

Competency	Definition	Improve	Meets	Exceeds
Accepting Direction	The ability to accept and follow directions from those higher in the chain of command.	<ul style="list-style-type: none"> • struggles to follow the chain-of-command • works against decisions made by leadership • does not do what they have been asked or directed to do • does not perform tasks as assigned 	<ul style="list-style-type: none"> • follows chain-of-command • supports the decisions of leadership • complies with requests • performs tasks and duties as assigned 	<ul style="list-style-type: none"> • reinforces the chain-of-command • champions decisions made by leadership • efficiently complies with requests • efficiently performs tasks and duties as assigned
Acting Decisively	The ability to make decisions quickly and effectively.	<ul style="list-style-type: none"> • does not make quality decisions or commit to a clear course of action in a timely manner • struggles to make decisions based on partial information • struggles to maintain momentum • makes decisions without considering short- and long-term consequences 	<ul style="list-style-type: none"> • moves quickly to make quality decisions and commit to a clear course of action • comfortable making decisions based on partial information • willing to take calculated risks in order to maintain momentum • makes decisions based on consideration of short- and long-term consequences 	<ul style="list-style-type: none"> • explains rationale for quality decision and course of action • uses urgency to make quality decisions based on partial information • maintains momentum by monitoring results of actions and making changes, if necessary • creates contingency plans as information and knowledge changes
Acting with Ethics and Integrity	The ability to be consistent, honest, and a trustworthy steward of State resources.	<ul style="list-style-type: none"> • does not adhere to the ethical code established by the State of Louisiana • does not fulfill promises made to others • does not use the State's resources responsibly • does not maintain trust 	<ul style="list-style-type: none"> • adheres to the ethical code established by the State of Louisiana • fulfills promises made to others • uses the State's resources responsibly • maintains trust by being authentic and reliable 	<ul style="list-style-type: none"> • reinforces the ethical code established by the State of Louisiana • exceeds promises made to others • optimizes the State's resources • takes action to build trust

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Adapting to Change	The ability to adjust plans, expectations, and behaviors in response to change.	<ul style="list-style-type: none"> • struggles to adjust plans in accordance with change initiatives • struggles to adjust expectations in accordance with change initiatives • struggles to change behaviors in accordance with change initiatives 	<ul style="list-style-type: none"> • adjusts plans in accordance with change initiatives • adjusts expectations in accordance with change initiatives • adjusts behavior in accordance with change initiatives 	<ul style="list-style-type: none"> • identifies potential adjustments to processes or procedures to support change initiatives • normalizes adjusted expectations • normalizes or institutionalizes new behaviors
Building and Supporting Teams	The ability to combine your actions and efforts with others to work toward achieving a common goal.	<ul style="list-style-type: none"> • denies and/or shifts individual responsibility • works against the best interest of the team • withholds participation in team meetings and activities • unaware of the skills and interests of coworkers to achieve goals • siloes institutional knowledge, personal knowledge, and/or experience • undermines the team 	<ul style="list-style-type: none"> • fulfills individual responsibility to the team • promotes the best interest of the team • actively participates in team meetings and activities • 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 	<ul style="list-style-type: none"> • exceeds individual responsibility to the team • acts in the best interest of the team • encourages participation in team meetings and activities • 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
Championing Continuous Improvement	The ability to systematically drive or promote continuous improvement.	<ul style="list-style-type: none"> • struggles to use quality improvement cycles • makes changes before completing the quality improvement cycle • struggles to consistently monitor performance of systems and processes 	<ul style="list-style-type: none"> • uses quality improvement cycles (e.g., Kaizen, Six Sigma, Total Quality Management) to improve systems and processing • completes the entire quality improvement cycle before standardizing the improvement plan • evaluates performance of systems and processes 	<ul style="list-style-type: none"> • promotes the use of quality improvement cycles • uses evidence from the quality improvement cycle to drive change • shares evidence from monitoring to determine if further quality improvements are needed

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Communicating Effectively	The ability to relay information correctly and appropriately to connect people and ideas.	<ul style="list-style-type: none"> • communication is unclear, confusing, or missing elaboration • communication contains many errors that cause disruption to the overall message • struggles to determine the appropriate method of communication • struggles to adjust tone or formality based on the audience and situation • non-verbal communication detracts from the intended message • struggles to use active listening skills 	<ul style="list-style-type: none"> • expresses ideas and information in a clear and concise manner • uses correct spelling, grammar, and sentence structure • uses the appropriate method based on audience and message • uses the appropriate tone and formality based on the audience and situation • non-verbal communication supports the intended message • uses active listening skills by maintaining eye contact and avoiding interruptions 	<ul style="list-style-type: none"> • communication is clear, reflects depth of thought, and is fully elaborated to enhance message • conventions enhance clarity and the overall message • evaluates stakeholder preferences when determining appropriate communication methods • adjusts tone and formality based on the audience as the situation dictates • non-verbal communication enhances the intended message • uses active listening skills to connect people and ideas by suspending judgment and finding opportunities to engage conversational partners

