



**AZ + AHP**  
**WORKFORCE ALLIANCE**

# Standard Competency Guide

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# Standard Competency Guide Overview

## Description

This guide provides a list of standard competencies, a description of each competency, key skills, resources, questions to ask during an interview and suggestions for ongoing competency assessment.

*A competency framework defines the knowledge, skills, and attributes needed for people within an organization. Each individual role will have its own set of competencies needed for people to sustain success within an organization. To develop this framework, you need to have an in-depth understanding of the roles within your business.*

## Purpose

This guide was created to set a foundation and provide a standard set of competencies that span all positions: When using a set of measurable competencies, agency assessments can provide consistent data to inform workforce development initiatives and strategies.

## Goals

The goal of the guide is to provide agencies with a standard framework for developing a sustainably competent workforce as well as encouraging and promoting continuous professional development.

A goal without  
a plan is  
just a wish.  
Antoine de Saint-Exupery



## Advantages of Measuring Competencies

When using a set of measurable competencies, agency assessments can provide consistent data to establish standards of excellence for the workforce, provide consistent measurement tools for people managers, and inform workforce development initiatives and strategies that best support and reflect the unique needs of the population served.

## 15 Core Competencies

1. Change Management
2. Communication/Interpersonal Relationships
3. Critical Thinking
4. Cultural Competency
5. Customer Service
6. Emotional Intelligence
7. Flexibility/Adaptability
8. Medical/Behavioral Health Terminology
9. Mindfulness
10. Problem Solving
11. Receiving and Implementing Feedback
12. Self-Motivation
13. Time Management
14. Work Ethic
15. Working Collaboratively

# Change Management

## Definition

A **systematic process** that includes successful approaches to **transition** or **transformation** of organizational goals, core values, culture, processes or technologies to **ensure successful outcomes and business longevity**.

## Key Competency Skills

- Active Listening
- Clear Communication
- Leadership Abilities
- Measurement and Analysis (Data Driven)
- Research Oriented
- Strategic Thinking

## Resources:

- [Types of Organizational Change](#)
- [9 Interview Questions About Managing Change](#)
- [The Four Principles of Change Management](#)
- [The Complexity of Metrics](#)
- [Organizational Change Management: What is it and Why is it Important?](#)

## How to Measure Competency During an Interview

### [STAR method](#)

### Questions you might ask during an interview:

- What would you do if your manager requested you change your way of working for a project?
- Tell us about a time when you were opposed to change. How did you handle it?
- How do you manage changes in the workplace?
- Have you ever had to convince your team to accept change? How did you go about it?
- How do you stay positive during difficult changes at work?
- How familiar are you with the stages of change? How might you lead your team through the stages?

### Competency Observation opportunities during an interview:

You can set up opportunities throughout the interview to observe an individual's change management skills through implementing small scenarios for change within the interview. Considering the [Four Principles of Change Management](#), is the individual able to:

- understand change?
- plan change?
- implement change?
- communicate change?

## How to Measure Ongoing Competency

Evaluate job performance in each of the Key Competency Skill areas. Consider the [Adoption, Competency, Perception](#) model of change adoption effectiveness:

- Adoption: Has the change been adopted?
- Competency: How well has the change been adopted?
- Perception: How well has the change been perceived?



# Communication/Interpersonal Relationships

## Definition

A process by which **information is exchanged between individuals** through a common system of symbols, signs, or behavior for the purpose of conveying meaning.

## Key Competency Skills

- Clarity and Concision
- Confidence
- Empathy
- Feedback (Giving & Receiving)
- Friendliness
- Listening
- Non-verbal Communication
- Open-mindedness
- Picking the Right Medium
- Respect

## Resources:

- [Sample Communication Competency Interview Questions](#)
- [Sample Interpersonal Relationship Competency Interview Questions](#)
- [How to Measure Soft Skills in the Workplace – 360 Degree Feedback](#)
- [How to Use Nonverbal Communication at an Interview](#)

## How to Measure Competency During an Interview

[STAR method](#)

### Questions you might ask during an interview:

You can test a job applicant's **communication skills** by requiring them to communicate a concept or respond to a scenario in writing. You can also ask them for open-ended responses to prompts. Examples of questions include:

- Describe your communication skills.
- How would you go about simplifying a complex issue in order to explain it to a client or colleague?
- What would you do if there was a breakdown of communication at work?
- Do you prefer written or verbal communication and why?
- What would you do if you misunderstood an important communication on the job?

