CORE COMPETENCIES:

Incumbents should have a solid foundation of the following core competencies identified by the organization to be essential and listed in order of importance:

- **Team Player** - Effective performers are team-oriented and they identify with the larger organizational team and their role within it. They share resources, respond to requests from other parts of the organization, and support a spirit of cooperative effort.

- **Customer Orientation** - Effective performers are in touch with the needs of the community to enhance quality of life in our city. They review the organization through the eyes of City of Santa Maria residents, business and internal customers and go out of their way to anticipate needs. They are committed to providing excellent service to the public in the most responsive, efficient and effective manner.

- **Integrity** - Effective performers think and act ethically and honestly. They apply ethical standards of behavior to daily work activities. They take responsibility for their actions and foster a work environment where integrity is rewarded.

- **Communicativeness** - Effective performers recognize the essential value of continuous information exchange and the competitive advantage it brings. They actively seek information from a variety of sources and disseminate it in a variety of ways. They use modern technologies to access and circulate information, even across great distances. They take responsibility for ensuring that their people have the current and accurate information needed for success.

- **Initiative** - Effective performers are proactive and take action without being prompted. They do not wait to be told what to do or when to do it. They see a need, take responsibility, and act on it. They make things happen.

- **Composure** - Effective performers maintain emotional control, even under ambiguous or stressful circumstances. They are able to demonstrate emotions appropriate to the situation and continue performing steadily and effectively.

- **Functional/Technical Expertise** - Effective performers are knowledgeable and skilled in a functional specialty (e.g., finance, public works, utilities, library, recreation, planning, information technology, human resources, etc.). They add organizational value through unique expertise in a functional specialty area. They exhibit high professional standards and attitudes that dictate an objective analysis of issues, free from personal biases. They remain current in their area of expertise and serve as a resource in that area for the organization.

- **Problem Solving & Decision Making** - Effective performers are able to identify problems, solve them, act decisively, and show good judgment. They isolate causes from symptoms, and compile information and alternatives to illuminate problems or issues. They involve others as appropriate and gather information from a variety of sources. They find a balance between studying the problem and solving it. They readily commit to action and make decisions that reflect sound judgment.

- **Learning Agility** - Effective performers continuously seek new knowledge. They are curious and want to know ‘why’. They learn quickly and use new information effectively. They create and foster a culture of interest, curiosity, and learning.

- **Drive/Energy** - Effective performers have a high level of energy and the motivation to sustain it over time. They are ambitious and passionate about their role in the organization. They have the stamina...
and endurance to handle the substantial workload present in today's organizations. They know that a healthy work/life balance is important to sustained energy. They are motivated to maintain a fast pace and continue to produce even in exhausting circumstances.