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Demonstrating Accountability	The ability to accept ownership for your actions, behaviors, performance, and decisions.	<ul style="list-style-type: none"> • does not accept ownership for delivering on commitments • struggles to address problems that impact quality • does not accept ownership for mistakes • struggles to apply quality standards and policies of the organization 	<ul style="list-style-type: none"> • takes ownership for delivering on commitments • addresses problems that impact quality • assumes responsibility for mistakes • applies quality standards and policies of the organization consistently 	<ul style="list-style-type: none"> • immediately communicates potential barriers to delivering on commitments • proactively addresses problems that impact quality • makes necessary adjustments to prevent mistakes from happening again • makes recommendations for improvements to quality standards and policies of the organization
Demonstrating Appreciation	The ability to show gratitude for contributions of others.	<ul style="list-style-type: none"> • does not acknowledge the contributions of others • does not recognize the contributions of others • does not celebrate or commend the success of others 	<ul style="list-style-type: none"> • personally acknowledges the contributions of others • recognizes the contribution of others within team, department, or organization • commends the success of others 	<ul style="list-style-type: none"> • shows gratitude for individual contributions • rewards the contributions of others • celebrates the success of others

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Demonstrating Business Acumen	The ability to understand how the organization operates to achieve its objectives.	<ul style="list-style-type: none"> • does not take advantage of opportunities to learn about the organization • struggles to scan the environment for information that may impact the organization • does not take advantage of opportunities to contribute to the organization's strategic plan • struggles to apply business knowledge • struggles to monitor market trends and opportunities 	<ul style="list-style-type: none"> • regularly takes opportunities to learn about the organization • scans the environment to keep abreast of current developments that may impact the organization • takes advantage of opportunities to contribute to the organization's strategic plan • applies business knowledge in an attempt to improve the organization's outcomes • monitors market trends and opportunities 	<ul style="list-style-type: none"> • seeks opportunities to learn about the organization • seeks sources within the environment that provide timely, relevant, and impactful information about the organization • proactively seeks opportunities to contribute to the organization's strategic plan • shares relevant business knowledge in an attempt to improve the organization's outcomes • shares relevant market trends and opportunities
Demonstrating Courage	The ability to apply moral, disciplined, intellectual and/or empathetic courage to do something challenging, difficult, or uncomfortable.	<ul style="list-style-type: none"> • struggles to take action when injustices occur, human rights are violated, or when others are treated unfairly • struggles to remain steadfast, strategic, and deliberate in the face of setbacks and failures • struggles to challenge existing thoughts, beliefs, or processes • struggles to recognize personal bias and/or empathize with others 	<ul style="list-style-type: none"> • takes action when injustices occur, human rights are violated, or when others are treated unfairly • remains steadfast in the face of setbacks and/or failures • challenges existing thoughts, beliefs, or processes based on new learning, understandings, and insights obtained from experience or education • recognizes personal bias to empathize with the experiences and perspectives of others 	<ul style="list-style-type: none"> • identifies ways to prevent injustices in the future • is strategic and deliberate in the face of setbacks and/or failures • shares insights and/or new methods with coworkers • manages or puts aside personal bias to empathize with the experiences and perspectives of others

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Demonstrating Initiative	The ability to assess information and take action independently to help the organization achieve its goals.	<ul style="list-style-type: none"> • struggles to assess current information or situations accurately • struggles to take action without prompting • struggles to determine if one's actions support organizational goals 	<ul style="list-style-type: none"> • assesses current information or situations accurately • takes action on one's own without being prompted • ensures one's actions support the organizational goals 	<ul style="list-style-type: none"> • develops plans based on an accurate assessment of information or situations • does more than is expected or asked • evaluates the effectiveness of one's actions in supporting the organizational goals
Demonstrating Innovation	The ability to generate original ideas that create value, improve processes, or provide new products or services.	<ul style="list-style-type: none"> • struggles to generate original ideas • struggles to convert ideas into actionable plans • struggles to accept failure as a natural part of the innovation process • struggles to exhibit persistence in the pursuit of innovation 	<ul style="list-style-type: none"> • generates original ideas that create value • converts ideas from general concepts into actionable plans • accepts failure as a natural part of the innovation process • exhibits persistence in the pursuit of innovation 	<ul style="list-style-type: none"> • shares original ideas with others to gain buy-in • implements actionable plans • uses failure as a learning opportunity from which to build • continuously improves the innovation by studying the effectiveness of each iteration
Demonstrating Persistence	The ability to achieve goals by overcoming adversity.	<ul style="list-style-type: none"> • struggles to sustain production when faced with challenges • struggles to identify small steps to reach goals • struggles to identify alternative methods when faced with challenges 	<ul style="list-style-type: none"> • sustains production despite challenges • takes small steps toward the end goal • tries alternate methods when faced with challenges 	<ul style="list-style-type: none"> • increases production despite challenges • adjusts action steps to make progress toward end goal • shares successful methods with others

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Demonstrating Self-Awareness	The ability to manage your personality, behavior, skills, and emotions.	<ul style="list-style-type: none"> • struggles to evaluate one's personality, behavior, skills, and emotions • struggles to evaluate one's intent versus one's impact • struggles to develop one's self through reflection and self-improvement 	<ul style="list-style-type: none"> • objectively evaluates one's personality, behavior, skills, and emotions • evaluates one's intent versus one's impact • works to develop one's self through reflection and self-improvement 	<ul style="list-style-type: none"> • manages one's personality, behavior, skills, and emotions • seeks feedback on one's impact • seeks feedback on ways to improve one's personality, behavior, skills, and emotions
Developing Performance	The ability to assist others in advancing their skills, knowledge, and performance levels over time.	<ul style="list-style-type: none"> • struggles to sustain trusting relationships • struggles to show patience and/or empathy toward challenges, concerns, or problems faced by others • struggles to reinforce clear performance expectations • struggles to provide consistent critical feedback 	<ul style="list-style-type: none"> • establishes trusting relationships to increase psychological safety • shows patience and empathy toward challenges, concerns, and problems faced by others • reinforces clear performance expectations • provides timely, realistic, and actionable feedback 	<ul style="list-style-type: none"> • maintains or repairs trusting relationships to increase psychological safety • helps others interpret setbacks as an opportunity for growth • models performance expectations • provides ongoing critical feedback
Developing Plans	The ability to prioritize tasks and competing demands to create accurate plans.	<ul style="list-style-type: none"> • struggles to clearly define goals and tasks to execute plans • struggles to accurately estimate time and resources needed to accomplish tasks • struggles to consider obstacles that might impact plans • struggles to make necessary adjustments to plans 	<ul style="list-style-type: none"> • clearly defines goals and tasks to execute plans • estimates time and resources needed to accomplish tasks • considers obstacles that might impact future plans • makes adjustments to plans as needed 	<ul style="list-style-type: none"> • gains input from others on goals and tasks • accurately estimates time and resources needed to accomplish tasks • develops contingency plans to account for potential obstacles • communicates details of adjustments to stakeholders

