

Competency	Definition	Forming	Improving	Successful	Exceeds	Exceptional
Accepting Direction	The ability to be open and willing to follow guidance or instructions.	- Struggles to follow guidance or instructions - Displays resistance or negative attitude when receiving direction - Responds defensively or dismissively to feedback - Struggles to complete tasks as assigned; requires reminders to complete assigned tasks	<i>Transitional: Shows growth and increasing confidence but not yet consistently independent</i>	- Follows guidance or instructions - Responds cooperatively to guidance or instructions - Accepts and applies feedback - Performs tasks and duties as assigned	<i>Transitional: Applies the competency independently in challenging or high-impact situations, adding value or insight</i>	- Recognizes ambiguous or conflicting instructions and asks targeted questions to complete tasks to expectations - Engages with guidance by asking clarifying questions and offering improvements when appropriate - Seeks out feedback and integrates it into one's work - Anticipates needs to exceed expectations when completing tasks and duties
Acting Decisively	The ability to make timely, confident decisions using sound reason.	- Avoids or defers decisions; struggles to commit - Depends on others to make decisions - Lacks confidence when making decisions	<i>Transitional: Shows growth and increasing confidence but not yet consistently independent</i>	- Makes timely decisions and commits to action - Seeks input when needed without over-relying on others - Shows confidence through uniform methods for making decisions	<i>Transitional: Applies the competency independently in challenging or high-impact situations, adding value or insight</i>	- Makes timely decisions and explains the rationale - Makes informed decisions quickly and prepares for contingencies - Acts confidently, even in uncertain situations

Competency	Definition	Forming	Improving	Successful	Exceeds	Exceptional
Acting with Ethics and Integrity	The ability to make choices that reflect ethical standards, integrity and honesty, regardless of circumstances or personal benefit.	- Struggles to identify ethical issues or dilemmas - Withholds relevant information, resulting in a lack of transparency in decisions or actions - Struggles to uphold confidentiality standards - Does not demonstrate awareness of ethical standards in decisions or behavior - Decision-making reflects bias or favoritism, leading to perceptions of unfairness	<i>Transitional: Shows growth and increasing confidence but not yet consistently independent</i>	- Identifies common ethical issues and dilemmas; requests support when ethical standards are open to interpretation - Demonstrates transparency by sharing relevant information openly and honestly - Adheres to principles of confidentiality - Models ethical behavior and encourages others to do the same - Makes fair and impartial decisions, treating others with fairness and consistency	<i>Transitional: Applies the competency independently in challenging or high-impact situations, adding value or insight</i>	- Recognizes and analyzes complicated ethical issues and dilemmas that others may overlook, providing insightful solutions - Ensures transparency by sharing information proactively and keeping stakeholders informed - Proactively safeguards confidential information and reminds others of confidentiality expectations when necessary - Promotes initiatives to cultivate an ethical culture - Ensures fairness and impartiality in all actions and decisions, working to eliminate bias and promote equity
Adapting to Change	The ability to demonstrate flexibility in thoughts, behaviors, and actions in response to evolving circumstances or unexpected change.	- Struggles to understand or communicate the reasons for change - Struggles to adjust to change or resists change - Shows visible frustration or loss of composure when faced with change	<i>Transitional: Shows growth and increasing confidence but not yet consistently independent</i>	- Communicates the rationale and goals behind change to others - Adjusts behavior and strategies in a timely manner in response to change - Demonstrates openness to new approaches prompted by change	<i>Transitional: Applies the competency independently in challenging or high-impact situations, adding value or insight</i>	- Acts as a resource to help others adapt to change - Inspires and leads others in adopting flexible mindsets in response to change - Promotes emotional well-being for self and others during periods of change

Competency	Definition	Forming	Improving	Successful	Exceeds	Exceptional
Building and Supporting Teams	The ability to combine one's actions and efforts with others to work toward achieving a common goal.	• Denies and/or shifts individual responsibility • Works against the best interest of the team • Avoids participating during team meetings and activities • Unaware of the skills and interests of coworkers to achieve goals • Struggles to share institutional knowledge, personal knowledge, and/or experience • Undermines the team	<i>Transitional: Shows growth and increasing confidence but not yet consistently independent</i>	• Fulfills individual responsibility to the team • Acts in the best interest of the team • Participates in team meetings and group activities by sharing ideas and engaging with others • Recognizes the skills and interests of coworkers to achieve goals • Shares institutional knowledge, personal knowledge, and/or experience for use by others • Contributes to the team	<i>Transitional: Applies the competency independently in challenging or high-impact situations, adding value or insight</i>	• Exceeds individual responsibility to the team • Helps to remove barriers that hinder the team from meeting goals • Fosters inclusive team discussions by encouraging input from others and creating space for shared problem-solving • Leverages the skills and interests of coworkers to achieve goals • Helps to create a culture of knowledge sharing • Helps to build consensus across the team
Building Trust	The ability to create a safe and supportive environment where others feel comfortable speaking up, sharing ideas, and acknowledging mistakes.	• Struggles to build trust by withholding information or avoiding open communication • Fails to listen or acknowledge others' perspectives; does not demonstrate support • Undermines psychological safety by breaking confidentiality, passing judgment, or responding punitively to honest input	<i>Transitional: Shows growth and increasing confidence but not yet consistently independent</i>	• Establishes a reputation for honesty and transparency; provides accurate information and takes responsibility for mistakes • Validates others' perspectives and adjusts responses to show understanding • Encourages open dialogue and reassures others they can share ideas and concerns without fear of judgment or consequences	<i>Transitional: Applies the competency independently in challenging or high-impact situations, adding value or insight</i>	• Models integrity and transparency; builds and reinforces trust across teams and the broader organization • Anticipates needs and addresses discomfort to maintain psychological safety and inclusion • Creates conditions that foster psychological safety by encouraging others to speak up, take thoughtful risks, and express vulnerability without fear

Competency	Definition	Forming	Improving	Successful	Exceeds	Exceptional
Championing Continuous Improvement	The ability to promote and implement ongoing enhancements in processes, products, services, or organizational culture.	- Struggles to proactively identify areas for improvement; depends on others for direction - Struggles to apply quality improvement methods to one's scope of work - Does not independently monitor or report on progress of improvement efforts	<i>Transitional: Shows growth and increasing confidence but not yet consistently independent</i>	- Identifies areas of continuous improvement within one's scope of work - Applies quality improvement techniques to one's scope of work - Uses relevant metrics to measure and evaluate the impact of improvements	<i>Transitional: Applies the competency independently in challenging or high-impact situations, adding value or insight</i>	- Implements strategic improvement opportunities that align with organizational goals - Promotes adoption of continuous improvement techniques across teams or within the organizational culture; documents and shares learning from improvement efforts - Refines measurement strategies to ensure improvements align with evolving organizational goals

Competency	Definition	Forming	Improving	Successful	Exceeds	Exceptional
Communicating Effectively	The ability to convey information, ideas, and emotions using structured communication methods that promote understanding and engagement.	- Struggles to express main ideas in a way that others can follow - Uses nonverbal cues (body language, tone) that contradict or confuse the spoken message - Displays body language and facial expressions that conflict with the message - Struggles to adjust communication style, type, or channel to suit the target audience - Communication is disorganized or contains frequent errors that affect understanding	<i>Transitional: Shows growth and increasing confidence but not yet consistently independent</i>	- Communicates main ideas in a logical order using simple, direct language - Listens, acknowledges others' perspectives, and responds thoughtfully - Uses appropriate tone, body language, and facial expressions to support the message - Adapts communication style, type, or channel to ensure message is received; adjusts pacing and tone to match audience and context - Produces organized writing with occasional errors that do not interfere with meaning	<i>Transitional: Applies the competency independently in challenging or high-impact situations, adding value or insight</i>	- Uses structured language, relevant examples, and supporting details to convey complex ideas in a way that enhances understanding - Demonstrates advanced active listening by summarizing, reflecting, and responding to concerns with empathy - Integrates body language and facial expressions to enhance communication and engagement - Anticipates audience needs and strategically shapes communication style, type, and channel to maximize understanding, engagement, and desired outcomes - Communicates challenging or detailed ideas clearly and logically, demonstrating tact and sensitivity to others' emotions
Demonstrating Accountability	The ability to take ownership of actions, behaviors, performance, decisions, and outcomes.	- Avoids taking responsibility for actions and fails to communicate when issues arise - Delivers work below quality expectations that requires rework or corrections - Displays unprofessional behavior and resists feedback or guidance	<i>Transitional: Shows growth and increasing confidence but not yet consistently independent</i>	- Takes responsibility of actions and maintains open communication - Produces work that meets quality standards and resolves problems in a timely and appropriate manner - Maintains professionalism and applies feedback to improve performance	<i>Transitional: Applies the competency independently in challenging or high-impact situations, adding value or insight</i>	- Owens outcomes and reinforces a team culture grounded in accountability - Produces work of exceptional quality and anticipates problems before they arise - Models professionalism and proactively seeks feedback to support continuous improvement

