

DESIRED COMPETENCIES

Please review with employee the desired competencies to support SAWS' mission and vision for the job.

| Behavior/Skill | Management | Supervisory | Professional/ Technical | Administrative | Plant / Field |
|--------------------------------|---|--|--|---|---|
| Builds Teamwork | Builds a positive team spirit and identity. Conveys the importance of teamwork and collaboration for SAWS' success. Influences SAWS' culture in ways that value and support diverse thinking. Effectively manages conflict between teams and organization units. Strives to build organizational success. | Builds a positive team spirit and identity. Conveys the importance of teamwork and collaboration for SAWS'S success. Influences SAWS' culture in ways that value and support diverse thinking. Resolves conflicts in ways that build consensus. Strives to build team success. | Builds a positive team spirit and identity. Enhances a team's ability to work together. Actively participates in meetings and supports decisions. Gives and welcomes feedback. Effectively manages conflict within the team. | Understands and supports the goals of the team. Cooperates with other members to achieve the work group's goals. Works well with diverse groups of people. | Understands and supports the goals of the team. Cooperates with other members to achieve team goals. Works well with diverse groups of people. |
| Focuses on the Customer | Ensures customer service is a key element of business strategy. Promotes a culture where customer service is a key value. Identifies broad customer trends and needs and acts to ensure that SAWS responds effectively. Follows through on commitments. | Ensures customer service is a key element of team's business practice. Promotes customer service as a key value. Recognizes customer needs and acts to ensure that team responds effectively. Follows through on commitments. | Establishes and maintains positive customer relationships. Relates with customer needs and actively seeks feedback. Initiates innovative solutions to meet or exceed customer satisfaction. Follows through on commitments. | Has basic knowledge of customers needs and seeks ways to identify and satisfy needs. Demonstrates concern for customers. Acts as part of solution. Follows through on commitments. | Demonstrates concern for public/customer's perceptions. Awareness of how personal actions are viewed by public/customers. Follows through on commitments. |
| Maintains Communication | Establishes a climate for effective communication throughout SAWS. Enthusiastically articulates organization vision, mission, values and strategy both internally and externally. Uses all communication methods including presentations. | Establishes a climate for effective communication throughout the team. Enthusiastically communicates organization vision, mission, values and strategy both internally and externally. Effectively engages in two-way communications. | Uses strong verbal and written communication skills to convey information and ideas. Conveys complex ideas in a way that makes them understandable to others. Influences and remains calm in difficult situations. | Speaks and writes clearly. Listens actively and responds appropriately. Shares information in a resourceful and constructive manner while maintaining confidentiality of data and information. Sensitive to input of others. Asks questions to clarify. | Speaks and writes clearly. Listens actively and responds appropriately. Sensitive to input of others. Asks questions to clarify. |

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| Makes Decisions | Promotes effective decision-making by enabling teams and management to explore causes of problems. Encourages broad participation in problem analysis and development of alternative courses of action. Ensures that decisions support the SAWS Strategic Plan initiatives. Makes effective decisions. | Promotes effective decision-making by enabling teams to explore causes of problems. Encourages participation in problem analysis and development of alternative courses of action. Ensures that decisions support the team's goals and objectives. Makes effective decisions. | Supports effective decision-making by participating in teams to explore causes of problems. Encourages participation in problem analysis and development of alternative courses of action. Ensures that recommendations support the team's goals, objectives and initiatives. Makes effective decisions. | Supports effective decision-making by participating in teams to explore causes of problems. Provides input to management and suggests solutions. Makes effective decisions. | Recognizes problems, provides input, and suggests solutions to management. Makes effective decisions. |
| Develops Leadership | Devotes significant time and effort to continuing development as a leader. Solicits feedback on leadership effectiveness using a deliberate multi-source feedback process. Follows up with others to improve leader effectiveness. Mentors leader development of others. | Devotes significant time and effort to continuing development as a leader. Solicits feedback on leadership effectiveness. Follows up to develop action plans to improve leader skills. Mentors leader development of others. | Sets example for fellow workers. Demonstrates mastery of assigned tasks. Seeks leadership development opportunities and mentors development of others. | Sets example for fellow workers. Demonstrates mastery of assigned tasks. Seeks leadership development opportunities. | Sets example for fellow workers. Demonstrates mastery of assigned tasks. Seeks leadership development opportunities. |

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| Plans Strategically | Focused on the future of the company. Provides vision for the next 3-5 years. Develops goals and objectives. | Focused on the future of the team. Provides for the annual business planning cycle. Sets schedules to meet goals and objectives. | Plans for project execution. Sets schedules to meet goals and objectives. | Plans for and coordinates resources and schedules. | Plans for and coordinates resources to meet assigned schedules. |
| Displays Technical Skills And Ability | Demonstrates broad knowledge of industry products, processes, and services. Determines best practices. Demonstrates thorough knowledge of legal and regulatory requirements and compliance strategies. | Demonstrates thorough knowledge of industry products, processes, and services. Recognizes and implements best practices. Demonstrates thorough knowledge of legal and regulatory requirements and compliance strategies. | Demonstrates working knowledge of industry products, processes, and services. Can determine and apply best technical solutions. Creatively uses technology to accomplish team goals and objectives. | Demonstrates basic knowledge of industry products, processes, and services. Applies technical solutions to accomplish team goals and objectives. | Demonstrates functional knowledge of equipment and processes. Applies safe working practices. |

Comments: Note that for some employees, the customer might be other employees.