



Encompass

Competency Model Framework

Enabler Descriptions

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Demonstrates Character & Integrity

Demonstrates the organization's values and actively models accountability and integrity.

Enabler	Definition
Acts with Humility	Interacting with others across organizational levels in a humble manner, sharing credit with others for team successes, and admitting when mistakes have been made.
Displays Safety Orientation	Following all safety rules at work and avoiding taking risks that can endanger oneself or others.
Follows Rules	Willingly following laws, professional guidelines, company policies, and work rules when performing and directing others' work.
Holds Self & Others Accountable	Taking responsibility and ownership for organizational, team and personal commitments including outcomes of incorrect decisions or mistakes; holding others accountable for results of assigned responsibilities.
Lives the Organization's Values	Embracing the organization's values and exhibiting behaviors that consistently reflect the values of the organization; demonstrating those values both within and outside the organizations' boundaries.
Models Integrity	Demonstrating and modeling uncompromising honesty, ethics, integrity and handling of confidential and sensitive information, understanding ethical boundaries, and avoiding potentially compromising business situations and conflicts of interest.
Values and Respects Diversity	Reinforcing the value of diversity by promoting an inclusive work environment and ensuring diversity in team's composition and perspectives; putting processes and metrics in place to ensure a well-represented workforce.
Works Dependably	Consistently showing up for work or appointments on time, having no unexcused absences, and giving enough notice before being late or absent.

Demonstrates Physical Abilities

Demonstrates abilities (e.g., strength, endurance, flexibility, balance and coordination) that support the effective and efficient completion of job-related tasks.

Enabler	Definition
Dexterity	Making quick, accurate, and steady movements of one or two hands to grasp, place, move, or assemble objects.
Handles Sedentary Work	Effectively working in situations that require sitting for long periods of time; willing to stay in one physical location for the majority of the workday.
Performs General Physical Activities	Performing continuous physical activities (e.g., climbing, lifting, balancing, and walking).

Develops & Retains Talent

Optimizes and engages talent by identifying development opportunities and actively engaging in and supporting learning through on-the-job experiences, coaching, and training.

Enabler	Definition
Builds Talent Pipeline	Objectively determining the capability of staff in relationship to organizational needs, attracting new team members, and preparing for future talent requirements.
Coaches for Performance	Providing clear and consistent feedback, encouragement and developmental guidance, and correcting individuals' performance based on clearly communicated objectives.
Creates Emotional Attachment	Demonstrating empathy, genuine caring and actively investing in the well-being of others and strengthening emotional bonds between individuals and the organization.
Delegates Authority	Allocating decision-making authority and responsibilities to appropriate individuals based on time, capabilities and interests and sets clear checkpoints for evaluating progress.
Fosters Learning	Creating an environment that supports the development of existing talent and efficient training of new colleagues through formal and informal training and development opportunities.

Establishes Direction & Shared Purpose

Creates a shared sense of purpose and direction, inspires optimism about the future, and leads the changes necessary to achieve the desired results.

Enabler	Definition
Champions Change	Demonstrating openness to and enthusiasm for new initiatives and process improvements, understanding resistance to change, and motivating others to participate and appropriately challenge the status quo.
Demonstrates Global Perspective	Understanding key global trends and the organization's position within the global environment, working effectively with global partners, and identifying emerging markets, suppliers, distribution channels and customers.
Fosters Innovation	Generating, encouraging and implementing novel approaches and ideas which make the workplace better, support business growth, improve procedures, products or services, and support productive experimentation.
Generates Visionary Perspective	Designing both short-term and long-term organizational outcomes by anticipating and modeling future directions.
Inspires Others	Encouraging a team spirit of common effort, positive energy and results, and motivating others to perform their best.
Provides Direction	Creating structure and generating clear goals to enable a team to accomplish its objectives and helping the work group or team analyze its effectiveness.

Exhibits Functional Expertise & Technical Credibility

Understands and appropriately applies knowledge, procedures, requirements, regulations, and policies related to specialized area of expertise and job role.

Enabler	Definition
Applies Chemical Principles	Demonstrating knowledge, understanding and proper application of basic chemical principles.
Applies Electrical Principles	Demonstrating knowledge, understanding and proper application of basic electrical principles (e.g., AC and DC theory, voltage and current flow, grounding, single and 3-phase power).
Applies Pipefitting Knowledge	Performing maintenance techniques to install, maintain, repair, modify or fabricate piping systems.
Applies Spatial Skills	Envisioning how objects fit together and visualizing how an object might look from a different point of view.
Captures and Codes Information	Using coding systems to quickly and accurately verify information or to complete forms properly.
Demonstrates Cross-Functional Capability	Demonstrating knowledge and understanding of the roles, responsibilities, and activities performed by organizational functions (e.g., marketing, sales, operations, finance, human resources) and their interrelationships; displaying experience and skill in managing across functional and organizational lines.
Demonstrates Engineering Knowledge	Understanding fundamental engineering concepts and how to apply them in industrial settings.
Demonstrates Keyboard Speed and Accuracy	Using a keyboard to quickly and accurately type text and enter data or numbers.
Maintains Facilities	Applying physical principles and maintenance techniques to maintain buildings and structures.
Maintains Systems	Applying maintenance techniques to install, maintain, repair, modify, or fabricate systems (i.e., mechanical systems, utility systems, pump systems, pneumatics, hydraulics).
Performs Inspections	Reviewing text, numbers or physical objects and comparing to each other or to a standard to ensure completeness, accuracy, and identification of flaws or defects.
Performs Sheet Metal Work	Performing techniques used to form, shape and cut sheet metal.
Troubleshoots	Using physical, mechanical, or scientific principles to diagnose and fix problems on the job.

