

COMPETENCY MODEL FOR PRINCIPAL CONSTRUCTION INSPECTOR (7297)

The following competencies have been identified as those that best separate superior from satisfactory job performance in the class of **PRINCIPAL CONSTRUCTION INSPECTOR**. (Numbers refers to the order of the competencies in the Competency Bank.)

- 3. Judgment and Decision Making
- 8. Safety Focus
- 20. Job Knowledge
- 28. Supervision
- 42. Resolves Conflict
- 47. Written Communication
- 52. Workforce Management
- 55. Community Relations

On the following pages are descriptions of each competency, including a definition, the level of the competency required for the class (*italicized*, **bolded**, and underlined), examples of behavioral indicators, and satisfactory and superior performance levels.

3. JUDGMENT AND DECISION MAKING – Accurately assesses situations, seeks new information if necessary, and applies all available information to reach sound conclusions/formulate effective response.

Level of Competency Required by Job:

Level 1: Training and guidelines needed to respond to immediate situations within very specific function are provided (or supervisor available to assist).

Level 2: General information and guidance to assist in responding to a variety of situations across a range of circumstances are provided.

Level 3: Little guidance available for responding to a wide range of complex situations with far-reaching and/or enduring consequences.

Examples of Behavioral Indicators:

- Effectively responds to atypical situations.
- Asks questions or otherwise obtains additional relevant information to make a decision.
- Formulates a decision and necessary actions based on available facts.
- Correctly infers appropriate response based on information provided and existing policies, personal experience, and/or consultation with others.
- Discusses conclusions/possible responses with others before taking action as necessary.
- Considers impact of decisions on all affected parties.

Performance Levels:

Satisfactory

Correctly assesses routine and unusual situations and reaches appropriate conclusions for actions needed. Obtains additional information and/or consults with others as necessary.

Superior

Evaluates new situations accurately to establish an appropriate response or plan of action. Recognizes the impact on all affected parties, as well as the possible ramifications and/or repercussions of setting a precedent.

8. SAFETY FOCUS – Performs work in a way that minimizes risk of injury to self or others.

Level of Competency Required by Job:

Level 1: Maintain awareness of unsafe conditions and actions to avoid injury.

Level 2: Follow safety rules/procedures; avoid known hazards in the work environment.

Level 3: Carefully follow safety rules and procedures and consistently use all necessary safety equipment.

Examples of Behavioral Indicators:

- Wears seat belt.
- Ensures safe physical work environment by taking actions such as eliminating unstable stacks of materials, closing drawers so filing cabinets will not tip over, and keeping pathways clear of tripping hazards.
- Reviews safety procedures before beginning each job with known hazards.
- Follows safety procedures while performing work even when it takes more time.
- Uses safety equipment such as goggles, gloves, and earplugs as required or warranted.
- Frequently checks safety equipment for proper condition and operation.

Performance Levels:

Satisfactory

Maintains awareness of personal safety to avoid injury or property damage during all work activities

Superior

“Safety first.” Places avoidance of injury or property damage above all other job requirements. Mentions the need to follow safe work practices to co-workers. Actively seeks ways to avoid injury.

Safety Focus Areas

1. Knowledge of pertinent safety regulations related to work on a construction site such as fall protection, use of personal protective equipment (PPE), and confined spaces in order to ensure work is performed safely and in compliance with safety regulations as required by California Occupational Safety and Health Administration (Cal/OSHA), State Safety Orders, and the Los Angeles Municipal Code.
2. Knowledge of work area traffic control standards and procedures such as traffic detours, and lane and street closures in order to ensure the safety of pedestrian and vehicular traffic.

20. JOB KNOWLEDGE – Knows information required to perform a specific job. Includes both widely available courses of study (for example, chemistry, human resources management, graphic arts) and City-specific information (parking regulation and ticketing practices; purchasing procedures; provisions of the City Charter).

Level of Competency Required by Job:

Level 1: Knowledge is concrete, factual, and/or procedural and may be defined by the organization. Situations in which it is applied are quite consistent.

Level 2: Knowledge is substantive and may be defined by an external trade, field, or profession. Situations in which it is applied vary and, as such, require breadth and depth of understanding.

Level 3: Knowledge is abstract, conceptual, and/or complex and may be supported by a well-defined academic discipline or authoritative sources (e.g., laws, ordinances, government guidelines/regulations/ codes). Situations in which it is applied may vary greatly or be novel.

Examples of Behavioral Indicators:

- Performs work correctly/avoids technical (job content related) errors.
- Answers technical questions about work accurately.
- Asks few technical questions about the performance of routine work activities.
- Offers advice (“coaching”) to new employees regarding their work.
- Develops training programs for other employees.
- Sought out as a source of information by others.

