

## Core Competencies

Below is a fairly comprehensive list of core competencies relevant to the lay and clerical staff at Christ Church. Holding every employee accountable to all of these standards is unrealistic. But having all staff and vestry read through them periodically, grounds our shared high standards of behavior and performance in our church community and in the world.

[This information comes verbatim from the manual presented at a seminar by Susan Beaumont *Stepping up to Supervision*, sponsored by the Alban Institute and UW-Madison Continuing Education, May 20-21, 2013].

## Personal Competencies

These are competencies that allow an individual to be effective in the daily conduct of their work lives.

**Attention to Detail:** Consistently attends to the many small pieces which must be assembled into an organized whole; follows up on missing or out of balance items; resolves unanswered questions needed to address a problem; keeps the larger picture in mind while tending to the smallest of details.

**Aesthetic Awareness:** Demonstrates a natural awareness about the effective organization of space for different purposes; possesses a natural orientation towards cleanliness and orderliness of space; appreciates the value of and need for sacred space and knows how to physically tend to it.

**Creativity and Innovation:** Generates new ideas; makes new connections among existing ideas to create fresh ideas to create fresh approaches; takes acceptable risks in pursuit of innovation; learns from mistakes; has good judgment about which creative idea and suggestions will work.

**Compassion and Care:** Exudes a natural sense of care for the well-being of others; responds with empathy to the life circumstances of others; communicates a sense of support in his or her very presence; demonstrates appropriate and boundaried expressions of care.

**Ethics and Values:** Honors the core values and beliefs of the organization in his/her choice of behaviors; consistently embodies appropriate behavioral choices in both stressful and non-stressful situations; practices the behaviors he/she advocates to others.

**Influencing Others:** Encourages others to cooperate, participate, provide resources or make decisions, in service to the work at hand; uses verbal and nonverbal skills to communicate respect for others, and to generate energy, passion, and commitment to an idea; creates an environment that others want to participate in.

**Initiative:** Enjoys working hard; is action-oriented and energetic about worthwhile activities; not fearful of taking calculated risks; seizes opportunities; sets demanding but achievable objectives for self and others.

**Integrity and Trust:** Is seen as trustworthy by others; practices direct, honest and transparent communications; keeps confidences; admits mistakes; doesn't operate with hidden agendas; responds to situations with constancy and reliability.

**Interpersonal Skills:** Establishes good working relationships with all others who are relevant to the completion of work; works well with people at all levels of the congregation; builds appropriate rapport; considers the impact of his/her actions on others; uses diplomacy and tact; is approachable; avoids communication triangles.

**Listening:** Engages in thoughtful and attentive listening; listens beneath the surface for real intent that may contradict the spoken message; overcomes personal bias to genuinely hear the ideas and concerns of another; can describe the perspective of another, even when he/she disagrees.

**Mission Ownership:** Demonstrates understanding and full support of the mission, vision and values and beliefs of the congregation by consistently behaving in a manner congruent with them and supportive of them.

**Personal Resilience:** Can effectively cope with change and uncertainty; can shift gears comfortably; can decide and act without having the total picture; isn't upset when things are up in the air; can comfortably handle risk and uncertainty; is flexible.

**Self Development:** Sets appropriate personal work objectives, measures own progress, identifies personal gaps in knowledge, understanding and skill; undertakes appropriate activities to develop needed skills; seeks regular feedback on performance; knows personal strengths and weaknesses; is sensitive to changing personal and organizational requirements and changes accordingly.

**Self-Differentiation:** Demonstrates strong and appropriate personal boundaries in relationships; has a healthy appreciation of self, without being egotistical; is emotionally mature; can maintain a non-anxious presence in the midst of turmoil; not overly dependent upon outside affirmation; works to build a strong personal support system.

**Technical Expertise:** Acquires and demonstrates the technical skills required to proficiently execute the essential functions of the job; understands which skills are lacking and seeks to develop those skills; continually works toward the mastery of technical proficiency.

**Time Management:** Is able and willing to focus time on tasks that contribute to organizational goals; uses time effectively and efficiently; values time and respects the time of others; concentrates his/her efforts on the most important priorities; can appropriately balance priorities.

**Verbal Communication:** Is able to deliver a message clearly, articulately and with appropriate emotion in a variety of settings; demonstrates communication styles appropriate to the situation at hand; adjusts the message, without losing the essence of the message, depending upon the circumstance and the listener.

**Written Communication:** Is able to write clearly and succinctly; employs correct grammar, punctuation, and patterns of speech; clearly delivers message in a tone appropriate to the context. Chooses appropriate format and channel.