Competency	Definition	Forming	Improving	Successful	Exceeds	Exceptional
Demonstrating Appreciation	The ability to express timely, specific, and sincere appreciation for others' actions, efforts, or qualities.	- Struggles to express appreciation at the right time or misses appropriate opportunities - Gives vague or generic feedback that lacks connection to the person's specific actions or qualities - Appreciation feels situational or reactive, lacking intent or reinforcement - Fails to adjust appreciation to the context or individual preferences, causing discomfort	<i>Transitional: Shows growth and increasing confidence but not yet consistently independent</i>	- Expresses appreciation within a reasonable timeframe - Offers specific feedback that acknowledges others' efforts or contributions - Demonstrates appreciation in a deliberate and thoughtful manner - Adjusts tone and delivery of appreciation based on context and individual cues	<i>Transitional: Applies the competency independently in challenging or high-impact situations, adding value or insight</i>	- Proactively and thoughtfully expresses appreciation in the moment, maximizing its relevance and impact - Provides detailed feedback that highlights what was appreciated and why, reflecting deep awareness of individual impact - Makes recognition a natural part of interactions; fosters a broader culture of gratitude by leading through example - Delivers appreciation in personalized, meaningful ways that uplift morale and reinforce belonging
Demonstrating Business Acumen	The ability to apply business insight, data, and strategy to make informed decisions and achieve organizational goals.	- Fails to recognize key business trends due to insufficient knowledge of organizational or industry dynamics - Struggles to develop actionable business plans or considering future trends - Fails to communicate business ideas in a way that resonates with stakeholders - Creates strategies that fail to address stakeholder needs due to a lack of engagement or incomplete understanding of expectations	<i>Transitional: Shows growth and increasing confidence but not yet consistently independent</i>	- Identifies key business trends and provides straightforward analysis based on general awareness of the environment and organizational context - Develops actionable business plans in response to emerging trends - Conveys business concepts to influence stakeholders in a positive manner - Develops strategies that are informed by consultation with stakeholders and aligned with their needs and priorities	<i>Transitional: Applies the competency independently in challenging or high-impact situations, adding value or insight</i>	- Integrates insights from multiple sources to deliver strategic analysis, connecting trends, competition, and economic drivers to long-term opportunities and risks - Anticipates trends and aligns long-term business plans to strategic objectives - Communicates nuanced, interconnected business concepts succinctly and persuasively to gain stakeholder buy-in and foster lasting relationships - Engages stakeholders as active contributors in shaping strategies that anticipate future needs and advance long-term organizational goals

Competency	Definition	Forming	Improving	Successful	Exceeds	Exceptional
Demonstrating Courage	The ability to take purposeful action in the face of uncertainty, conflict, or resistance to advance important goals.	- Struggles to take action when faced with discomfort or difficulty - Avoids or delays difficult conversations, withholding necessary feedback - Withdraws or disengages from difficult tasks or challenging interactions - Struggles to express opinions or emotions to avoid potential conflict, even when opinions or emotions are appropriate	<i>Transitional: Shows growth and increasing confidence but not yet consistently independent</i>	- Takes action when a difficult or uncomfortable situation arises - Organizes key points in a logical order and maintains professionalism in difficult or emotionally charged situations - Acknowledges and addresses challenges directly rather than avoiding them - Express opinions or emotions respectfully, even when it may feel uncomfortable	<i>Transitional: Applies the competency independently in challenging or high-impact situations, adding value or insight</i>	- Encourages others to act with courage by sharing insight, support, and lived experience - Guides difficult conversations with composure, maintaining focus on shared goals and key issues - Approaches difficult or challenging situations with a proactive mindset - Creates space for others to express themselves authentically, inspiring openness, and psychological safety
Demonstrating Emotional Intelligence	The ability to identify and understand emotions in oneself and others and use that understanding to manage one's behavior and relationships.	- Struggles to recognize or process personal emotions, which affects ability to manage responses or relate to others - Struggles to manage emotional reactions; responses may be impulsive, intense, or misaligned with the situation - Struggles to recognize others' emotions or adapt behavior to show emotional understanding - Struggles to build or maintain positive relationships; avoids or escalates interpersonal conflicts	<i>Transitional: Shows growth and increasing confidence but not yet consistently independent</i>	- Identifies personal emotional responses and takes steps to manage their effect on behavior and communication - Manages emotional responses in typical situations; may show signs of stress in challenging moments - Identifies emotional signals in others and offers support in ways that show empathy and consideration - Contributes to stable working relationships; addresses disagreement calmly and seeks common ground when resolving issues	<i>Transitional: Applies the competency independently in challenging or high-impact situations, adding value or insight</i>	- Recognizes how personal emotions influence behavior, decisions, and group dynamics, and adjusts approach to strengthen relationships or outcomes - Maintains composure and focus under pressure; manages emotional responses to avoid disruption and support team stability - Makes intentional efforts to understand others' emotional perspectives, even when cues are subtle or unfamiliar; shows empathy through engagement and support - Builds and strengthens relationships; resolves conflict constructively and promotes collaboration

Competency	Definition	Forming	Improving	Successful	Exceeds	Exceptional
Demonstrating Initiative	The ability to assess situations independently and take proactive steps to address them without being prompted or instructed by others.	- Struggles to act independently; waits for direction before beginning tasks - Struggles to identify or suggest solutions; waits for others to address problems or make decisions - Struggles to take ownership of tasks or projects; needs additional support to meet expectations	<i>Transitional: Shows growth and increasing confidence but not yet consistently independent</i>	- Takes steps to address needs and issues - Contributes practical solutions that support goals and team outcomes - Takes responsibility for tasks and projects; completes work as expected and follows through on commitments	<i>Transitional: Applies the competency independently in challenging or high-impact situations, adding value or insight</i>	- Anticipates needs and addresses potential issues before they escalate - Proactively develops solutions and contributes innovative ideas to improve processes or outcomes - Demonstrates strong commitment by going beyond assigned responsibilities to achieve goals and deliver impactful results
Demonstrating Innovation	The ability to generate, share, and apply original ideas to improve outcomes, solve problems, or create new value.	- Lacks originality in idea generation and defaults to conventional or previously used method - Hesitates to explore new ideas or take risks; prefers safe, familiar strategies that limit innovation - Struggles to use creative thinking to approach problems; depends on pre-existing solutions without adaptation - Struggles to translate ideas into realistic action steps; concepts remain undeveloped or untested - Avoids adjusting course when new approaches fail; resists learning from trial-and-error or unexpected outcomes	<i>Transitional: Shows growth and increasing confidence but not yet consistently independent</i>	- Produces original ideas that introduce new processes, tools, or perspectives to improve outcomes - Willingly tests unfamiliar approaches and takes calculated risks to improve existing practices - Uses creative problem-solving to approach challenges in nontraditional ways and generate alternative solutions - Implements original ideas, resulting in tangible improvements or advancements - Learns from missteps and iteratively adjusts ideas based on results, feedback, or changing condition	<i>Transitional: Applies the competency independently in challenging or high-impact situations, adding value or insight</i>	- Introduces visionary ideas that challenge the status quo and inspire others to support a shared solution - Embraces uncertainty and takes evaluated risks, experimenting with unconventional approaches that provide significant impact - Solves persistent or high-stakes problems using inventive strategies that result in significant change - Converts innovative concepts into real-world solutions that scale across teams, systems, or organizations - Views failure as a critical part of the innovation process; evolves ideas based on reflection and insight

Competency	Definition	Forming	Improving	Successful	Exceeds	Exceptional
Demonstrating Persistence	The ability to maintain sustained effort and focus to achieve goals, especially when facing slow progress, setbacks, or obstacles.	- Struggles to persevere when facing challenges; may give up under pressure - Avoids completing difficult tasks or abandons efforts before fully engaging with the challenge - Struggles to adapt approaches when efforts fall short; tends to repeat the same strategy without success	<i>Transitional: Shows growth and increasing confidence but not yet consistently independent</i>	- Maintains effort and determination when working through difficulties - Seeks help, tools, or workarounds to address delays or challenges - Demonstrates flexibility by adjusting approaches based on feedback, outcomes, or shifting circumstances	<i>Transitional: Applies the competency independently in challenging or high-impact situations, adding value or insight</i>	- Demonstrates drive and follow-through on long-term or difficult tasks, even when progress is slow - Anticipates potential obstacles and proactively develops alternate approaches to maintain progress - Demonstrates resilience by adjusting strategies based on feedback and setbacks, leading to improved results over time

Competency	Definition	Forming	Improving	Successful	Exceeds	Exceptional
Developing Performance	Builds the future potential of others by supporting long-term growth, skill development, and career progression.	- Struggles to set goals or expectations; provides feedback inconsistently or without sufficient explanation - Fails to monitor performance; may misuse or ignore performance metrics - Struggles to evaluate work quality or outcomes; misses opportunities to identify improvement areas or reinforce expectations - Delivers feedback that is untimely, vague, or incomplete; avoids addressing performance concerns or recognizing accomplishments - Does not identify development needs or provide meaningful growth opportunities	<i>Transitional: Shows growth and increasing confidence but not yet consistently independent</i>	- Sets achievable goals and expectations; provides regular, actionable feedback to support accountability - Monitors performance and provides actionable feedback using data and observations; applies metrics to guide performance improvement - Reviews work for completeness, accuracy, and alignment with expectations; identifies areas for refinement or coaching conversations - Provides balanced feedback to support improvement; tailors feedback to the individual - Acknowledges development needs and provides support through learning or growth opportunities	<i>Transitional: Applies the competency independently in challenging or high-impact situations, adding value or insight</i>	- Connects each person's development goals with the team's objectives and the organization's priorities, using feedback to show how daily work contributes to long-term success - Leverages performance data to develop tailored coaching strategies that not only enhance current performance but also build long-term capability across individuals and teams - Evaluates completed work for quality, impact, and opportunities for growth; engages in targeted coaching conversations - Delivers tailored, specific feedback that promotes growth; balances recognition with accountability - Anticipates future skill needs and empowers others through targeted, forward-looking development opportunities

