Core Competencies - Behaviorally Anchored Rating Scales

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| **Competency - *Adaptability/Flexibility*:** Reacts to change in a positive manner, quickly adapting work methods or learning and implementing new work methods or procedures. Adapts to changes in assignments and priorities. Maintains composure in the face of competing or conflicting demands, ambiguous assignments, interruptions and distractions. Makes effective decisions and achieve desired results in the midst of changes in responsibilities, work processes, timeframes, performance expectations, organizational culture or work environment. Maintains stable performance under pressure or opposition. Shows resilience. | | | | | |
| **Key Performance Indicator** | **1** | **2** | **3** | **4** | **5** |
| **Unsatisfactory** | **Needs Development** | **Meets Expectations** | **Exceeds Expectations** | **Greatly Exceeds Expectations** |
| **Performance Amidst Change and Pressure** | Resists change. Unable to maintain performance and composure under pressure; decision-making adversely affected. |  | Adapts as needed to get job done.  Remains calm and focused amidst change and typical work pressures. |  | Anticipates, drives, and champions change. Proactively adapts to new challenges. Flourishes under unusual work pressures. |

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| **Applied Expertise:** Produces high quality work products, services, and solutions through application of knowledge and expertise which uphold our standards of excellence. We do not settle for less than excellence in all that we do individually or organizationally. | | | | | |
| **Key Element** | **1** | **2** | **3** | **4** | **5** |
| **Unsatisfactory** | **Needs Development** | **Meets Expectations** | **Exceeds Expectations** | **Greatly Exceeds Expectations** |
| **Job Knowledge** | Fails to keep current and knowledgeable within core job. |  | Uses knowledge and expertise to produce quality deliverables. |  | Expands knowledge and expertise throughout year to produce outstanding deliverables. |
| **Products and Services Excellence** | Work products and services are of poor quality. |  | Work products and services are good. |  | Work products and services are exceptional. |

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| **Competency - *Communication*:** Clearly conveys and receives information and ideas through a variety of media to/from individuals or groups in a manner that engages the listener, helps them understand and retain the message, and invites response and feedback. Demonstrates good written, oral, and listening skills. | | | | | |
| **Key Performance Indicator** | **1** | **2** | **3** | **4** | **5** |
| **Unsatisfactory** | **Needs Development** | **Meets Expectations** | **Exceeds Expectations** | **Greatly Exceeds Expectations** |
| **Verbal Communication** | Has difficulty expressing thoughts. |  | Conveys thoughts clearly and concisely. |  | Conveys thoughts and ideas so as to avoid misunderstandings. Communicates with the needs and expectations of listener(s) in mind. |
| **Written Communication** | Written communications are unclear, disorganized, lack substance; contain grammatical and/or spelling errors. |  | Communicates well in writing. |  | Communications are error free, have positive tone, and are professionally written. |
| **Listening Skills** | Fails to listen and share feedback. |  | Listens actively and attentively and asks appropriate questions. |  | Listens with demonstrated understanding and empathy. Thoughtfully explores topic as appropriate. |

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| **Competency - *Customer Focus*:** Makes customers/clients and their needs a primary focus of one’s actions; shows interest in and understanding of the needs and expectations of internal and external customers (including direct reports). | | | | | |
| **Key Performance Indicator** | **1** | **2** | **3** | **4** | **5** |
| **Unsatisfactory** | **Needs Development** | **Meets Expectations** | **Exceeds Expectations** | **Greatly Exceeds Expectations** |
| **Comfort with Clients** | Appears uncomfortable with and/or disrespectful of the client population being served |  | Appears comfortable with and is respectful of the client population and relates well to them. |  | Is committed to serving the client population, understands their needs, and makes them the focus of his/her actions. |
| **Understands Customer Needs** | Does not understand the needs and expectations of clients/ customers. |  | Understands customer needs and expectations, and how to best meet those needs through the use of departmental policies and procedures. |  | Provides superior service within the parameters of departmental policies and procedures to exceed customer expectations. |

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| **Competency - *Effectiveness/Participation and Accountability*:** Actively participates and contributes to the success of the organization; strives for excellence through diligence, perseverance, and efforts to improve; is conscientious about commitments, actions and work product; assumes responsibility for actions; proactively stays informed. Builds constructive working relationships to meet mutual goals and objectives. Keeps others informed as appropriate. | | | | | |
| **Key Performance Indicator** | **1** | **2** | **3** | **4** | **5** |
| **Unsatisfactory** | **Needs Development** | **Meets Expectations** | **Exceeds Expectations** | **Greatly Exceeds Expectations** |
| **Contributes** | Consistently does not participate or contribute to team goals. |  | Generally participates and contributes to the achievement of team goals. |  | Actively and fully participates in the achievement of team goals. |
| **Diligence & Responsive-ness** | Frequently misses deadlines and disregards customer needs. |  | Meets the needs of customers as appropriate.  Generally meets deadlines; informs PM in advance when deadlines cannot be met. |  | Diligently perseveres to meet objectives and obligations well in advance of deadlines.  Is regularly commended for providing exceptional service. |
| **Keeping Others Informed** | Fails to share important information or passes on trivial information. |  | Keeps supervisors, co-workers, and others well informed. |  | Consistently and fully shares information as appropriate. |
| **Builds Relationships** | Takes no initiative to build relationships. Resists efforts by others to collaborate. |  | Builds effective working relationships. |  | Proactively builds effective, positive working relationships. |

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| **Competency - *Personal Interactions/Building Trust*:** Interacts with others in a way that values their input, demonstrates respect, and instills confidence in one’s motives, representations and commitments. Is seen as direct and truthful; keeps confidences, promises, and commitments. | | | | | |
| **Key Performance Indicator** | **1** | **2** | **3** | **4** | **5** |
| **Unsatisfactory** | **Needs Development** | **Meets Expectations** | **Exceeds Expectations** | **Greatly Exceeds Expectations** |
| **Truthfulness, Integrity, and Ethical Behavior** | Frequently fails to keep promises, confidences, and commitments. Lacks integrity and honesty.  Talks behind others’ backs; undermines relationships. |  | Keeps promises, confidences, and commitments. Is a person of integrity; is truthful and trustworthy. |  | Integrity is beyond reproach. Discourages others from inappropriately sharing confidential information. |
| **Values Others** | Is insensitive to others; demonstrates lack of respect; treats others unfairly. |  | Treats others with dignity, respect, and fairness. |  | Consistently demonstrates respect and fairness. Gives credit, stands up for others and their ideas as appropriate. |
| **Cooperates, Fosters Agreement, and Shares Credit** | Fails to work cooperatively with others. |  | Generally works cooperatively with others. Identifies mutual goals and seeks win-win solutions. |  | Fosters a collaborative environment; seeks input and shows appreciation. Acknowledges accomplishments. Consistently identifies mutual goals and seeks win-win solutions. |
| **Positive Outlook** | Overtly negative about work, coworkers, and/or the organization. |  | Avoids negativity about work, coworkers, and the organization; is generally positive. |  | Overtly displays a contagious positive and enthusiastic attitude toward assignments, colleagues, and the organization through words and actions; sees and helps others see the opportunities within problems. |