You can test a job applicant's **interpersonal relationship skills** by asking questions specific to their soft skills. You can identify areas of strength and weakness to identify whether an applicant can handle certain situations or environments. Examples of questions include:

- Tell me about a time when you had to work with a coworker you did not like or trust.
- Describe a conflict at work.
- If you have had staff report to you, how would they describe you?
- When you started a new job, how did you build relationships?

### Competency Observation opportunities during an interview:

Is the employee able to:

- Make comfortable and culturally responsive eye contact?
- smile and nod (at appropriate times) when the interviewer is talking, but doesn't over do it?
- be polite and keep an even tone in their speech?
- refrain from slouching?
- [More...](#)

## How to Measure Ongoing Competency

- Use assessment tools as predictors and indicators of soft skills.
- Regularly use 360-degree feedback instruments to get input from those who interact most frequently to the subject of the feedback.
- Use employment engagement surveys to gauge how committed employees feel to a manager and how effective they believe the manager is in creating a positive workplace.
- Establishing metrics related to frequency for behaviors that exhibit soft skills.
- Creating elaborate rubrics to define exceptional, acceptable, and unacceptable demonstration of soft skills.

# Critical Thinking

## Definition

Critical thinking is **the intellectually disciplined process of actively and skillfully conceptualizing, applying, analyzing, synthesizing, and/or evaluating information** gathered from, or generated by, observation, experience, reflection, reasoning, or communication, as a guide to belief and action. In its exemplary form, it is based on universal intellectual values that transcend subject matter divisions: clarity, accuracy, precision, consistency, relevance, sound evidence, good reasons, depth, breadth, and fairness.

## Critical thinking has two components:

1. A set of information and belief generating and processing skills
2. The habit, based on intellectual commitment, of using those skills to guide behavior

## Key Competency Skills

- Active Listening
- Analytical
- Communication
- Creative
- Emotional Intelligence
- Open-mindedness
- Patience
- Problem Solving

## Resources:

- [The Foundation for Critical Thinking](#)
- [Critical Thinking Competency Standards](#)
- [10 Critical-Thinking Interview Questions](#)
- [20 Critical Thinking Interview questions to Ask Candidates \(2022\)](#)

## How to Measure Competency During an Interview

### [STAR method](#)

### Questions you might ask during an interview:

You can test a job applicant's **Critical Thinking** skills by asking questions that assess their skills at identifying problems and developing optimal solutions using logic. Some questions you might ask are:

- Tell me about a time when you had to convince your supervisor or team to use an alternative approach to solve a problem
- How would you handle a situation where you noticed your supervisor made an error in a report or presentation?
- Have you struggled with lack of motivation? How did you overcome it?
- How would you solve a disagreement among team members on how to approach a project?

### Competency Observation opportunities during an interview:

As an interviewer, you want to gain knowledge about the employee's proven critical thinking skills. You will be looking for answers to the following questions:

#### Is the employee able to:

- Make a decision objectively—meaning without influence from personal feelings, opinions or biases—and it focuses solely on factual information
- Evaluate a situation using logical thought and come up with a reasonable/rational solution
- Able to think critically by being able to evaluate your own thoughts and feelings to give you insight

## How to Measure Ongoing Competency

#### Is the employee able to:

- be trusted to make decisions on their own and does not need constant handholding.
- think critically seek to understanding of what they are learning and why.
- Identify and access internal resources (policies/procedures, website, etc.)

# Cultural Competency

## Definition

Cultural Competence is a set of **congruent behaviors, attitudes and policies that come together in a system**, agency, or among professionals, which enables that system, agency or those professionals to work effectively in cross-cultural situations.

**Culture** refers to integrated patterns of human behavior that include the language, thoughts, communications, actions, customs beliefs, values, and institutions of racial, ethnic, religious or social groups.

**Competence** implies having the capacity to function effectively as an individual and an organization with the context of the cultural beliefs, behaviors, and needs presented by consumers and their communities.

