

Utilize the information below to familiarize yourself with Riverside County's new Competency Model.

### **Competency Model Overview**

Competency: A cluster of highly interrelated attributes, including knowledge, skills, and abilities (KSAs) that give rise to the behaviors needed to perform a given job effectively. Competencies can be either technical or behavioral.

- Technical competencies reflect the knowledge required to perform a specific role.
- Behavioral Competencies describe the KSAs that facilitate the application of technical knowledge to job-related behavior. In other words, technical competencies reflect what knowledge employees apply to their jobs, and Behavioral Competencies reflect how they apply this knowledge.

Competency Model: A set of competencies that collectively defines the requirements for effective performance in a specific job, profession, job level, or organization.

### **Why Utilize a Competency Model?**

The use of a County-wide competency model that assists us with aligning many stages of the employee life cycle to assist with:

- Recruitment and selection, including clear competencies for job level and competency-based interviewing
- Onboarding and setting clear expectations and the competencies needed to help employees be successful
- Employee and leadership development and career planning
- Assistance for those that are coaching and/or mentoring others – they can easily establish clear goals and activities based on competency development, and assist in creating an environment where regular, ongoing feedback on performance and development is provided regularly
- Performance Evaluations:
  - o Expectations and goals are established at the start of the reporting period including pre-determined competencies that are rated at the end of the year
  - o Employees are clear on what they will be rated on and expectations for their role, while managers are able to quickly complete annual performance evaluations without the need to identify the components to include before completing the evaluation itself
  - o The competency model also ensures fair and consistent evaluation components across positions. Employees in the same classifications are rated on the same competencies.
  - o Lastly, the County-wide competency model allows the performance team over time to be able to analyze performance data and work with departments to provide information on trends, areas needing improvement, and areas where high performance is occurring. We can study what is occurring and if practices can be implemented elsewhere to improve performance where needed, workforce and succession planning, and much more!

With a County-wide competency model, we have the roadmap to becoming a high performing public service organization.

## Job Levels

The County has adopted a job level competency model and includes the following 6 job levels:

Clerical/Labor/Trade  
 Paraprofessional/Technical  
 Professional  
 Manager/Supervisor  
 Department Executive  
 County Leadership

JOB LEVEL	COMPETENCY CATEGORIES			
	F1: Thought	F2: Results	F3: People	F4: Self
<b>Clerical/Trades/Labor</b>	Customer Focus	Ensures Accountability	Values Differences	Self-Development
<b>Technical/Paraprofessional</b>	Customer Focus	Ensures Accountability Plans and Aligns	Values Differences	Self-Development
<b>Professional</b>	Customer Focus Manages Complexity	Ensures Accountability Resourcefulness	Values Differences Communicates Effectively	Self-Development
<b>Management/Supervisors</b>	Customer Focus Decision Quality	Ensures Accountability Directs Work	Values Differences Develops Talent	Self-Development Instills Trust
<b>Department Executive</b> <i>(Including Assistant Directors, Deputy Directors and equivalent executive titles in Departments)</i>	Customer Focus Strategic Mindset	Ensures Accountability Drives Results	Values Differences Drives Vision and Purpose	Self-Development Demonstrates Self-Awareness
<b>County Leadership</b> <i>(including CEO, CAO, COO, Deputy CEOs, Assistant CEOs, Department Heads)</i>	Customer Focus Cultivates Innovation	Ensures Accountability Action Oriented	Values Differences Organizational Savvy	Self-Development Courage

Competencies included in the new model come from the Korn Ferry Leadership Architect (KFLA) competency library, which includes 38 competencies.

Access the Korn Ferry Leadership Architect Competency Library [here](#).

Still have questions? Reach out to the Performance Management Team at [PerformanceMgmt@Rivco.org](mailto:PerformanceMgmt@Rivco.org).