

## YWCA Madison Competency Model

The competencies in the following table have been selected to define general performance expectations at the YWCA. Certain competencies are considered essential for all employees, and are listed below as “common core competencies”. An additional set of competencies have been identified specifically for management positions, and are listed as “essential management competencies.” Employee performance will be evaluated based on the Essential Duties and Responsibilities listed in the position description and the demonstration of these competencies.

<b>Common Core Competencies</b>	
<b>Adaptability</b>	Adapts to changes in the work environment   Manages competing demands   Changes approach or method to best fit the situation   Develops alternative solutions   Able to deal with frequent change, delays, or unexpected events
<b>Client/Customer Service</b>	Responds promptly to client/customer needs, requests, complaints and questions   Meets commitments   Remains calm and poised in difficult or emotional client/customer situations   Solicits and applies customer feedback to improve service   Maintains client confidentiality   Provides service in accordance with principles of Trauma-Informed Care
<b>Collaboration</b>	Balances team and individual responsibilities   Exhibits objectivity and openness to others' views   Gives and welcomes feedback   Contributes to building a positive team spirit   Puts success of team above own interests   Able to build morale and group commitments to goals and objectives   Works well in group problem-solving situations   Supports everyone's efforts to succeed
<b>Communication</b>	Demonstrates effective oral and written communication skills necessary for this position   Encourages open exchange of ideas and opinions   Develops channels for communication up and down and across the organization   Communicates important information   Demonstrates effective communication across cultural differences
<b>Conflict Resolution</b>	Takes steps to improve bad relationships   Identifies and resolves problems in a timely manner   Takes action to resolve interpersonal conflicts   Finds win/win solutions   Learns from mistakes   Uses reason even when dealing with emotional topics
<b>Dependability, Productivity</b>	Demonstrates knowledge necessary to carry out job responsibilities   Adapts to changing demands and priorities   Actively pursues completion of work assigned and meets deadlines   Produces quality work products   Accepts responsibility   Appears for work reliably and punctually
<b>Inclusiveness</b>	Recognizes that individual's needs and abilities differ   Seeks perspectives of people from diverse backgrounds   Takes time to listen and understand   Treats new ideas with respect   Treats others with respect and consideration regardless of their status or position   Prioritizes development of cultural competency
<b>Initiative, Works Independently</b>	Performs assignments successfully without excessive supervision   Is proactive in planning and completing an action   Anticipates needed actions   Assesses own need for new knowledge and skills to perform job   Pursues profession/skills development   Seeks new approaches   Makes suggestions for improvement
<b>Judgment, Decision Making, Problem Solving</b>	Makes sound decisions that are supportive of the mission of the organization   Is willing to make difficult decisions that are in the best interest of the department/organization   Maintains appropriate professional boundaries   Identifies problems, evaluates facts and reaches sound solutions   Seeks data from multiple sources (e.g. different organizational levels, employee groups, racial/ethnic and gender groups, etc.)   Makes decisions in a timely manner

## Essential Management Competencies

<b>Continuous Improvement</b>	Gathers and analyzes information skillfully   Improves processes, products and services   Fosters a quality focus in others   Tries new, potentially better methods   Develops workable implementation plans   Communicates changes effectively   Monitors transition and evaluates results
<b>Leadership</b>	Creates a shared vision consistent with established goals   Exhibits confidence in self and others   Inspires and motivates others to perform well   Effectively influences actions and opinions of others   Gives appropriate recognition to others   Builds a positive climate that fosters high morale   Prepares and supports those affected by change   Makes timely decisions   Supports and explains reasoning for decisions   Models and routinely reinforces core competencies   Seeks input for improving practices and modifying procedures to address changing needs
<b>Managing People</b>	Builds a diverse workforce   Promotes a harassment-free environment   Includes staff in planning, decision-making, facilitating and process improvement   Communicates what he/she expects to be accomplished   Makes self available to staff   Provides regular performance data and feedback   Accepts feedback from others   Develops subordinates' skills and encourages growth   Rewards initiative
<b>Strategic Thinking</b>	Develops strategies to achieve organizational goals   Understands organization's strengths & weaknesses   Analyzes market and competition   Identifies external threats and opportunities   Adapts strategy to changing conditions