## Key Competency Skills

- Active Listening
- Awareness of personal biases and stereotypes,
- Cross-cultural communications skills,
- Cross-cultural skills
- Dependability
- Decision making
- Diversity management skills,
- Inclusive beliefs and values,
- Knowledge about cross-cultural differences,
- Leadership commitment
- Trauma Informed Care/Trauma Awareness

## Resource

- [Definitions of Cultural Competence](#)
- [Cultural Competency Interview Questions](#)
- [Cultural Competence Learning Guide](#)
- [Culture Care Connection](#)

## How to Measure Competency During an Interview

### [STAR method](#)

### Questions you might ask during an interview:

- Tell me about a time you worked on a team with individuals from different cultural backgrounds
- Tell us how you work with people to create or foster diversity in the workplace
- Give examples of times when your values and beliefs impacted your relationships with your colleagues.
- Tell us about a time when a colleague or student was not accepting of another's diversity? Describe the situation, the actions you took, and the outcome.
- How aware of your biases are you and how do you work to overcome them?
- What are some examples of how you practice cultural humility?
- What is your practice of inclusion, and can you provide an example of when you've attempted to foster inclusion?
- How might a sense of inclusion be different from a sense of belonging?

### Competency Observation opportunities during an interview:

As an interviewer, you want to gain knowledge about the employee's ability to be culturally competent. You will be looking for answers to the following questions:

#### Is the employee able to:

- Have an open attitude
- Be self-aware
- Have awareness of others
- Have cultural knowledge, and
- Cultural skills
- Recognize and acknowledge their assumptions, biases, and judgments

## How to Measure Ongoing Cultural Competency

Measuring cultural competence can be subjective, extremely difficult to measure and most measurements are done via assessment tools such as self-evaluation, member/family feedback, and or guidelines for programs and organizations.

- [What is Cultural Competence & How is it Measured?](#)

# Customer Service

## Definition

The **care and support given to those we work with and work for**. The degree to which consumer (we want to include members, co-workers and anyone who calls, emails or walks into our organizations) needs and expectations are met and exceeded.

## Key Competency Skills

- Active Listening
- Coordination
- Email, Phone & Video Conference Etiquette
- Follow-through

## Resources:

- [Customer Service Assessment](#)
- [Customer Services Interview Questions and Answers](#)

## How to Measure Competency During an Interview

### [STAR method](#)

### Questions you might ask during an interview:

- Tell me about a time you provided exceptional customer/member service at work. Did any problems come up? How did you solve them?
- Tell me about a miscommunication with a customer/member. How did you work to prevent this in the future?

### Competency Observation opportunities during an interview:

#### How to write an engaging scenario

- Make it relevant and challenging. Relevancy is key to any effective interview experience. ...
- Keep it realistic. Strive for accuracy. ...
- Mind the details. Don't add distractions. ...
- Bring the scenario to life. Choose your medium.

## How to Measure Ongoing Competency

- Observation (checklist)
- Secret shopper activities
- Customer Service surveys
- Self- assessments



# Emotional Intelligence

## Definition

Emotional intelligence is a set of **emotional and social skills that collectively establish how well we perceive and express ourselves**, develop and maintain social relationships, cope with challenges and use emotional information in an effective and meaningful way. Basically, it is a predictor of success in life and work.

## Key Competency Skills

- Achievement orientation
- Adaptability
- Coaching and mentoring
- Conflict management
- Empathy & Understanding – Sensing others' feelings and perspectives
- Influencing & Inspiring others
- Leadership
- Organizational awareness
- Positive outlook
- Self & Social Awareness
- Self-management
- Teamwork & Helping others to succeed

## Resources:

- [Multidimensional Emotional Intelligence Assessment - Workplace \(MEIA-W\)](#)

## How to Measure Competency During an Interview

### STAR method

### Questions you might ask during an interview:

- How do you de-stress after a bad day at work?
- What's something you've achieved that you're most proud of and why?
- Who are some of your top role models, why do they inspire you?
- How do you celebrate success?
- How do you respond when a co-worker challenges you?
- Have you ever had to change your behavior, either at work or home, if so, why did you have to change, and how did you change?
- When have you felt demotivated, and what did you do to overcome this?
- How would some of your closest friends describe you?
- What kind of behavior makes you angry/annoyed?

### Competency Observation opportunities during an interview:

- How to handle a situation with an irate client?
- What tactful solution would you offer?
- Does the candidate exhibit aggression or empathy?
- How have they handled criticism in the past, or how they resolved a conflict. Pay attention to the candidate's reactions. Does their body language seem relaxed or tense? Does recalling past challenges seem to upset them? An emotionally intelligent person can recall challenges in a constructive, reflective manner.