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Displaying Expertise	The ability to exhibit specialized skills or knowledge gained from experience or training.	<ul style="list-style-type: none"> • struggles to gain the knowledge and skills associated with the position • struggles to apply specialized knowledge and skills to perform work tasks • struggles to keep job skills current 	<ul style="list-style-type: none"> • exhibits the specialized knowledge and skills associated with the position • effectively applies specialized knowledge and skills to perform work tasks • keeps one's job skills current 	<ul style="list-style-type: none"> • serves as a subject matter expert • shares expertise with others • earns or maintains industry-specific credentials
Displaying Professionalism	The ability to recognize how your actions impact the perceptions of both you and your organization.	<ul style="list-style-type: none"> • struggles to uphold agency image • struggles to follow agency protocols during internal and external business interactions • struggles to maintain composure • struggles to exhibit confidence 	<ul style="list-style-type: none"> • upholds the agency's image • follows agency protocols during internal and external business interactions • rebounds or is able to re-establish composure quickly • expresses confidence in ability to succeed 	<ul style="list-style-type: none"> • identifies ways to improve agency image • considers organizational culture when making adjustments during internal and external business interactions • maintains composure • maintains confidence in one's ability to succeed despite obstacles
Driving Results	The ability to identify important goals and work to achieve them.	<ul style="list-style-type: none"> • struggles to identify goals • struggles to prioritize tasks • struggles to determine key performance indicators • struggles to evaluate progress based on key performance indicators • struggles to meet deadlines 	<ul style="list-style-type: none"> • identifies goals • prioritizes tasks based on goals • determines key performance indicators • evaluates progress based on key performance indicators • meets desired goals within specified time frame 	<ul style="list-style-type: none"> • identifies stretch goals • adjust priorities based on new information • creates a plan to accomplish key performance indicators • makes adjustments based on evaluation of key performance indicators • meets desired goals ahead of specified time frame

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Driving Vision and Purpose	The ability to consistently communicate a compelling picture of the vision and purpose of the organization.	<ul style="list-style-type: none"> • struggles to identify strategic goals and direction • struggles to communicate the strategic goals and direction of the organization • struggles to link the organization's vision and purpose to short- and long-term goals • struggles to base business decisions on the organization's vision and purpose 	<ul style="list-style-type: none"> • identifies the strategic goals and directions of the organization, division, group, or individual • communicates the organization's strategic goals and direction • links the organization's vision and purpose to short- and long-term goals • refers to vision and purpose when making business decisions 	<ul style="list-style-type: none"> • scans the environment for potential threats to strategic goals or direction • reinforces the organization's strategic goals and direction in everyday interactions • plans new or revised deliverables based on the vision and purpose of the organization • evaluates the impact of business decisions on the vision and purpose of the organization
Exhibiting Social Awareness	The ability to identify and adapt your actions based on the situation and the personality, behavior, and emotions of others.	<ul style="list-style-type: none"> • struggles to interpret verbal and nonverbal cues of others to determine emotions accurately • struggles to adjust interpersonal style based on the personality, behavior, and emotions of others • struggles to identify the dynamics of an environment or situation 	<ul style="list-style-type: none"> • interprets verbal and nonverbal cues of others to determine emotions accurately • identifies the appropriate interpersonal style based on the personality, behavior, and emotions of others • identifies the dynamics of an environment or situation 	<ul style="list-style-type: none"> • adapts to the verbal and nonverbal cues of others • adapts interpersonal style based on the personality, behavior, and emotions of others • determines the best approach based on the dynamics of an environment or situation

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Focusing on Customer	The ability to serve the needs of those who support and/or rely on the services provided.	<ul style="list-style-type: none"> • struggles to assess customer wants and needs • struggles to foster a positive relationship with internal and external customers • struggles to deliver services or products that meet customer expectations • struggles to respond to customer questions and/or requests in a timely manner 	<ul style="list-style-type: none"> • conducts a thorough assessment of what the customer wants and needs • fosters positive relationships with internal and external customers • delivers services and/or products that meet customer expectations • responds to customer questions and/or requests in a timely manner 	<ul style="list-style-type: none"> • provides varied solutions based on customer wants and needs • maintains positive relationships with internal and external customers • delivers services and/or products that exceed customer expectations • anticipates customer questions and/or requests
Following Policies and Procedures	The ability to comply with policies and procedures of the organization as well as State Civil Service rules, and all applicable federal and state laws.	<ul style="list-style-type: none"> • does not follow policies and procedures of the organization • does not follow all applicable federal and state laws • does not follow all State Civil Service rules • struggles to identify conflicts between policies, rules, and laws 	<ul style="list-style-type: none"> • follows policies and procedures of the organization • follows all applicable federal and state laws • follows all State Civil Service rules • identifies conflicts between policies, rules, and laws 	<ul style="list-style-type: none"> • follows the chain-of-command to make recommendations for improvements to organizational policies and procedures • recommends updates to organizational policies and procedures based on federal and state law changes • recommends updates to organizational policies and procedures based on State Civil Service rule changes • recommends solutions to solve conflicts between policies, rules, and laws

