

A. PERSONAL: CAPABILITY FOR EFFECTIVE PERFORMANCE

1. **READING COMPREHENSION** – Comprehends and correctly applies information presented in written form. Makes correct inferences; draws accurate conclusions.
2. **MATHEMATICS** – Performs arithmetic or higher-level mathematical computations accurately.
3. **JUDGMENT AND DECISION MAKING** – Accurately assesses situations, seeks new information if necessary, and applies all available information to reach sound conclusions/formulate effective response.
4. **ANALYTICAL ABILITY** – Identifies, obtains, and evaluates relevant information to establish relationships or patterns, cite causes, and reach logical conclusions.
5. **LEARNING ABILITY** – Readily acquires and applies new information.
6. **ATTENTION TO DETAIL** – Extremely careful in addressing all aspects of each work assignment in order to produce “completed staff work” and/or avoid any negative outcomes.
7. **SELF MANAGEMENT** – Organizes and plans for task accomplishment; manages time and works diligently to complete assigned work/fulfill responsibilities.
8. **SAFETY FOCUS** – Performs work in a way that minimizes risk of injury to self or others.
9. **SENSORY PERCEPTION** – Performs work activities requiring sight, hearing, taste, touch, and/or smell.
10. **PHYSICAL CAPABILITY** – Strength, endurance, flexibility, and/or coordination.
11. **INITIATIVE** – Generates activity that facilitates accomplishment of work.
12. **CONSCIENTIOUSNESS** – Dependable, reliable, diligent, and attends to all aspects of assignments (the “details”).
13. **STRESS TOLERANCE** – Maintains effective performance when under pressure, confronted with opposition or criticism, and/or when the situation is dangerous.
14. **COMPOSURE** – Maintains composure in difficult circumstances.
15. **TENACITY** – Persists in attempts to attain a goal; works through adversity.
16. **OBJECTIVITY** – Demonstrates fairness and equity toward others; understands different perspectives; states sides of a conflict non-evaluatively; uses facts and logic.
17. **INNOVATION** – Seeks out and/or develops drastically different work products or ways of doing work in order to improve services and/or increase productivity.
18. **DEVELOPMENTAL ORIENTATION** – Seeks out education, training and/or experience to enhance current job performance and/or promotion potential.

B. OCCUPATIONAL: CAPABILITY FOR EFFECTIVE PERFORMANCE IN A SPECIFIC JOB(S)

19. **JOB INTEREST** – Seeks out and participates in training and other experiences relevant to performance of a specific type of work to obtain employment in that field.

20. **JOB KNOWLEDGE** – Knows information required to perform a specific job. Includes both widely available courses of study (for example, chemistry, human resources management, graphic arts) and City-specific information (parking regulation and ticketing practices; purchasing procedures; provisions of the City Charter).

21. **TECHNOLOGY APPLICATION** – Correctly applies technology as required on the job; conceptualizes improvements in work through introducing and/or enhancing use of technology.

22. **CLERICAL SPEED AND ACCURACY** – Correctly and quickly notes accuracy versus inaccuracy in printed material and numerical data.

23. **EQUIPMENT OPERATION** – Operates specialized equipment in performance of job duties.

24. **MECHANICAL APTITUDE** – Accurately predicts the impact of forces on objects and assesses the behavior of other physical phenomena (e.g., volume, weight, velocity). Readily learns work involving the application of mechanical principles.

25. **SPACE VISUALIZATION** – Pictures and manipulates objects “in the mind’s eye;” accurately perceives the location longer in sight.

26. **ELECTRICAL UNDERSTANDING** – Comprehends the concept and the operation of flow of electrical current.

27. **PERSONAL RISK** – Continues to perform job activities despite possibility of harm to self.

28. **SUPERVISORY KNOWLEDGE** – Knows how to assume direct responsibility for all aspects of the performance of a work group.

29. **FACT FINDING** – Obtains required information through questioning, review of existing materials, or securing new materials to answer a question or address a problem.

30. **FISCAL MANAGEMENT** – Develops and justifies budget proposals in a way that garners support; monitors expenditures for compliance; systematically adjusts expenditures when warranted.

31. **RESULTS ORIENTATION** – Maintains a focus on objectives to be achieved and acts accordingly to ensure their accomplishment.

