



# Sacramento Diocese Competency Model

Competency Definition	Behaviors
<p><b>Leading Service</b>  <i>Making guests, parishioners, clergy members and their needs a primary focus of one's actions; getting it right the first time.</i></p>	<p><b>All Employees</b></p> <ul style="list-style-type: none"> <li>• Greets every guest, parishioner, clergy member and employee</li> <li>• Makes time and interacts with every guest</li> <li>• Thanks and shows appreciation</li> <li>• Treats all guests with dignity and respect</li> <li>• Communicates positively both verbally and non-verbally (tone, body language, facial expression, etc.)</li> <li>• Strives to exceed guest expectations</li> <li>• Displays a sense of urgency</li> <li>• Responds to guest feedback</li> </ul> <p><b>Managers / Supervisors (additional behaviors)</b></p> <ul style="list-style-type: none"> <li>• Coaches guest-focused behaviors</li> </ul>
<p><b>Leading Results</b>  <i>Achieving business objectives while upholding our commitment to excellence, ethical standards; getting results the right way.</i></p>	<p><b>All Employees</b></p> <ul style="list-style-type: none"> <li>• Commits to action and produces consistent quality work</li> <li>• Adheres to policies, procedures, regulatory guidelines and ethical standards</li> <li>• Accepts responsibility for outcomes of one's work and behaviors</li> <li>• Leverages resources to complete work efficiently</li> <li>• Effectively manages time through prioritization</li> <li>• Approaches change positively and encourages others to embrace change</li> <li>• Identifies, solves issues and makes quality decisions by weighing options carefully and thoroughly</li> <li>• Considers the needs of all involved parties</li> </ul> <p><b>Managers / Supervisors (additional behaviors)</b></p> <ul style="list-style-type: none"> <li>• Sets and communicates performance goals and expectations</li> <li>• Observes and evaluates performance</li> <li>• Ensures implementation and follow through</li> <li>• Delegates and empowers others</li> <li>• Thinks through contingencies and alternatives to develop a plan</li> <li>• Drives change by helping employees overcome resistance</li> </ul>
<p><b>Leading Self</b>  <i>Demonstrating an awareness of one's own strengths and development needs as well as the impact of own behavior on others.</i></p>	<p><b>All Employees</b></p> <ul style="list-style-type: none"> <li>• Treats employees respectfully</li> <li>• Demonstrates reliability, honesty and confidence in one's character</li> <li>• Looks for challenging or unfamiliar assignments</li> <li>• Puts new knowledge, understanding, or skill to practical use on the job</li> <li>• Takes responsibility for self-development</li> <li>• Quickly modifies behavior to deal effectively with change</li> <li>• Maintains composure under pressure and stress</li> </ul> <p><b>Managers / Supervisors (additional behaviors)</b></p> <ul style="list-style-type: none"> <li>• Increases capacity to learn by mentoring others</li> <li>• Adapts style and approach for different situations and levels</li> </ul>
<p><b>Leading Others</b>  <i>Actively participating to build the quality and depth of our teams.</i></p>	<p><b>All Employees</b></p> <ul style="list-style-type: none"> <li>• Openly shares knowledge, skills and insights with others</li> <li>• Listens, acknowledges others and acts with integrity to build trust</li> <li>• Engages, participates, recognizes and supports the team</li> <li>• Values and includes diverse individuals and varied perspectives</li> <li>• Communicates in a clear, concise, credible and timely manner</li> <li>• Initiates action to handle conflict for win-win resolutions</li> <li>• Contributes to a positive work environment</li> </ul> <p><b>Managers / Supervisors (additional behaviors)</b></p> <ul style="list-style-type: none"> <li>• Attracts, selects and builds a team of talented, high performing, diverse individuals</li> <li>• Develops employees by providing feedback, coaching and utilizing developmental plans</li> <li>• Supports and holds the team accountable to achieve high performance</li> <li>• Aligns and shares information with team</li> </ul>
<p><b>Leading Innovation</b>  <i>Identifying the changing needs of our guests and organization to develop new ideas and innovations that improve the business.</i></p>	<p><b>All Employees</b></p> <ul style="list-style-type: none"> <li>• Views situations from multiple perspectives</li> <li>• Keeps mind open to ideas and solutions from others</li> <li>• Anticipates changing needs of business</li> <li>• Generates new ideas, solutions or approaches when problem-solving</li> <li>• Collaborates with others to reach creative solutions</li> <li>• Identifies approaches that are more effective or efficient</li> <li>• Suggests new and creative ways to improve the organization</li> </ul> <p><b>Managers / Supervisors (additional behaviors)</b></p> <ul style="list-style-type: none"> <li>• Establishes an environment in which creativity flourishes</li> <li>• Encourages direct reports to take risks and come up with innovative solutions</li> <li>• Strategizes, evaluates future direction and risk, and implements change</li> </ul>