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# ***COMPETENCY DICTIONARY***

This competency dictionary can be used in many ways as it will provide a more comprehensive definition of many “competencies” required for various positions in state government. For example, competencies can be used to help a hiring manager more clearly define the characteristics required to be successful in a particular job or identify desired behaviors for an employee’s personal and professional development. In the assessment and performance management area, supervisors may use certain competencies to outline expectations for employees and to help evaluate an employee’s performance.

## **CLUSTERS**

### **A. Commitment**

Commitment to Organization and Mission of Agency  
Commitment to Profession; Keeps Current  
Commitment to Serve the Public  
Loyalty and Dedication  
Reliable and Dependable

### **B. Communication**

Conflict Management  
Customer Orientation  
Facilitation  
Formal Presentation  
Influential  
Interpersonal Communication  
Listening  
Negotiation  
Responsiveness, Follow Up  
Speaking Effectively  
Understanding, Sensitivity, Trust Building  
Writing Effectively  
Written Communication

### **C. Initiative and Accountability**

Accountable & Responsible  
Decision Making  
Decisiveness  
Initiative  
Judgment

### **D. Efficiency and Focus**

Accuracy and Attention to Detail  
Achievement  
Perseverance and Concentration  
Prioritizing, Multi-Tasking, Balancing Multiple Projects  
Results Oriented; Meets Deadlines

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# **COMPETENCY DICTIONARY**

## **E. Independence and Responsibility**

Accepts Risks  
Action Oriented  
Personal Accountability and Ownership  
Self Confidence, Tough-Minded  
Self-Starter

## **F. Organizational Understanding**

Building Strategic Performance  
Business Mindedness  
Demonstrates Financial Responsibility  
Demonstrating Business Skills  
Influence  
Organizational Awareness  
Planning, Organizing and Follow-up

## **G. Relationship Building**

Builds Trust and Credibility in Work Relationships  
Interpersonal Effectiveness  
Maintains Relationships  
Networking  
Uses the Organization to Its Best Advantage

## **H. Customer Service**

Customer Focused  
Customer Focused Solution Design  
Persuading/Informal Negotiating

## **I. Leadership**

Building Trust  
Developing Competency  
Encouraging Creativity and Innovation  
Managing Change  
Meeting Facilitation  
Mentoring/Coaching  
Political Acumen  
Resolving Conflict  
Shares Information, Feedback, Knowledge

## **J. Managing for Results**

Achieving Quality Results  
Results Driven

## **K. Personal Effectiveness**

Ethics  
Personal Motivation

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# ***COMPETENCY DICTIONARY***

Self-Knowledge and Personal Awareness  
Takes Positive Steps to Improve

## **L. Interpersonal Understanding**

Empathy  
Flexibility and Adaptability  
Maturity and Emotional Discipline  
Non-Judgmental and Tolerant  
Open-Minded  
Professionalism  
Rapport  
Valuing Diversity  
Willingness to Change

## **M. Teamwork**

Builds and Fosters Supportive Relationships  
Cooperative  
Shares Workload or Pulls Own Weight  
Team Building  
Team Orientation

## **N. Professional and Managerial Skills**

Lifelong Learning  
Managing Stress  
Software Proficiency  
Technical Expert  
Technical/Professional Skills & Knowledge

## **O. Analysis and Problem Solving**

Analytical Thinking  
Decision Making  
Gathering Information  
Identify Problems  
Perceptive and Insightful  
Plan and Organize  
Takes a Reasonable, Common Sense Approach to Solving Problems

## **P. Creativity**

Change Agent  
Creative Problem Solving  
Flexible/Adaptable to Change  
Innovative  
Inquisitive and Curious  
Resourceful and Entrepreneurial  
Visionary

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# ***COMPETENCY DICTIONARY***

## **A. Commitment**

Ability and willingness to align behavior with the needs and goals of the organization and provide a visible role model for others. It implies feeling ownership of and accountability for the organization's activities, services, decisions, successes and failures. Employees with a strong sense of commitment demonstrate an understanding of the link between their own job responsibilities and overall organizational goals and needs, and subsequently perform their job with the broader goals in mind.