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Fostering Engagement	The ability to encourage others to invest in their work and the success of the organization.	<ul style="list-style-type: none"> • struggles to assess the engagement level of others • struggles to determine the internal and external motivators of others • struggles to create a plan to increase engagement 	<ul style="list-style-type: none"> • assesses the engagement level of others • determines the internal and external motivators of others • creates a plan to increase engagement 	<ul style="list-style-type: none"> • removes barriers to increase engagement • uses varied strategies to encourage engagement • monitors and adapts engagement plans as required
Influencing Others	The ability to have an intentional effect on aligning stakeholder opinions and behaviors with the goals of the organization.	<ul style="list-style-type: none"> • struggles to persuade others to act in alignment with organizational goals • struggles to present information and logic in a manner that addresses the audience's interests, concerns, and needs • struggles to leverage one's expertise to positively impact the organization • struggles to apply the appropriate type of power to achieve positive results 	<ul style="list-style-type: none"> • persuades others to act in alignment with organizational goals • presents information and logic in a manner that addresses the audience's interests, concerns, and needs • facilitates conversations that positively impact the organization • applies the appropriate type of power to achieve positive results 	<ul style="list-style-type: none"> • evaluates the impact of persuasive efforts • makes adjustments to logic and information based on the evaluation of audience buy-in • leverages one's expertise to positively impact the organization • addresses discrepancies between intent and actual impact

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Leading Change	The ability to initiate, manage, influence, and evaluate change.	<ul style="list-style-type: none"> • struggles to create a vision for change initiatives • struggles to create stakeholder buy-in for change initiatives • struggles to support others during the change process • struggles to monitor the pace or effectiveness of the change process • struggles to remove barriers that may hinder the change process 	<ul style="list-style-type: none"> • creates a vision for change initiatives • determines how others will be impacted by change initiatives • establishes feedback loops • monitors the pace and effectiveness of the change process • removes barriers that may hinder the change process 	<ul style="list-style-type: none"> • develops a comprehensive communication plan to communicate the vision • creates stakeholder buy-in by promoting the benefits of change initiatives • responds to feedback to support others during the change process • proactively responds to indicators that change initiatives may stall or fail • anticipates barriers or challenges that may hinder the change process
Leading Effective Teams	The ability to guide and motivate a team to create, plan for, and achieve goals.	<ul style="list-style-type: none"> • struggles to determine the best way to gather and disseminate information • struggles to collaborate with team members to generate ideas • struggles to develop a process for decision making • struggles to develop processes for evaluating personal and team success • struggles to develop a process for confronting constructively 	<ul style="list-style-type: none"> • determines the best way to gather and disseminate information • collaborates with team members to generate ideas • develops a process for decision making • develops processes for evaluating personal and team success • develops a process for confronting constructively 	<ul style="list-style-type: none"> • requests feedback to evaluate the effectiveness of communication methods • uses quality improvement tools to facilitate brainstorming • communicates changes to agreed upon decision making process • uses storytelling to share success and improve culture • holds self and others accountable for conflict management

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Learning Actively	The ability to acquire necessary knowledge and skills to improve performance and achieve organizational goals.	<ul style="list-style-type: none"> • struggles to learn what is necessary to overcome challenges that are unfamiliar • struggles to locate relevant and credible resources • struggles to discover alternate courses of action that improve performance • struggles to apply new knowledge to optimize performance 	<ul style="list-style-type: none"> • learns whatever is needed to overcome challenges that are unfamiliar • locates relevant and credible resources • discovers alternate courses of action that improve performance • applies new knowledge and/or skills learned to optimize performance 	<ul style="list-style-type: none"> • seeks learning opportunities in anticipation of future business needs • determines which information should be applied to the situation • proposes alternative courses of action that improve performance • applies learning to new situations
Leveraging Technology	The ability to use technology and its related processes to further organizational goals.	<ul style="list-style-type: none"> • struggles to operate existing technology to perform job tasks • struggles to adapt quickly to new technology • struggles to use technology to streamline existing processes and products • struggles to use the most appropriate software or information systems to find information 	<ul style="list-style-type: none"> • operates existing technology to perform job tasks • adapts quickly to new technology • uses technology to streamline existing processes and products • uses the most appropriate software or information systems to find information 	<ul style="list-style-type: none"> • develops advanced knowledge of technology to troubleshoot and/or identify alternate methods of performing job tasks • pioneers technologies that can further organizational goals • provides feedback on the functionality of technology • operates advanced features of software or information systems efficiently and accurately to find relevant information

