

# National Service Competency Model

Tier Name		Tier Block				
FOUNDATION	1 Personal Effectiveness	Dependability and Reliability		Initiative	Integrity	
		Interpersonal Skills		Professionalism	Willingness to Learn	
	2 Academic Competencies	Active Learning	Basic Computer Skills	Communication - Listening and Speaking	Critical and Analytical Thinking	
		Mathematics	Reading	Science and Technology	Writing	
	3 Workplace Competencies	Adaptability/Flexibility	Business Fundamentals	Checking, Examining and Recording	Creative Thinking	
		Customer Focus	Planning and Organizing	Problem Solving and Decision-Making	Scheduling and Coordinating	
		Teamwork	Working with Tools and Technology	Workplace Computer Applications		
	4 Industry-Wide Technical Competencies	Customer Service	Health & Safety	Industry Laws & Regulations	Industry Operations & Production	
		Industry Principles & Concepts	Quality Assurance/Quality Control	Sales & Marketing		
	INDUSTRY					

Tier Name	Block Information
Tier 1 - Personal Effectiveness Competencies	<p><b>Dependability and Reliability:</b></p> <p><i>Fulfilling obligations</i> Behaves consistently and predictably; is reliable, responsible and dependable in fulfilling obligations; diligently follows through on commitments and consistently meets deadlines.</p> <p><i>Showing up on time</i> Demonstrates regular and punctual attendance; rarely is late for meetings or appointments.</p> <p><i>Attending to details</i> Diligently checks work to ensure that all essential details have been considered; notices errors or inconsistencies that others have missed, and takes prompt, thorough action to correct errors.</p> <p><i>Complying with policies</i> Follows written and verbal directions; complies with organizational rules, policies and procedures.</p> <p><b>Initiative:</b></p> <p><i>Persisting</i> Pursues work with energy, drive, and a strong accomplishment orientation; persists and expends extra effort to accomplish tasks even when conditions are difficult or deadlines are tight; persists at a task or problem despite interruptions, obstacles, or setbacks.</p> <p><i>Taking initiative</i> Goes beyond the routine demands of the job; takes initiative in seeking out new work challenges and increasing the variety and scope of one's job; seeks opportunities to influence events and originate action; assists others who have less experience or have heavy workloads.</p> <p><i>Setting challenging goals</i> Establishes and maintains personally challenging but realistic work goals; exerts effort toward task mastery; brings issues to closure by pushing forward until a resolution is achieved.</p> <p><i>Working independently</i> Develops own ways of doing things; is able to perform effectively even with minimal direction, support or approval and without direct supervision.</p> <p><i>Achievement motivation</i> Intrinsically driven to succeed and excel; strives to exceed standards and expectations; exhibits confidence in capabilities and an expectation to succeed in future activities.</p> <p><b>Integrity:</b></p> <p><i>Behaving ethically</i> Abides by a strict code of ethics and behavior; chooses an ethical course of action and does the right thing, even in the face of opposition; encourages others to behave accordingly.</p> <p><i>Acting fairly</i> Treats others with honesty, fairness and respect; makes decisions that are objective and reflect the just treatment of others.</p>

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*Taking responsibility* Takes responsibility for accomplishing work goals within accepted timeframes; accepts responsibility for one's decisions and actions and for those of one's group, team, or department; attempts to learn from mistakes.

## **Interpersonal Skills:**

*Demonstrating concern for others* Shows sincere interest in others and their concerns, and demonstrates sensitivity to the needs and feelings of others; helps others resolve sensitive interpersonal problems as appropriate; looks for ways to help people, and pitches in to help others.

*Demonstrating insight into behavior* Recognizes and accurately interprets the verbal and nonverbal behavior of others; shows insight into the actions and motives of others, and recognizes when relationships with others are strained.

*Maintaining open communication* Maintains open lines of communication with others; encourages others to approach him/her with problems and successes; establishes a high degree of trust and credibility with others.