### **Commitment to the Organization and Mission of Agency**

Aligns actions and activities with the needs and goals of the organization.

### **Commitment to Profession; Keeps Current**

Desires and actively seeks continuous learning.

### **Commitment to Serve the Public**

Performs duties for the benefit of the people of the State of South Carolina. Avoids taking actions that depart from public duty and violating the public trust.

### **Loyalty and Dedication**

Adheres to organizational goals and the tasks at hand.

### **Reliable and Dependable**

Responsible and trustworthy in performing job-related tasks.

## **B. Communication**

Ability to provide timely and concise information to others both orally and in writing and to communicate effectively. Employees with strong communication skills ensure that communication occurs among all organizational levels and with all appropriate people and encourage open expression of ideas and opinions. They listen effectively, transmit information accurately and understandably and actively seek constructive feedback.

### **Conflict Management**

Manages disagreements by bringing them into the open and attempting to resolve them collaboratively, keeping the best interests of the organization in mind.

### **Customer Orientation**

Creates an atmosphere in which timely and high quality information flows smoothly between oneself and customers. Encourages open, honest and constructive expression of

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## ***COMPETENCY DICTIONARY***

ideas and opinions. Demonstrates active listening skills. Uses appropriate body language. Seeks to understand others' viewpoint.

### **Facilitation**

Manages the interaction of people in group settings to achieve a goal.

### **Formal Presentation**

Effectively presenting prepared information to a variety of audiences using appropriate delivery tools.

### **Influential**

Identifies the interests of others. Convinces them of the merits of a particular idea, method, or course of action.

### **Interpersonal Communication**

Expressing ideas and listening effectively, both verbally and non-verbally, to achieve understanding.

### **Listening**

Gives full attention to other's ideas, concerns, questions and issues with interest, empathy and objectivity. Paraphrases and/or asks clarifying questions to ensure understanding of the message.

### **Negotiation**

Anticipates the interests of others. Deals with objections. Influences others and achieves agreements to benefit the organization as a whole.

### **Responsiveness, Follow-up**

Assumes responsibility for and delivers on commitments to customers. Initiates contacts to clarify issues or problems in a timely manner. Keeps customers up to date about projects.

### **Speaking Effectively**

Expresses and presents thoughts and ideas clearly, succinctly, and in an understandable manner individually and in groups. Adjusts language or terminology to the characteristics and needs of the audience. Alters delivery based on verbal and non-verbal messages from the audience. This competency includes any type of verbal communication, such as giving presentations, providing training, giving testimony, speaking in person or by telephone.

### **Understanding, Sensitivity, Trust Building**

Interacts openly and honestly. Encourages others to express viewpoints. Listens and respects different viewpoints. Addresses misunderstandings directly with others involved. Maintains confidences. Demonstrates awareness of nonverbal as well as verbal communication.

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# ***COMPETENCY DICTIONARY***

## **Writing Effectively**

Structures and conveys information clearly and effectively through both formal and informal documents. Uses appropriate rules of grammar. Keeps the audience in mind. Reviews and edits written work constructively. This competency includes any type of written communication, such as letters, reports, studies, presentations, articles, rules, policies, procedures, and manuals.

## **Written Communication**

Expressing ideas clearly and concisely in documents that have organization, structure, grammar, language and terminology adjusted to the characteristics and needs of the audience.

### **C. Initiative and Accountability**

Ability to focus efforts and energy on successfully attaining goals and objectives. This includes the ability to make difficult decisions and persist even when confronted by obstacles or adversity. These employees assume accountability for decisions, actions, and results. They follow issues through to completion. They will point out problems and ask questions others may have overlooked or been reluctant to acknowledge. This may involve questioning status quo assumptions. The ability to understand power relationships in organizations and identify true decision-makers and the individuals who influence them is essential.

### **Accountable & Responsible**

Can be counted on by internal and external customers to provide timely responses to their needs; carries own weight as a member of a team; is self-directed and takes advantage of opportunities for personal growth, customer service and the attainment of the organization's goals.