Performance Levels:

Satisfactory

Sufficient job knowledge to perform work correctly independently. Answers technical questions about work correctly.

Superior

Expertise in technical job information sufficient to serve as a resource to others. May develop training manuals/ programs and/or give internal and/or external presentations related to work.

Job Knowledge Areas

1. Knowledge of concrete construction inspection techniques and processes, such as visual inspection, reading and interpreting plans and specifications, and measurement using measuring tapes and levels to evaluate concrete features, such as form, falsework, strength, and durability for concrete placement in order to ensure compliance with approved contract documents including SSPWC (Standard Specifications for Public Works Construction).
2. Knowledge of building construction inspection techniques and processes such as visual inspection and measurement evaluation of mechanical, electrical, plumbing, and fire life safety, reading and interpreting plans specific to architectural design in order to ensure compliance with approved construction documents and specifications including the City of Los Angeles Building Code and SSPWC (Standard Specifications for Public Works Construction).
3. Knowledge of tunnel construction inspection techniques and processes such as how to conduct air quality tests, visual inspection, reading and interpreting plans and specifications of tunnel dimensions, and evaluating and interpreting surveying reports to ensure proper tunnel alignment and compliance with approved construction documents such as Cal OSHA Tunneling Safety Practices.
4. Knowledge of bridge construction inspection techniques and processes such as visual inspection, reading and interpreting plans and specifications specific to the structural bridge design and falsework in order to ensure compliance with approved construction documents including SSPWC (Standard Specifications for Public Works Construction).
5. Knowledge of landscaping construction inspection techniques and processes such as how to perform pressure testing of irrigation lines and visual inspection of landscaping features such as tree and grass types, synthetic materials, and soil types in order to identify and ensure compliance with approved contract documents including SSPWC (Standard Specifications for Public Works Construction).
6. Knowledge of street lighting construction inspection techniques and processes such as how to read and interpret schedules of wire gauges used for street lights and Underwriter Laboratories (UL) listings for street lighting equipment in order to meet all standards set forth by The Bureau for Street Lighting (BSL), Cal Trans, and SSPWC (Standard Specifications for Public Works Construction).
7. Knowledge of traffic signal construction inspection techniques and processes such as reading and interpreting plans and schedules of cable gauges used for traffic signals, traffic signalization phasing, and Underwriter Laboratories (UL) listings for traffic signal equipment in order to meet all standards set forth by LADOT (The City of Los Angeles Department of Transportation).
8. Knowledge of grading and earthmoving operation construction inspection techniques and processes such as visual inspection of line and grade, conducting survey verification, and soil stabilization and testing in order to ensure compliance with contract documents such SSPWC (Standard Specifications for Public Works Construction).

9. Knowledge of marine and waterfront construction inspection techniques and processes such as visual inspection and measurement evaluation of piling, dredging for concrete placement in marine environments in order to ensure standards set forth by SSPWC (Standard Specifications for Public Works Construction).
10. Knowledge of street construction methods and procedures such as grading and compaction of materials used in the street profile section and placement of pavement resurfacing using various concrete types such as Portland Concrete Cement (PCC) and Asphaltic Concrete (AC) pavement in order to ensure compliance with plans and specifications set forth by SSPWC (Standard Specifications for Public Works Construction).
11. Knowledge of sewer construction methods and procedures such as trenching, soil identification, shoring, bedding, pipe laying, and soil backfill in order to meet plans and specifications such as The City of Los Angeles Department of Public Works Standard Plans and SSPWC (Standard Specifications for Public Works Construction).
12. Knowledge of storm drain construction methods and procedures such as trenching, soil identification, shoring, bedding, pipe laying, placing of concrete structure of appurtenances, and soil backfill in order to meet plans and specifications such as The City of Los Angeles Department of Public Works Standard Plans and SSPWC (Standard Specifications for Public Works Construction).
13. Knowledge of concrete structure construction methods and procedures such as verifying elevation, concrete forming, installation of reinforcing steel, and placement and finishing of concrete in order to ensure compliance with contract documents including SSPWC (Standard Specifications for Public Works Construction).
14. Knowledge of tunnel construction methods and procedures such as hand excavation and shoring, micro tunneling and excavation, directional boring procedures, and conducting air quality tests in order to achieve compliance with approved construction documents such as Cal OSHA Industrial Safety Orders.
15. Knowledge of bridge construction methods and procedures including pile driving, seismic reinforcement of bridge members, and bridge deck finishing sufficient to ensure compliance with contract documents including SSPWC (Standard Specifications for Public Works Construction).
16. Knowledge of landscaping construction methods and procedures such as irrigation system installation, direct burial wiring for irrigation controls, and identification of soil in order to ensure compliance with approved contract documents including The City of Los Angeles Department of Public Works Standard Plans and SSPWC (Standard Specifications for Public Works Construction).
17. Knowledge of street lighting construction methods and procedures such as the installation of conduits via directional boring, installation of pull boxes, excavation and concrete placement for electrolier foundation, installation and splicing of conductors sufficient to ensure compliance with contract documents such as The Bureau for Street Lighting (BSL) "Blue Book" and SSPWC (Standard Specifications for Public Works Construction).

