



## Henrico County Competency Behavioral Anchors

### 1. **COMMUNICATION:** Developing and maintaining positive relationships

#### *All Employees*

- Communicates verbally in clear, succinct and understandable ways
- Communicates in writing in clear, succinct and understandable ways
- Adjusts style to fit the audience or the situation
- Treats others with respect; takes actions that demonstrate consideration for the feelings and needs of others
- Listens attentively to the ideas and concerns of others
- Is sensitive to impact on others
- Builds consensus for approaches to issues and problems
- Encourages expression of different points of view and negotiates to find common ground
- **Communicates ideas and suggestions appropriately**

#### *Supervisors (Team Leaders)*

- Promotes cooperation, trust, and open exchange of ideas
- Establishes processes for open communication
- **Establishes processes for soliciting and implementing ideas and suggestions from employees**
- Addresses and effectively mediates conflict among employees
- Models superior verbal communication skills
- Models superior written communication skills
- Models treating others with respect, demonstrating consideration for the feelings and needs of others
- Models excellent listening skills
- Models consensus-building
- Models encouraging expression of different points of view and negotiating to find common ground

## Henrico County Competency Behavioral Anchors

### 2. **RESULTS DRIVEN:** Understanding and attaining organizational goals and objectives

#### *All Employees*

- Makes timely decisions based on the best information available
- **Thinks and acts strategically; shows an understanding of organizational impact**
- Considers alternatives and selects ones that are cost effective
- Applies innovative ideas
- Looks for opportunities to make improvements and sets increasingly higher production and quality standards
- Commits appropriate resources when supporting a course of action
- Works effectively with team members toward a common goal
- **Regularly makes recommendations for improved effectiveness and outcomes**
- **Develops solutions that achieve beneficial results for the customer and the organization**

#### *Supervisors (Team Leaders)*

- Encourages innovation among employees
- Gives guidance to process improvement efforts
- Creates a work culture that rewards positive results
- Communicates a clear vision of team goals and objectives
- Focuses the team's efforts on both the process and desired outcomes
- Models timely decision making using the best information available
- Models innovation
- Models working effectively with team members toward a common goal
- **Creates a work culture that promotes employees taking on informal leadership roles**
- **Models strategic thinking and action; mentors others on ways to consider organizational impact and benefit**
- **Creates an environment that encourages employees to implement strategies for improved effectiveness**

## Henrico County Competency Behavioral Anchors

### 3. **SERVING CUSTOMERS:** Anticipating and fulfilling the needs of internal and external customers

#### *All Employees*

- Demonstrates understanding of customer needs – both internal and external
- Genuinely listens to and considers customer concerns, complaints and ideas
- Delivers services accurately and on time
- Establishes and maintains effective contacts with customers
- Suggests ways to improve processes to fulfill customer needs
- Anticipates needs of customers
- **Actively seeks ways to increase effectiveness in serving customers**
- **Implements unique solutions when appropriate to meet customer needs**

#### *Supervisors (Team Leaders)*

- Gives employees the freedom and authority to meet customer expectations in a timely manner
- **Encourages employees to actively seek creative ways to increase effectiveness in serving customers**
- Obtains data to measure customer satisfaction
- Adapts department processes and procedures to ensure greater customer satisfaction based on customer feedback
- Models listening to and considering customer concerns, complaints and ideas
- Models establishing and maintaining effective contacts with customers
- Models anticipating needs of customers

## Henrico County Competency Behavioral Anchors

### 4. LEADING AND INFLUENCING: Motivating, persuading, and supporting others to accomplish team and organizational goals

#### *All Employees*

- Provides honest, helpful feedback
- Influences others in a positive way
- Acknowledges and shows appreciation for the individual differences and talents of team members
- Assists co-workers when they are having difficulty
- Considers costs, benefits, and risks when making and implementing decisions
- Shows appreciation for individual and team accomplishments
- Communicates the County's and individual department's vision
- Demonstrates short term actions with an eye to the long term big picture
- Builds a network of positive relationships throughout the organization
- **Actively seeks ways to increase leadership skills and behaviors**

#### *Supervisors (Team Leaders)*

- Supports employee development through work assignments, training opportunities and coaching feedback sessions
- Strengthens employees' confidence in their abilities, while holding them accountable for results
- Constructs teams when appropriate
- Assesses performance against objective standards
- Helps employees see program strengths and weaknesses in terms of progressing toward the County's vision
- Delegates to employees to give them room to stretch and grow
- Clearly states expectations for what is to be done, why, and with concerns for priorities, deadlines and quality
- Confronts inappropriate behavior
- Rewards employees who demonstrate integrity in the face of adversity
- Models providing honest, helpful feedback
- Models influencing others in a positive way
- Models acknowledging and showing appreciation for the individual differences and talents of team members
- Models assisting co-workers when they are having difficulty
- **Supports employees' efforts to increase their leadership effectiveness**