### **Decision Making**

Independently takes action and responsibility for solving problems. Makes decisions designed to achieve desired outcomes.

### **Decisiveness**

Makes decisions that reflect professional conviction and accountability in a timely fashion. Makes valid assumptions when information is unclear or lacking.

### **Initiative**

Identifies and seizes opportunities to improve the organization when change is not expected or required. Self-starting; seeking out and/or willingly accepting assignments, responsibilities and challenges.

### **Judgment**

Commits to a sensible, logical and valid action after considering alternative actions and their consequences on the resources, constraints, and values of an organization.

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# ***COMPETENCY DICTIONARY***

## **D. Efficiency and Focus**

Focuses efforts and energy on successfully attaining clear, concrete, accurate, timely and measurable outcomes of importance to the organization. Persistent even when challenged by obstacles or opposition.

### **Accuracy and Attention to Detail**

Demonstrates an appropriate level of precision to complete projects successfully or to execute job responsibilities.

### **Achievement**

A concern for working well or for competing against a standard of excellence.

### **Perseverance and Concentration**

Persists and stays focused when faced with a series of challenging or uncertain situations.

### **Prioritizing, Multi-tasking, Balancing Multiple Projects**

Recognizes or establishes the relative importance of multiple issues, tasks, and opportunities to maximize the productivity of the organization.

### **Results Oriented; Meets Deadlines**

Focus on achieving goals and on bringing projects to closure in a timely manner, despite obstacles.

## **E. Independence and Responsibility**

Prefers anticipatory action based upon taking calculated risks and making difficult decisions despite ambiguity or adversity.

### **Accepts Risks**

Challenges the status quo by taking calculated actions to move an issue forward in a certain direction.

### **Action Oriented**

Exhibits initiative, energy and foresight in evaluating and responding to challenging situations, problems and opportunities.

### **Personal Accountability and Ownership**

Takes pride in the job. Actively engages in professional self-improvement activities. Accepts individual responsibility for all actions taken.

### **Self Confidence, Tough Minded**

Believes in one's own capabilities and convictions, even when faced with resistance. Projects a positive self-image in the workplace.

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# **COMPETENCY DICTIONARY**

## **Self-Starter**

Has motivation and initiative; seeks increased responsibilities.

## **F. Organizational Understanding**

Understands and learns organizational relationships. Recognizes the real decision-makers and the individuals who influence them. Demonstrates a comprehensive awareness of the impact and implications of decisions and actions throughout the organization. Predicts how new events or situations will affect individuals and groups within the organization.

## **Building Strategic Performance**

Developing, aligning and managing organizational direction, group goals and individual objectives to achieve desired results.

## **Business Mindedness**

Understands the implications of business decisiveness. Strives to improve organizational performance.

## **Demonstrates Financial Responsibility**

An understanding of financial principles and impact of decisions; taking steps to contribute to financial goals and targets.

## **Demonstrating Business Skills**

Demonstrates an understanding of the marketplace, business concepts, industry trends and economic development.

## **Influence**

Ability to transform thought into productive action and create successful outcomes by sharing knowledge and information within the work unit and across organizational lines. This includes mentoring others, building relationships key to success by establishing trust, credibility and rapport with key players and customers.

## **Organizational Awareness**

Sets realistic priorities through a comprehensive understanding of the formal and informal structures of the organization. Assesses the implications of business decisions and actions on internal and external stakeholder. Understands the value, objectives and political structure of the organization. Uses these to influence others or outcomes that have an impact on the strategy and objectives of the organization.

## **Planning, Organizing & Follow-up**

Establishing a clear course of action, involving others as appropriate, managing activities and monitoring results to accomplish a specific goal.

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# ***COMPETENCY DICTIONARY***

## **G. Relationship Building**

Builds long-term internal and external relationships with people critical to work and project success. Relationships span customers, co-workers, suppliers, legislators, people in other work units, divisions, departments, and the private sector.

