



Maricopa County Core Competencies



Employee Core Competencies

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COMMUNICATION

Effectively listens and expresses ideas in a clear, concise, and respectful manner.

Observable Behaviors for Rating Levels

Successful	Exceptional	Improvement Needed
<ul style="list-style-type: none"> • Effective verbal and written communication • Listens intently, obtains clarification, and engages in meaningful conversations • Presents and contributes information in a logical, persuasive manner • Responds openly and respectfully to other's input • Communicates ideas clearly and effectively in individual and group settings while considering the ideas of others • Maintains audience engagement while encouraging audience participation 	<ul style="list-style-type: none"> • Sets the standard for effective verbal and written communication • Proactively listens, obtains clarification, and engages in bi-directional meaningful conversations • Expertly leads peers in presenting and contributing information in a logical, persuasive manner while encouraging input from others • Articulates difficult concepts and ideas consistently, clearly, and effectively in individual and group settings while inspiring ideas from others • Inspires audience engagement and participation 	<ul style="list-style-type: none"> • Ineffective verbal and written communication • Appears to not listen to others, or make relevant contributions to conversations or meetings • Does not present information in a logical or persuasive manner • Will not encourage individual and group participation • Does not engage audience through various communication techniques • Discourages audience participation and contributions

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CUSTOMER SERVICE

Demonstrates courtesy, honesty, fairness, and timely responsiveness when dealing with citizens, co-workers or other departments in the County.

Observable Behaviors for Rating Levels

Successful	Exceptional	Improvement Needed
<ul style="list-style-type: none"> • Strives to place customer needs over individual preferences • Verbal and non-verbal customer interactions are respectful • Actively listens to customers and ask clarifying questions • Responds timely within department standards • Finds solutions to difficult situations by considering both sides of the issue and different approaches 	<ul style="list-style-type: none"> • Gives the utmost consideration and respect to customers • Embodies customer service principles through interactions that are the epitome of politeness and respect • Epitomizes active listening • Consistently responds to customer needs ahead of department standards • Provides direction, guidance, and solutions to difficult situations 	<ul style="list-style-type: none"> • Places individual preferences over customer needs • Verbal and non-verbal customer interactions appear to be disrespectful • Does not actively listen or ask clarifying questions • Provides the least amount of customer service possible • Difficult solutions are not resolved in a manner that considers both sides of the issue

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JOB-SPECIFIC EXPERTISE

Demonstrates appropriate knowledge and skills and applies them to daily job responsibilities.

Observable Behaviors for Rating Levels

Successful	Exceptional	Improvement Needed
<ul style="list-style-type: none"> • Applies applicable procedures, regulations, standards, and policies related to work area • Understands and applies new technical, functional, and departmental knowledge • Searches for opportunities to obtain new technical and functional knowledge 	<ul style="list-style-type: none"> • Is a subject matter expert on procedures, regulations, standards, and policies related to work area • Masters all new technical, functional, and departmental knowledge • Actively sought out by others as an expert 	<ul style="list-style-type: none"> • Misapplies procedures, regulations, standards, and policies related to work area • Has not initiated efforts to obtain new technical or departmental knowledge • Has not reached out for opportunities to grow in technical or functional knowledge

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PROFESSIONALISM

Takes responsibility for personal actions, follows through on commitments, and instills confidence that all words and actions reflect a commitment to integrity.

Observable Behaviors for Rating Levels

Successful	Exceptional	Improvement Needed
<ul style="list-style-type: none"> • Values courtesy, honesty, fairness, and ethical standards • Is committed to the department mission and goals • Is considerate and respectful of others • Demonstrates integrity with confidential matters • Interacts with others in a polite, respectful manner • Is attentive to other's needs and responds with their needs in mind • Demonstrates sound ethical principles in decision-making 	<ul style="list-style-type: none"> • Sets the example for courtesy, honesty, fairness, and ethical standards • Champions department and division mission and goals • Exemplifies consideration and respect for others • Anticipates the need for sensitivity and exercises exceptional care when dealing with confidential matters • Models principles through peer interactions that are the epitome of politeness and respect • Actively builds relationships through exemplary customer service • Demonstrates belief that hard work is intrinsically rewarding • Consistently provides guidance and support to others 	<ul style="list-style-type: none"> • Displays disregard for courtesy, honesty, fairness, and ethical standards • Intermittently shows a commitment to the department mission and goals • Actions appear to be without consideration and respect for others • Has not demonstrated integrity in dealing with confidential matters • Can be rude or impatient with others • Is inattentive to other's needs and reacts contrary to their requests

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RESULTS FOCUSED

Works in a timely manner to achieve results and complete tasks and projects that support the work unit, department, and County goals.

Observable Behaviors for Rating Levels

Successful	Exceptional	Improvement Needed
<ul style="list-style-type: none"> • Successfully employs time management skills and tools • Takes personal responsibility for outcomes • Sets daily goals, prioritizes duties, and completes tasks on time • Plans, prioritizes, and completes multiple tasks • Anticipates deadline issues and remedy before problems occur • Meets or exceeds deadlines without supervision • Informs supervisor of progress towards meeting deadlines 	<ul style="list-style-type: none"> • Consistently uses time management and project management skills to accomplish results ahead of deadlines • Takes full responsibility for result outcomes, proactively resolves issues, and lead changes that impact the department's bottom-line • Helps others accomplish goals and results • Effectively plan and accomplish goals that significantly impact the department • Leads others in driving results-oriented outcomes 	<ul style="list-style-type: none"> • Does not manage time wisely as indicated by missing deadlines • Has not made the best use of work time and focuses on non-productive issues • Does not effectively set daily goals or prioritize duties to complete assigned tasks • Agreed upon deadlines are not met • Does not keep supervisor informed of progress towards assignments

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SAFETY & SECURITY

Follows organizational safety and security policies and practices that apply to job role. Keeps work area organized, neat, and uncluttered to mitigate potential safety hazards.