18. Knowledge of traffic signals construction methods and procedures such as installation of conduits via directional boring, installation of pull boxes, excavation and concrete placement for electrolier foundation, installation and splicing of conductors sufficient to ensure compliance with contract documents including The City of Los Angeles Department of Transportation (LADOT) and SSPWC (Standard Specifications for Public Works Construction).
19. Knowledge of earthwork construction methods and procedures such as the characteristics and behavior of various soil types, reading and verifying the survey line and grade, and soil testing in order to achieve compaction requirements as per plans and specifications set forth by SSPWC (Standard Specifications for Public Works Construction).
20. Knowledge of marine and waterfront construction methods and practices such as piling, dredging, and underwater concrete placement in order to ensure compliance with standards set forth by SSPWC (Standard Specifications for Public Works Construction).
21. Knowledge of surveying principles and practices such as stationing, cut and fill, and elevation as related to construction projects sufficient to read and interpret grade sheets.
22. Knowledge of the properties of construction materials such as concrete, soils, wood, plastics, bituminous products, masonry, clay products, steel and other metals sufficient to accurately and effectively inspect construction projects, advise contractors, and ensure compliance with SSPWC (Standard Specifications for Public Works Construction).
23. Knowledge of construction terminology such as water densification, asphalt concrete pavement, line and grade, cut and fill, and shoring in order to read and interpret engineering plans and specifications.
24. Knowledge of steel and other metal fabrication processes including welding, sampling, and testing in order to compliance with construction structural requirements.
25. Knowledge of testing principles and practices of material used in construction such as compressive strength testing, Marshall testing for asphalt, and Yield Tensile Strength testing of reinforced steel in order to ensure design strength for approved plans and specifications.
26. Knowledge of the various federal, state, and local requirements and regulations affecting construction such as the L.A. City Building Code, L.A. Municipal Code, SSPWC (Standard Specifications for Public Works Construction), and Cal OSHA in order to remain compliant with industry standards.

28. SUPERVISION – Ability to assume direct responsibility for all aspects of the performance of a work group, which requires knowledge and/or ability in the areas of:

- Planning and goal setting
- Creating a safe and positive work environment
- Establishing standards and training employees
- Motivating employees and teambuilding
- Performance Management (assigning, monitoring, facilitating, reviewing and evaluating work, and providing feedback)
- Supporting and developing employees through delegation and participation
- Taking disciplinary action including progressive discipline
- Provisions of employees' MOU's and handling grievances
- Legal requirements including EEO, ADA, FLSA, FMLA, and Workers' Compensation provisions
- Civil Service Commission Rules and Policies related to the management of employees
- Administrative Code provisions related to the management of employees
- Budget processes sufficient to request and justify expenditures in a correct and timely manner

Level of Competency Required by Job:

Level 1: Supervises small workgroup of employees performing the same or highly related work.

Level 2: Supervises a larger workgroup of employees performing various types of work.

Level 3: Supervises employees including provision of coaching and advice to subordinate supervisors.

Examples of Behavioral Indicators:

- Plans, assigns, and monitors work progress.
- Trains employees to do work.
- Evaluates work and gives positive and negative feedback.
- Displays knowledge of legal requirements including applicable Federal and State laws, Administrative Code provisions, Civil Service Commission Rules and Policies, and MOU provisions.

Performance Levels:

Satisfactory

Proficiency in supervision sufficient to supervise a workgroup in terms of task orientation, interpersonal concerns, and personnel administration.

Superior

Proficiency in supervision sufficient to serve as a resource to others and/or represent department position in a public forum.

42. RESOLVES CONFLICT – Acknowledges and takes action to eliminate ineffective/disruptive interpersonal relationships.

Level of Competency Required by Job:

Level 1: Recognize that conflict is inappropriate in the workplace; ensure no personal involvement in conflict or promptly seek elimination if such involvement occurs. May try to avert conflict among co-workers or to eliminate it if it occurs.

Level 2: Monitor staff for possible signs of arising conflict and, when noted, immediately intervene to reconcile. Recognize when the differing perspectives of different organizational units become disruptive and address the issues with involved parties or management, as appropriate.