### **Builds Trust and Credibility in Work Relationships**

Honest and forthright in sharing information. Respected as a valid source of information and behaviors are consistent with words.

### **Interpersonal Effectiveness**

Collaborates with and involves people inside and outside the organization; respectfully deals with customers without exhibiting condescension or superiority; considers diversity of viewpoints to be important and interacts well with diverse people and groups; defuses high-tension situations.

### **Maintains Relationships**

Builds enduring customer relationships collaboratively. Brings conflicts and disagreements into the open. Makes compromises in order to meet goals or to gain cooperation from others.

### **Networking**

Knows how internal and external organizations work. Cognizant of different roles and power positions. Uses that awareness of how things work to influence outcomes. Generally knows how to work with people and organizations toward successful outcomes. Identifies and cultivates mutually beneficial associations with key stakeholders to accomplish organizational goals and objectives.

### **Uses the Organization to Its Best Advantage**

Anticipates and understands organizational relationships and their impact on individuals and groups in the accomplishment of goals.

## **H. Customer Service**

Works to create customer-focused service and solutions. Lets customers know that their success and growth are important.

### **Customer-Focused**

Actively seeks first-hand information from customers; uses own technical knowledge and consulting skill to go beyond customers' expressed needs; matches customers' requirements to existing products and services, and/or designs, develops and customizes additional products and services; maintains own and others' attention on internal and external customers' needs; takes personal responsibility for continuously raising the standard of customer service.

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# ***COMPETENCY DICTIONARY***

## **Customer Focused Solutions Design**

Develops solutions in a manner that demonstrates an understanding of the customers' business needs and desire for timely, cost-effective and value-added services.

## **Persuading/Informal Negotiating**

Using appropriate interpersonal styles and communication methods to gain acceptance of an idea, plan, activity or service from internal and external clients.

## **I. Leadership**

Ensures successful project outcomes. Provides information and training needed to coordinate and get the job done to key persons inside and outside of the organization. Shares project and personal knowledge and experience in a willing and non-possessive manner. Using appropriate interpersonal styles and methods to inspire and guide others toward vision and goal achievement. Takes the initiative to provide assistance to others without a formal role.

## **Building Trust**

Demonstrating integrity in all decisions, communications and actions; modeling the values of the organization in the conduct of all business activities.

## **Developing Competency**

Facilitating the ongoing development of individual and organizational competency.

## **Encouraging Creativity and Innovation**

Cultivating new approaches to accomplish goals and solve problems.

## **Managing Change**

Demonstrating flexibility and effectiveness with changing environments, tasks, responsibilities and people.

## **Meeting Facilitation**

Using appropriate interpersonal styles and methods to guide participants toward a meeting's objectives; modifying behavior according to tasks and individuals present.

## **Mentoring/Coaching**

Assists others with professional learning and development. Assesses, guides, supports and counsels others for the purpose of helping them refine and acquire new skills.

## **Political Acumen**

Having and using knowledge of situations, systems and cultures inside and outside an organization to identify potential impacts and to influence decisions.

## **Resolving Conflict**

Bringing conflict and dissent between others into the open to arrive at constructive solutions while maintaining positive relationships.

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# ***COMPETENCY DICTIONARY***

## **Shares Information, Feedback and Knowledge**

Shares job-related facts and data with peers and others. Listens and offers support and advice on job-related problems. Improves the effectiveness of work processes by developing the skills of others.

## **J. Managing for Results**

### **Achieving Quality Results**

Pursuing excellence while achieving results within defined parameters. Focuses on outcomes; applies quality principles, practices and tools to provide products and services valued by the customer; seeks to maximize the value to customers of all available resources, including funds, individuals, teams, and information; considers own work in context of results achieved for customers.

### **Results Driven**

Demonstrates concern for achieving or surpassing results against an internal or external standard of excellence, shows a passion for improving the delivery of services with a commitment to continuous improvement.