Competency	Definition	Forming	Improving	Successful	Exceeds	Exceptional
Developing Plans	The ability to create structured strategies and plans that support the achievement of defined goals and objectives.	- Defines goals that are vague, lack focus, or do not reflect department or organizational priorities - Develops strategies that lack structure, evidence, or connection to the intended goals - Underestimates or misjudges the time, effort, or resources needed to carry out plans - Omits key planning elements such as milestones, timelines, or tasks; plans may be incomplete or lack coherence	<i>Transitional: Shows growth and increasing confidence but not yet consistently independent</i>	- Defines specific, measurable, achievable, relevant, and timebound (SMART) goals which align with department or organizational objectives - Designs strategies supported by data, evidence, or stakeholder input that logically connect to the defined goal - Estimates time, staffing, and resource needs based on task requirements and executes plans accordingly - Produces actionable implementation plans with timelines, milestones, and task assignments	<i>Transitional: Applies the competency independently in challenging or high-impact situations, adding value or insight</i>	- Anticipates risks or shifts and adapts goals while maintaining alignment with broader objectives - Builds insight-driven plans that connect strategic intent to execution, balancing long-term vision with short-term deliverables - Anticipates time and resource needs based on scope and complexity; builds buffers and adapts plans to avoid delays or bottlenecks - Integrates planning tools, templates, or workflows that help others implement tasks with confidence and consistency
Displaying Expertise	The ability to demonstrate specialized knowledge, skills, and experience to apply subject-matter expertise in diverse and evolving contexts.	- Struggles to recall or explain foundational concepts relevant to the field - Struggles to apply knowledge in typical work situations; requires direction or corrective support - Has difficulty expressing subject-matter information in an accurate way	<i>Transitional: Shows growth and increasing confidence but not yet consistently independent</i>	- Demonstrates up-to-date knowledge of standard practices and recognizes emerging trends in the field - Applies subject-matter expertise to solve a range of routine and occasional uncommon challenges - Communicates insightful information and tailors messages to different audiences, providing in-depth explanations	<i>Transitional: Applies the competency independently in challenging or high-impact situations, adding value or insight</i>	- Uses advanced subject matter knowledge to address critical issues and is recognized by others as a dependable expert and advisor - Integrates expertise across ambiguous or rapidly evolving challenges to guide strategic action - Delivers nuanced or technical information in a clear, well-structured way, adding insights that enhance stakeholder understanding and support strategic decisions

Competency	Definition	Forming	Improving	Successful	Exceeds	Exceptional
Displaying Professionalism	The ability to uphold workplace standards through consistent conduct, responsible communication, and consideration for others.	• Misses deadlines or delivers incomplete work, creating reliability concerns • Uses language that is disorganized or poorly tailored to the audience, which hinders understanding or erodes credibility • Makes decisions or behaves in ways that conflict with ethical expectations or policy • Avoids taking ownership of actions or follow-through on responsibilities • Wears attire or behaves in ways that do not reflect workplace norms or expectations • Interacts in ways that come across as dismissive or unaware of others' perspectives	<i>Transitional: Shows growth and increasing confidence but not yet consistently independent</i>	• Meets deadlines and delivers complete, quality work that fulfills commitments • Communicates in a way that promotes understanding and aligns tone and language with the audience and context • Follows workplace ethics and policies; is honest and transparent in actions • Takes responsibility for work and reliably follows through on assigned tasks • Maintains appearance and behavior that reflect workplace standards and organizational values • Uses constructive communication to support collaboration and strengthen professional relationships	<i>Transitional: Applies the competency independently in challenging or high-impact situations, adding value or insight</i>	• Anticipates needs, adapts under pressure, and delivers high-quality work that exceeds expectations without compromising quality • Chooses words and tone carefully in diverse or sensitive situations; builds trust by presenting information in a way that supports understanding • Upholds and advocates for high ethical standards; models fairness and integrity even under pressure • Proactively manages responsibilities and communicates barriers early; maintains credibility through accountability • Represents the organization positively through polished, confident behavior; sets a respectful tone for others • Demonstrates emotional intelligence; responds with composure and empathy in high-pressure or sensitive interactions

Competency	Definition	Forming	Improving	Successful	Exceeds	Exceptional
Driving Results	The ability to set and pursue goals, maintain focus amid competing demands, and deliver results.	- Struggles to define or pursue goals; efforts may lack direction or alignment with expected outcomes - Struggles to generate momentum; progress stalls and key deadlines are missed - Withdraws or becomes discouraged when faced with obstacles; avoids accountability for outcomes - Struggles to learn from challenges; avoids feedback	<i>Transitional: Shows growth and increasing confidence but not yet consistently independent</i>	- Sets realistic goals that align with priorities and intended outcomes - Demonstrates persistence and adaptability to maintain progress and meet deadlines - Takes ownership of outcomes; addresses problems constructively and remains solution-oriented under pressure - Applies feedback and lessons from setbacks to improve future performance and decision-making	<i>Transitional: Applies the competency independently in challenging or high-impact situations, adding value or insight</i>	- Sets high-impact goals and aligns efforts to strategic priorities with metrics for success - Drives progress through focused execution, milestone tracking, and proactive prioritization of tasks - Demonstrates tenacity and full accountability; refines approach continuously to overcome challenges - Models a growth mindset; adjusts strategies based on feedback and leads others in learning from setbacks
Driving Vision and Purpose	The ability to create and communicate a compelling direction that motivates others and aligns with long-term goals.	- Struggles to articulate a future direction that reflects organizational values or priorities - Develops goals that are poorly defined, disconnected from broader priorities, or lack long-term direction - Uses ineffective communication methods to share vision or priorities - Struggles to inspire or motivate others to engage and commit to the vision and purpose - Resists adapting vision or goals in response to feedback or changing needs	<i>Transitional: Shows growth and increasing confidence but not yet consistently independent</i>	- Creates a relevant vision that aligns with organizational objectives - Develops specific, measurable, achievable, relevant, and timebound (SMART) goals that support long-term direction and guide day-to-day progress - Uses appropriate and varied communication channels - Motivates others to engage with the vision and purpose - Shows willingness to improve and adjust vision, goals, and strategies	<i>Transitional: Applies the competency independently in challenging or high-impact situations, adding value or insight</i>	- Develops a compelling vision that is forward-thinking and strategically aligned with organizational objectives - Aligns long-term goals with strategic priorities and uses them to generate momentum and accountability - Tailors communication strategies to diverse stakeholders; seeks feedback to strengthen shared ownership - Creates a sense of shared purpose that sustains commitment even during change or uncertainty - Proactively evolves direction in response to public needs, policy shifts, or emerging trends

Competency	Definition	Forming	Improving	Successful	Exceeds	Exceptional
Focusing on Customers	The ability to understand and meet the needs, preferences, and experiences of internal and external customers.	• Fails to identify or understand customer needs; makes assumptions without gathering input • Struggles to build trust or maintain positive interactions with customers • Provides vague or confusing information, causing misunderstandings or customer frustration • Struggles to resolve customer issues or requires significant assistance • Struggles to meet expected service standards; customer needs are unmet	<i>Transitional: Shows growth and increasing confidence but not yet consistently independent</i>	• Gathers input from customers to understand their needs and preferences before delivering service • Fosters ongoing connections with internal and external customers to support mutual success • Delivers accurate, timely information in a format that promotes customer understanding • Responds to customer issues in a timely, solution-focused manner to ensure resolution • Meets customer expectations by following through on commitments and maintaining service quality	<i>Transitional: Applies the competency independently in challenging or high-impact situations, adding value or insight</i>	• Uses proactive outreach and multiple feedback sources to understand evolving customer needs • Builds trusted partnerships that deepen collaboration, resolve needs, and serve as a model for relationship-building across teams • Tailors communication methods and messages to individual customer needs, anticipating questions and delivering information that builds trust and satisfaction • Anticipates customer needs and prevents service issues by identifying and addressing potential barriers early • Goes beyond standard expectations to deliver meaningful and personalized service outcomes

Competency	Definition	Forming	Improving	Successful	Exceeds	Exceptional
Following Policies and Procedures	The ability to follow, reinforce, adapt, or develop policies and procedures to maintain compliance with federal and state legal requirements, State Civil Service rules, and organizational policies.	• Struggles to follow policies or procedures, even with guidance • Struggles to interpret policies and procedures leading to recurring compliance problems • Applies rules sporadically or incorrectly • Fails to communicate policies and procedures, leading to misunderstandings and compliance issues • Does not contribute to the development of new policies or procedures, even when needs are identified by others	<i>Transitional: Shows growth and increasing confidence but not yet consistently independent</i>	• Follows policies and procedures and helps others apply them when needed • Interprets and applies policies and procedures; takes responsibility for mistakes and corrects them in a timely manner • Applies rules correctly and adapts appropriately in routine or less-defined situations • Explains policies and procedures confidently, ensuring others understand key requirements • Contributes to the development of policies or procedures by offering input, examples, or clarifications based on experience or operational needs	<i>Transitional: Applies the competency independently in challenging or high-impact situations, adding value or insight</i>	• Provides expert guidance on applying intricate or shifting policies, especially when exceptions or ambiguous standards are involved • Anticipates policy gaps or conflicts and collaborates with others to prevent compliance issues before they occur • Applies policies and procedures in complicated or high-stakes situations, ensuring compliance while supporting sound decisions • Serves as a knowledge resource on policies and procedures; mentors others and contributes to training or professional development • Identifies policy or procedure needs and leads or co-leads their development to improve operations or address gaps