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Making Accurate Judgments	The ability to form an opinion objectively and decisively based on relevant information and in accordance with established standards.	<ul style="list-style-type: none"> • struggles to base decisions on a systematic evaluation of relevant facts and information • makes assumptions or rushes to judgments • struggles to provide a clear rationale for decisions or recommendations • struggles to consider opposing or multiple points-of-view 	<ul style="list-style-type: none"> • bases decisions on a systematic evaluation of relevant facts, information, and established standards • avoids making assumptions or rushing to judgment based on personal bias • provides clear rationale for decisions or recommendations • considers opposing or multiple points-of-view 	<ul style="list-style-type: none"> • evaluates abundant, complex, and conflicting information to inform judgments • evaluates one's implicit bias to ensure judgments are objective • able to field questions or backup decisions or recommendations with evidence • considers the consequences or impact of decisions
Managing Ambiguity	The ability to perform as expected with partial information and/or in uncertain circumstances.	<ul style="list-style-type: none"> • struggles to remain productive when situations or information are unclear • struggles to make decisions without having the complete picture • struggles to reduce ambiguity 	<ul style="list-style-type: none"> • remains productive even when situations or information are unclear • makes decisions without having the complete picture • reduces ambiguity by asking questions, seeking information, and making connections 	<ul style="list-style-type: none"> • deals constructively with problems that do not have exact solutions • evaluates decisions based on outcomes • adjusts action steps based on new information

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Managing Budgets	The ability to be a good steward of state resources by effectively managing allocated funds.	<ul style="list-style-type: none"> • struggles to establish an accurate budget based on allocated funds • struggles to assign funds to meet agency needs • struggles to project costs throughout the year • struggles to monitor projected and actual costs • struggles to adjust projections as new information becomes available • struggles to reallocate funds to account for shortfalls and overages 	<ul style="list-style-type: none"> • establishes an accurate budget based on allocated funds • assigns funds appropriately to meet agency needs • projects costs throughout the year based on budgeted allocations • monitors projected and actual costs throughout the budget year • adjust projections as new information becomes available • reallocates funds to account for shortfalls and overages 	<ul style="list-style-type: none"> • uses historical spending to accurately budget allocated funds • optimizes fund allocations • creates more accurate projections that anticipate future needs by applying organizational knowledge • anticipates gaps between projected and actual costs • leverages organizational awareness to develop solutions to budget challenges • advises stakeholders on appropriate fund reallocations
Managing Conflict	The ability to recognize and navigate disagreements in a rational, unbiased, and productive way.	<ul style="list-style-type: none"> • struggles to address conflicts before they escalate • struggles to adjust conflict management styles • struggles to help people find common goals and interests 	<ul style="list-style-type: none"> • addresses conflicts so they do not escalate • seeks information to understand the different conflict management styles • helps people find common goals and interests 	<ul style="list-style-type: none"> • develops a process for dealing with conflict before conflict happens • adjusts conflict management styles to suit the situation • builds consensus among individuals with different viewpoints to find mutually agreeable solutions to problems

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Managing from a Distance	The ability to manage others in telework status and/or across multiple locations.	<ul style="list-style-type: none"> • struggles to establish performance expectations • struggles to maintain communication • struggles to maintain collaboration • struggles to identify available technology to evaluate productivity levels 	<ul style="list-style-type: none"> • establishes clear performance expectations • implements processes to maintain communication • implements processes to maintain collaboration • uses technology to evaluate productivity levels 	<ul style="list-style-type: none"> • seeks feedback from individuals on performance expectations to evaluate clarity and feasibility • gains feedback from individuals or teams to improve communication • gains feedback from individuals or teams to improve collaboration • uses productivity data to identify areas of success and areas of improvement
Managing Meetings	The ability to conduct a meeting and manage others to accomplish the results needed in the allotted amount of time.	<ul style="list-style-type: none"> • struggles to develop an agenda with defined meeting objectives • struggles to keep meetings timely and focused on the agenda • struggles to involve all participants in discussions • struggles to end meetings with defined outcomes and action steps 	<ul style="list-style-type: none"> • develops an agenda to define meeting objectives • keeps meetings timely and focused on the agenda • actively involves all meeting participants in the discussion • ends meetings with clearly defined outcomes and action steps 	<ul style="list-style-type: none"> • gains feedback from others to determine meeting objectives • records ideas not related to agenda items for future discussion • helps individuals compromise to reach a consensus • ensures responsibility for outcomes and action steps

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Managing Performance	The ability to direct and to evaluate the work of employees.	<ul style="list-style-type: none"> • struggles to establish work and behavior expectations • struggles to hold people accountable for progress on work goals • struggles to evaluate the work of others • struggles to recognize people who achieve results or deliver on performance expectations 	<ul style="list-style-type: none"> • establishes work and behavior expectations • holds people accountable for progress on work goals • evaluates the work of others • recognizes people who achieve results and deliver on performance expectations 	<ul style="list-style-type: none"> • seeks feedback from employees on performance expectations to evaluate clarity and address points-of-confusion • engages in critical conversations to improve performance • modifies employees' work appropriately when priorities or skill-sets change • shares individual's successes throughout the organization, including leadership teams
Managing Projects	The ability to initiate, plan, execute, manage, and close-out all project goals within the established timeline.	<ul style="list-style-type: none"> • struggles to communicate project goals, timelines, and statuses • struggles to assign tasks with clear deadlines • struggles to identify potential resource constraints • struggles to monitor progress to ensure timely completion of project goals • struggles to close-out a project by transferring deliverables 	<ul style="list-style-type: none"> • communicates project goals, timelines, and statuses • assigns individual tasks with clear deadlines • identifies project interdependencies and potential resource constraints • monitors overall project progress to ensure timely completion of goals • closes-out projects by transferring deliverables 	<ul style="list-style-type: none"> • communicates adjustments to project goals and timelines • addresses issues that could potentially impede task completion • develops contingency plans to address potential resources constraints • conducts internal and external scans to identify potential barriers • conducts an after-action report to identify future quality improvements

