakes
Flexible	• Being open to change and considerable variety in work activities • Effortlessly adjusting to new or changing situations and unexpected events • Altering one's approach to tasks and projects with minimal loss of efficiency
Detail Oriented	• Meticulously keeping track of details without becoming overwhelmed by them • Being exacting, precise and accurate • Spotting minor imperfections or errors and taking action to correct them
Client Focused	• Identifying and understanding client needs and expectations • Accurately gauging how to satisfy these requirements • Measuring client satisfaction using multiple methods • Evaluating and working to enhance client experiences • Providing prompt, efficient and customized assistance to meet the requirements, requests and concerns of clients • Proactively assisting clients by identifying and proposing alternative services or solutions to problems • Appropriately establishing boundaries for unreasonable client demands • Demonstrating concern for client needs and issues • Showing persistent enthusiasm during client interactions
Conscientious	• Working hard to thoroughly complete work • Pushing oneself to successfully continue working on a task in the face of obstacles or setbacks • Working continuously and intensely over long periods of time
Creative/ Innovative	• Thinking about multiple perspectives and traditional methods in a different way to develop new approaches to tasks or work processes

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Creative/Innovative	- Formulating unusual, clever ideas or developing new insights - Astutely identifying new ideas that will improve group or organizational functions, products or services
Empathetic	- Relating to others in an open and accepting manner - Being polite, respectful and sensitive to the needs and feelings of others - Showing and conveying empathy for others' experiences, thoughts or feelings - Demonstrating kindness and caring in interactions with others
Learning Oriented	- Being inquisitive - Demonstrating a desire to increase own knowledge - Enjoying the learning process and abstract thought - Needing to understand how things work especially during the learning process - Persistently seeking feedback from others as well as opportunities to update and master job-relevant knowledge - Volunteering for training and development opportunities - Changing behavior in response to feedback and experience

PERSONAL ATTRIBUTES	
Competency Sub-Category	**Definition**
Takes Initiative	- Challenging the status quo and seizing opportunities to enhance work processes and outcomes - Voluntarily seeking new or extra responsibilities and challenges; - Going beyond what is expected - Proactively delving into work without hesitation
Objective	- Being open-minded, fair and free from bias - Accurately perceiving and describing opposing viewpoints and making judgments dispassionately
Reliable	- Consistently honoring promises, fulfilling obligations and meeting deadlines - Always being at work when expected - Dependably arriving to and leaving work and meetings at the scheduled times
Acts with Integrity	- Showing consistency between one's values and behavior - Choosing ethical courses of action - Being truthful and direct - Building credibility and gaining others' trust

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