

CORE COMPETENCIES – What are they & How to rate them

Core Competencies emphasize characteristics that are important to how each staff member performs in their role. Below are the competency definitions and behavioral descriptions that you might use as a starting point for comments that explain the rating you provided. This rating scale gives definitions and examples that fit within each rating. *An individual does not have to exhibit all of the examples in order for this rating to be accurate. The rating chosen should reflect the overall behavior in each area.*

Personal Accountability

Includes Commitment to Quality, Safety Consciousness, Attendance, and Reliability: Works according to schedule and arrives on time and prepared. Honors commitments; demonstrates ownership and takes advantage of opportunities to add value beyond scope of responsibility. Adapts to changes in the work environment; adjusts approach and prioritizes competing demands as necessary. Reacts well under pressure and develops creative solutions and suitable alternatives to problems. Takes the lead both within and beyond area of direct responsibility and comfort zone; volunteers for projects to create opportunities or solve important problems; strives to continually improve performance; and seeks opportunities to learn new skills and expand knowledge.

➤ Rating: Not Meeting Expectations

Behavioral Description:

- Is frequently unreliable in work habits and schedule. Is not orderly in approach to work. Takes on whatever task comes up; is easily diverted into less productive tasks. Frequently does not follow through. Is so concerned with doing things in a particular manner that work is sometimes late. Does not independently set challenging goals. Is easily thrown off balance by the unexpected and does not adjust well to change. Attends to non-challenging duties and tasks instead of important ones.
- Does not respond well to fuzzy problems with no clear solution or outcome. Prefers more data than others, and over-values structure. Is less efficient and productive under ambiguity. Has a strong need to finish each task before beginning another. Prefers to do the same thing time after time, and is unable to adapt to new or unorthodox approaches to the work. Resists learning new skills or knowledge and does not volunteer for projects.
- Moves to conclusions without enough data. Does not provide specific enough information to others, causing frustration. Undervalues orderly problem solving. Rejects precedent and history. Tends to turn toward the new and risky at the expense of proven solutions. Suggests solutions before conducting adequate analysis. Is unlikely to be strategic with actions. Tends to be overly methodical, a perfectionist or risk averse.

➤ Rating: Needs Some Improvement

Behavioral Description:

- Is inconsistent in reliability, productivity and organization. Does not always prioritize work appropriately in order to achieve goals. Follow through is inconsistent. Is frequently uncomfortable with change, allowing uncertainty to interfere with productivity. Is often unable to move forward without sufficient data. Problem solving ability may be hindered by the lack of a process or the inability to cope with the unknown.
- Does not see, or is not confident in acting on, opportunities for improvement. Needs significant guidance in setting challenging goals. Does not meet all deadlines. Rarely volunteers for additional projects or responsibilities. Is unable to align own activities and goals with team/department/organization goals.

➤ Rating: Fully Meets Expectations

Behavioral Description:

- Is a valued, reliable contributor to the entire team or unit. Is consistently productive and organized in setting objectives and managing time. Works on appropriate priorities to accomplish goals on time within own and others' areas of responsibility. Consistently follows through.
- Demonstrates solid problem solving ability. Can effectively cope with change, handling pressure and uncertainty well.
- Regularly identifies and acts on opportunities for improvement. Demonstrates leadership in achieving challenging goals within own and others' areas of responsibility. Is able to align own activities with team/department/organization goals. Volunteers for additional assignments. Consistently learns new skills and expands knowledge.

➤ Rating: Fully Meets & Often Exceeds Expectations

Behavioral Description:

- Is a highly valued, committed member of team/unit. Is very productive and organized. Is able to manage priorities and time. Achieves goals at a high level, taking ownership and accountability. Demonstrates excellent ability to cope with change and ambiguity. Is able to make decisions and creatively move forward even when data is incomplete.
- Frequently identifies and acts on challenging goals and development opportunities. Is able to make effective decisions without complete information. Consistently aligns own goals and activities with team/department/organization goals. Frequently seeks new assignments or leadership opportunities to enhance skills and knowledge.

➤ Rating: Consistently Exceeds Expectations

Behavioral Description:

- Is extremely productive and efficient in planning and executing work. Accurately scopes out the work, creates or improves efficient work flows and processes, and assigns or obtains appropriate resources. Demonstrates excellence at planning, priority setting and execution. Is capable of juggling multiple priorities, adapting and flexibly shifting with ease. Proactively manages change with ingenuity, good humor and confidence. Can decide and act without having the total picture. Does not have to finish tasks before moving on. Can comfortably handle risk and uncertainty, maintaining equilibrium and productivity. Is seen as a role model in a crisis.
- Is action oriented and full of energy for challenging opportunities in areas of importance. Proactively leads others, regardless of formal role or title. Demonstrates courage in acting on planning, leading others beyond their comfort zones to open up solutions and possibilities. Seizes more opportunities than others. Consistently aligns own and others' goals and activities with team/department/organization goals, and makes significant contributions to goals at all levels. Is a role model, frequently asking for feedback on performance and continually learning new skills.