

# **PUBLIC SERVICE COMPETENCIES**

## **Core Competencies:**

<b>Service Orientation</b>
<b>Results Orientation</b>
<b>Teamwork and Cooperation</b>

The Public Service Competencies are, in a nutshell, what it takes to get the job done. It's the combination of skill, knowledge, ability, experience, know-how and attitude required for success on the job.

Every job in the City has technical and business competencies. However the "core competencies" are those that are required of every single person in the organization, not just one department or workgroup.

The identified core competencies for Public Service, as adopted by the City of Bellingham, are outlined below. Following each competency's title is a detailed description of what the competency looks like in the workplace.

Employees may demonstrate all of the examples that are shown under the main headings, or if new to the City may develop greater proficiency over time. But all employees must master and demonstrate these qualities to be successful.

Your Human Resources representative will be happy to answer any questions you may have about these competencies.

## SERVICE ORIENTATION

**Service Orientation:** Demonstrating a desire and ability to identify and serve customers (internal and external). Customers may include the public, partners (governmental or non-governmental organizations), co-workers, other departments, etc. It means focusing your efforts on discovering and meeting the needs of the customer.



- 1. Follows up:**
  - Follows through on customer inquiries, requests, complaints.
  - Keeps customers up-to-date about progress of projects.
- 2. Maintains Clear Communication:**
  - Maintains clear communication with customers regarding mutual expectations; monitors satisfaction.
  - Distributes helpful information to customers.
  - Ensures professional and courteous service.
- 3. Takes Personal Responsibility:**
  - Takes personal responsibility for correcting customer service problems.
  - Corrects problems promptly and non-defensively.
- 4. Takes Action for the Customer:**
  - Makes self fully available, especially when customer is going through a critical period.
  - For example, takes actions beyond normal expectations or may change a process to ensure accessibility to information or assistance.
- 5. Addresses Underlying Customer Needs:**
  - Knows the customer's issues and/or seeks information about the real underlying needs of the customer, beyond those expressed initially.
  - Matches these to available (or customized) services.
- 6. Uses a Long-Term Perspective:**
  - Works with a long-term perspective in addressing a customer's problems.
  - May trade off immediate costs for the sake of the long-term relationship.
  - Looks for long-term benefits to the customer.

- Acts as a trusted advisor; becomes involved with customer's decision-making process.
- Builds an independent opinion on customer needs, problems or opportunities and possibilities for implementation.
- Acts on this opinion (e.g., suggests approaches that are new and different from those requested by the customer if the approach appears to be a useful alternative).

## RESULTS ORIENTATION

**Results Orientation:** A concern for surpassing a standard of excellence. The standard may be: one's own past performance (striving for improvement); an objective measure (achievement orientation); challenging goals that have been set; or even improving or surpassing what has already been done (continuous improvement). A unique accomplishment also indicates a Results Orientation.



1. **Strives to Do Job Well:**
  - Tries to do the job well or right.
  - Achieves outcomes expected of an independent contributor, commensurate with the level of responsibility and experience.
2. **Strives to Achieve Measures of Excellence:**
  - Uses methods of measuring outcomes to meet a standard of excellence required by customer.
  - May focus on new or more precise ways of meeting goals set by team or organization.
3. **Improves Performance:**
  - Is dissatisfied with lack of results, waste or inefficiency.
  - Makes specific changes in the system or in own work methods to improve performance (e.g., does something better, faster, at lower cost, more efficiently; improves quality, customer satisfaction, morale).
4. **Meets Challenging Goals:**

- “Challenging” means it is a definite stretch, but not unrealistic or impossible.
- Delivers to specific goals and improves performance.

**5. Makes Cost-Benefit Analyses:**

- Makes decisions, sets priorities or chooses goals on the basis of calculated inputs and outputs; makes explicit considerations of return-on-investment or cost-benefit analysis.
- Analyzes for relevant organizational outcomes.

**6. Takes Calculated Entrepreneurial Risks:**

- Commits resources and/or time (in the face of uncertainty) to increase benefits (i.e., improve performance, reach a challenging goal, implement innovative solutions, etc.).

## TEAMWORK AND COOPERATION

**Teamwork and Cooperation:** The ability to work cooperatively within diverse teams, work groups and across the organization to achieve group and organizational goals.



**1. Cooperates:**

- Participates willingly, is a “good team player”, does his/her share of the work.
- Supports team decisions.
- As a member of the team, keeps other team members informed and up-to-date about the group process, individual actions, or influencing events.
- Shares all relevant and useful information.

**2. Expresses Positive Expectations of Team:**

- Expresses positive expectations of others in terms of their abilities, expected contributions, etc.
- Speaks of and to team members in positive terms.

**3. Solicits Input:**

- Genuinely values others’ input and expertise; is willing to learn from others (including subordinates and peers).
- Solicits ideas and opinions to help form specific decisions or plans.

- Promotes team cooperation.
4. **Encourages Others:**
    - Publicly credits others who have performed well.
    - Encourages and empowers others, makes them feel valuable and important.
  5. **Builds Team Spirit:**
    - Acts to promote a welcoming, productive climate, good morale and cooperation.
    - Resolves team conflicts.
    - Protects/promotes group reputation with outsiders.