Observable Behaviors for Rating Levels

Successful	Exceptional	Improvement Needed
<ul style="list-style-type: none"> • Practices behaviors that create a safe and secure workplace • Understands and complies with safety/emergency/security policies and procedures • Supports health, safety, wellness, and security practices • Maintains orderly workspace, free of hazards • Completes all required training/certifications 	<ul style="list-style-type: none"> • Motivates others to exhibit safe and secure behaviors • Inspires others to understand and comply with emergency and safety procedures to mitigate risk • Leads department's health, safety, wellness, and security initiatives • Is a leader on taking steps to complete required training and certifications 	<ul style="list-style-type: none"> • Demonstrated behaviors are not conducive to creating a safe and secure workplace • Non-compliant with safety and emergency policies/procedures • Disregards health, safety, wellness, and security practices • Can be careless when using County devices, equipment, and vehicles • Has not taken steps to complete required training/certification

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TEAMWORK

Respects and cooperates with others to get the job done in the most efficient and effective way possible.

Observable Behaviors for Rating Levels

Successful	Exceptional	Improvement Needed
<ul style="list-style-type: none"> • Communicates constructively in assisting team in accomplishing business objectives • Refrains from personal attacks or blame giving • Participates in-group problem-solving efforts and encourages collaboration • Considers the diverse opinions of all team members • Supports the team environment through personal accountability towards meeting team goals • Willingly participates and uses team meeting time wisely • Recognizes and celebrates other's accomplishments 	<ul style="list-style-type: none"> • Consistently builds a strong spirit of cooperation and collaboration among team to accomplish goals • Leads team alliance to solve problems as a group • Provides leadership to support group problem solving • Consistently leads team in developing strategies to achieve organizational/department goals • Models personal accountability among team members and holds them accountable • Inspires the team to be inclusive and respectful of others 	<ul style="list-style-type: none"> • Is reluctant to work as a team member • Is not supportive or a contributor towards group problem solving efforts • Offers no personal accountability for individual contributions to team efforts • Strays off topic in meetings and doesn't get back on topic • Is not participative with team in achieving timely goals • Is not supportive of an environment of inclusion and respect for others

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Additional Competencies for Supervisors

PEOPLE DEVELOPMENT

Drives organizational results by hiring, assessing, developing and retaining quality talent. Enables direct reports to achieve their best results and full potential. Provides timely guidance and feedback to help employees strengthen their knowledge, skills, and abilities. Creates an environment where employees are responsible for their actions.

Observable Behaviors for Rating Levels

Successful	Exceptional	Improvement Needed
<ul style="list-style-type: none"> • Defines and communicates clear employee and team expectations and goals • Helps employees align their performance objectives to goals • Provides employees timely feedback to include regular reviews to identify employees' 	<ul style="list-style-type: none"> • Help develop employees outside their team • Department leader in driving clear expectations, performance measures, and department goals • Assists employees throughout department to align their performance objectives to goals 	<ul style="list-style-type: none"> • Unable to define or communicate department goals • Employees' performance goals don't align to department goals • Inconsistent in communicating employees' expectations and performance measures

<ul style="list-style-type: none"> needs and progress towards meeting their objectives Hires talent that meets the needs of the organization Uses effective coaching skills to develop employees Collaborates with the employees at their appropriate development level Addresses performance issues when identified 	<ul style="list-style-type: none"> Provides timely feedback and guidance leading to employees' continuous success Consistently identifies current and future organizational needs and develops employees to meet those needs Collaborates effectively with all department staff 	<ul style="list-style-type: none"> Feedback is rarely timely or specific to each employee Infrequent employee reviews and fails to evaluate needs and progress towards meeting goals Unsuccessful at hiring staff that meet organization's needs Does not collaborate with employees at the appropriate development level
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ORGANIZATIONAL ACCOUNTABILITY

Sets and drives actions that are measured and linked to organizational performance. Holds self and others responsible for measurable high-quality, timely, and cost-effective results. Determines objectives, sets priorities, and delegates work. Accepts responsibility for errors.

Observable Behaviors for Rating Levels

Successful	Exceptional	Improvement Needed
<ul style="list-style-type: none"> Mission, vision, and goals are clear and understood by team Sets goals with team that align with department's outcomes Supports continuous improvement and personal accountability Uses appropriate policies and procedures to make decisions Seeks to understand root cause and leads teams through decision-making processes Language and behaviors are inclusive Takes ownership and corrective action of team mistakes Effectively manages budgets and related resources Identifies cost-effective measurers 	<ul style="list-style-type: none"> Department leader in supporting and promoting mission, vision, and goals Collaborates and inspires employees to develop, set, and achieve goals that align with organizational outcomes Proactively identifies future resource needs and effectively articulates business case Takes the lead on continuous improvement and personal accountability Department leader on the appropriate use of policies and procedures Department leader in language and behaviors that are inclusive Identifies cost-saving measurers 	<ul style="list-style-type: none"> Mission, vision, and goals are unclear for the team Sets goals for employees without collaborating Goals do not align with expected outcomes Fails to provide relevant or timely feedback Does not hold team or self personally accountable Continuous improvement is not a priority or consideration Actions are not always reflective of compliance with appropriate policies and procedures Fails to meet budgetary and fiscal goals

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