## How to Measure Ongoing Competency

### Observed the following in agency employees:

- Leading by example
- Managing emotions effectively
- Expressing empathy by connecting with team members and viewing ideas/experiences from their perspective
- Making thoughtful, informed decisions regarding business matters
- Remaining calm under pressure
- Solving conflicts conclusively

# Flexibility/Adaptability

## Definition

1. Workplace flexibility includes the **willingness and ability to rapidly respond to changing circumstances**.
2. Flexibility is the capacity to adjust to short-term change quickly and calmly, so that you can **deal with unexpected** problems or tasks effectively.

## Key Competency Skills

- Be Adaptable
- Be Open-Minded
- Be Optimistic
- Brainstorm Ideas
- Creating Opportunities for Change
- Develop Your Skill Set
- Embrace Change
- Focus on your Core Values
- Have a Strong Support Network
- Open to Learning New Things
- Plan Ahead
- Problem Solve
- Stay Calm

## Resources:

- [What is Flexibility in the workplace?](#)
- [What is Workplace Flexibility?](#)
- [How to Be Flexible in the Workplace](#)
- [Flexibility: Core Competencies](#)

## How to Measure Competency During an Interview

### [STAR method](#)

### Questions you might ask during an interview:

During the interview, you can gauge a candidate's **adaptability** by asking them to describe how they handled past situations. For example, ask how they responded when a long-time process was changed. An **adaptable** person will respond with enthusiasm, they don't mind taking risks, and enjoy the new challenge.

- Describe a time where you showed flexibility.
- How do you adjust to changes you have no control over?
- If you could change something in the course of your life, what would it be?
- Describe a problem you faced in your last job and how you overcame it.
- How do you respond to constructive feedback?

### Resources

- [8 Adaptability Interview Questions](#)
- [Job Interview Questions about Adaptability](#)
- [10 Interview Questions on Flexibility with Sample Answers](#)
- [Video: Tell me about a time when you had to be flexible or adaptable at work](#)

### Competency Observation opportunities during an interview:

As an interviewer, you want to gain knowledge about the employee's proven work and which accomplishments in their career are most valuable. You will be looking for answers to the following questions:

#### Is the employee able to:

- adequately respond to unforeseen situations that occur during your work?
- adjust to changing work environments?
- assist coworkers in embracing changes?
- willing to take on new tasks, even if this increases the list of your current tasks?
- show flexibility in their approach?

## How to Measure Ongoing Competency

Evaluate job performance in each of the Key Competency Skill areas

### Does the employee:

- Make suggestions for increasing the effectiveness of change
- Offer solutions to identified problems/barriers
- Look for positive ways to implement changes
- Assist coworkers that are overloaded
- Volunteer to cover a colleague's work while they are on leave
- Express interest in learning new things

# Medical/Behavioral Health Terminology

## Definition

Medical terminology is **the language used to describe components and processes of the human body, mind, medical procedures, diseases, disorders, and pharmacology**. It is imperative for all staff to have a foundational understanding of clinical terminology, including acronyms, in order to communicate effectively with other clinicians, Members and their family.

## Key Competency Skills

- Accurate Communication
- Appropriate Messaging
- Comprehension & Reading
- Confidentiality Awareness
- Definition Comprehension
- Legal Knowledge
- Listening
- Non-Judgmental Language
- Positive Oral Expression
- Person-First Grammar
- Writes with clarity

## Resources:

- [AzAHP Acronym List](#)
- [Behavioral Health Terms | CMS](#)

## How to Measure Competency During an Interview

### STAR method

### Questions you might ask during an interview:

- How does knowledge of medical terminology help you in your job?
- How do you stay informed with current healthcare advancements?
- Tell me about your experience using medical terminology?
- Have you billed For Medicare And Medicaid? If yes, tell me about your experience.
- Are You familiar with Electronic Medical Records (EMR) systems? Which ones have you used. How did you use it?
- How do you explain complicated concepts to those who may not understand?

### Competency Observation opportunities during an interview:

You might ask about the candidate's past experiences that have taught them about medical terminology and use this question to quiz them about some common terms they should know.

