

**COMPETENCY MODEL FOR  
RISK MANAGER  
CLASS CODE 1530**

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

- 4. Analytical Ability
- 11. Initiative
- 20. Job Knowledge
- 45. Oral Communication
- 47. Written Communication
- 48. Shares Knowledge and Information
- 53. Leadership
- 56. Awareness of the City Environment

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.

**4. ANALYTICAL ABILITY** – Identifies, obtains, and evaluates relevant information to establish relationships or patterns, cite causes, and reach logical conclusions.

Level of Competency Required by Job:

Level 1: Recognize similarities/differences in current situation to those previously encountered and is guided accordingly. Apply existing policies correctly. Ask pertinent questions or otherwise seek additional information to formulate appropriate response.

Level 2: Consider multiple, varied factors when evaluating a situation or issue. Seek additional information to provide further insight. Reach conclusions that logically follow from the information obtained.

**Level 3: Consider a multitude of diverse factors, their interrelationships, the perspectives of others, alternative courses of action and their likely ramifications when evaluating information to reach a conclusion.**

Examples of Behavioral Indicators:

- Obtains the necessary amount of relevant information.
- Recognizes the impact of each type of information on conclusions.
- Evaluates the quality/source of information when considering it.
- States the shortcomings of the information and, therefore, the analysis.

Performance Levels:

Satisfactory

Recognizes available relevant information, seeks additional information to consider, and reaches a conclusion. Provides sound, convincing justification for conclusions, citing relevant data and facts.

Superior

Uses a great deal of existing and obtained information and data to develop and evaluate alternatives and arrive at a final conclusion. Provides compelling arguments in support of conclusions.

**11. INITIATIVE** – Generates activity that facilitates accomplishment of work.

Level of Competency Required by Job:

Level 1: Offer to help co-workers and/or recognize things to do that facilitate work group accomplishment.

Level 2: Identify new tasks/projects to be undertaken and assist others with accomplishment of their work.

**Level 3: Determine additional work necessary to improve the function and productivity of the organization or its services to citizens or other customers.**

Examples of Behavioral Indicators:

- Makes suggestions for improvement in work quality or quantity.
- Finds work to do when own work is slow rather than allow diminished personal productivity.
- Expands scope of work/responsibility in appropriate directions.
- Anticipates upcoming events in order to prepare for them.

Performance Levels:

Satisfactory

Generates goal directed activity rather than waiting to be told what to do. Anticipates what is likely to occur in order to be able to prepare; recognizes that preparation for (and clean-up after) a job is part of doing the job.

Superior

Actively pursues additional tasks/responsibilities that will facilitate effectiveness. Makes extensive preparations for upcoming events or expected changes.

**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 the fundamentals of risk management and enterprise risk management such as identifying, assessing, measuring, and controlling for threats and risks to a department that originate from a variety of sources including properties, causalities, liabilities, industrial injuries, political factors, claims, and financial, operational, and legislative risks sufficient to address risk exposure in the City of Los Angeles, uphold related California Risk Management laws and regulations such as those required by the Municipal Improvements Corporation of Los Angeles (MICLA), and understand the holistic framework and function of risk management and plan for risks and/or threats accordingly.
2. Knowledge of liability concepts and practices as applied to risk management such as general liability, commercial automobile liability, professional liability, and workers compensation liability sufficient to review and develop risk management programs with appropriate amounts of coverage and dollar limits and address and/or control for various types of liabilities.
3. Knowledge of the current insurance market conditions as applied to municipal government sufficient to procure ample, cost-efficient insurance that meet operational needs in the City of Los Angeles.
4. Knowledge of major municipal risks and liabilities and their subsequent impact on operations, such as social issues including the homelessness crisis, current and anticipated events including the 2028 Los Angeles Olympics, and policy liabilities sufficient to incorporate all associated risks and liabilities in applicable risk management policies and procedures and plan for risks accordingly.
5. Knowledge of safety management and training programs as required by California Occupational Safety and Health Administration (Cal/OSHA) as related to risk management such as the Injury and Illness Prevention Program and Defensive Driver Training sufficient to minimize work related injuries and ensure the safety of oneself and others.
6. Knowledge of risk management-related programs and processes including insurance compliance, waiver programs, and property and liability risk programs sufficient address specific departmental risks within the City of Los Angeles based on operational needs of the department.
7. Knowledge of the methods and techniques used to control and prevent losses such as avoiding and/or reducing a risk exposure, conducting loss prevention and control trainings to various audiences, and reviewing previous loss claims sufficient to make recommendations to prevent future loss claims and reduce the number, severity, and potential costs of injuries, illnesses, and harmful activities within the City of Los Angeles.
8. Knowledge of risk management information systems and their use, including generating Cost of Risk Reports and tracking loss claims, data on department risk

and losses, insurance coverage information, and number of filed claims of work-related injuries, illnesses, and harmful activities sufficient to accurately process and properly maintain risk management records.

9. Knowledge of the methods and techniques used to maintain and update risk management related contracts including reviewing and updating indemnification requirements such as assumption of risks and limitation of liabilities, warranty conditions, insurance requirements, and submitting a Request for Proposal (RFP) sufficient to protect assets within the City of Los Angeles.
10. Knowledge of the methods and techniques used to settle and/or resolve claims such as industrial injuries and/or workers compensation claims, including mediation, participating in a settlement conference, and/or offering settlement money sufficient to resolve claims prior to the pursuit of a lawsuit from a third-party and minimize financial impact exposure to the City of Los Angeles.
11. Knowledge of alternative techniques to traditional risk financing such as risk-pooling, instilling captives, and forming a Joint Powers Authority (JPA) sufficient to reduce premium dollar spent among public-sector agencies within and outside of the City of Los Angeles.