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Managing Resources	The ability to ensure resources such as time, money, and people are utilized appropriately to result in maximum business value.	<ul style="list-style-type: none"> • struggles to manage allocated resources • struggles to optimize resources based on business needs • struggles to monitor resources using accurate tracking methods 	<ul style="list-style-type: none"> • manages allocated resources • optimizes resources based on business needs • monitors resources using accurate tracking methods 	<ul style="list-style-type: none"> • exhibits thorough knowledge of interaction between and amongst the laws, rules, and policies that govern resources • consistently researches methods to improve return on investment • attempts to resolve resource discrepancies before elevating in the chain of command
Managing Risks	The ability to identify, assess, and control risks and opportunities to fulfill the mission of the organization.	<ul style="list-style-type: none"> • struggles to identify potential risks • struggles to analyze potential risks • struggles to evaluate potential outcomes • struggles to create risk mitigation plans 	<ul style="list-style-type: none"> • identifies potential risks • analyzes potential risks • evaluates potential outcomes • creates risk mitigation plans 	<ul style="list-style-type: none"> • gathers feedback from stakeholders to identify potential risks • identifies the probability of risk occurrence • prioritizes potential risks based on probability and potential impact • monitors mitigation plans to determine if adjustments are needed
Managing Stakeholders	The ability to identify and to respond to the sometimes competing perspectives, agendas, and expectations of different parties.	<ul style="list-style-type: none"> • struggles to identify relevant stakeholders • struggles to balance the interests and needs of all stakeholders • struggles to communicate with multiple points of contact 	<ul style="list-style-type: none"> • identifies all relevant stakeholders • balances the interests and needs of all stakeholders • communicates with multiple points of contact 	<ul style="list-style-type: none"> • assesses the impact of agendas, perspectives, and expectations of stakeholder • facilitates negotiation of competing interests, when necessary • responsive to stakeholder interests or concerns

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Managing Systems	The ability to predict and manage the effects of actions on interrelated or interacting components of a team, department, or organization.	<ul style="list-style-type: none"> • struggles to analyze the patterns and connections between components of the system • struggles to examine the impact of internal and external forces on the system • struggles to consider long-term consequences and implications associated with actions or events • struggles to manage the interacting processes, procedures, or resources relative to one's position 	<ul style="list-style-type: none"> • analyzes the patterns and connections between components of the systems • examines the impact of internal and external forces on the system • considers long-term consequences and implications associated with actions or events • manages the interacting processes, procedures, or resources relative to one's position 	<ul style="list-style-type: none"> • uses the analysis of patterns and connections to predict impacts on the system • adjusts between micro (details) and macro (big picture) perspectives • manages biases and limitations to consider problems from a range of viewpoints • evaluates the effectiveness of management efforts on interrelated components of a system

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Managing the Employee Lifecycle	The ability to manage the recruitment, hiring, onboarding, performance, development, retention, and succession of employees.	<ul style="list-style-type: none"> • struggles to implement varied competency-based recruitment strategies • struggles to implement competency-based structured interviews • struggles to use competency-based onboarding strategies • struggles to engage in collaborative, competency-based conversations to establish performance goals • struggles to encourage employees to become more self-directed and self-determined • struggles to create succession plans to ensure continuity and quality of services 	<ul style="list-style-type: none"> • implements varied competency-based recruitment strategies appropriately • implements competency-based, structured interviews to reduce bias • uses competency-based onboarding strategies • engages in collaborative, competency-based conversations to establish performance goals • encourages employees to become more self-directed and self-determined • creates a succession plan to ensure continuity and quality of services 	<ul style="list-style-type: none"> • evaluates the effectiveness of varied recruitment strategies to attract candidates • evaluates the effectiveness of structured hiring practices • makes ongoing adjustments to the onboarding process based on employee and/or team feedback • evaluates the performance of employees to gauge the effectiveness of the collaborative discussions • holds employees accountable for performance development goals • adjusts the succession plan as new information becomes available
Managing Time	The ability to control your time to increase effectiveness, efficiency, or productivity.	<ul style="list-style-type: none"> • struggles to accurately estimate time required to complete tasks • struggles to prioritize daily tasks to increase productivity • struggles to track progress to meet deadlines • struggles to reduce distractions and obstacles 	<ul style="list-style-type: none"> • accurately estimates time required to complete tasks • prioritizes daily tasks to increase productivity • tracks progress to meet deadlines • reduces distractions and obstacles 	<ul style="list-style-type: none"> • makes time adjustments to account for task overlap • adjusts daily priorities without compromising efficiency and productivity • communicates progress to stakeholders • anticipates distractions or obstacles to maintain productivity

Competency	Definition	Improve	Meets	Exceeds
Navigating Organizations	The ability to identify what an organization values and how decisions are made to accomplish strategic goals.	<ul style="list-style-type: none"> • struggles to identify appropriate political, social, and economic advocates • struggles to explain how decisions are made and work gets done through formal and informal organizational structures • struggles to identify what is valued by the organization and/or leadership teams 	<ul style="list-style-type: none"> • identifies appropriate political, social, and economic advocates • explains how decisions are made and work gets done through formal and informal organizational structures • identifies what is valued by the organization and/or leadership teams 	<ul style="list-style-type: none"> • gains buy-in from critical stakeholders by leveraging networks of advocates • leverages formal and informal organizational structures to accomplish strategic goals • creates plans based on the organizational values
Negotiating Agreements	The ability to reach a consensus when parties may have conflicting interests or perspectives.	<ul style="list-style-type: none"> • struggles to reach consensus to clarify overall goals • struggles to use active listening when discussing ideas and differences • struggles to identify areas of compromise 	<ul style="list-style-type: none"> • reaches a consensus to clarify the overall goal • uses active listening when discussing ideas and differences • identifies areas of compromise 	<ul style="list-style-type: none"> • redirects discussions and actions back to established and agreed-upon goals • applies relationship management techniques when dealing with conflicts of ideas • builds consensus by using methods such as brainstorming, multi-voting, and nominal group technique