Competency	Definition	Forming	Improving	Successful	Exceeds	Exceptional
Fostering Engagement	The ability to build a supportive environment that encourages motivation, belonging, and active participation.	- Struggles to evaluate individuals' needs and motivations, resulting in poor adaptation and low engagement - Has difficulty building rapport or adjusting communication, which leads to disengagement or low participation - Struggles to motivate or persuade others; may present arguments that confuse the audience or fail to achieve buy-in - Struggles to seek or respond to feedback; may react defensively or fail to reflect on how emotions influence their response	<i>Transitional: Shows growth and increasing confidence but not yet consistently independent</i>	- Adjusts strategies to meet individuals' needs and motivations, promoting ongoing engagement - Builds positive working relationships through active listening and communication that encourages participation - Persuades others through logical reasoning and tailored communication strategies - Responds to feedback with emotional awareness, making thoughtful adjustments that support engagement	<i>Transitional: Applies the competency independently in challenging or high-impact situations, adding value or insight</i>	- Creates an environment that supports diverse motivations and fosters sustained engagement across individuals or teams - Creates inclusive conditions that promote collaboration, strengthen connection, and sustain engagement over time - Adapts messaging and approach to motivate others in challenging situations; builds commitment through strong rationale and situational awareness - Uses emotional intelligence to seek and act on feedback, strengthening trust and collaboration

Competency	Definition	Forming	Improving	Successful	Exceeds	Exceptional
Influencing Others	The ability to shape, guide, or alter the thoughts, behaviors, attitudes, or decisions of others.	- Struggles to frame ideas persuasively; messages fail to connect with or motivate the audience - Fails to listen or consider feedback; misses cues that could shape a more effective influence strategy - Responds without awareness of emotional dynamics; may escalate tension or erode trust - Relies on one-size-fits-all approaches that lack impact; influence efforts fall flat or create resistance - Focuses only on immediate needs; overlooks opportunities to align influence efforts with broader objectives	<i>Transitional: Shows growth and increasing confidence but not yet consistently independent</i>	- Communicates ideas persuasively to gain support; adjusts approach to fit different audiences - Listens and integrates relevant feedback to improve message resonance and strengthen relationships - Demonstrates emotional awareness; maintains composure and uses empathy to support influence goals - Selects appropriate influence tactics and adapts strategies to achieve intended outcomes in familiar settings - Considers organizational priorities and outcomes when influencing others	<i>Transitional: Applies the competency independently in challenging or high-impact situations, adding value or insight</i>	- Shapes messages that shift thinking and inspire action; frames ideas strategically to gain buy-in from diverse stakeholders - Seeks input and uses dialogue to collaboratively develop ideas and solutions, leveraging feedback to strengthen influence and trust - Exhibits high emotional intelligence; reads the room, diffuses tension, and builds credibility in complex dynamics - Employs a range of tailored, context-sensitive influence strategies; anticipates resistance and adjusts in real time - Aligns influence efforts with long-term strategy; mobilizes others toward shared goals while managing competing interests

Competency	Definition	Forming	Improving	Successful	Exceeds	Exceptional
Leading Change	The ability to lead people through change by setting a focused direction, building trust, addressing concerns, and supporting lasting results.	• Fails to create an actionable vision for change, leading to confusion or inaction • Struggles to involve others in the change process; avoids addressing concerns and resistance • Ignores or overlooks signs of resistance, leading to disengagement or conflict • Change efforts stall or fail due to lack of planning, follow-through, or coordination • Fails to reflect on or assess change outcomes, missing opportunities for improvement	<i>Transitional: Shows growth and increasing confidence but not yet consistently independent</i>	• Develops and communicates an outcome-focused vision that supports change goals • Engages stakeholders early to build support for change; uses feedback to adjust approach and address concerns • Identifies resistance and addresses concerns related to trust, safety, or uncertainty • Executes change plans, adjusting as needed to meet project goals and timelines • Uses evaluation to improve current initiatives and inform future change efforts	<i>Transitional: Applies the competency independently in challenging or high-impact situations, adding value or insight</i>	• Creates a compelling, future-focused vision aligned with organizational priorities and shaped by diverse perspectives • Unites individuals across functions and levels to advance change; fosters shared responsibility and sustained momentum • Proactively strengthens trust and psychological safety through transparency, empathy, and support • Navigates challenging obstacles to deliver impactful results that build momentum for future innovation • Evaluates change outcomes to identify impact, refine approaches, and scale successful strategies

Competency	Definition	Forming	Improving	Successful	Exceeds	Exceptional
Leading Effective Teams	The ability to build, guide, and motivate teams to achieve goals through collaboration, accountability, and shared purpose.	• Struggles to provide direction or oversight; team lacks focus or alignment • Fails to build trust or address team dynamics; avoids development conversations • Communicates inconsistently; feedback is infrequent, unclear, or lacks relevance • Makes poor or delayed decisions without team input; issues persist • Struggles to delegate; limits autonomy and team accountability	<i>Transitional: Shows growth and increasing confidence but not yet consistently independent</i>	• Sets focused expectations, aligns work with priorities, and provides supervision and guidance • Builds a collaborative, respectful environment; addresses issues and supports team growth • Communicates using organized and timely methods; listens to understand and provides feedback that supports improvement • Makes sound, timely decisions and seeks input to resolve challenges • Delegates tasks, shares responsibility, and encourages ownership of outcomes	<i>Transitional: Applies the competency independently in challenging or high-impact situations, adding value or insight</i>	• Inspires with a compelling vision, anticipates needs, and adapts direction to maximize team impact • Builds inclusive, high-performing teams; fosters psychological safety and champions development • Adapts communication style and feedback to the audience in order to build alignment, increase engagement, and promote development • Anticipates problems, makes confident decisions, and involves the team in proactive, forward-looking solutions • Delegates strategically based on strengths; empowers others to lead and take ownership of results

Competency	Definition	Forming	Improving	Successful	Exceeds	Exceptional
Learning Actively	The ability to pursue learning, seek feedback, and integrate new knowledge to improve personal and professional performance.	- Shows little interest in development and avoids setting learning goals - Avoids or ignores available development opportunities - Resists feedback and repeats mistakes; lacks reflection - Avoids collaboration and misses shared learning opportunities	<i>Transitional: Shows growth and increasing confidence but not yet consistently independent</i>	- Sets relevant development goals and engages in both formal and informal learning to support job performance - Applies new learning to current responsibilities and demonstrates improvement - Accepts feedback and takes deliberate steps to adjust behavior and improve performance - Participates in peer learning and contributes to shared growth through collaboration	<i>Transitional: Applies the competency independently in challenging or high-impact situations, adding value or insight</i>	- Sets ambitious goals and pursues diverse learning experiences to support long-term personal and professional growth - Uses new knowledge to enhance results, improve processes, or introduce innovative practices - Seeks feedback, reflects critically, and applies insights to drive continuous improvement and elevate outcomes - Mentors others, shares expertise openly, and engages across networks to strengthen a culture of learning

Competency	Definition	Forming	Improving	Successful	Exceeds	Exceptional
Leveraging Technology	The ability to use digital tools, systems, and emerging technologies to improve efficiency and effectiveness.	- Has difficulty using or combining technology tools, leading to inefficiencies - Does not use available technology to manage workload or complete tasks efficiently - Fails to identify or apply appropriate technology to routine tasks or common problems - Relies on manual or outdated processes even when technology alternatives are available - Requires assistance to complete tasks involving digital tools	<i>Transitional: Shows growth and increasing confidence but not yet consistently independent</i>	- Applies technology in creative ways to improve task outcomes or efficiency - Uses digital tools to enhance team collaboration, communication, and coordination - Selects and applies appropriate technology to solve problems and improve workflows - Demonstrates adaptability when learning new systems or tools - Uses organizational tools (eg, databases, shared platforms) to manage information and meet deadlines	<i>Transitional: Applies the competency independently in challenging or high-impact situations, adding value or insight</i>	- Anticipates technology needs and introduces tools or automations that significantly improve task efficiency or service delivery - Leads the adoption of new platforms or tools that measurably improve team communication, collaboration, or service responsiveness - Implements technology solutions that streamline key workflows, reduce manual effort, or enhance decision-making with measurable outcomes - Coaches others to build confidence with new tools and creates resources or workflows that accelerate digital adoption - Integrates multiple systems or platforms to improve data access, reduce redundancy, and align digital processes with long-term strategic goals