## **K. Personal Effectiveness**

Ability to put customers and co-workers at ease through awareness of, and consideration for, the opinions and feelings of other people. The ability to sense how others are feeling and set a positive and stable tone in work relationships. This competency category describes qualities generally associated with personal maturity and an employee's inclination to consistently adhere to high levels of ethical behavior. This category is related to influence; however, it applies to more personal, one-on-one relationships or contacts, while influence is closely tied to global or organizational effectiveness.

### **Ethics**

Acts in an honest and trustworthy manner based on personal accountability and a moral conviction to do the right thing. Key characteristics are honesty, integrity and conscientiousness.

### **Personal Motivation**

Concern for working well or for measuring oneself against a standard of excellence. The standard may be one's own past performance (striving for improvement), an objective measure (attaining results), the performance of others (staying competitive), tough goals, or even something no one has ever done (striving for innovation).

### **Self-Knowledge and Personal Awareness**

Identifies own strengths and development needs. Increases job performance and long-term career growth with continual learning.

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## ***COMPETENCY DICTIONARY***

### **Takes Positive Steps to Improve**

Actively pursues learning and self-development. Knows own limitations and seeks feedback. Welcomes unsolicited feedback. Modifies behavior when appropriate.

### **L. Interpersonal Understanding**

Builds strong work relationships. Adjusts to how individuals, organizational units and cultures function and react. Senses how others feel. Fosters rapport with co-workers and customers, without intending to persuade or influence.

### **Empathy**

Takes actions that indicate consideration for the feelings and needs of others. Aware of the impact of personal behavior on others.

### **Flexibility and Adaptability**

Accepts change as a healthy and normal part of organizational growth. Responds positively to changes in direction and priorities, responsibilities or assignments. Adapts to and works effectively with a variety of situations, individuals or groups.

### **Maturity and Emotional Discipline**

Keeps one's emotions under control and restrain negative behaviors when provoked, when faced with opposition or hostility from others or when working under conditions of stress. Experience in handling a wide variety of situation in a sensible reasonable manner.

### **Non-Judgmental and Tolerant**

Appreciates differences in people. Approaches problems and issues from different perspectives.

### **Open-Minded**

Observes situations objectively. Recognizes the validity of other view points. Receptive to new information.

### **Professionalism**

Maintains focus, effectiveness, emotional control and maturity. Remains positive and composed under stress, change or transition.

### **Rapport**

Builds partnerships marked by harmony and respect with others in the organization.

### **Valuing Diversity**

Respecting diversity for the benefit of individual employees, the organization, and the community as a whole. Provides employment and development opportunities to support a diverse workforce.

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## ***COMPETENCY DICTIONARY***

### **Willingness to Change**

Adjusts to multiple demands, priorities, ambiguity and rapid change. Re-directs activities.

### **M. Teamwork**

Working effectively in teams such as groups, crews and partnerships to accomplish organizational goals; taking actions that respect the needs and contributions of others.

### **Builds and Fosters Supportive Relationships**

Motivates team members with diverse goals to collaborate and co-operate to achieve success.

### **Cooperative**

Participates willingly, supporting team decisions even when different from personal views.

### **Shares Workload or Pulls Own Weight**

A good team player. Does his or her share of the work. Assists others when necessary.

### **Team Building**

Achieves results by getting a group focused. Encourages participation. Draws on the talents of all team members. Ensures the team has what it needs to succeed.

### **Team Orientation**

Promotes and generates cooperation and teamwork while working to achieve collective outcomes.

### **N. Professional and Managerial Skills**

Ability to display initiative in managing yourself and a group in a way that best promotes the image of the organization.

### **Lifelong Learning**

Continuously acquiring and applying knowledge to enhance performance and growth.

### **Managing Stress**

Maintaining stable performance under pressure or opposition (such as time pressure or job ambiguity); relieving stress in a manner that is acceptable to the organization and those directly impacted.

### **Software Proficiency**

Using/applying software appropriate to the job function to ensure a high level of efficiency in accomplishing work.