*Respecting diversity* Demonstrates sensitivity and respect for the opinions, perspectives, customs and individual differences of others; values diversity of people and ideas.

*Working with diverse people* Is flexible and open-minded when dealing with a wide range of people; listens to and considers others' viewpoints; works well and develops effective relationships with diverse personalities.

*Learning about other cultures* Takes action to learn about and understand the climate, orientation, needs, and values of other groups, organizations, or cultures.

## **Professionalism:**

*Demonstrating self-control* Demonstrates self-control by maintaining composure and keeping emotions in check even in very difficult situations; deals calmly and effectively with stressful situations.

*Professional appearance* Maintains a professional demeanor; dresses appropriately for occupation and its requirements; maintains appropriate personal hygiene;

*Substance abuse* Is free from substance abuse.

*Maintains a positive attitude* Projects a professional image of oneself and the organization; demonstrates a positive attitude towards work; takes pride in one's work and the work of the organization.

## **Willingness to Learn:**

*Demonstrating an interest in learning* Demonstrates an interest in personal learning and development; seeks feedback from multiple sources about how to improve and develop, and modifies behavior based on feedback or self-analysis of past mistakes.

*Participating in training* Takes steps to develop and maintain knowledge, skills, and expertise necessary to achieve positive results; participates fully in relevant training programs and actively pursues other opportunities to develop knowledge and skills.

*Anticipating changes in work* Anticipates changes in work demands and searches for and participates in assignments or training that address these changing demands; treats unexpected circumstances as opportunities to learn.

*Identifying career interests* Takes charge of personal career development by identifying occupational interests, strengths, options and opportunities; makes insightful career planning decisions based on integration and consideration of others' feedback, and seeks out additional training to pursue career goals.

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## Tier 2 - Academic Competencies

### Active Learning:

*Learning strategies* Applies a range of learning techniques to acquire new knowledge and skills; processes and retains information; identifies when it is necessary to acquire new knowledge and skills.

*Application* Integrates newly learned knowledge and skills with existing knowledge and skills; uses newly learned knowledge and skills to complete specific tasks; uses newly learned knowledge and skills in new or unfamiliar situations.

Performs basic math computations accurately; translates practical problems into useful mathematical expressions and uses appropriate mathematical formulas and techniques. Integrates what is learned from written materials with prior knowledge; applies what is learned from written material to follow instructions and complete specific tasks; applies what is learned from written material to future situations.

**Basic Computer Skills:** Using a personal computer and related applications to convey and retrieve information

*Comprehending the basics* Understands and efficiently uses basic computer hardware (e.g. PCs, printers) and software (e.g. word processing software, spreadsheet software) to perform tasks; understands common computer terminology (e.g., program, operating system) and is familiar with the fundamental capabilities of computers.

*Entering data* Enters data into computer files quickly, with an acceptable degree of accuracy; double checks data entry carefully; notices when data are missing or look wrong and takes steps to ensure computer files are complete and accurate.

*Preparing documents* Uses word processing programs to create, edit, and retrieve document files; types materials quickly and accurately; checks work carefully and identifies/corrects typographical errors; uses basic reference materials and tools (e.g., spell check) to ensure accuracy.

### Communication - Listening and Speaking:

*Speaking* Expresses information to individuals or groups taking into account the audience and the nature of the information (e.g., technical or controversial); speaks clearly and confidently; information is organized in a logical manner; speaks using common English conventions including proper grammar, tone and pace; tracks audience responses and reacts appropriately to those responses; effectively uses eye contact and non-verbal expression.

*Listening* Receives, attends to, interprets, understands, and responds to verbal messages and other cues; picks out important information in verbal messages; understands complex instructions; appreciates feelings and concerns of verbal messages.

*Two-way communication* Practices meaningful two-way communication (i.e., speaks clearly, pays close attention and seeks to understand others, listens attentively and clarifies information); attends to nonverbal cues and responds appropriately.

