



COV Executive Branch Competency Model

Results Orientation and Job Knowledge

Consistently delivers expected results. Demonstrates an understanding of the job, how it contributes to the Commonwealth's success, and anticipates impact on others.

- Pursues work with creativity and a positive attitude
- Attains goals and objectives
- Completes quality work on time and within budget
- Demonstrates knowledge, skills and abilities to perform job
- Uses technology as a tool in completing tasks, when appropriate
- Understands how the job contributes to organizational success
- Understands and complies with applicable federal, state and local laws and regulations

Problem Solving, Judgment, Planning and Organization

Identifies workplace challenges, works to resolve them and takes responsibility for decisions. Understands the Commonwealth's purpose and mission. Plans, organizes, manages time and works in support of the Commonwealth's mission, vision and values.

- Defines and develops potential solutions to problems/ issues
- Implements solutions/ programs effectively
- Takes responsibility for actions
- Considers cost, benefits and risks when making and implementing decisions
- Anticipates potential problems and adapts to changes in the workplace
- Responds to both internal and external forces affecting the community
- Organizes and prioritizes work; uses time and resources wisely

Citizen and Customer Interaction

Responds appropriately to the needs of internal and external customers.

- Effectively and accurately communicates to satisfy internal and external customer needs and expectations
- Actively listens; shows understanding, courtesy, tact and empathy towards others
- Interacts well with all levels of citizens and employees



- Is accessible, timely and responsive in dealing with customers
- Effectively handles difficult customer situations
- Represents the Commonwealth in a positive and professional manner
- Maintains confidentiality of individual and Commonwealth information

Teamwork and Building Relationships

Collaborates and cooperates to get the job done. Initiates and cultivates business relationships with stakeholders. Develops and maintains positive relationships.

- Values the input and know-how of others
- Respects the individual differences and talents of others
- Offers help and asks for help when appropriate
- Develops cooperative and respectful relations
- Remains positive, even in difficult situations
- Demonstrates diplomacy, tact, skill and discretion when dealing with others

Coaching and Communication

Coaches others to succeed and is receptive to coaching from others. Proactively assesses strengths and developmental needs. Gives timely and specific feedback to others. Exchanges ideas and opinions. Provides and receives information or feedback.

- Develops and encourages original, creative and successful approaches to initiatives and issues
- Shares knowledge and assists with the development of others
- Communicates openly, honestly, and respectfully
- Expresses facts and thoughts both verbally and in writing in a clear and organized manner
- Uses appropriate communication methods
- Coaches and inspires others

Leadership/ Influence

Develops and uses effective strategies and interpersonal styles to influence and guide others toward the accomplishment of identified goals and objectives. Takes initiative and self-leadership to achieve desired outcomes. Adapts to changes in the workplace.



- Influences others in a positive way
- Shares knowledge freely with others
- Assesses impacts of decisions on others and acts accordingly
- Demonstrates ethical behavior
- Builds trust and keeps commitments
- Demonstrates resiliency
- Seeks opportunities for performance improvement and development

COV Executive Branch Rating Scale

- Extraordinary
- Highly Successful
- Successful
- Partially Successful
- Unsuccessful