## How to Measure Ongoing Competency

- Develop a questionnaire of common terms
- Check for understanding of common acronyms
- Ask how to document a simple diagnosis
- Suggest a consultation scenario that includes medical terminology and have them explain the scenario in a 6th grade level

# Mindfulness

## Definition

Mindfulness is the **basic human ability to be fully present, aware of where we are and what we're doing**, and not overly reactive or overwhelmed by what's going on around us. ([mindful.org](http://mindful.org))

## Key Competency Skills

- Accepting (or allowing)
- Acting with Awareness (in the present)
- Describing
- Observing

## Resources:

- [Ted Talks: How Mindfulness Changes the Emotional Life of our Brains](#)
- [PsychHUB: What is Mindfulness](#)
- [PsychHub: How to Practice Mindfulness](#)
- [11 Mindfulness Questionnaires, Scales & Assessments for Measuring Awareness](#)

## How to Measure Competency During an Interview

### [STAR method](#)

### Questions you might ask during an interview:

- How would you describe mindfulness?
- Have you ever practiced mindfulness, if so, what was the outcome?
- Can you describe a time when you encouraged someone else to practice mindfulness and what was the result?

### Competency Observation opportunities during an interview:

- Observe the interviewee's ability to:
  - be Present in the conversation.
  - answer the questions directly.
  - focus on the topics being discussed.

## How to Measure Ongoing Competency

- Describe a time when you practiced mindfulness on the job and the result.
- Have staff create a chart and track their use of mindfulness for 1-2 weeks and report their findings back to their supervisor.

# Problem-Solving

## Definition

When employers talk about problem-solving skills, they are often referring to the **ability to handle difficult or unexpected situations in the workplace** as well as complex business challenges. Organizations rely on people who can assess both kinds of situations and calmly identify solutions. Problem-solving skills are traits that enable you to do that. While problem-solving skills are valued by employers, they are also highly useful in other areas of life like relationship building and day-to-day decision making.

## Key Competency Skills

- Actively Listen
- Analyze the Situation and Contributing Factors
- Approach Problems Objectively
- Be Adaptable, Flexible and Objective
- Collaborate with Others & Focus on the Team
- Communicate Openly and Frequently
- Evaluate Cost & Effectiveness of the Solution
- Forecast Future Needs
- Implement a Plan of Action
- Lead Initiatives
- Make Decisions
- Provide Consistency and Dependability
- Show Creativity
- Take a Data Driven Approach (Do Your Research)

## Resources

- [Problem Solving Skills](#)
- [Problem Solving Skills: Definitions and Examples](#)

## How to Measure Competency During an Interview

[STAR method](#)

Problem-solving abilities can be assessed in three ways: by asking for examples of times when the person previously solved a problem; by presenting them with certain hypothetical situations and asking how they might respond to them; and by seeing how the person applies their problem-solving skills to different tests and exercises.

## Questions you might ask during an interview:

Problem solving interview questions are used to identify, test and measure candidate's approach to difficult and unusual situations. Hiring candidates with strong problem-solving skills can be hugely beneficial for your company. Problems are inevitable in every business sector and will arise in one form or another. When problems do occur, employees with strong problem-solving skills will easily develop suitable solutions.

- What was the most stressful situation you faced at work? How did you handle it?
- Describe a situation at work when you were faced with a problem you could not solve. What did you do?
- How do you build a troubleshooting process?
- In your opinion, what makes you a great problem solver?

## Resources

- [Problem Solving Interview Questions](#)
- [Video: Problem Solving Interview Questions](#)

## Competency Observation opportunities during an interview:

As an interviewer, you want to gain knowledge about the employee's ability to solve and resolve problems in the workplace. You will be looking for answers to the following questions:

### Is the employee:

- Results-oriented, and proactively involved in their work?
- Do they look for different ways to contribute?
- Are they an individual that others can count on to increase team performance?
- Are they a self-starter, or do they need someone to give you instructions?

## How to Measure Ongoing Competency

On-going evaluation of job performance in each of the Key Competency Skill areas

## Resources

- [Problem Solving Self-Assessment](#)
- [Problem Solving Activities to Improve Team Creativity](#)

# Receiving and Implementing Feedback

## Definition

To **listen effectively without interruption**. The ability to hear the person out, and listen to what they are really saying, not what you assume they will say

## Key Competency Skills

- Accountability
- Adaptability
- Ask clarifying questions
- Clear expectations
- Conflict Management
- Dependability
- Honesty
- Listening
- Self-awareness
- Self-reflection

## Resources

- [Competency in Receiving Feedback: Web Search](#)
- [Receiving and Giving Effective Feedback](#)
- [How to Implement a Feedback Culture in Your Company](#)

