

CORE COMPETENCIES – What are they & How to rate them

Functional Expertise

Includes Job Knowledge, Problem Solving & Decision Making, Policy Awareness & Use of Resources: Demonstrates skills and the technical competence needed to execute job duties; able to learn and apply new skills as necessary. Keeps abreast of current developments and takes risks in developing and proposing new initiatives and challenging the status quo. Understands how job relates to others and uses resources effectively.

➤ Rating: Not Meeting Expectations

Behavioral Description:

- Does not demonstrate the functional or technical proficiency needed for the job. Makes frequent technical or functional errors. Demonstrates poor judgment and decision making because of lack of knowledge. Holds onto past skills and technologies, and resists learning new skills. Ignores or does not understand the impact of the job on others.
- Tends to depend upon technical and functional knowledge and skills at the expense of personal, interpersonal and managerial skills. Uses deep technical knowledge and skills to avoid ambiguity and risk. Uses resources inefficiently and even with additional resources, barely meets minimum standards.

➤ Rating: Needs Some Improvement

Behavioral Description:

- Lacks functional or technical proficiency in some areas. Judgment and decision making may be inconsistent due to lack of knowledge and job skill. Does not embrace new knowledge or skills or apply them. Does not consistently use resources efficiently. Does not recognize or understand the relationship of the job to others.

➤ Rating: Fully Meets Expectations

Behavioral Description:

- Consistently demonstrates the functional and technical knowledge for the job. Seeks out new knowledge or skills to improve job performance. Uses resources efficiently to get the job done. Remains current in the field. Occasionally takes risks to challenge the status quo. Understands the relationship of the job to others.

➤ Rating: Fully Meets & Often Exceeds Expectations

Behavioral Description:

- Has the functional and technical knowledge and skills to do the job at a high level of accomplishment. Frequently seeks out new knowledge and skills, applying it to job-related challenges. Takes risks to challenge the status quo by developing new methods or initiatives to improve the work. Uses resources to exceed expectations on projects. Recognizes the impact of the job on others.

➤ Rating: Consistently Exceeds Expectations

Behavioral Description:

- Has functional and technical knowledge and skills to do the job at an exceptional level of accomplishment. Consistently seeks out and implements new knowledge and skills, resulting in improved or innovative work processes or products. Is a model of knowledge and resourcefulness in the field, able to recognize the impact of the job on others, and reduces risk by including others in decision making.