*Persuasion/Influence* Influences others; persuasively presents thoughts and ideas; gains commitment and ensures support for proposed ideas.

### Critical and Analytical Thinking:

*Reasoning* Possesses sufficient inductive and deductive reasoning ability to perform job successfully; critically reviews, analyzes, synthesizes, compares and interprets information; draws conclusions from relevant and/or missing information; understands the principles underlying the relationship among facts and applies this understanding when solving problems.

*Mental agility* Identifies connections between issues; quickly understands, orients to, and learns new assignments; shifts gears and changes direction when working on multiple projects or issues.

### Mathematics:

*Quantification* Reads and writes numbers; counts and places numbers in sequence; recognizes whether one number is larger than another.

*Computation* Adds, subtracts, multiplies, and divides with whole numbers, fractions, decimals, and percents; calculates averages, ratios, proportions and rates; converts decimals to fractions; converts fractions to percents.

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## Tier 3 - Workplace Competencies

### Reading:

*Comprehension* Locates, understands and interprets written information in prose and in documents such as manuals, reports, memos, letters, forms, graphs, charts, tables, calendars, schedules, signs, notices, applications and directions; understands the purpose of written materials; attains meaning and comprehends core ideas.

Understands basic scientific principles and to use commonly available technology; understands the scientific method (i.e., identifies problems, collects information, forms opinions and draws conclusions); understands overall intent and proper procedures for set-up and operation of equipment.

*Attention to detail* Identifies main ideas; notes details and facts; detects inconsistencies; identifies implied meaning and details; identifies missing information; identifies trends.

*Integration* Critically evaluates and analyzes information in written materials; integrates and synthesizes information from multiple written materials.

### Writing:

*Organization and Development* Creates documents such as letters, directions, manuals, reports, graphs, and flow charts; communicates thoughts, ideas, information, messages and other written information, which may contain technical material, in a logical, organized and coherent manner; ideas are well developed with supporting information and examples.

*Mechanics* Uses standard syntax and sentence structure; uses correct spelling, punctuation, and capitalization; uses appropriate grammar (e.g., correct tense, subject-verb agreement, no missing words).

*Tone* Writes in a manner appropriate for business; uses language appropriate for the target audience; uses appropriate tone and word choice (e.g., writing is professional and courteous).

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### Adaptability/Flexibility:

*Employing unique analyses* Employs unique analyses and generates new, innovative ideas in complex areas; integrates seemingly unrelated information to develop creative solutions; develops innovative methods of obtaining or using resources when insufficient resources are available.

*Entertaining new ideas* Is open to considering new ways of doing things; actively seeks out and carefully considers the merits of new approaches to work; willingly embraces new approaches when appropriate and discards approaches that are no longer working.

*Dealing with ambiguity* Takes effective action when necessary without having to have all the necessary facts in hand; easily changes gears in response to unpredictable or unexpected events, pressures, situations and job demands; effectively changes plans, goals, actions or priorities to deal with changing situations.

### Business Fundamentals:

*Situational awareness* Understands the organization's mission and functions; recognizes one's role in the functioning of the company and understands the potential impact one's own performance can have on the success of the organization; grasps the potential impact of the company's well-being on employees.

*Business ethics* Demonstrates respect for coworkers, colleagues, and customers; acts in the best interest of the company, the community, and the environment; complies with applicable laws and rules governing work and reports loss, waste, or theft or company property to appropriate personnel.

*Market knowledge* Understands market trends in the industry and the company's position in the market; knows who the company's primary competitors are, and stays current on organizational strategies to maintain competitiveness.

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## Checking, Examining and Recording:

*Detecting errors* Detects and corrects errors, even under time pressure; notices errors or inconsistencies; forwards or processes forms in a timely and accurate manner.

*Completing forms* Selects and completes appropriate forms quickly and completely; attends to and follows through on important information in paperwork; expedites forms, orders or advances that require immediate attention.