## How to Measure Competency During an Interview

### [STAR method](#)

### Questions you might ask during an interview:

- Tell me about a time when you received negative feedback from your manager. How did you handle this?
- What feedback did you receive from your most recent manager?
- Can You Describe a Time When Your Work Was Criticized

### Competency Observation opportunities during an interview:

- Do they value feedback?
- What feedback could they provide immediately regarding the room you are in right now. (pos. & Neg.)
- Do they listen and respond appropriately?
- Adapts to changing business needs, conditions, and work responsibilities

## How to Measure Ongoing Competency

- If you had to make two suggestions for improving how you work, what would they be?
- How could you have handled a project more effectively?
- What type of feedback could I provide to make your job easier?
- If you were in my position, what would you do to show staff appreciation?
- When do you need to involve other people in decisions?



# Self-Motivation

## Definition

The force that keeps pushing us to go on – it's **our internal drive to achieve, produce, develop, and keep moving forward**. When you think you're ready to quit something, or you just don't know how to start, your **self-motivation** is what pushes you to go on.

An initiative to undertake or continue a task or activity without another's prodding or supervision.

## Key Competency Skills

- Assist Coworkers
- Build a Development Plan
- Challenge Yourself
- Create New Initiatives
- Identify Growth and Learning Opportunities
- Know Your Strength and Weaknesses
- Maintain Work/Life Balance
- Set Goals and Track Progress
- Step Outside of Your Comfort Zone
- Suggest Changes to Improve Processes
- Think Positively

## Resources

- [8 Steps to Continuous Self-Motivation](#)
- [How to Apply Self-Motivation in the Workplace](#)
- [20 Behavioral Interview Questions to Test if Job Candidates Have High Motivation](#)
- [How to Assess an Applicant's Motivation From Interviews](#)
- [Interview Questions to Assess Motivation](#)
- [Job Interview Question: "Are you Self-Motivated?"](#)
- [Self Motivation Assessment Tool](#)
- [How Self Motivated Are You: Quiz](#)

## How to Measure Competency During an Interview

### [STAR method](#)

Motivation ranks high as a desirable characteristic or attribute in the employees you hire. The job interview questions you ask, and the interview question answers your candidate supplies, are crucial to your assessment of the candidate's knowledge, experience, and potential [cultural fit](#) within your organization.

### Questions you might ask during an interview:

- What is your biggest dream in life?
- What goals, including career goals, have you set for the next 5 years?
- How would you define success in your career?
- Describe the work environment or culture in which you are the most productive and happy.
- Give an example of a time when you identified a new, unusual or different approach for addressing a problem or task.

### Competency Observation opportunities during an interview:

As an interviewer, you want to gain knowledge about the employee's self-motivation. You will be looking for answers to the following questions:

#### Is the employee:

- Positive in their approach?
- Sharing examples that demonstrate the key competency skills?
- Focused on intrinsic motivators vs external factors (paycheck, bonus, etc.)

## How to Measure Ongoing Competency

On-going assessment of employee motivation helps employers identify and reward employees who understand the goals of the organization and are doing their part to help the organization achieve critical performance outcomes. Productivity increases when workers at all levels of the organization feel motivated and engaged in meaningful work that adds value.

# Time Management

## Definition

Time management is the **process of planning and exercising conscious control of time spent on specific activities**, especially to increase effectiveness, efficiency, and productivity. It involves the balancing of various demands upon a person relating to work, social life, family, hobbies, personal interests, and commitments with the finite nature of time. Using time effectively gives the person "choice" on spending or managing activities at their own time and expediency

## Key Competency Skills

- Decision –making
- Goal setting
- Organization
- Planning
- Prioritizing
- Stress management

## Resources:

- [What is Time Management](#)
- [Toggltrack What is Time Management?](#)
- [7 Time Management Interview Questions \(with example answers\)](#)
- [Time Management Assessment](#)
- [12 Competencies for Effective Time Management](#)

## How to Measure Competency During an Interview

### [STAR method](#)

Time management is an important aspect of any professional role, regardless of the industry in which you work. The ability to manage your time impacts your productivity and reflects how well you can manage your resources. Many employers use competency-based interviews to determine whether a potential employee has specific skills related to a position. This is especially common in the early interviewing process and is usually done by asking several competency-based questions.

