



Sacramento Diocese Competency Model

Competency Definition	Behaviors
<p>Leading Service <i>Making guests, parishioners, clergy members and their needs a primary focus of one's actions; getting it right the first time.</i></p>	<p>All Employees</p> <ul style="list-style-type: none"> • Greets every guest, parishioner, clergy member and employee • Makes time and interacts with every guest • Thanks and shows appreciation • Treats all guests with dignity and respect • Communicates positively both verbally and non-verbally (tone, body language, facial expression, etc.) • Strives to exceed guest expectations • Displays a sense of urgency • Responds to guest feedback <p>Managers / Supervisors (additional behaviors)</p> <ul style="list-style-type: none"> • Coaches guest-focused behaviors
<p>Leading Results <i>Achieving business objectives while upholding our commitment to excellence, ethical standards; getting results the right way.</i></p>	<p>All Employees</p> <ul style="list-style-type: none"> • Commits to action and produces consistent quality work • Adheres to policies, procedures, regulatory guidelines and ethical standards • Accepts responsibility for outcomes of one's work and behaviors • Leverages resources to complete work efficiently • Effectively manages time through prioritization • Approaches change positively and encourages others to embrace change • Identifies, solves issues and makes quality decisions by weighing options carefully and thoroughly • Considers the needs of all involved parties <p>Managers / Supervisors (additional behaviors)</p> <ul style="list-style-type: none"> • Sets and communicates performance goals and expectations • Observes and evaluates performance • Ensures implementation and follow through • Delegates and empowers others • Thinks through contingencies and alternatives to develop a plan • Drives change by helping employees overcome resistance
<p>Leading Self <i>Demonstrating an awareness of one's own strengths and development needs as well as the impact of own behavior on others.</i></p>	<p>All Employees</p> <ul style="list-style-type: none"> • Treats employees respectfully • Demonstrates reliability, honesty and confidence in one's character • Looks for challenging or unfamiliar assignments • Puts new knowledge, understanding, or skill to practical use on the job • Takes responsibility for self-development • Quickly modifies behavior to deal effectively with change • Maintains composure under pressure and stress <p>Managers / Supervisors (additional behaviors)</p> <ul style="list-style-type: none"> • Increases capacity to learn by mentoring others • Adapts style and approach for different situations and levels
<p>Leading Others <i>Actively participating to build the quality and depth of our teams.</i></p>	<p>All Employees</p> <ul style="list-style-type: none"> • Openly shares knowledge, skills and insights with others • Listens, acknowledges others and acts with integrity to build trust • Engages, participates, recognizes and supports the team • Values and includes diverse individuals and varied perspectives • Communicates in a clear, concise, credible and timely manner • Initiates action to handle conflict for win-win resolutions • Contributes to a positive work environment <p>Managers / Supervisors (additional behaviors)</p> <ul style="list-style-type: none"> • Attracts, selects and builds a team of talented, high performing, diverse individuals • Develops employees by providing feedback, coaching and utilizing developmental plans • Supports and holds the team accountable to achieve high performance • Aligns and shares information with team
<p>Leading Innovation <i>Identifying the changing needs of our guests and organization to develop new ideas and innovations that improve the business.</i></p>	<p>All Employees</p> <ul style="list-style-type: none"> • Views situations from multiple perspectives • Keeps mind open to ideas and solutions from others • Anticipates changing needs of business • Generates new ideas, solutions or approaches when problem-solving • Collaborates with others to reach creative solutions • Identifies approaches that are more effective or efficient • Suggests new and creative ways to improve the organization <p>Managers / Supervisors (additional behaviors)</p> <ul style="list-style-type: none"> • Establishes an environment in which creativity flourishes • Encourages direct reports to take risks and come up with innovative solutions • Strategizes, evaluates future direction and risk, and implements change