*Obtaining information* Obtains appropriate information, signatures and approvals promptly; verifies that all information is present and accurate before forwarding materials.

*Maintaining logs* Keeps logs, records and files that are up-to-date and readily accessible; updates logs, files and records, noting important changes in status.

## Creative Thinking:

*Generating innovative solutions* Uses information, knowledge, and beliefs to generate original, innovative solutions to problems; reframes problems in a different light to find fresh approaches; entertains wide-ranging possibilities others may miss; takes advantage of difficult or unusual situations to develop unique approaches and useful solutions.

*Seeing the big picture* Has broad knowledge and perspective; pieces together seemingly unrelated data to identify patterns and trends and to see a bigger picture; understands the pieces of a system as a whole and appreciates the consequences of actions on other parts of the system; possesses a big-picture view of the situation.

## Customer Focus:

*Understanding customer needs* Demonstrates a desire to understand customer needs; listens to what customers are saying and asks questions as appropriate; demonstrates awareness of client goals.

*Providing personalized service* Provides prompt, efficient and personalized assistance to meet the requirements, requests, and concerns of customers; provides thorough, accurate information to answer customers questions and inform them of commitment times or performance guarantees; actively looks for ways to help customers by identifying and proposing appropriate solutions and/or services; establishes boundaries as appropriate for unreasonable customer demands.

*Acting professionally* Is pleasant, courteous and professional when dealing with internal or external customers; develops constructive and cooperative working relationships with customers, and displays a good-natured, cooperative attitude; is calm and empathetic when dealing with hostile customers.

*Keeping customers informed* Follows up with customers during projects and following project completion; keeps clients up to date about decisions that affect them; seeks the comments, criticisms and involvement of customers; adjusts services based on customer feedback.

## Planning and Organizing:

*Planning* Approaches work in a methodical manner; plans and schedules tasks so that work is completed on time; keeps track of details to ensure work is performed accurately and completely.

*Prioritizing* Prioritizes various competing tasks and performs them quickly and efficiently according to their urgency; finds new ways of organizing work area or planning work to accomplish work more efficiently.

*Allocating resources* Estimates resources needed for project completion; allocates time and resources effectively and coordinates efforts with all affected parties; keeps all parties informed of progress and all relevant changes to project timelines.

*Anticipating obstacles* Anticipates obstacles to project completion and develops contingency plans to address them; takes necessary corrective action when projects go off-track.

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## Problem Solving and Decision-Making:

*Identifying the problem* Anticipates or recognizes the existence of a problem; identifies the true nature of the problem by analyzing its component parts; uses all available reference systems to locate and obtain information relevant to the problem; recalls previously learned information that is relevant to the problem.

*Locating, gathering, and organizing relevant information* Effectively uses both internal resources (e.g., internal computer networks, company filing systems) and external resources (e.g., internet search engines) to locate and gather information; examines information obtained for relevance and completeness; recognizes important gaps in existing information and takes steps to eliminate those gaps; organizes/reorganizes information as appropriate to gain a better understanding of the problem.

*Generating alternatives* Integrates previously learned and externally obtained information to generate a variety of high-quality alternative approaches to the problem; skillfully uses logic and analysis to identify the strengths and weaknesses, the costs and benefits, and the short- and long-term consequences of different approaches.

*Choosing a solution* Decisively chooses the best solution after contemplating available approaches to the problem; makes difficult decisions even in highly ambiguous or ill-defined situations; quickly chooses an effective solution without assistance when appropriate.

*Implementing the solution* Commits to a solution in a timely manner, and develops a realistic approach for implementing the chosen solution; observes and evaluates the outcomes of implementing the solution to assess the need for alternative approaches and to identify lessons learned.

## Scheduling and Coordinating:

*Arranging* Makes arrangements (e.g. for traveling, meetings) that fulfill all requirements as efficiently and economically as possible; handles all aspects of arrangements thoroughly and completely with little or no supervision.