Competency	Definition	Forming	Improving	Successful	Exceeds	Exceptional
Making Accurate Judgments	The ability to assess options, weigh risks, and make sound decisions using available information and logical reasoning.	- Makes reactive decisions without weighing options or consequences - Overlooks risks, consequences, or personal bias - Delays or avoids decisions when information is incomplete or ambiguous, leading to inaction or confusion - Struggles to prioritize; takes misaligned or low-impact actions	<i>Transitional: Shows growth and increasing confidence but not yet consistently independent</i>	- Makes well-reasoned decisions by evaluating options and context - Considers risks, trade-offs, and potential bias when making decisions - Makes timely decisions by evaluating available information and weighing risks in uncertain situations - Evaluates competing demands and chooses actions that best support team or organizational priorities	<i>Transitional: Applies the competency independently in challenging or high-impact situations, adding value or insight</i>	- Makes well-reasoned decisions in high-stakes or ambiguous situations and explains the rationale - Proactively identifies risks and bias, adjusts plans, and communicates implications to others - Leads others through ambiguity by demonstrating structured decision-making, questioning assumptions, and moving forward with confidence and accountability - Evaluates competing demands and chooses high-impact actions aligned with priorities; adapts when new information emerges

Competency	Definition	Forming	Improving	Successful	Exceeds	Exceptional
Managing Budgets	The ability to plan, monitor, and adjust budgets to meet goals, ensure compliance, and promote financial transparency.	• Struggles to create a realistic budget aligned with allocated funds • Misallocates resources or leaves key priorities unfunded • Struggles to forecast expenses, leading to unexpected shortfalls or reactive decision-making • Compares actual spending to projections, limiting fiscal control • Struggles to adjust projections as new information becomes available • Struggles to reallocate funds to account for shortfalls and overages	<i>Transitional: Shows growth and increasing confidence but not yet consistently independent</i>	• Develops a realistic, well-organized budget aligned with available funds • Allocates resources to support program goals and operational priorities • Uses financial data and analysis to project expenditures and support budget decisions • Tracks spending and compares it to projections • Updates budget forecasts based on current data and changing needs • Reallocates funds to account for shortfalls and overages	<i>Transitional: Applies the competency independently in challenging or high-impact situations, adding value or insight</i>	• Uses prior spending trends and data to create more precise budgets • Allocates resources in ways that maximize impact and reduce waste • Anticipates future resource needs by analyzing trends, engaging cross-functional knowledge, and informing long-term financial planning • Proactively identifies variances early to prevent budget issues • Leverages organizational awareness to develop solutions to budget challenges • Provides expert recommendations that guide responsible financial adjustments

Competency	Definition	Forming	Improving	Successful	Exceeds	Exceptional
Managing Conflict	The ability to recognize, address, and resolve disagreements constructively while preserving relationships and promoting mutual understanding.	• Misinterprets or oversimplifies conflict, leading to ineffective responses • Struggles to communicate during conflict; may escalate tension or shut down dialogue • Applies ineffective conflict strategies that escalate or prolong the issue • Damages relationships during conflict due to lack of empathy or constructive engagement	<i>Transitional: Shows growth and increasing confidence but not yet consistently independent</i>	• Identifies key issues and considers the perspectives of all involved parties • Maintains composed, structured communication; listens to understand and acknowledges others' concerns • Applies appropriate strategies to resolve conflict in a fair, respectful, and timely manner • Maintains trust and professionalism during conflict, keeping relationships intact	<i>Transitional: Applies the competency independently in challenging or high-impact situations, adding value or insight</i>	• Uncovers root causes and underlying dynamics of conflict while understanding all parties' motivations • Shares information in a calm, organized manner and demonstrates empathy by validating others' perspectives during conflict • Selects and adapts conflict strategies that achieve equitable, lasting resolution for all parties • Strengthens relationships through conflict resolution, building long-term trust and collaboration

Competency	Definition	Forming	Improving	Successful	Exceeds	Exceptional
Managing from a Distance	The ability to manage individuals in telework status or across multiple locations.	- Struggles to establish work and behavior expectations - Communication is infrequent or vague; misunderstandings are common and not addressed leading to disconnection within the team - Struggles to monitor performance; feedback is rare or unhelpful - Struggles to maintain team motivation or recognizes achievements; does not address motivational challenges - Struggles to utilize technology effectively to support team members	<i>Transitional: Shows growth and increasing confidence but not yet consistently independent</i>	- Communicates defined work and behavior expectations - Communication is frequent and specific; addresses misunderstandings in a timely manner to encourage open communication within the team - Monitors performance through regular reports and check-ins; provides feedback and support - Maintains motivation; recognizes achievements; addresses motivational challenges - Uses relevant technologies and shares best practices with others	<i>Transitional: Applies the competency independently in challenging or high-impact situations, adding value or insight</i>	- Engages employees for feedback to confirm understanding and clarify any confusion about work and behavior expectations - Communication is tailored; gains feedback to improve communication and resolve misunderstandings quickly within the team - Utilizes data and regular check-ins to monitor performance; provides actionable feedback and support - Implements creative strategies to keep the team motivated; recognizes and celebrates achievements; addresses motivational challenges proactively - Integrates and utilizes various technologies to enhance remote management; stays updated on new tools and trends to provide training and support for team

Competency	Definition	Forming	Improving	Successful	Exceeds	Exceptional
Managing Meetings	The ability to plan and lead productive meetings that engage participants and drive outcomes.	• Struggles to define meeting purpose or create an agenda • Struggles to keep discussion focused or engage participants in meaningful dialogue • Allows meetings to run over time or drift off topic without redirection • Avoids addressing disagreement, leading to tension or unresolved issues • Struggles to summarize outcomes or follow up on responsibilities after meetings • Avoids asking for feedback or reflecting on feedback to improve meeting effectiveness	<i>Transitional: Shows growth and increasing confidence but not yet consistently independent</i>	• Prepares meetings with a purpose, structured agenda, and relevant materials • Encourages inclusive discussion and ensures all voices are heard • Keeps meeting on schedule by redirecting off-topic discussion and managing transitions between agenda items • Acknowledges and manages disagreement while keeping focus on shared goals • Shares meeting summaries and confirms next steps or responsibilities to support follow-through • Seeks input on how to improve future meetings and adjusts accordingly	<i>Transitional: Applies the competency independently in challenging or high-impact situations, adding value or insight</i>	• Engages stakeholders ahead of time to refine meeting goals and design an agenda that supports collaborative decision-making and purposeful outcomes • Facilitates balanced, focused dialogue that encourages every participant to contribute • Adjusts the meeting flow as needed, recognizing when to move forward or allocate additional time to critical topics • Navigates disagreement with professionalism and diplomacy, ensuring respectful dialogue and shared understanding • Promotes accountability by monitoring progress on action items and providing timely reminders to ensure follow-through • Requests targeted feedback on meeting structure, pacing, and inclusiveness to drive continuous improvement

Competency	Definition	Forming	Improving	Successful	Exceeds	Exceptional
Managing Performance	The ability to plan, monitor, and document employee performance throughout the year.	- Struggles to communicate work or behavior expectations; does not verify whether employees understand, leading to confusion or inconsistent performance - Avoids or delays addressing performance issues, leading to policy non-compliance or documentation gaps - Struggles to document performance; ratings lack required justification - Struggles to use required performance management tools or systems to document observations or updates - Fails to complete performance management duties as outlined by applicable SCS and agency policies	<i>Transitional: Shows growth and increasing confidence but not yet consistently independent</i>	- Communicates work and behavior expectations clearly and checks for understanding - Responds to performance issues with appropriate documentation and timely intervention according to applicable SCS and agency policies - Documents performance according to applicable SCS and agency policies; decisions about performance are supported by data or evidence - Uses required systems to log observations and updates in accordance with performance documentation requirements and timelines - Fulfills all required performance management duties, including planning, mid-year, and end-of-year reviews per applicable SCS and agency policies	<i>Transitional: Applies the competency independently in challenging or high-impact situations, adding value or insight</i>	- Reinforces expectations and creates conditions for employees to internalize and apply them independently over time - Delivers feedback in alignment with policy timelines; ensures action plans are documented and reviewed for compliance - Gathers and includes multiple sources of evidence over time to support defensible, well-documented ratings - Uses required systems to maintain comprehensive records of performance, integrating progress notes, supporting evidence, and timely updates that reflect evolving performance - Completes the full performance cycle with accuracy, timeliness, and documentation that meets audit standards ahead of deadlines

Competency	Definition	Forming	Improving	Successful	Exceeds	Exceptional
Managing Programs	The ability to plan, execute, monitor, and evaluate programs to achieve strategic objectives and long-term outcomes.	• Struggles to define multi-year strategies or align programs with broader organizational goals • Struggles to manage or reallocate program resources without guidance • Struggles to engage or coordinate with diverse stakeholder groups • Struggles to anticipate and mitigate program-wide risks or challenges • Struggles to produce informative communications and reports across program areas • Struggles to monitor program effectiveness or use data to improve outcomes	<i>Transitional: Shows growth and increasing confidence but not yet consistently independent</i>	• Develops integrated program plans that align with immediate priorities and support long-term organizational strategies • Manages and reallocates program resources while maintaining alignment with budget constraints • Coordinates stakeholder input across teams or functions to balance priorities and timelines • Identifies program risks and applies mitigation strategies across components • Provides organized and scheduled program updates that address stakeholder expectations • Uses data and feedback to monitor program outcomes and recommend improvements	<i>Transitional: Applies the competency independently in challenging or high-impact situations, adding value or insight</i>	• Leads long-range strategic planning across multiple programs and adapts to emerging needs • Optimizes resource allocation across programs, resolving constraints to ensure sustainability • Develops strategic alliances and nurtures trust with diverse stakeholders across organizational boundaries • Anticipates risks using foresight and scenario planning; develops proactive contingency strategies • Delivers compelling, data-driven communication that shapes executive decision-making • Applies robust evaluation methods to drive long-term innovation and continuous program improvement