## **Organizational Competencies**

These are competencies that allow an individual to operate effectively in an organizational setting.

**Conflict Management:** Understands the dynamics of human negotiation among conflicting interest groups and how to achieve mutual agreement; embraces constructive conflict as a means to promote growth; reads situations quickly; can find common ground and get cooperation with minimal anxiety.

**Decision Making and Problem Solving:** Uses sound logic to approach difficult problems and apply effective solutions; can distinguish between symptoms, causes and implied solutions; decides in a timely manner based upon a blend of research, experience, risk-taking and judgment.

**Helping Orientation:** Demonstrates concern for and attends to the needs of the congregation's internal and external constituencies; projects a sense of empathy and understanding when dealing with members and friends of the congregation; is able and willing to supply answers and resources that others find satisfying.

**Negotiation:** Skillfully navigates potentially contentious situations with other staff, lay leaders and members; can settle differences with minimal conflict; can gain compliance or commitment while keeping relationships healthy; can be direct and forceful as well as diplomatic; gains trust of others quickly.

**Organizational Knowledge:** Knowledgeable about how congregational communication, decision-making, and leadership works; knows how to get things done through formal and informal decision-making channels; can maneuver through charged political situations effectively and quietly; anticipates organizational barriers and plans his/her approach accordingly.

**Priority Setting:** Spends his/her time and directs the time of others to what is important; quickly zones in on the critical issue, and ignores or minimizes distractions; can sense what will help or hinder accomplishing a goal; eliminates roadblocks; demonstrates focus.

**Project Management:** Identifies the key objectives and scope of a proposed project; garners needed resources and project support; develops a realistic and thorough plan for achieving key objectives; keeps team members briefed on progress; implements action plans; communicates progress to sponsors; identifies and resolves barriers and problems.

**Team Orientation:** demonstrates interest, skill and success in team environments; promotes group goals ahead of personal agendas; steps up to offer self as a resource to other members of the team; understands and supports the importance of teamwork; shares credit for success with others; takes responsibility for his or her part in team failures.

## Supervisory Competencies

These are competencies that allow an individual to be effective in the supervision of others.

**Delegation:** Clearly and comfortably delegates both routine and important tasks and decisions; appropriately shares authority and responsibility; creates accountability; sets clear objectives and measures; monitors process, progress and results; builds feedback loops into the work; trusts people to perform their own work.

**Developing Others:** Provides others with challenging and stretching tasks; holds frequent developmental discussions; is aware of the developmental aspirations of others; encourages people to accept challenging assignments.

**Hiring and Staffing:** Identifies new talent; attracts and hires the best people; clearly defines the essential functions and core competencies of a role before hiring; is not afraid of selecting strong people; does not discriminate in hiring practices; seeks to strengthen the team through the addition of diversity.

**Motivating Others:** Creates a climate in which people want to do their best; can motivate employees, volunteers, and members; empowers others; invites shared input and decision making; makes each individual feel that his/her work is important.

**Supervising Work:** Is good at establishing clear expectations and setting clear direction; sets stretching objectives; distributes the workload appropriately; provides regular and ongoing feedback about performance; proactively deals with substandard performance; engages disciplinary processes in a timely manner.

**Teambuilding:** Blends people into teams when appropriate; leads the team successfully through difficulties and challenges, including conflict, diversity and inclusion issues within the team; creates strong morale and spirit in his/her team; shares wins and successes; defines success in terms of the whole team; creates a feeling of belonging and pride in the team.

**Informing Others:** Provides the information people need to know to do their jobs well; helps people understand the information and knowledge and its relevance to the task at hand; is timely and transparent in the sharing of information.

## **Managerial Competencies**

These competencies describe an effective manager.

**Change Management:** Seeks organizational innovation with a purpose; leads others in innovation activity; creates a prudent risk-taking environment; embraces life-long learning for oneself and for others; accepts the mistakes of others and turns them into learning opportunities; identifies alternatives to status quo and advocates system changes when barriers to change are identified.

**Diversity Management:** Manages all kinds and classes of people equitably; committed to the promotion of equal opportunities; ensures ongoing consultation with people that represent all types of difference; ensures that processes and practices are adaptable to different needs, abilities and ways of working.

**Fundraising:** Thinks innovatively about new sources for funding the ministries of the congregation; coordinates and executes venues for fundraising in accordance with congregational policy; is willing and able to ask others to contribute financially; coordinates fundraising efforts with the larger stewardship efforts of the congregation.