Understands Systems	Figuring out how a system, process, or machine works and using this knowledge to make improvements or repairs.
Uses Mechanical Skills	Applying basic mechanical and physical rules and applying these rules when using equipment and machinery on the job.
Uses Motor Maintenance	Applying maintenance techniques to install, maintain, repair, or modify motors or related systems.
Uses Production-related Computers and Software	Using computers and software to ensure equipment functioning.
Utilizes Production-related Computer Programming	Efficiently programming and modifying software, like PLC, to ensure equipment functioning.
Uses Tables and Graphs	Reading and understanding information in tables and graphs, and preparing tables and graphs that clearly and accurately summarize information (including selecting the appropriate method of data presentation).
Uses Tools and Equipment	Using tools and equipment to make adjustments to things on the job.
Welds	Applying welding techniques and knowledge of basic metallurgy involved in welding various metals.
Works with Machines	Performing machining techniques used to fabricate, cut, shape, smooth, and perform rough and finish operations, demonstrating knowledge of basic metallurgy involved in machining operations.

Interacts Effectively with Others

Fosters productive relationships with others inside and outside the organization, communicating diplomatically and persuasively across a wide range of situations.

Enabler	Definition
Adapts to Individual Differences	Modifying one's own behavior and approaches based on an understanding of and sensitivity to differences in personality, culture, background, generation or other demographics.
Applies Political Savvy	Understanding organizational hierarchies and identifying key stakeholders and their agendas to facilitate progress and ensuring organizational politics do not hinder accomplishments.
Builds Relationships	Establishing open and trusting relationships, treating all individuals fairly and with respect, and developing a climate where individuals are committed to sharing information.
Collaborates	Willingly working with others towards common goals, understanding the responsibilities, activities and ways to foster business interrelationships.
Communicates with Impact	Engaging the audience in a compelling manner, clearly conveying points in group and one-on-one settings, and demonstrating a clear understanding of audience needs and the objectives of the presentation.
Displays Transparency and Candor	Demonstrating authenticity, sincerity, honesty, and openness in all interactions with others.
Influences Others	Impacting through words and actions the perspective, attitudes and behaviors of others.
Leverages Network	Building, maintaining, and leveraging contacts both within and outside the organization to gather critical information and influence key decisions.
Listens Actively	Actively trying to understand when others are speaking, probing for information, and separating relevant from irrelevant information both in one-on-one and group situations.
Negotiates	Finding solutions to situations by balancing business needs and demands with the needs of the customer and/or employees or vendors.
Resolves Conflict	Understanding others' points of view, analyzing all viewpoints objectively, avoiding assigning blame, and settling disagreements between internal or external parties while looking for win-win solutions.
Writes with Impact	Writing in a clear, concise and persuasive manner, composing documents and email in accordance with professional and company guidelines, and utilizing correct grammar, spelling and word usage.

Learns, Retains & Applies Knowledge to Make Sound Judgement

Applies knowledge in order to anticipate future consequences and trends, and uses a broad perspective to objectively assess risks and make appropriate decisions.

Enabler	Definition
Analyzes Information	Analyzing and understanding quantitative and qualitative data, including financial data, industry data, people metrics and survey results.
Applies Business Acumen	Using sound business practices and knowledge of business models to quickly understand and resolve business situations by gathering critical information, focusing on key objectives, selecting and implementing the appropriate course of action, and making necessary adjustments to ensure progress.
Applies Technical Knowledge	Understanding and applying relevant technical knowledge to generate solutions and complete work requirements.
Demonstrates Reading Comprehension	Knowing how to read words and sentences, and comprehending the main points in a sentence or paragraph of text.
Develops Business Opportunities	Recognizing business opportunities in a variety of situations and interactions as well as seeking out, making and closing sales.
Displays Research and Investigative Behaviors	Using knowledge of techniques to conduct a systematic inquiry into potential illegal activities, including determining what laws may govern such activities.
Generates Solutions	Identifying problems, critically reviewing facts, recognizing the root causes, and providing multiple, practical and sound solutions.
Learns Procedures	Learning and applying rules, policies/principles or trends in order to perform a specific task, responsibility, or role.
Maintains Industry Awareness	Staying current on industry and technical developments and understanding the competitive and economic environment in which the organization operates.
Makes Sound Decisions	Managing complexity by making decisions based on logical assumptions, relevant facts, examination of alternatives and consideration of available resources, responding decisively in critical situations, and avoiding both impulsiveness and indecision.
Reasons Quantitatively	Solving work-related problems through application of mathematical concepts and skills.
Stores Information	Facilitating use of information by storing it in a way that makes sense and creating systems that allow for quick and easy access to the information
Takes Prudent Risks	Demonstrating ability to assess probability of success and consequences of failure and encouraging others to take calculated and responsible risks.