Competency	Definition	Forming	Improving	Successful	Exceeds	Exceptional
Managing Projects	The ability to plan, implement, and close out project initiatives by coordinating people, resources, and timelines to achieve defined outcomes.	• Struggles to create project plans with objectives, timelines, or deliverables • Struggles to anticipate or manage resource constraints during project execution • Struggles to lead project team members or resolve collaboration challenges • Struggles to communicate project goals, status, or expectations to stakeholders • Struggles to track project progress or meet defined milestones	<i>Transitional: Shows growth and increasing confidence but not yet consistently independent</i>	• Develops detailed project plans with defined objectives, milestones, and deliverables • Identifies dependencies and adjusts plans to manage resource or timeline constraints • Fosters collaboration and resolves team conflicts to meet project goals • Manages stakeholder expectations through regular, transparent communication • Tracks progress against milestones and uses metrics to adjust timelines or deliverables	<i>Transitional: Applies the competency independently in challenging or high-impact situations, adding value or insight</i>	• Leads planning for initiatives that require navigating ambiguity, balancing competing requirements, and aligning efforts across diverse teams • Develops proactive contingency plans to resolve risks or constraints without delay • Builds high-performing project teams and mentors others in effective project management practices • Provides timely, accurate updates that support decision-making and keep stakeholders aligned • Applies advanced performance metrics and lessons learned to strengthen future project outcomes

Competency	Definition	Forming	Improving	Successful	Exceeds	Exceptional
Managing Resources	The ability to manage financial, physical, and contractual resources to ensure compliance and maximize business value.	• Struggles to allocate or manage resources; misuses or underutilizes available resources • Struggles to align resource use with priorities or adjust based on changing business needs • Fails to monitor or track resource usage; lacks documentation or uses unreliable methods • Lacks working knowledge of procurement, fiscal, or compliance policies, resulting in missed steps or process errors • Struggles to maintain contract records, monitor vendor performance, or ensure adherence to terms • Struggles to follow established procedures for collecting payments or managing receivables; documentation may be incomplete or delayed	<i>Transitional: Shows growth and increasing confidence but not yet consistently independent</i>	• Manages allocated resources to support operational needs and meet deadlines • Adjusts use of resources to reflect shifting priorities; works within financial constraints to optimize value • Tracks and monitors use of resources using approved tools or systems • Applies procurement, fiscal, or compliance policies correctly, including invoice approvals, contracts, and inventory tracking • Maintains accurate records, communicates with vendors, and ensures contract terms are followed • Follows established procedures for collections and receivables; maintains required records and addresses issues in a timely manner	<i>Transitional: Applies the competency independently in challenging or high-impact situations, adding value or insight</i>	• Anticipates future resource needs and reallocates proactively to maximize impact and prevent delays • Identifies and implements improvements that enhance cost-effectiveness, efficiency, or return on investment • Creates or enhances tracking systems that improve resource transparency and data-driven decision-making • Demonstrates expertise of procurement, fiscal, or compliance policies; proactively resolves discrepancies and supports audits or process improvements • Develops strong vendor relationships and negotiates improvements that enhance value, performance, or compliance • Develops or improves procedures, when applicable, for collecting and reconciling payments; proactively identifies and resolves discrepancies

Competency	Definition	Forming	Improving	Successful	Exceeds	Exceptional
Managing Risks	The ability to identify risks and take action to reduce their likelihood or impact in order to protect people, resources, and long-term goals.	• Fails to recognize obvious risks; does not conduct assessments or misses key threats • Misinterprets risk implications or does not analyze potential consequences • Applies generic or outdated mitigation strategies without tailoring to specific situations • Fails to communicate risk in a timely or organized manner; withholds updates or delays reporting • Neglects to monitor existing risks or fails to follow up on assigned mitigation steps	<i>Transitional: Shows growth and increasing confidence but not yet consistently independent</i>	• Identifies common risks within scope of work and considers their root causes • Uses basic quantitative or qualitative tools to analyze risks; considers impact and likelihood • Creates mitigation plans that address identified risks; adapts plans when new information emerges • Communicates risk findings and updates through standard reports or briefings • Tracks risks over time, adapts strategies as conditions change, and applies insights from previous challenges to improve future response	<i>Transitional: Applies the competency independently in challenging or high-impact situations, adding value or insight</i>	• Detects early warning signs of emerging risks; evaluates organizational impact • Uses advanced techniques (eg, scenario modeling) to understand risk interdependencies and cascading effects • Designs multi-layered mitigation strategies that align with strategic objectives across divisions or projects • Leads cross-functional discussions that challenge assumptions and assess risks across teams, programs, or departments • Strengthens the agency's ability to respond to future risks by embedding feedback loops and applying proven risk practices

Competency	Definition	Forming	Improving	Successful	Exceeds	Exceptional
Managing Stakeholders	The ability to identify key stakeholders, manage relationships, and align interests to move work forward.	• Fails to recognize or involve key individuals or groups affected by decisions • Struggles to provide timely updates or share relevant information with stakeholders • Struggles to develop rapport or trust with stakeholders; interactions feel transactional • Avoids or mishandles disagreements, resulting in escalating tensions • Makes little effort to secure stakeholder support or interest in initiatives • Ignores or dismisses feedback, missing opportunities for continuous improvement	<i>Transitional: Shows growth and increasing confidence but not yet consistently independent</i>	• Identifies and categorizes stakeholders based on influence, impact, and decision relevance • Communicates with stakeholders using formats and messaging tailored to their roles, interests, and expectations • Ensures timely contact with stakeholders to support transparency and cooperation • Resolves conflicts professionally and in a timely manner, preserving working relationships • Applies strategies to build alignment and consensus, even when interests vary • Uses structured feedback to adjust stakeholder engagement and show that input is valued and acted upon	<i>Transitional: Applies the competency independently in challenging or high-impact situations, adding value or insight</i>	• Proactively identifies emerging stakeholders and assesses their evolving influence • Engages stakeholders early to surface concerns and align expectations before decisions are made • Establishes long-term trust by demonstrating credibility, empathy, and shared purpose • Navigates potential tensions skillfully, using diplomacy and early intervention to avoid escalation • Builds strategic alliances by reframing resistance and demonstrating mutual benefit • Uses feedback to improve engagement strategies and strengthen long-term stakeholder relationships

Competency	Definition	Forming	Improving	Successful	Exceeds	Exceptional
Managing Systems	The ability to influence how people, processes, tools, and technology interact as an integrated system to support teams and achieve organizational outcomes.	- Struggles to identify systemic problems; relies on isolated or surface-level symptoms - Struggles to recognize patterns or interdependencies; overlooks cause-and-effect relationships - Makes decisions focused only on immediate or local impact, without considering broader system effects - Struggles to adapt when system conditions change; depends on prior assumptions without reevaluation	<i>Transitional: Shows growth and increasing confidence but not yet consistently independent</i>	- Frames problems in terms of system-wide context, identifying contributing factors and relationships - Analyzes how components influence each other and the whole; identifies interdependencies and patterns - Makes decisions with awareness of system-wide impacts, anticipating both direct and indirect consequences - Adjusts to dynamic systems; seeks out new knowledge to inform future system-based improvements	<i>Transitional: Applies the competency independently in challenging or high-impact situations, adding value or insight</i>	- Reframes issues to address systemic root causes; applies creative and structured problem-solving approaches - Anticipates ripple effects across systems; proactively coordinates actions to minimize disruption - Balances short- and long-term needs by making choices that strengthen system health across teams or divisions - Responds with agility in complex, fast-changing systems; introduces improvements that enhance resilience, coordination, or integration

Competency	Definition	Forming	Improving	Successful	Exceeds	Exceptional
Managing the Employee Lifecycle	The ability to design, manage, and improve systems that guide how employees are hired, developed, retained, and offboarded.	- Lacks understanding of how to use competencies to support hiring, development, or offboarding decisions - Struggles to demonstrate the fundamentals of the recruiting and hiring processes - Fails to orient or support new hires, leading to confusion and disengagement - Does not engage in meaningful development planning or offer opportunities for growth - Does not complete required performance documentation on time - Does not identify potential successors or plan for continuity in key roles - Does not manage offboarding or misses opportunities to gather feedback or transfer knowledge	<i>Transitional: Shows growth and increasing confidence but not yet consistently independent</i>	- Applies competencies to align hiring, development, and performance processes - Follows hiring steps; writes engaging job postings and participates in structured interviews - Welcomes and supports new hires with onboarding plans and resources aligned to the team's mission and culture - Creates employee development plans and supports career growth through mentoring and targeted training initiatives - Manages documentation of performance to ensure compliance with State Civil Service (SCS) rules - Identifies critical roles and prepares successors through targeted development - Facilitates offboarding processes that support knowledge transfer and team continuity, and uses feedback to improve onboarding, retention, or workplace culture	<i>Transitional: Applies the competency independently in challenging or high-impact situations, adding value or insight</i>	- Integrates competencies across the full employee lifecycle to support long-term growth and organizational goals - Manages the hiring process by conducting structured interviews and using data-driven methods to evaluate candidates - Designs onboarding experiences that accelerate learning, clarify expectations, and build early connection to the mission - Leads the creation of a comprehensive employee development strategy, fostering a culture of continuous learning - Integrates performance documentation into a broader performance management approach, using the process to promote employee ownership, accountability, and long-term development - Executes a succession planning strategy that strengthens leadership continuity and builds long-term organizational capacity - Designs and improves offboarding systems that capture institutional knowledge, track exit trends, and strengthen the employee experience across the lifecycle