## Henrico County Competency Behavioral Anchors

### **5. TECHNOLOGICAL LITERACY:** Ability to use, understand, and manage technology appropriate for job function

#### *All Employees*

- Seeks opportunities for development of technology skills
- Utilizes technology in cost effective ways
- Learns and applies new technology and finds practical applications which enhance productivity
- Uses the technology required for his or her job

#### *Supervisors (Team Leaders)*

- Encourages the use of technology among employees
- Actively seeks and provides opportunities for employees to develop technology skills
- Models seeking opportunities for developing technology skills
- Models using technology in cost effective ways
- Models learning and applying new technology and finding practical applications which enhance productivity
- Models using the technology required for his or her job

## Henrico County Competency Behavioral Anchors

### 6. UNDERSTANDING THE BUSINESS OF HENRICO COUNTY:

Recognizing and aligning actions with Henrico County's purpose and mission

#### *All Employees*

- Understands the County's and his/her department's services and priorities
- Appreciates the political dynamics that exist inside and outside the organization
- Understands how his or her job impacts overall County or department results
- Identifies fully the resources that will be required to reach a result
- In diagnosing problems, considers the interrelationships of departments and functions
- Recognizes the ripple effects that can occur from any given change or decision
- Practices teamwork across functions
- Demonstrates understanding of how functions, groups, and units interact to form a whole
- **Seeks out and practices the vision and mission of Henrico County**

#### *Supervisors (Team Leaders)*

- Ensures that everyone understands each other's roles and responsibilities and how they relate to the County or department's results
- Aligns team goals with those of the organization
- Keeps work unit procedures up-to-date and relevant
- Makes good decisions on how employees and dollars are committed
- Establishes operating objectives and allocates resources appropriately
- Models consideration of the interrelationships of departments and functions
- Models teamwork across functions
- Models understanding of how functions, groups, and units interact to form a whole
- Models appreciation of the political dynamics that exist inside and outside the organization
- Models recognition of the ripple effects that can occur from any given change or decision
- Models an understanding of the County's and his/her department's services and priorities

## Henrico County Competency Behavioral Anchors

### **7. PERSONAL ACCOUNTABILITY:** Planning, organizing, and managing your own time and work. Behaving in an ethical, honest, and trustworthy manner

#### *All Employees*

- Accepts accountability for own actions
- Asks for help, when needed
- Meets deadlines and standards for quality and quantity of work
- Uses time and resources wisely; organizes and prioritizes work
- Takes responsibility for the results of decisions made
- Acts ethically in all situations and models it accordingly
- Builds trust by keeping word, commitments, and promises
- Is truthful and honest
- Keeps confidences and maintains confidentiality of information
- Makes fair decisions based on facts and sound values
- Gives priority to development and continuous learning
- Has identified strengths, weaknesses and individual learning style
- Turns mistakes into learning experiences
- Accepts, supports, and helps implement change
- Makes decisions under conditions of uncertainty
- Provides honest, helpful feedback

#### *Supervisors (Team Leaders)*

- Encourages others to ask questions about processes and assumptions
- Holds others accountable for their decisions and actions
- Encourages a work culture of information and knowledge sharing
- Collaborates with team members before making important decisions
- Models accepting accountability for own actions
- Models meeting deadlines and standards for quality and quantity of work
- Models using time and resources wisely; organizing and prioritizing work
- Models taking responsibility for the results of decisions made
- Models acting ethically in all situations
- Models building trust by keeping work, commitments, and promises
- Models being truthful and honest
- Models keeping confidences and maintains confidentiality of information
- Models making fair decisions based on facts and sound values
- Models giving priority to development and continuous learning
- Models turning mistakes into learning experiences
- Models accepting, supporting, and helping implement change
- Models making decisions under conditions of uncertainty

## Henrico County Competency Behavioral Anchors

- Models providing honest, helpful feedback

### **8. MANAGING AND TRANSFERRING KNOWLEDGE:** Effectively sharing ideas, knowledge, or experience with others in order to meet organizational goals

#### *All Employees*

- Consistently develops and implements plans for transferring functional knowledge to others as a means to meet the County's succession management goals
- On a daily basis, looks for opportunities to share knowledge with others
- **Regularly looks for opportunities to share ideas about improved effectiveness**
- **Shares work experiences, demonstrating efficient processes and creative solutions benefitting the organization**

#### *Supervisors (Team Leaders)*

- Models developing and implementing plans for transferring functional knowledge to others as a means to meet the County's succession management goals
- Models on a daily basis, looking for opportunities to share knowledge with others
- Offers developmental opportunities to employees with consideration for the County's succession management initiative and its goals
- **Encourages employees to share ideas for improved effectiveness**



## Henrico County Competency Behavioral Anchors

**9. FUNCTIONAL EXPERTISE:** Knowledge and skills necessary to perform a particular type or level of work activity

*All Employees*

- Keeps up-to-date on information in his/her professional specialty
- Bases decisions based on up-to-date information in his/her professional specialty

Note. This Henrico County competency also refers to the position-specific knowledge, skills, and abilities required to perform the duties of each employee's job.