Competency	Definition	Improve	Meets	Exceeds
Networking	The ability to intentionally develop or maintain relationships with internal partners, external partners, and professional contacts.	<ul style="list-style-type: none"> • struggles to meet new people • struggles to act as a resource for others • struggles to establish rapport with contacts 	<ul style="list-style-type: none"> • remains open to meeting new people • acts as a resource for others by offering assistance or sharing expertise • establishes rapport with contacts by using open-ended questions and active listening techniques 	<ul style="list-style-type: none"> • builds networks with people within their industry or area of business • leverages network connections for ideas and resources to improve business outcomes • maintains relationships over time
Pursuing Professional Development	A personal commitment to take advantage of opportunities to increase your professional knowledge, skills, and abilities.	<ul style="list-style-type: none"> • struggles to identify formal and informal opportunities for growth • struggles to transfer new knowledge to the job • struggles to seek feedback from others on ways to increase current performance 	<ul style="list-style-type: none"> • identifies formal and informal opportunities for growth • transfers new knowledge to the job as opportunities arise • seeks feedback from others on ways to increase current performance 	<ul style="list-style-type: none"> • capitalizes on formal and informal opportunities for growth • looks for opportunities to apply new knowledge • engages others in discussions about career or professional development
Solving Problems	The ability to discover solutions to problems.	<ul style="list-style-type: none"> • struggles to identify problems • struggles to gain multiple perspectives to determine the complexity of a problem • struggles to determine the root cause of a problem • struggles to brainstorm potential solutions • struggles to implement solutions 	<ul style="list-style-type: none"> • identifies a problem • seeks multiple perspectives to determine the complexity of a problem • determines the root cause of a problem • brainstorms potential solutions • implements solutions for desired results 	<ul style="list-style-type: none"> • examines evidence or data to related to a problem • uses systems thinking to develop a deeper understanding of the problem • analyzes the root cause to reduce the likelihood of similar occurrences • evaluates how internal and external factors potentially impact solutions • evaluates the effectiveness of solutions

Competency	Definition	Improve	Meets	Exceeds
Testing and Troubleshooting	The ability to perform routine maintenance and inspections and resolve operating malfunctions to ensure machines and tools are functioning as expected.	<ul style="list-style-type: none"> • struggles to familiarize oneself with the nature in which machinery and tools are supposed to operate • struggles to perform routine maintenance and inspections • struggles to identify when machinery or tools are not functioning as expected • struggles to determine the cause of the performance malfunction • struggles to implement the correct solution to ensure machinery or tools are functioning as expected 	<ul style="list-style-type: none"> • familiarizes oneself with the nature in which machinery and tools are supposed to operate • performs routine maintenance and inspections • identifies when machinery or tools are not functioning as expected • determines the cause of the equipment malfunction • implements the correct solution to ensure machinery or tools are functioning as expected 	<ul style="list-style-type: none"> • possesses the knowledge to be considered a subject matter expert regarding the operation of applicable machinery and tools • makes adjustments to maintenance and inspection plans as needed • anticipates potential issues that could cause the machinery or tools to not function as expected • identifies the impact of the equipment malfunction • evaluates the effectiveness of the solution
Thinking Creatively	The ability to generate ideas, manipulate ideas, and make unconventional connections to develop original approaches.	<ul style="list-style-type: none"> • struggles to brainstorm a large number of ideas • struggles to consciously shift perspectives to find multiple possibilities • struggles to produce ideas that serve a purpose and have value 	<ul style="list-style-type: none"> • brainstorms a large number of ideas • consciously shifts perspectives to find multiple possibilities • produces ideas that serve a purpose and have value 	<ul style="list-style-type: none"> • brainstorms a wide variety of ideas • manipulates the elements of a task or issue in different ways to generate new ideas • generates novel or original ideas

Competency	Definition	Improve	Meets	Exceeds
Thinking Critically	The ability to objectively question, analyze, interpret, and evaluate information to form a conclusion.	<ul style="list-style-type: none"> • struggles to identify problems or questions to clarify the purpose and context for critical thinking • struggles to identify relevant and reliable evidence • struggles to identify potential bias or logical flaws in interpretations, viewpoints, or perspectives • struggles to form conclusions based on logic and factual evidence 	<ul style="list-style-type: none"> • identifies the problem or question to clarify the purpose and context • evaluates relevant and reliable evidence: data, opinions, and arguments • identifies potential bias or logical flaws in interpretations, viewpoints, or perspectives • forms conclusions based on logic and factual evidence 	<ul style="list-style-type: none"> • seeks feedback to ensure clarity of purpose and context • explains the relevance and reliability of the evidence used for critical thinking • eliminates bias and logical flaws from interpretations, viewpoints, or perspectives • makes recommendations based on logic and factual evidence
Thinking Strategically	The ability to generate insights and identify opportunities for future growth of the organization.	<ul style="list-style-type: none"> • struggles to identify opportunities for change and growth using a variety of tactics • struggles to incorporate information from multiple reliable sources to develop ideas • struggles to challenge one's perspective and opinions through discussion, research, and self-reflection • struggles to identify present implications of potential strategic decisions to adjust ideas accordingly • struggles to acknowledge how one's motives and bias affect proposed strategic decisions 	<ul style="list-style-type: none"> • identifies opportunities for change and growth using a variety of tactics • incorporates information from multiple reliable sources to develop ideas • challenges one's perspective and opinions through discussion, research, and self-reflection • identifies present implications of potential strategic decisions to adjust ideas accordingly • acknowledges how one's motives and bias affect proposed strategic decisions 	<ul style="list-style-type: none"> • prioritizes opportunities for change and growth • seeks feedback from organizational stakeholders regarding developed ideas • adjusts one's perspective and/or opinions based on information gathered • identifies future implications of potential strategic decisions to adjust ideas accordingly • eliminates one's bias when making strategic decisions