*Informing* Responds to the schedules of others affected by arrangements; informs others of arrangements, giving them complete, accurate and timely information; insures that others receive needed materials in time.

*Verifying* Takes steps to verify all arrangements; recognizes problems, generates effective alternatives, and takes corrective action.

*Coordinating in distributed environments* Coordinates schedules of colleagues, co-workers, and clients in regional locations (i.e., across time zones) to ensure that inconvenience is minimized and productivity is enhanced; leverages technology (e.g., internet, teleconference) to facilitate information sharing in distributed work environments; takes advantage of team member availability throughout business hours in multiple time zones to enhance productivity.

*Shiftwork* Effectively coordinates the transition of employees at the beginning and end of each work shift; disseminates crucial information in an organized manner to rapidly bring employees up to speed at the start of their shifts; ensures that employees are updated on work completed on past shifts and work that still needs to be completed.

## Teamwork:

*Acknowledging team membership and role* Accepts membership in the team; shows loyalty to the team; determines when to be a leader and when to be a follower depending on what is needed to achieve the team's goals and objectives; encourages others to express their ideas and opinions; identifies and draws upon team members' strengths and weaknesses to achieve results; learns from other team members.

*Establishing productive relationships* Develops constructive and cooperative working relationships with others; exhibits tact and diplomacy and strives to build consensus; shows sensitivity to the thoughts and opinions of other team members; delivers constructive criticism and voices objections to others' ideas and opinions in a supportive, non-accusatory manner; responds appropriately to positive and negative feedback.

*Identifying with the team and its goals* Identifies the goals, norms, values, and customs of the team; is a team player and contributes to the group's effort; uses a group approach to identify problems and develop solutions based on group consensus; effectively communicates with all members of the group or team to achieve team goals and objectives.

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*Resolving conflicts* Brings others together to reconcile differences; handles conflicts maturely by exercising "give and take" to achieve positive results for all parties; reaches formal or informal agreements that promote mutual goals and interests, and obtains commitment to those agreements from individuals or groups.

## **Working with Tools and Technology:**

*Selecting tools* Selects and applies appropriate tools or technological solutions to frequently encountered problems; carefully considers which tools or technological solutions are appropriate for a given job, and consistently chooses the best tool or technological solution for the problem at hand.

*Keeping current* Demonstrates an interest in learning about new and emerging tools and technologies; seeks out opportunities to improve knowledge of tools and technologies that may assist in streamlining work and improving productivity.

*Troubleshooting* Learns how to maintain and troubleshoot tools and technologies.

## **Workplace Computer Applications:**

*Keyboarding and word processing* Skillfully uses word-processing software; streamlines document processing by employing a variety of common software functions; uses correct style and format, even when confronted by uncommon requirements that deviate from standard guides; consults appropriate manuals when uncertain about the correct style and format.

*Internet applications* Effectively uses the internet and web-based tools to manage basic workplace tasks (e.g., timekeeping, maintaining employee records, conducting information searches); understands and performs internet functions requiring the use of log-in and password information; is aware of company guidelines surrounding internet usage and complies with those guidelines.

*E-mailing* Composes professional e-mails to communicate business-related information to coworkers, colleagues, and customers; understands the company e-mail system and its basic functions (e.g., replying to/forwarding messages, using electronic address books, attaching files); ensures that key stakeholders are kept informed of communications by copying (i.e., "CCing") them on important e-mails when appropriate.

*Spreadsheets* Uses spreadsheet software to enter, manipulate, edit and format text and numerical data; effectively creates and saves worksheets, charts, and graphs that are well organized, attractive, and useful.

## **Tier 4 - Industry-Wide Technical Competencies**

**Customer Service:** Listens to customer needs and provides personalized assistance to meet those needs.

*Service Performance* Assesses customer needs in order to provide personalized customer care; executes customer's service expectations and meets industry standards for service.