32. **RESPONSIVENESS AND FOLLOW-UP** – Executes actions as requested or to which a commitment has been made; continues involvement as needed.

C. INTERPERSONAL: CAPABILITY TO INTERACT EFFECTIVELY WITH OTHERS

- 33. INTERPERSONAL SKILLS – Interacts effectively and courteously with others.
- 34. CUSTOMER SERVICE – Interacts with recipients of services (internal or external customers) in a way that provides accurate, timely, and effective information and service.
- 35. TEAMWORK – Interacts effectively with others to achieve mutual objectives; readily offers assistance to others to facilitate their goal accomplishment.
- 36. EMOTIONAL MATURITY – Maintains a calm and task-oriented approach to work even under circumstances of conflict or hostility.
- 37. FLEXIBILITY – Changes behavior to more effectively respond to differences or changes in situations, circumstances, objectives or people.
- 38. TOLERANCE – Accepts all forms of diversity, including different, even contrary, points of view.
- 39. TACT – Considerate and pleasant in interactions with others, even in situations that involve controversy, disagreement, or represent other emotional strain.
- 40. CREDIBILITY – Is truthful and sincere; objectively and clearly provides all pertinent information rather than being vague, omitting negative information or only stating what listeners “want to hear.”
- 41. IMPACT – Commands attention through actions, speech, and demeanor.
- 42. RESOLVES CONFLICT – Acknowledges and takes action to eliminate ineffective/disruptive interpersonal relationships.

D. COMMUNICATION: CAPABILITY TO EXCHANGE INFORMATION EFFECTIVELY

- 43. FOLLOW ORAL DIRECTIONS – Performs work accurately as directed orally.
- 44. FOLLOW WRITTEN DIRECTIONS – Performs work accurately as directed in writing.
- 45. ORAL COMMUNICATION – Communicates orally in a clear, concise, and effective manner.
- 46. LISTENING – Hears and acknowledges what others say.
- 47. WRITTEN COMMUNICATION – Communicates effectively in writing.
- 48. SHARES KNOWLEDGE AND INFORMATION – Conveys all information relevant to each involved party in a thorough and timely manner.

E. ORGANIZATIONAL: CAPABILITY TO PROMOTE EFFECTIVENESS OF THE ORGANIZATION

49. **PROJECT MANAGEMENT** – Anticipates and plans for all aspects of a multi-faceted, discrete endeavor to ensure resources are available and actions are taken at proper times for successful completion.

50. **PROCESS IMPROVEMENT** – Initiates changes to improve the manner in which work is done, workflow, or the work product.

51. **PROGRAM RESPONSIBILITY** – Directs all aspects of an ongoing multi-faceted program/function to ensure resources are continually available and actions are continually taken at proper times to accomplish its objectives.

52. **WORKFORCE MANAGEMENT** – Structures workgroups and their interrelationships in a way that facilitates accomplishment of organizational goals; attracts talent and places individuals in positions to maximize productivity and staff development. Ensures proper training is provided.

53. **LEADERSHIP** – Influences others toward goal accomplishment.

54. **CHAMPIONS CHANGE** – Encourages others to identify means of improving existing processes and provides support for required changes.

F. EXTERNAL: CAPABILITY TO PROMOTE EFFECTIVE PERFORMANCE EXTERNALLY

55. COMMUNITY RELATIONS – Communicates/Interacts with members of the public in a way that elicits positive response and participation.

56. AWARENESS OF THE CITY ENVIRONMENT – Identifies and keeps current on local economic, political, and social trends that affect the work of the City.

57. MEDIA RELATIONS – Communicates/Interacts with representatives of the media in a way that stimulates positive relations.

58. INDUSTRY KNOWLEDGE – Knows sources of information (publications, websites, professional associations), college programs, consultants, vendors, and peers within field of endeavor; accesses them when needed.

G. FUTURE: CAPABILITY TO PROMOTE EFFECTIVE PERFORMANCE IN THE FUTURE

59. STRATEGIC PLANNING – Establishes plans in a way that will achieve vision for the future.

60. VISION – Conceptualizes and conveys an ideal future in a way that creates employee acceptance and motivates employees to achieve it.