Competency	Definition	Improve	Meets	Exceeds
Training Others	The ability to facilitate the acquisition of work-related knowledge and skills in an effort to improve employee performance.	<ul style="list-style-type: none"> • struggles to explain information in a way that is easy for others to understand • struggles to model appropriate behaviors, skills, and techniques • struggles to utilize a variety of training methods to appeal to different learning styles • struggles to readily respond to questions and requests for assistance from others 	<ul style="list-style-type: none"> • explains information in a way that is easy for others to understand • models appropriate behaviors, skills, and techniques • utilizes a variety of training methods to appeal to different learning styles • readily responds to questions and requests for assistance from others 	<ul style="list-style-type: none"> • seeks feedback to ensure understanding of concepts • shares best practices • tailors instruction to meet the learning style of each learner • provides additional resources to further assist the learner with the topic in question
Using Data	The ability to use relevant and valid data to inform a recommendation for action.	<ul style="list-style-type: none"> • struggles to evaluate data sources to ensure relevancy and validity with situation and/or task • struggles to accurately enter data into the appropriate information systems • struggles to organize data • struggles to analyze data using various techniques • struggles to draw accurate inferences based on data analysis • struggles to present recommendations for action based on the results of the data analysis 	<ul style="list-style-type: none"> • evaluates data sources to ensure relevancy and validity with situation and/or task • accurately enters data into the appropriate information systems • organizes data • analyzes data using various relevant techniques • draws accurate inferences based on data analysis • presents recommendations for action based on the results of the data analysis 	<ul style="list-style-type: none"> • continuously monitors data sources to ensure they are up-to-date • develops a process to ensure the accuracy of data entry • seeks feedback regarding the manner in which the data was organized • explores alternate relevant analysis techniques to provide additional insight • develops reports with increased data visualization to communicate findings • able to provide data-driven rationale for recommendation, if asked

Competency	Definition	Improve	Meets	Exceeds
Valuing Diversity	The ability to develop an awareness of DEIBA challenges and craft personal plans that contribute to improving organizational cultures and environments.	<ul style="list-style-type: none"> • struggles to demonstrate awareness of challenges faced by individuals who are underrepresented • struggles to create an environment of diversity, equity, inclusion, and belonging for all • struggles to identify ways one can personally plan to advance diversity, equity, inclusion, belonging, and accessibility 	<ul style="list-style-type: none"> • demonstrates awareness of challenges faced by individuals who are underrepresented • works to create an environment of diversity, equity, inclusion, and belonging for all • identifies ways one can personally plan to advance diversity, equity, inclusion, belonging, and accessibility 	<ul style="list-style-type: none"> • demonstrates a willingness to discuss diversity and related issues • evaluates the level of diversity, equity, inclusion, belonging, and accessibility in the organization to identify areas of improvement • takes action to personally advance diversity, equity, inclusion, belonging, and accessibility
Working Safely	The ability to maintain safety by following rules and procedures.	<ul style="list-style-type: none"> • struggles to adhere to safety standards and protocols • struggles to maintain current certifications and required trainings • struggles to conduct routine inspections in the workplace to identify any activity, piece of equipment, or material that could be considered unsafe • struggles to report unsafe working conditions 	<ul style="list-style-type: none"> • adheres to safety standards and protocols • maintains current certifications and required trainings • conducts routine inspections in the workplace to identify any activity, piece of equipment, or material that could be considered unsafe • reports unsafe working conditions 	<ul style="list-style-type: none"> • follows the chain-of-command to make recommendations for improvements to safety standards and protocols • serves as a subject matter expert to train others on safety methods • proactively addresses issues before they become safety concerns • advocates for a culture of safety by sharing potential prevention methods

Competency	Definition	Improve	Meets	Exceeds
Working with Financial Information	The ability to use financial data to guide, drive, and convey the financial standing and/or outlook of an organization.	<ul style="list-style-type: none"> • struggles to understand how financial information is used to guide business decisions • struggles to apply knowledge of laws/statutes, rules, and policies to ensure financial compliance is achieved • struggles to ensure transparency by preparing accurate financial statements for stakeholders 	<ul style="list-style-type: none"> • understands how financial information is used to guide business decisions • applies knowledge of laws/statutes, rules, and policies to ensure financial compliance is achieved • ensures transparency by preparing accurate financial statements for stakeholders 	<ul style="list-style-type: none"> • recognizes and mitigates areas of financial risk • manages complexities related to varied business activities as governed by laws/statutes, rules, and policies • provides additional data to support, clarify, or justify financial decisions or statements