**Leadership Development:** Encourages others to discover and engage their giftedness and skills in service to the larger community; calls out the best in others; supports others in the development of their skills and abilities; actively seeks to engage others more directly in the leadership life of the congregation; thinks strategically about the continual need for a next generation of leaders and works to build the leadership base.

**People/Volunteer Management:** Provides direction, gains commitment facilitates change and achieves results through the efficient, creative and responsible deployment of volunteers; engages people in their areas of giftedness and passion.

**Process Management:** Good at figuring out the processes necessary to get things done; knows how to organize people and activities; understands how to separate and combine tasks into efficient work flow; knows what to measure and how to measure it; can see opportunities for synergy and integration; can simplify complex processes and create policy for repetitive processes.

**Strategic Management:** Is future-oriented and can visualize the larger picture of where the organization is heading; identifies and prioritizes strategic objectives that are consistent with the vision of the organization; creates effective breakthrough objectives to carry out strategies; balances risk with desired outcomes.

**Vision and Purpose Management:** Establish a clear, achievable and compelling vision and core purpose; articulates possibilities, is optimistic; creates mileposts and symbols to rally support behind the vision; makes the vision sharable by everyone.

## Pastoral Competencies

**Hospitality/Accessibility:** Generates a sense of hospitality and or accessibility by his/her very presence; communicates a sense of availability, warmth, openness and approachability; fosters natural connections between members of the congregation and with visitors; supports a culture of welcoming and connection in the life of the congregation.

**Spiritual Maturity:** Shows strong personal depth and spiritual grounding; demonstrates integrity by walking the talk, and by responding with constancy of purpose; is seen by others as trustworthy and authentic; nurtures a rich spiritual life; seeks the wisdom and guidance of appropriate mentors; is able to articulate a clear and consistent theology.

**Preaching:** Is a consistently effective preacher; able to inspire from the pulpit; communicates a clear, consistent and relevant message through sermons that are carefully prepared and artfully delivered; projects the identity and character of the congregation through a pulpit presence.

**Teaching:** Designs effective lesson plans and facilitates learning experiences in both small and large group settings; selects teaching topics that are relevant, provocative and contribute to a deeper understanding of scripture, theology and spiritual practice; uses a variety of teaching topics to maintain interest and build connection.

**Worship Leadership:** Designs and facilitates relevant and inspiring worship; combines elements of theology, music, and art to promote experiences of the sacred; crafts worship flow that reinforces a theme or purpose; fosters worship moments that invite participants into an encounter with the divine; creates liturgical moments that embrace the work of the people in worship.

**Stewardship:** Promotes stewardship as a principle that guides both individual and congregational life; encourages generosity in the sharing of time, talent and finances; promotes a culture of abundance; supports leadership in the development of a comprehensive stewardship program.

**Social Witness:** Demonstrates a personal conviction to truth and justice; leads the congregation in its articulation of a social witness; advocates on behalf of the marginalized and the disenfranchised; encourages and exhorts others to do the same; encourages the development of congregational programs and ministries that allow the congregation to live out its social witness.

**Pastoral Care/Counseling:** Demonstrates the ministry of presence; creates a spirit of openness that invites those who are spiritually or emotionally troubled to confide in him/her; demonstrates appropriate pastoral care boundaries, recognizing his or her own limitations as a care provider; respects confidences; appropriately refers congregation along to other professional care providers as warranted.

**Visitation:** Moves comfortably and easily around those who are ill or suffering; generates a sense of calm, hopeful presence; offers appropriate prayers and facilitates rituals that invite healing; demonstrates appropriate personal boundaries when caring for the ill and dying; stands as a calm, sure presence in the face of death.

**Spiritual Formation/Discipleship:** Demonstrates an understanding of spiritual formation/discipleship as a journey or process; invites others into reflection about personal spiritual journey; teaches a variety of spiritual practices to lead others in deepening and developing spirituality; creates teaching and small group environments that promote discipleship.

**Evangelism/Witness:** Stands ready to communicate and spread a message of good news, based upon the congregation's mission; articulates the message for members of the congregation, encouraging them to become evangelists and witnesses as well; supports a culture of evangelism, witness and ministry growth outside the walls of the congregation.

**Membership Development:** Supports the membership process of the congregation with a well-defined articulation of membership and its benefits; actively connects visitors with the life of the congregation in ways that support membership commitment and growth; understands the membership process of the congregation as a systems that incorporates hospitality, welcome, orientation, membership and deployment.