

This is a general purpose model for roles that require little or no previous training or education. It can be used with Caliper's short Predictor assessment. This model is best used for roles where the incumbent needs to conscientiously and independently carry out assigned tasks. An individual in this type of position must follow established guidelines for quality and timeliness.

### Example positions

Institution and Cafeteria Cooks, Housekeeping Staff Members, Janitors and Cleaners, Labor Contractors, Material Movers and Loaders, Security Guards, Stock Clerks

## COMPETENCIES

**Accountability** – Individuals exhibiting this competency take responsibility for their own performance and accept full ownership of issues, problems, and opportunities, regardless of the source.

**Quality Focus** – Individuals who exhibit this competency ensure that all work in one's own area of the business, throughout the organization, by vendors, suppliers, etc. is performed with excellence and to high standards for quality and integrity.

**Initiating Action** – Individuals who exhibit this competency will tend to be self-starters and will take a lead role in improving or enhancing a product or service, avoiding problems, or developing entrepreneurial opportunities. They will often demonstrate a sincere positive attitude toward getting things done and will seek out additional responsibilities that may go beyond the scope of their formal job description.

**Organizational Citizenship** – Individuals who exhibit this competency focus efforts toward the common good; place the organization's goals before individual, functional, or business unit goals; and demonstrate the desire to be a part of something that extends beyond their own self-interest.

**Time Management** – Individuals who exhibit this competency focus on completing all work tasks in a timely manner while remaining responsive enough to react to competing demands and shifting priorities. This competency is about managing multiple responsibilities, being organized, keeping on top of important time-sensitive tasks, and performing all work accurately.

**Compliance** – Individuals who exhibit this competency work to ensure that they, team members, other employees, contractors, strategic partners, and other relevant stakeholders act in accordance with all pertinent rules, regulations, policies, and best practices, and that behavior in the organization meets the company's standards of conduct.

**Extended Task Focus** – Individuals who exhibit this competency are able to perform the same work function for a significant amount of time while remaining focused and without becoming disengaged. This competency is about being comfortable with a structured schedule and well-defined work tasks.

### Representative behaviors

- Takes responsibility for own mistakes
- Reviews all work to ensure completeness and accuracy
- Independently sets goals, objectives, and priorities
- Makes decisions and acts in ways that adhere to one's own principles and reinforce the company's mission and values
- Stays on top of concurrent tasks and activities effectively
- Acts in accordance with policies, procedures, and guidelines
- Avoids distractions when handling routine tasks



JOB MODEL

Leading	Active Communication	Interpersonal Dynamics	Decisions	Solving Problems	Managing Processes	Self-Management
Leadership Maturity	Influence and Persuasion	Interpersonal Sensitivity	Deliberate Decision Making	Creativity and Innovation	Quality Focus	Composure and Resiliency
Leadership Communication	Conflict Management	Helpfulness	Decisiveness	Analytical Thinking	Compliance	Generating and Expressing Enthusiasm
Driving Results	Negotiating	Service Focus	Strategic Thinking	Learning Agility	Response Orientation	Strength of Conviction
Leading Change	Active Listening	Relationship Building	Organizational Citizenship	Scientific Acumen	Safety Focus	Achievement Motivation and Perseverance
Managing Innovation	Communicating	Collaboration and Teamwork	Information Seeking	Business Acumen	Process Management	Self-Awareness
Managing Quality	Instructing	Organizational Savvy			Time Management	Adaptability
Team Building		Global Mindset			Planning and Priority Setting	Initiating Action
Coaching and Developing Others					Organizing and Documenting Information	Accountability
Delegating					Applying Standard Practices	Professionalism
Fact-Based Management						Continuous Learning
Strategic Talent Management						Extended Task Focus
Directing						Comfort with Ambiguity