Thinks Systematically Recognizing the complex interrelationships among business activities and understanding the "big picture" of how decisions impact the overall business, other units, outcomes or processes.

Uses Math Performing basic mathematical procedures, such as adding, subtracting, multiplying or dividing; using whole numbers, fractions, or decimals; computing ratios or percentages; and converting between fractions and decimals.

Manages Business Accounts & Relationships

Manages sales and customer account activities, as well as develops and cultivates customer relationships in order to generate revenue for the organization.

Enabler	Definition
Demonstrates Collections Ability	Effectively working with customers to efficiently collect past due payments, late fees, and other related charges, while still meeting customer service requirements.
Demonstrates Effective Merchandising Techniques	Understanding, building, and using technical merchandising knowledge for planning and performance accomplishment.
Displays Sales Productivity	Using work time and resources efficiently to maximize sales-related activities.
Establishes and Maintains Rapport	Making a connection with customers, clients, and guests, projecting a friendly, supportive tone, and maintaining rapport by validating the feelings and situations of others.
Expands Sales to Existing Accounts	Using relationships and presentations to obtain a broader mix of sales across the full range of products and services available for sale.
Identifies Prospects	Proactively identifying customer segments with the greatest sales potential and contacting, networking with and appropriately following up with prospects.
Manages Accounts	Serving as customers' "account manager" or "key contact," monitoring product/service quality and customer satisfaction, and identifying opportunities for repeat or expanded sales.
Obtains Sales with New Accounts	Closing sales with those who are not, or have not recently been, customers of the organization.
Prepares Proposals and Bids	Planning, writing, and providing quality control for proposals and bids in a timely manner.
Provides Accurate and Thorough Information	Accurately and completely answering others' (e.g., customers, colleagues) questions and issues.
Sells Consultatively	Utilizing a sales process that involves defining customers' needs and then demonstrating how the organization's products and services can meet those needs.

Manages Self

Demonstrates self-awareness, resilience, flexibility, and confidence in a variety of situations; monitors emotions and constantly strives for self-improvement.

Enabler	Definition
Behaves Flexibly	Knowing when to depart from traditional methods or behaviors or when to compromise for the sake of organizational accomplishment; adapting quickly and effectively when situational constraints require new or different approaches.
Demonstrates Resilience	Overcoming obstacles and challenges by demonstrating an optimistic demeanor and effectively handling rejection and disappointment.
Develops Oneself	Continually seeking to improve oneself, seeking, accepting and using constructive criticism as well as reflecting on job experiences to identify new developmental opportunities.
Exhibits Self-Confidence	Displaying certainty in one's capabilities to make decisions and achieve challenging objectives, displaying self-assurance in all work relationships, and communicating and appropriately defending beliefs and opinions.
Handles Order in Work	Effectively working in situations characterized by a high-level of structure and organization; adhering to prescribed work processes.
Handles Routine Tasks	Effectively working in situations that have a set group of short-term, routine tasks; willing to regularly perform repetitive work.
Maintains Composure	Exhibiting a steady demeanor and focus on work in the face of adversity, work setbacks, dissatisfied or irate customers.
Manages Pressure	Thinking clearly, responding calmly, retaining focus even in challenging situations, uncomfortable interactions, tight timeframes and with heavy workloads, and serving as a role model for others to handle stress effectively.

Works Productively & Drives Results

Achieves results by actively managing resources, prioritizing, attending to details, and ensuring customer needs are met.

Enabler	Definition
Applies Information Management	Using computer systems to input, retrieve, access, modify, or output information from files, databases, programs, etc.
Attends to Critical Detail	Attending to all aspects of work processes and products to assure quality, accuracy and completeness.
Demonstrates Resourcefulness	Quickly dealing with problems or issues when they arise; working with others to get help or resources as needed.
Drives Results	Achieving high levels of productivity through personal effort, taking responsibility to ensure tasks are completed on time and with high quality, striving to obtain a challenging goal, and showing a strong drive to follow through with and complete what was started.
Focuses on Customers	Anticipating and responding to customer, client and partner needs and ensuring other colleagues consider the customer's perspective.
Manages and Controls Calls	Balancing the need to cover all points on the call with the need to keep call times low while clearing call queues and tactfully refocusing the conversation, as necessary.
Manages Resources	Structuring work by procuring resources (e.g., human, financial, etc.) and efficiently planning and coordinating activities, and identifying critical paths to accomplish objectives on time and within budget.
Multitasks	Effectively and efficiently shifting back and forth between two or more activities or sources of information rather than just concentrating on one task while filtering out distracters.
Prioritizes	Allocating attention, effort and resources based on perceived value, importance, urgency and other personal, organizational and political factors.
Takes Initiative	Taking proactive and constructive action at work with little or no direction from others.

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