Level 3: Recognize that the purposes/objectives of certain entities are inherently at odds and approach interactions with them with sensitivity and facilitates others' doing so as well. Recognize the debilitating nature of emergent conflict among organizational segments and, when noted, immediately intervene to reconcile.

Examples of Behavioral Indicators:

- Recognizes when a conflict is emerging or has emerged.
- Mentions the need to resolve conflict to other involved party(ies).
- Brings together parties in conflict and encourages them to resolve/ facilitates resolution.
- Articulates the common objectives of conflicting entities.
- Enlists the participation of conflict resolution specialists when warranted.

Performance Levels:

Satisfactory

Diffuses conflict at work. Uses other means of addressing interpersonal friction, disagreement, or competing goals. Notes and seeks resolve of conflict among others.

Superior

Recognizes interpersonal, intra-organizational, and internal-external organizational interactions with conflict potential, and seeks to avoid. When signs of emerging conflict noted, immediately takes steps to eliminate.

47. WRITTEN COMMUNICATION – Communicates effectively in writing.

Level of Competency Required by Job:

Level 1: Write notes/e-mails. Completes forms with some open-ended responses (sentences).

Level 2: Write letters, articles/reports, and/or detailed descriptions of activities/occurrences.

Level 3: Write lengthy reports, instruction manuals, in-depth analyses/reviews of complex issues and/or articles for publication. Reviews the written work of others.

Examples of Behavioral Indicators:

- Writing includes the necessary information to convey the intended message.
- Sufficiently few errors in spelling, punctuation, grammar to not interfere with the intended message or distract the reader.
- Little editing or re-writing needed to produce a final product.
- Composes materials efficiently.
- Information is presented in a well organized manner.
- Tone and degree of formality are appropriate to the purpose and audience.

Performance Levels:

Satisfactory

Writes material that clearly communicates the necessary information; needs little editing.

Superior

Precisely uses words and organizes information in a way that enhances presentation of the message. Virtually no editing needed.

52. WORKFORCE MANAGEMENT – Structures workgroups and their interrelationships in a way that facilitates accomplishment of organizational goals; attracts talent and places individuals in positions to maximize productivity and staff development. Ensures proper training is provided.

Level of Competency Required by Job:

Level 1: Ensure various workgroups are staffed sufficient to accomplish their respective missions and with complementary skills where appropriate.

Level 2: Examine the structure of each workgroup to ensure optimal staffing, the interrelationships of workgroups to maximize coordination and efficiency, and the placement of individuals to optimally use or develop their capabilities; make adjustments as warranted.

Level 3: Ensure that structure, staffing, interrelationships, and placement of individuals for productivity/development are optimal. Identify needed competencies and ensure well-qualified candidates are recruited. Identify problems with the operation and/or staff performance and determine a solution.

Examples of Behavioral Indicators:

- Considers the workforce and its operation as a whole.
- Recognizes the need to balance optimal placement of staff for the organization with individual developmental needs.
- Recognizes the tradeoffs of bringing in new staff versus developing existing staff.
- Re-assigns staff as warranted.
- Re-structures the organization as warranted.
- Addresses problem performers.

Performance Levels:

Satisfactory

Ensures efficient operation of the organization and makes necessary adjustments. Balances productivity and staff development.

Superior

Redesigns organization as necessary to achieve maximum productivity and staff development. Balances bringing in new staff with developing current employees.

55. COMMUNITY RELATIONS – Communicates/Interacts with members of the public in a way that elicits positive response and participation.

Level of Competency Required by Job:

Level 1: Interact with members of the public, usually one-on-one, to meet their immediate need.

Level 2: Interact with several to many members of the public at a time to present information, persuade, solicit input, and/or one-on-one in varied situations, some of which may be likely to arouse hostility.

Level 3: Interact with large segments of the community and/or community leaders in varied situations, some of which involve addressing sensitive issues or in which hostility may arise.

Examples of Behavioral Indicators:

- Speaks in a manner clearly understood by community members.
- Listens actively to what community representatives say and conveys understanding.
- Responds fully and accurately to questions raised.
- Effectively addresses the issues/resolves the situation at hand.
- Achieves the desired objective of the interaction.
- Obtains participation from community members.
- Elicits a favorable reaction from members of the community.

Performance Levels:

Satisfactory

Listens carefully to concerns and responds to all of them. Speaks in a manner appropriate to the audience. Maintains pleasant/positive demeanor.

Superior

Conveys information fully and responds thoroughly to all concerns. Draws community members into the interaction if needed. Receives a positive response from members of the community.