Competency	Definition	Forming	Improving	Successful	Exceeds	Exceptional
Managing Time	The ability to prioritize tasks, meet deadlines, and allocate time to ensure timely completion of work goals.	- Struggles to identify which tasks are most important or time-sensitive, resulting in reduced productivity - Misses deadlines or relies heavily on reminders from others to stay on schedule - Struggles to use calendars, checklists, or other time management tools - Is sidetracked by low-priority tasks or workplace distractions; does not take steps to minimize disruptions	<i>Transitional: Shows growth and increasing confidence but not yet consistently independent</i>	- Plans and prioritizes work to meet deadlines - Completes assigned tasks on time without needing reminders from others - Applies effective time management tools and strategies (eg, scheduling, task batching) to track and complete tasks - Identifies and manages distractions to stay focused and follow through on tasks	<i>Transitional: Applies the competency independently in challenging or high-impact situations, adding value or insight</i>	- Anticipates shifting demands and proactively adjusts plans to maintain focus, support team goals - Plans for possible setbacks and builds in buffers to ensure timely completion of tasks - Delivers timely work across competing priorities while maintaining quality and accountability - Maintains focus despite frequent interruptions or shifting demands; models effective time habits in fast-paced environments
Navigating Organizations	The ability to understand what an organization values, how it is structured, and how decisions are made to accomplish its goals.	- Lacks awareness of how the organization is structured or how decisions are made; bypasses key roles or protocols - Disregards or misunderstands organizational values or norms, leading to strained working relationships - Fails to recognize key stakeholders or understand their influence within the organization - Struggles to explain how individual work connects to broader organizational strategies or priorities	<i>Transitional: Shows growth and increasing confidence but not yet consistently independent</i>	- Understands organizational structure and follows proper decision-making channels - Builds cooperative working relationships that reflect organizational values - Manages stakeholder expectations appropriately; navigates organizational politics with awareness and tact - Contributes to planning efforts by connecting work to agency goals and trends	<i>Transitional: Applies the competency independently in challenging or high-impact situations, adding value or insight</i>	- Anticipates and adapts to organizational shifts; leverages formal and informal decision-making channels to guide decisions and adjust direction - Models the organization's culture through actions and messaging; builds trust and reinforces shared values - Navigates complex organizational dynamics; builds trusted relationships and gains support or alignment for key initiatives - Identifies opportunities to strengthen strategic alignment and recommends improvements to enhance organizational outcomes

Competency	Definition	Forming	Improving	Successful	Exceeds	Exceptional
Negotiating Agreements	The ability to reach fair, mutually beneficial outcomes through ethical negotiation that builds trust and supports shared goals.	- Enters negotiations without sufficient preparation or understanding of parties' interests, positions, or alternatives - Struggles to express key points; provides vague or ineffective responses to questions or objections - Focuses narrowly on fixed positions instead of exploring underlying interests - Neglects relationship-building during negotiation, which creates tension and erodes trust - Resists adjusting tactics or considering alternatives during negotiation - Uses tactics that may be perceived as unfair or overly aggressive, damaging trust or credibility	<i>Transitional: Shows growth and increasing confidence but not yet consistently independent</i>	- Conducts adequate research to understand stakeholder priorities and outlines potential alternatives before negotiation - Communicates in an organized manner, identifies underlying interests, and responds with targeted arguments - Seeks mutually acceptable solutions by identifying shared interests and proposing workable options - Builds rapport and maintains a professional tone to support trust and cooperation during negotiation - Adjusts negotiation strategy in response to new information or shifting circumstances - Follows ethical practices that ensure transparency and fair treatment of all parties	<i>Transitional: Applies the competency independently in challenging or high-impact situations, adding value or insight</i>	- Conducts thorough research and develops a strategy with creative options that anticipate evolving interests and scenarios - Leads constructive dialogue by asking strategic questions, reframing issues, and delivering persuasive, well-reasoned proposals - Delivers innovative, win-win outcomes by integrating multiple perspectives and solving for both short- and long-term interests - Strengthens working relationships by balancing assertiveness with empathy and adapting communication to maintain trust through difficult conversations - Anticipates shifts in dynamics and adapts strategy in real time to influence outcomes while remaining composed under pressure - Reinforces trust and organizational values by modeling ethical negotiation practices that build goodwill and long-term credibility

Competency	Definition	Forming	Improving	Successful	Exceeds	Exceptional
Networking	The ability to build and maintain relationships across internal and external networks.	- Struggles to initiate or maintain professional relationships; interactions remain surface-level or transactional - Uses disorganized or vague language that makes it difficult to connect with others - Fails to use personal or professional networks for insights, resources, or support - Does not follow up after initial meetings or conversations; connections weaken or lapse over time - Struggles to engage in networking opportunities, resulting in low visibility and missed connections - Avoids offering help, insight, or resources to others, creating one-sided or self-serving interactions	<i>Transitional: Shows growth and increasing confidence but not yet consistently independent</i>	- Builds relationships that are professional and based on more than one-time exchanges - Adjusts language, tone, and format to suit the audience and promote shared understanding across roles and situations - Uses personal and professional networks to share information, exchange input, and seek support when needed - Follows up after meetings to sustain relationships and demonstrate genuine interest - Participates in networking opportunities and initiates meaningful conversations with new contacts - Offers help or shares knowledge with others, fostering balanced, reciprocal relationships	<i>Transitional: Applies the competency independently in challenging or high-impact situations, adding value or insight</i>	- Builds strong, trust-based relationships across teams, organizations, or sectors that lead to long-term collaboration - Tailors communication to individual and cultural differences, fostering rapport and building trust in diverse settings - Proactively uses networks to build partnerships, uncover new opportunities, and advance shared goals - Strengthens relationships by following up with purpose, offering ideas, connections, or projects that create mutual value - Proactively cultivates a visible presence across relevant professional communities and seeks connections that support long-term collaboration and shared goals - Adds value to networks by connecting people, sharing insights, and contributing to others' success

Competency	Definition	Forming	Improving	Successful	Exceeds	Exceptional
Solving Problems	The ability to identify root causes, analyze relevant data, and apply practical or innovative solutions to challenges.	• Misidentifies or overlooks the root cause of issues; focuses on surface-level symptoms • Analyzes problems without fully exploring relevant information or considering contributing factors • Suggests solutions without weighing feasibility, resources, or long-term effects • Fails to follow through on proposed solutions or adapt them when conditions change	<i>Transitional: Shows growth and increasing confidence but not yet consistently independent</i>	• Identifies the root cause of issues and the contributing factors with accuracy • Examines problems thoroughly by considering relevant information, multiple perspectives, and the broader context • Develops realistic, well-supported solutions based on the nature and scope of the issue • Carries out solutions, tracks progress, and adjusts the approach based on outcomes or feedback	<i>Transitional: Applies the competency independently in challenging or high-impact situations, adding value or insight</i>	• Proactively identifies root causes of emerging or multifaceted problems involving multiple variables, perspectives, or systems; anticipates related risks • Uncovers underlying causes and patterns by integrating information, insights, and context to develop solutions for both immediate and long-term challenges • Designs innovative solutions that improve systems or processes and can be adapted to solve future challenges across contexts • Implements structured solutions and analyzes outcomes to refine processes and support ongoing improvement

Competency	Definition	Forming	Improving	Successful	Exceeds	Exceptional
Testing and Troubleshooting	The ability to systematically analyze, diagnose, and resolve problems that arise within a system, device, or software.	- Struggles to use diagnostic tools or troubleshooting methods - Struggles to identify the source or symptoms of issues in systems or devices - Struggles to apply solutions or resolve technical issues without assistance - Struggles to document steps taken or communicate outcomes of troubleshooting efforts	<i>Transitional: Shows growth and increasing confidence but not yet consistently independent</i>	- Uses appropriate tools and methods to evaluate system issues - Identifies the cause of system, device, or software issues - Independently resolves issues in a timely and effective manner - Documents troubleshooting steps and communicates outcomes to identified stakeholders	<i>Transitional: Applies the competency independently in challenging or high-impact situations, adding value or insight</i>	- Selects and justifies diagnostic tools or methods tailored to the specific issue or context - Diagnoses underlying causes of multifaceted or recurring issues by analyzing system behavior, interdependencies, and trends - Anticipates, prevents, or rapidly addresses system issues through proactive troubleshooting - Creates organized, user-friendly documentation that supports team learning and improves future troubleshooting efforts
Thinking Critically	The ability to analyze information objectively, identify connections across sources, and form logical, well-supported conclusions.	- Misses key information or oversimplifies complex information when analyzing sources or situations - Struggles to apply criteria to analyze information; overlooks source reliability or relevance - Forms conclusions that are unsupported or disconnected from available evidence, leading to flawed or incomplete reasoning	<i>Transitional: Shows growth and increasing confidence but not yet consistently independent</i>	- Selects key information and organizes it into structured, manageable components - Applies criteria like relevance, credibility, and supporting evidence to analyze information; integrates multiple sources and perspectives before drawing conclusions - Draws logical conclusions from credible evidence and connects ideas to support understanding and sound decision-making	<i>Transitional: Applies the competency independently in challenging or high-impact situations, adding value or insight</i>	- Conducts deep, logical analysis to uncover underlying patterns or connections not immediately apparent - Integrates information from multiple sources to uncover patterns, resolve inconsistencies, and support well-reasoned conclusions - Draws nuanced conclusions by weighing evidence, questioning assumptions, and identifying key insights that shape strategies or improve decisions