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## **COMPETENCY DICTIONARY**

### **Technical Expert**

Uses technical skills, knowledge of workforce development issues and programs, and experience with multiple levels of the employment and training delivery system to provide consultative services which enhance program operators' abilities to problem-solve, develop a vision, and be successful; employs professional techniques and technologies for helping the organization fulfill its broadly-defined mission through his/her own particular responsibilities; demonstrates expertise in the other competencies in this model in ways which are consistent with the organization's values and the agreed-upon State role.

### **Technical/Professional Skills & Knowledge**

Keeping abreast of current developments and trends in area of expertise.

### **O. Analysis and Problem Solving**

Ability to think clearly and logically and to identify and solve problems. These employees use reason, vision and creativity to reach conclusions and decisions. It includes the ability to understand cause and effect relationships, to recognize similarities and differences in situations, and to apply knowledge to help make effective decisions, or to come up with new ways to accomplish a task.

### **Analytical Thinking**

Understands a situation by systematically breaking it into component parts and looking for interdependence; weighs options and proposals critically and thoroughly through the use of a variety of information sources and tools (including systems thinking, data analysis techniques and technological expertise); provides rationale for and results of analysis to others.

### **Decision Making**

Committing to a timely course of action which considers alternatives, risks and consequences in light of organizational goals, values, resources and constraints.

### **Gathering Information**

Develops internal and external networks for purposes of accessing information as resources for learning; gathers, analyzes and synthesizes information from a variety of official and unofficial sources including own networks; trains, educates and actively seeks to broker this information to customers. Collects and uses relevant information, data, and opinions.

### **Identify Problems**

Assesses a situation in a logical and methodical way based on facts. Seeks root causes. Recognizes patterns, connections, themes, and issues. Sees implications and consequences of a situation or information.

### **Perceptive and Insightful**

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## **COMPETENCY DICTIONARY**

Sees relationships, connections, patterns, trends not obvious to others or in new ways. Extrapolates, makes inferences, and uses intuition.

### **Plan and Organize**

Defines an end result. Sets or follows a course of action to achieve it. Anticipates potential obstacles and monitors progress. Breaks tasks into component parts in a rational, methodical way.

### **Takes a Reasonable, Common Sense Approach to Solving Problems**

Develops feasible solutions based on logical assumptions and factual observation that reflect consideration for resources, constraints, organizational values and goals.

### **P. Creativity**

Generates ideas, fresh perspectives and original approaches. Open-minded. "Thinks out-of-the-box". Goes beyond traditional ways to address issues and problems. Challenges standard or accepted practices

### **Change Agent**

Engages others to develop innovative solutions. Introduces new ways of thinking and behaving. Introduces new tools and technology. Encourages innovation and explores nontraditional ideas. Creates new concepts, models, theories, and relationships to address work in new ways. Seeks best practices.

### **Creative Problem-Solving**

Approaches a complex problem by identifying underlying issues, finding patterns and connections between them, and synthesizing them into a coherent whole; generates new ideas, multiple options and novel concepts through the use of reason and intuition and which are not limited by the status quo; guides the analysis of a problem all the way to a successful resolution, and enables the customer to do so as well.

### **Flexible/Adaptable to Change**

Recognizes that the environment in which the organization functions is constantly changing and adjusts own approach and behavior accordingly; is confident of trying something different and is unafraid of taking risks and making mistakes; is resilient and capable of dealing with disappointments and setbacks.

### **Innovative**

Generates fresh, original or unconventional perspectives and original approaches. Reexamines established ways of doing things.

### **Inquisitive or Curious**

Seeks diverse ideas and perspectives in an open-minded manner from traditional and nontraditional sources. Seeks alternative, new or nontraditional approaches.

### **Resourceful and Entrepreneurial**

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## ***COMPETENCY DICTIONARY***

Consistently focuses on end result and finds most effective way to achieve goals and objectives. Acts on opportunities, even if contrary to conventional wisdom. Takes calculated risks. Generates non-routine, non-traditional actions to overcome obstacles and achieve results.

### **Visionary**

Thinks openly about new possibilities. Keeps a long-term, big picture view. Displays a spontaneous and wide-ranging imagination. Creates a clear and inspiring broad picture.