



# Buncombe County Human Services Supervisors' Tool Kit

February 2009

## BUNCOMBE COUNTY HUMAN SERVICES CORE COMPETENCIES

This information can be found on the Human Services Intranet in the Supervisor's Handbook under Managing Performance.

### What are competencies...

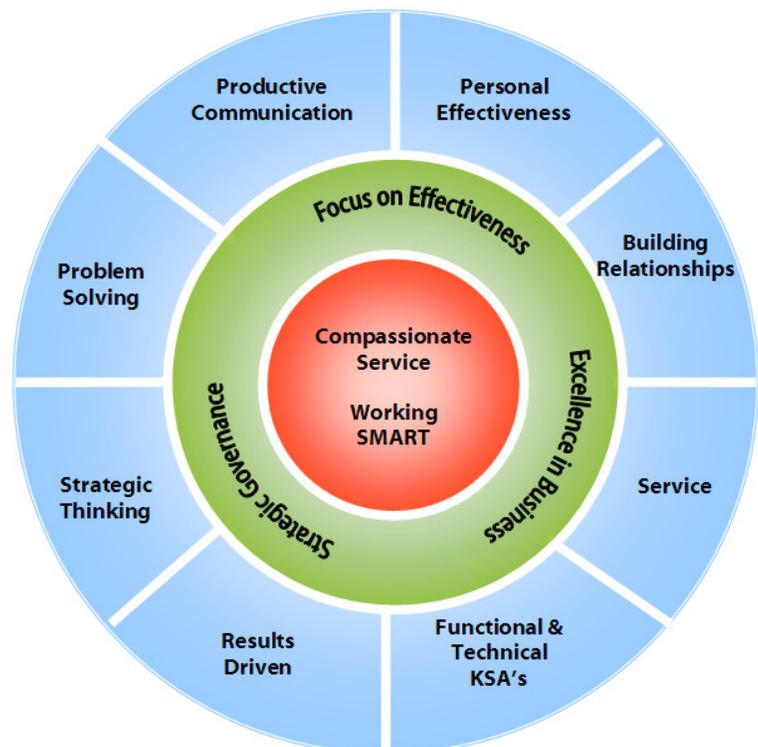
A competency is a *set* of behaviors encompassing skills, knowledge, abilities, and personal attributes that are critical to successful work accomplishment. Competencies are more complex than knowledge or a skill. For example, a person may know how to read a graph but a competency would be that person's ability to read the graph and interpret the data within the context of his/her program and any emerging trends affecting the program. Competencies are not innate and can be developed.

**Why are we talking about Core Competencies?** Core Competencies bring clarity as we address:

- ❖ How can we create a unified, motivated workforce?
- ❖ How can we retain and develop our people?
- ❖ How can we find candidates best suited for promotion?
- ❖ How can we develop strong work teams?
- ❖ What should we look for in applicants?

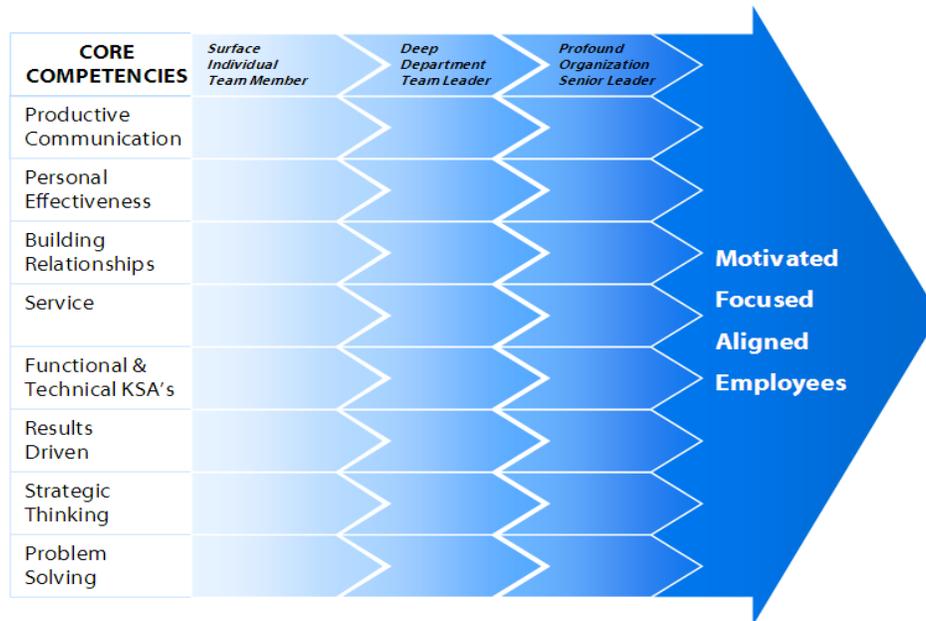
In Buncombe County Human Services, we chose 8 Core Competencies:

- Personal Effectiveness
- Productive Communication
- Service
- Building Relationships
- Problem Solving
- Results Driven
- Strategic Thinking
- Technical and Functional Knowledge and Skills



These competencies are the foundational building blocks for employee behavior. There is a limitless universe of competencies but at the end of the day we want to choose competencies that are drivers for success within our agency.

Core competencies define specifically what we expect from our staff. Each competency is defined to represent how the competency can be deepened and expanded. This continuum can also represent a shift in perspective from the individual level to the organizational level or from the direct team member to the senior leader.



By defining core competencies, we develop a language and a set of behavioral expectations that help us:

- Communicate expectations
  - Staff know what behavior contributes to success, and
  - What competencies they need to develop
- Provide means for assessment and feedback through identifying specific behavioral indicators

This fosters efficiency and effectiveness by engaging and aligning staff with our agency mission and core business.

**From an agency perspective competencies:**

- ❖ Enhance performance management of staff - what it takes to contribute, be successful
- ❖ Allow for targeted and effective training programs
- ❖ Increase employee motivation and productivity
- ❖ Support effective screening for promotions
- ❖ Provide more certainty in hiring and targeted hiring for specific roles

**What action do we need from you...**

- Review these competencies.
- Set aside some time and evaluate your current performance on these competencies.
- Use these competencies with your staff in one on one stay interviews.
- Provide feedback to HR/Lisa Eby about what works and does not work when using these

You may also find the information in this link helpful in talking with your employee regarding his/her performance: <http://hs.buncombe.org/docs/AnAppreciativePerformanceAppraisalConversation.pdf>