

## Competency Abstract

In 2008, the Henrico County Department of Human Resources designed and implemented a set of nine **County-wide competencies** for all employees. Extensive research on competencies and talent management models was conducted which included evaluating competencies in all levels of government and in the private sector. An analysis of the County's previously-developed Leadership Development Competencies was also completed.

Competency models function as the foundation for talent and performance management activities within an organization. They establish the objective criteria to select candidates for a position, to measure incumbents in a position, and to guide the development priorities of employees as they strive to excel in a position. Studies have shown that organizations with competencies defined for all employees can show improved performance and motivation.

The nine core competencies in Henrico County enable an integrated approach to talent and performance management creating a foundation of success for all employees. The competencies are in essence expectations – standards that employees work to meet for their own development and for the success of their agencies and the County as a whole.

Employees at all levels of the organization are expected to meet these competencies which were incorporated into the performance appraisal process during the 2008-2009 Fiscal Year. Henrico County managers discussed these new competencies with employees during their performance appraisal meetings in 2007-2008. This enabled employees to understand the new performance expectations and have an opportunity to plan their development in any competency areas prior to the 2008-2009 performance appraisal year.

The specific skills tied to each of these nine competencies vary from job to job and for leaders versus individual contributors. These specific areas are called behavioral anchors. Behavioral anchors are characteristics of core competencies associated with the mastery of content. They provide definitions of performance capabilities needed to demonstrate knowledge, skills and abilities. These anchors can be modified by supervisors to better match individual employee tasks and performance requirements.

For a listing of these behavioral anchors, go to <http://employees.henrico.us/info/competencies/>

The nine core competencies are as follows:

1. **Communication:** Developing and maintaining positive relationships
2. **Results Driven:** Understanding and attaining organizational goals and objectives
3. **Serving Customers:** Anticipating and fulfilling the needs of internal and external customers
4. **Leading and Influencing:** Motivating, persuading, and supporting others to accomplish team and organizational goals

5. **Technological Literacy:** Ability to use, understand, and manage technology appropriate for job function
6. **Understanding the Business of Henrico County:** Recognizing and aligning actions with Henrico County's purpose and mission
7. **Personal Accountability:** Planning, organizing, and managing your own time and work. Behaving in an ethical, honest, and trustworthy manner
8. **Managing and Transferring Knowledge:** Effectively sharing ideas, knowledge, or experience with others in order to meet organizational goals
9. **Functional Expertise:** Knowledge and skills necessary to perform a particular type or level of work activity

These competencies are the core of the learning culture in Henrico County and all programs in Organizational Learning and Talent Development have been identified by the competencies associated with the program content. In addition, a Competency Map, listed each year on OLTD's website, guides employees by matching competencies and classes offered by the Department of Human Resources throughout the year.

For more information about the **Competencies**, contact Organizational Learning and Talent Development at (804) 501-7209 or [sch09@henrico.us](mailto:sch09@henrico.us).