### Questions you might ask during an interview:

- How do you prioritize tasks?
- How do you limit distractions?
- How do you manage deadlines?
- Why do you think it is important to manage your time well?
- How do you balance work and personal life?
- Describe how you manage stress at work.
- Can you describe a situation in which you were late to complete a task, or you missed a deadline?

### Competency Observation opportunities during an interview:

Employers can ask themselves questions such as: Did the candidate arrive on time or early? Were they prepared? Ask the interview, why is time management so important. Ask, what their time management strategies are.

## How to Measure Ongoing Competency

Setting priorities and managing time effectively is basic to managing individual and organizational performance. The pressure to find innovative ways to achieve goals, pay attention to the competition, respond quickly to customer needs, and enjoy life outside of work is even more intense in today's less structured, information-driven workplace.

# Work Ethic



## Definition

1. A belief in work as a **moral good**; a set of values centered on the importance of doing work and reflected especially in a desire or determination to work hard.
2. A value based on hard work and diligence.
3. An **attitude of determination and dedication** toward one's job.

## Key Competency Skills

- Acceptance
- Accountability
- Ambition
- Appearance
- Appreciation
- Attendance
- Attitude
- Cooperation
- Dedication
- Discipline
- Integrity
- Productivity
- Professionalism
- Reliability
- Responsibility

## Resources:

- [How to Recognize a Strong Work Ethic](#)
- [Sample Work Ethic Competency Interview Questions](#)
- [Measuring Work Ethic](#)
- [Personality Tests](#)
- [The Work Ethic Traits Most Valued by Leaders](#)

## How to Measure Competency During an Interview

### [STAR method](#)

You can assess a job applicant's work ethic by asking open-ended behavioral questions that require a candidate to draw upon their past experiences.

### Questions you might ask during an interview:

- Describe a time you when you reached a goal at work. How did you reach it?
- Describe a time when you took initiative at work. Were the results positive? How did people react?
- Describe a time when you were juggling multiple projects at once. How did you prioritize?
- Describe a time you were having a hard time balancing your personal and work life. What did you do to get through it?
- Describe a time you wanted to quit. What did you do to motivate yourself?
- When things are slow and you've finished your tasks, what do you do?
- How do you define work ethic?

### Competency Observation opportunities during an interview:

Is the employee able to:

- manage their time wisely?
- be honest?
- maintain a balanced and consistent performance?
- show respect?
- follow the rules?
- work with others?

## How to Measure Ongoing Competency

An employee's work ethic can be assessed by meeting with them regularly and evaluating their demonstrated work ethics against a checklist of the [most valued work ethic traits](#). The most common method to measure work ethic is using a [psychometric/personality test](#).

# Working Collaboratively

## Definition

Collaboration means **working together with one or more people** to complete a project or task or develop ideas or processes. In the workplace, collaboration occurs when two or more people work together towards a common goal that benefits the team or company

## Key Competency Skills

- Acceptance
- Active Listening
- Awareness
- Collaboration
- Communication
- Empathy
- Honest
- Responsibility
- Self-Awareness
- Team Focus
- Tolerance
- Trust

## Resources:

- [7 Examples of Important Teamwork Skills](#)
- [8 Collaboration Interview Questions \(and How to Answer Them\)](#)
- [The 6 Keys to Effective Collaboration in the Workplace](#)

## How to Measure Competency During an Interview

### [STAR Method](#)

### Questions you might ask during an interview:

- Give examples of a positive team experience.
- Describe a time you encouraged someone (co-worker, boss, customer) to see things your way. Was the outcome successful?
- Discuss how you overcome challenges.
- Tell me about a time you were part of a team that you had challenges with. Describe the challenge? How did you cope?

### Competency Observation opportunities during an interview:

- You might show the short 50 second vignette to candidates and ask them how they would respond.
  - [Working Collaboratively Scenario "what would you do"?](#)

## How to Measure Ongoing Competency

- 360 Assessments
- Self-Evaluations
- Tracking outcomes of team collaborations

# Standard Competency Guide Summary

## Disclaimer:

The core competencies listed in this guide are not meant to be all encompassing. This is a standardized set of core competencies meant to cross all positions in the workforce. Any additional competencies necessary are at the discretion of the agency based on their population served, the position, and more.

**Learning**  
is never cumulative,  
it is a *Movement*  
of knowing which has  
**no beginning**  
**and no end.**

*~ Bruce Lee*

For additional questions or consultation please contact the  
WFD Administrator at your contracted Health Plan.