**45. ORAL COMMUNICATION** – Communicates orally in a clear, concise, and effective manner.

Level of Competency Required by Job:

Level 1: Exchange specific, job-related information orally with others in the immediate work environment or via telephone and/or radio.

Level 2: Obtain/provide/present general and/or job-specific information orally to a variety of others in various situations.

**Level 3: Obtain/provide/present a diverse array of information orally at varying levels of complexity to a wide range of others across many different situations and circumstances.**

Examples of Behavioral Indicators:

- Audience clearly understands the intended message.
- Rarely must repeat information in response to questions.
- Refrains from use of unnecessary words, phrases, or jargon.
- Provides a level of detail appropriate to the situation (avoids too much or too little detail).
- Speaks at a level appropriate to the audience in terms of terminology, sentence structure, and simplicity/complexity of ideas expressed.
- Uses words with precision (vocabulary) to convey exact information.

Performance Levels:

Satisfactory

Speaks clearly and audibly, providing the appropriate information and level of detail. Typically conveys the message on the first attempt. Answers questions accurately and directly.

Superior

Speech is direct and to the point. Speaks convincingly and with authority when appropriate. Maintains sensitivity to the audience while providing thorough information with the appropriate level of detail through the use of precise language.

**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.



**48. SHARES KNOWLEDGE AND INFORMATION** – Conveys all information relevant to each involved party in a thorough and timely manner.

Level of Competency Required by Job:

Level 1: Provide job-related information as it becomes available to others who are likely to need it or to whom it might be helpful.

Level 2: Keep all involved parties informed of work/project progress and other new information. Tailors content, level of detail, and timing of information provided to the perspective of each recipient

**Level 3: Recognize different needs for different information and provide all affected parties with a description of the “big picture” as well as the breadth and detail of information relevant to their perspective.**

Examples of Behavioral Indicators:

- Provides thorough explanations with all relevant details.
- Uses multiple means of communicating (e.g., e-mail, telephone, meetings).
- Provides status reports of work/project progress to all involved parties.
- Informs others of changes at the earliest feasible time.
- Uses multiple addressees and “copies” others so all parties see exactly the same information and know who already has been informed.
- Draws from job knowledge and work experience to provide thorough descriptions and explanations.

Performance Levels:

Satisfactory

Readily communicates new, job-related information to all employees to whom it is relevant. Provides a level of detail and explanation appropriate to the recipient.

Superior

Ensures that all involved parties are provided the maximum amount of information feasible in as timely a manner as possible to facilitate work/project status. Shares job knowledge and experience to serve as a mentor or coach to others.

**53. LEADERSHIP – Influences others toward goal accomplishment.**

Level of Competency Required by Job:

Level 1: Assume responsibility for operations or a situation when necessary. Direct the actions of others or otherwise ensure required actions are taken. Remain responsible until relieved or situation is resolved.

Level 2: Motivate others to continual activity focused on goal accomplishment. Provide clear objectives and articulate individual activities necessary to achieve them; ensure resources necessary to do so are available. Monitor work progress and provide feedback; assess results.

**Level 3: Articulate a vision, convey it to others, and assign responsibilities (or assure they are assigned) for achieving it. Monitor progress, make adjustments as necessary, and evaluate results.**

Examples of Behavioral Indicators:

- Evaluates circumstances, determining what needs to be done, and ensuring individual responsibility for performing specific actions is assigned.
- Follows-up to ensure that specific actions have been taken and overall objective has been accomplished.
- Clearly communicates objectives and responsibility/individual actions necessary to achieve them.
- Monitors work in progress, provides feedback to those involved, and makes adjustments to work plans/processes to ensure goal attainment.
- Evaluates completed work for quality, thoroughness, and effectiveness to determine whether re-work or additional work is required to meet intended objectives and to provide learning for future assignments

Performance Levels:

Satisfactory

Assumes responsibility for work of others when required or necessary. Ensures actions taken to achieve objectives, and evaluates results to determine any follow-up needed.

Superior

Articulates vision/states clear objectives and assigns responsibility/motivates others toward achievement. Monitors progress; gives feedback; evaluates results; ensures follow-up.

**56. AWARENESS OF THE CITY ENVIRONMENT** – Identifies and keeps current on local economic, political, and social trends that affect the work of the City.

Level of Competency Required by Job:

Level 1: Knows (can identify) top local government officials and pressing or highly relevant issues.

Level 2: Knows (can identify) City Council members, often due to Committee assignment, and/or members of City Commissions/Boards, and some of their views and background. Maintains awareness of major trends in the internal City organization and the entire City of Los Angeles.

**Level 3: Knows members of the Mayor's office and City Council members' staff and department heads. Maintains considerable knowledge of social, economic, and political issues affecting area of responsibility.**

Examples of Behavioral Indicators:

- Discerns from media news information of relevance.
- Maintains awareness of local elections and their outcome.
- Meets with appropriate parties to obtain relevant, timely information.
- Incorporates current social, economic, and/or political issues into work plan and priorities.

Performance Levels:

Satisfactory

Through the news and/or discussion at work, knows local government officials and their views if pertinent to work. Identifies and notes information regarding major trends in the City.

Superior

Seeks information on current events relevant to areas of responsibility or the City as a whole. Knows elected officials influential in relevant areas and who to contact regarding the effects of current events. Incorporates discussion of current events into formulation of plans.