*Customer Assistance* Initiates customer contact; educates the customer regarding products and/or services through telephone, email and/or face-to-face interactions; responds to customer inquiries; ensures that appropriate actions were taken to assist customer; resolves customer complaints; refers unresolved customer concerns to appropriate entities for further action.

**Health and Safety:** Abides by the procedures necessary to ensure a safe and healthy work environment.

*Safety Procedures* Demonstrates knowledge of relevant occupational safety and health laws and regulations; complies with safety codes, standards, and guidelines; adheres to work-site safety programs; understands emergency response plans; demonstrates knowledge of first aid procedures.

*Corrects Unsafe Situations* Identifies unsafe working conditions and takes prompt, corrective action; stays alert to, and takes preventive action against hazards and threats; recommends measures to protect employees or workers from hazardous working conditions; follows protocol for reporting safety violations; investigates accidents to determine how to prevent future occurrences.

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**Industry Laws and Regulations:** Knowledge of local, state, and federal laws and regulations that impact the industry.

*Legal and Regulatory Compliance* Complies with relevant laws issued by federal agencies; follows standards produced by industry organizations; identifies appropriate jurisdiction for local, state, and federal regulatory agencies as they pertain to the industry; applies mandated standards for harassment, labor, and/or employment laws.

*Legal Responsibilities* Understands the legal responsibilities of an industry; maintains awareness of the implications of industry actions; demonstrates knowledge of laws, legal codes, court procedures, and/or agency rules; performs duties in accordance with regulations, policies, laws and legislated rights of employees, customers and/or clients.

**Industry Operations and Production:** Performs activities associated with setting up, monitoring, controlling and improving industry processes to meet industry requirements; demonstrates understanding of the operations performed by entities within an industry.

*Production Procedures* Engages in the processing and production of goods or services; reads manuals and/or other forms of information to determine production or service processes and production or service requirements; sets up and monitors equipment or materials involved in the production or service process.

*Operation Procedures* Operates the equipment and/or machinery involved in the production of goods and/or services; coordinates the operation of equipment to ensure the satisfactory production of goods and/or services; uses techniques and processes that include methods, materials, tools, and technologies to produce goods and/or services.

**Industry Principles and Concepts:** Knowledge of the principles and concepts related to an industry.

*Industry Characteristics* Exhibits knowledge of industry features and characteristics; demonstrates awareness of industry-related factors that could contribute or hinder product or service development.

*Industry Developments* Demonstrates awareness of emerging industry concepts and principles; adapts current practices to incorporate advances in an industry.

**Quality Assurance/Quality Control:** Ensures materials, processes, services, and products meet quality specifications during and after production or performance.

*Quality Assurance* Verifies to determine whether a product or service that is under development meets specified requirements; inspects products or services during development to catch defects or problems before product or service is finalized; monitors quality of materials throughout the production process.

*Quality Control* Identifies quality standards for a product or service; ensures that finished products or services conform to an established set of quality standards within an industry; determines if a finished product or service meets customer/client requirements; takes action to identify whether products or services conform to requirements or reveal defects; reports quality failures to appropriate individuals for corrective action.

**Sales and Marketing:** Promotes and sells industry products and/or services.

*Product and Service Information* Demonstrates knowledge of products and services as well as promoting, showing, and selling strategies; demonstrates the function, operation and utility of products and services.

*Product Promotion/Sale* Identifies and pursues prospective customers and appropriate customer bases; monitors customer preferences to determine focus of sales efforts; emphasizes and promotes product features in marketing or sales; directs and coordinates activities involving sales and services; gains customers' commitment to buy products and/or services; demonstrates an ability to close the sale.

*Sales Assistance* Assists in the selection of products and services based on the match between customer needs and product specifications; informs customers regarding service contracts,

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estimates delivery of services, and/or other information regarding the purchase of products;  
resolves customer complaints regarding sales.