Competency	Definition	Forming	Improving	Successful	Exceeds	Exceptional
Thinking Strategically	The ability to anticipate trends, understand context, and align actions with long-term priorities.	- Struggles to recognize how current actions may affect long-term goals or expose future risks - Struggles to identify problems or generate solutions; relies on others to analyze situations - Struggles to use evidence to support strategic thinking - Struggles to anticipate possible outcomes or consequences of decisions - Struggles to identify which stakeholders may be affected by or influence strategic outcomes	<i>Transitional: Shows growth and increasing confidence but not yet consistently independent</i>	- Identifies long-term goals and aligns short-term actions to support future objectives - Interprets problems in context by considering both short-term needs and long-term goals - Applies evidence to inform strategic thinking - Considers both short- and long-term implications when making decisions - Considers stakeholder interests when setting priorities or planning actions	<i>Transitional: Applies the competency independently in challenging or high-impact situations, adding value or insight</i>	- Anticipates long-term challenges and opportunities; adjusts strategies to align short- and long-term priorities across teams or systems - Evaluates underlying issues and uncovers strategic opportunities; identifies emerging issues before they escalate - Identifies patterns across multiple sources of evidence and trends to shape long-term planning and guide strategic priorities - Anticipates the broader organizational and stakeholder impact of decisions - Anticipates stakeholder reactions and integrates diverse perspectives into long-term strategies or decisions

Competency	Definition	Forming	Improving	Successful	Exceeds	Exceptional
Training Others	The ability to design and deliver training experiences that build knowledge, develop skills, and improve performance.	- Develops training materials or sessions without defined objectives or consideration of learner needs - Training is unorganized; outcomes are undefined, not measurable, or not aligned with training goals - Struggles to demonstrate subject knowledge; unable to answer questions or explain concepts - Struggles to engage learners by delivering content with little to no opportunity for interaction - Struggles to adjust training methods to meet different learner needs - Struggles to check for understanding or give relevant, timely feedback	<i>Transitional: Shows growth and increasing confidence but not yet consistently independent</i>	- Designs training content that reflects learning objectives, learner needs, and relevant subject matter - Develops well-structured training with defined outcomes that are specific, measurable, and aligned to learning goals - Demonstrates subject knowledge; answers questions and explains concepts - Engages learners with elements that promote active learning and critical thinking - Adjusts training style and methods to support diverse learner needs - Checks for understanding and gives actionable, timely, and relevant feedback	<i>Transitional: Applies the competency independently in challenging or high-impact situations, adding value or insight</i>	- Creates engaging, accessible training content using varied methods and tools that support skill-building and knowledge retention - Designs training with integrated assessments and instructional strategies that reinforce measurable outcomes and support long-term skill development - Anticipates learner needs, provides detailed explanations, and connects concepts to real-world application to support deeper understanding - Creates highly engaging experiences with interactive elements that support active learning, knowledge retention, and real-world application - Tailors training to individual needs using varied approaches; adapts instruction on the spot to maintain engagement and support comprehension - Uses varied methods to assess comprehension; delivers feedback that addresses gaps and supports continuous growth

Competency	Definition	Forming	Improving	Successful	Exceeds	Exceptional
Using Data	The ability to collect, analyze, and use data to generate insights and inform decisions.	- Struggles to locate, collect, or enter data - Struggles to apply appropriate analysis methods; misses patterns or trends in the data - Struggles to communicate data findings; presents information in a confusing or overly technical manner - Struggles to apply insights from data; needs support to use data in decision-making - Uses data in ways that violate ethical guidelines or ignore privacy and confidentiality requirements, increasing risk to the organization	<i>Transitional: Shows growth and increasing confidence but not yet consistently independent</i>	- Collects relevant data from multiple sources; organizes and verifies data to ensure accuracy - Applies standard analysis techniques to identify patterns, trends, and insights from data - Communicates data using appropriate summaries and visualizations - Uses data to make informed decisions and provide recommendations - Follows ethical guidelines for data collection, analysis, and use; protects sensitive data, including personally identifiable information (PII), financial records, and medical data, in compliance with privacy standards	<i>Transitional: Applies the competency independently in challenging or high-impact situations, adding value or insight</i>	- Integrates and organizes data from multiple sources; applies strong data management practices to ensure accuracy, consistency, and reliability - Uses advanced methods to interpret multi-dimensional data; uncovers deeper insights or relationships not readily apparent - Presents detailed data using narratives and visuals that highlight key insights to make information accessible and relevant to varied audiences - Applies data insights to develop actionable strategies and ensures decisions are both data-driven and effective - Anticipates potential privacy or ethical risks; proactively protects sensitive data and addresses misuse or noncompliance immediately

Competency	Definition	Forming	Improving	Successful	Exceeds	Exceptional
Valuing Inclusion	The ability to recognize, appreciate, and support the contributions, perspectives, and experiences of all individuals to improve outcomes across teams and organizations.	- Dismisses or overlooks perspectives different from their own - Stays within their comfort zone; makes little effort to engage with teammates from different backgrounds or perspectives - Uses biased language or behaviors that undermine inclusion - Views inclusion as someone else's responsibility; unaware of their impact on others	<i>Transitional: Shows growth and increasing confidence but not yet consistently independent</i>	- Actively seeks out a range of perspectives and experiences; creates opportunities for all team members to contribute - Invites participation from all team members, leveraging different viewpoints to strengthen solutions and drive innovation - Supports an inclusive environment by avoiding biased language and behaviors - Takes personal responsibility for fostering an inclusive team culture; recognizes how their behavior influences others	<i>Transitional: Applies the competency independently in challenging or high-impact situations, adding value or insight</i>	- Proactively encourages engagement from all team members; fosters a culture of belonging that strengthens collaboration and performance - Builds inclusive relationships by ensuring all voices are heard and fostering equitable participation - Identifies and addresses behaviors or practices that may unintentionally exclude others - Models inclusive behaviors that build a culture of belonging; strengthens morale, trust, and team engagement

Competency	Definition	Forming	Improving	Successful	Exceeds	Exceptional
Working Safely	The ability to maintain a safe work environment by following established safety rules, procedures, and practices.	- Lacks understanding of safety procedures; does not follow established protocols - Neglects required Personal Protective Equipment (PPE) or uses it incorrectly; fails to maintain PPE - Struggles to recognize safety risks or hazards; needs prompting to take appropriate action - Lacks working knowledge of emergency procedures and response protocols - Fails to report safety incidents; follow-up is sporadic or incomplete	<i>Transitional: Shows growth and increasing confidence but not yet consistently independent</i>	- Understands and follows established safety protocols and procedures - Uses required PPE correctly - Identifies and reports hazards appropriately; takes timely steps to reduce or eliminate risks - Follows emergency procedures and protocols during incidents - Reports safety incidents and promptly; completes required follow-up actions	<i>Transitional: Applies the competency independently in challenging or high-impact situations, adding value or insight</i>	- Demonstrates thorough knowledge of safety protocols and procedures; proactively anticipates and mitigates potential risks - Uses required PPE correctly; takes initiative to maintain PPE in optimal condition and support others in safe practices - Identifies and addresses hazards proactively; recommends improvements to enhance safety - Responds promptly in emergencies and applies procedures and protocols without hesitation - Reports incidents thoroughly and recommends preventive measures to avoid future occurrences

Competency	Definition	Forming	Improving	Successful	Exceeds	Exceptional
Working with Financial Information	The ability to interpret financial data, manage financial approvals, and ensure compliance to support informed decisions and promote transparency.	• Struggles to understand how financial data informs business decisions • Struggles to interpret financial statements and make informed decisions based on financial data • Struggles to apply relevant laws, rules, or policies to ensure financial compliance • Struggles to prepare accurate financial statements; lacks attention to transparency and stakeholder needs • Struggles to follow financial approval processes; may cause delays or compliance risks	<i>Transitional: Shows growth and increasing confidence but not yet consistently independent</i>	• Understands how financial data informs business decisions • Interprets financial statements to make and support informed decision-making • Applies financial policies, rules, and regulations correctly to ensure compliance with established procedures • Prepares accurate financial statements that promote transparency and meet stakeholder needs • Verifies that financial approvals align with applicable policies, controls, and regulatory requirements	<i>Transitional: Applies the competency independently in challenging or high-impact situations, adding value or insight</i>	• Identifies and addresses potential areas of financial risk before they impact operations • Interprets complex financial statements, forecasts financial outcomes, and makes informed decisions based on financial • Interprets and applies overlapping or nuanced financial requirements to ensure compliance and reduce risk • Uses financial reporting to anticipate stakeholder questions, surface key insights, and inform strategic decisions • Ensures financial approvals support budget goals, align with compliance standards, and reflect strategic priorities

