Competency Name	Competency Description	Related Behaviors
Ability to Conceptualize	Mentally assembles multiple and divergent pieces of information into a coherent whole. This assembly of information into an integrated image takes into account a sense of history, an awareness of the present and an ability to anticipate the requirements of the future.	Creates a vision: Combines insight and strategy to produce unique ideas. Creates images: Is mentally able to map information and how the various elements fit into a singular image that can be explained to and understood by others. Creates solutions: Uses analytical skills to generate a range of solutions to problems. Gathers and retrieves information: Gathers information in an organized manner so that it is accessible when it is needed.
Achieving Results	Demonstrates drive and determination to achieve both results and success; can be counted upon to successfully exceed goals; regularly pushes self and others for results; bottom-line oriented, persisting despite obstacles and opposition	Achieves objectives: Pursues objectives energetically; accepting, setting and tackling demanding projects. Ambition: Has a intense desire to get ahead and recognizes that tangible accomplishments will make this happen. Demonstrates personal drive: Shows drive and determination; working tirelessly and diligently when required to attain tangible outcomes. Focuses energy: Conveys a sense of urgency when appropriate, displaying a sense of energy that is needed to persist in the face of difficult situations.
Aligns Organizational Resources	Focuses on and guides others in accomplishing work objectives.	Creates a learning environment: Helps secure resources required to support development efforts; ensures that opportunities for development are available; offers to help individuals overcome obstacles to learning. Establishes approach: Works in partnership with direct reports to identify the behaviors knowledge and skills required to achieve goals; identifies specific behaviors, knowledge, and skill areas for focus and evaluation. Evaluates performance: Holds regular formal discussion with each direct report to discuss progress toward goals and review performance; evaluates each goal, behavior, knowledge, and skill area. Sets performance goals: Works with in partnership with direct reports to set meaningful performance objectives; sets specific performance goals and identifies measures for evaluating goal achievement. Tracks performance: Implements a system or uses techniques to track performance against goals and to track the acquisition and use of appropriate behaviors, knowledge and skills.

Competency Name	Competency Description	Related Behaviors
Analytical Problem-Solving	Analyzes information to understand relationships, patterns, and causes and effects, integrate data, and check facts. This is done with both qualitative and quantitative information, making rational and timely judgments on the basis of the information that is available.	Creates Solutions: Uses analytical skills to produce a range of resolutions to problems; generates workable solutions. Explores beyond the obvious: Does not accept the first answer to a problem preferring to look beyond the obvious. Explores problems from all perspectives: Is excellent at honest analysis, seeing problems where others might not, and finding solutions where others see only problems. Is intuitive and scientific: Uses rigorous logic and analytical methods to solve difficult problems and to find creative yet workable solutions. Probing and Inquisitive: Follows initial information gathering with more in-depth probing for additional information; asks follow-up questions.
Applied Learning	Assimilates and applies new job-related information in a timely and effective manner.	Actively participates in learning activities: Takes part in needed learning activities and makes the most of the learning experience (e.g., takes notes, asks questions, does required tasks). Applies knowledge or skill: Puts new knowledge or skills to practical use on the job; furthers learning through trial and error. Quickly gains knowledge, understanding, or skill: Readily absorbs and comprehends new information from formal and informal learning experiences.
Approachability	Has a personal style that is very inviting and engaging; seems to attract others, as he/she is not defensive and/or aloof. Very engaged and interested in all that is happening about him/her; is verbally and non-verbally encouraging and supportive of others; is easy to meet, and becomes even more approachable over time.	Actively Listens: Takes time to listen, really hearing what others have to say. Is positive: Has a generally positive attitude about life and everything in it that is both. Is the quintessential Everyman: Has a style that cannot be easily explained, yet is universally comfortable and familiar; keeps the asking of questions and the making of statements in balance. Shares observations without lecturing: Invites others (and, in turn, is invited by others) to share their observations; valued as a source of valid observations and personal perspective. Takes time: Makes the time to give someone else his/her absolute, undivided attention, thereby making the person feel that he or she is the center of the universe, even if it is only for a matter of seconds or minutes.

Competency Name	Competency Description	Related Behaviors
Appropriate Use of Humor	Maintains a constructive and positive ability to laugh at oneself and with others; uses appropriate humor with care and discretion to release tension, and to keep perspective on what really matters.	Humor that cuts through confusion: Uses humor to maintain perspective when situations become seemingly too large to manage. Is cleaver and thoughtful: Uses thought provoking humor that carries a message appropriate for the situation. Is selective about what is said: Carefully selects humor that is appropriate to the setting and the audience. Maintains positive relationships: Uses humor to maintain a positive personal attitude; also uses humor in relationships to keep things positive. Not too full of himself/herself: Does not make humorous comments about others, unless they serve a constructive purpose and are comments that he/she would make about himself/herself.
Attention to Detail	Pays close attention to information that is overlooked or taken for granted by others. Prefers to look beyond the obvious and does not accept situations or take information at face value. Scrutinizes how things go together, making sure components are indeed aligned and appropriately interrelated.	Expert resource: Demonstrates detailed job knowledge and expertise in own area; applies specialist skills to work and problem solving. Inquisitive and questioning: Has a high level of need to understand how and why things go together; does not blindly accept answers offered by others. Meticulous to detail: Assures that all details in any situation are attended to. Technical and professional in approach: Takes a step by step approach to be certain that all elements of a problem are understood and link one to the other.
Balances Work - Personal Priorities	Maintains a balance between the demands found in one's personal life and those found at work, so that neither is detrimental to the other.	Accepts and manages trade-offs: Recognizes that short term-tradeoffs (personal and career) might be required but does so with a perspective on maintaining a long-term sense of balance between the two. Balances work and personal priorities; Is constantly and consciously balancing work and personal priorities so that one doesn't dominate the other. Creates a balanced world for self and others; Recognizes that one's world is created to a large extent by the choices that one makes; is constantly assessing those choices with an eye toward equilibrium. Integrates work and play; Knows how to balance working hard with playing hard. Lives life to the fullest; Is neither "all work" nor overly self-indulgent, knowing how to attend to both personal and professional matters to achieve what he/she wants out of life.

Competency Name	Competency Description	Related Behaviors
Builds Customer Loyalty	Takes full responsibility for customer satisfaction and loyalty, and proceeds to build productive customer relationships through the continuous assurance that all customer needs are understood and are fully met.	Acknowledges the person: Greets customers promptly and courteously; gives customers full attention. Clarifies the current situation: Asks questions to determine needs; listens carefully; provides appropriate information; summarizes to confirm understanding. Confirms satisfaction: Asks questions to test for satisfaction; commits to follow-up if appropriate; expresses gratitude to customer. Meets or exceeds needs: Acts promptly in routine situations; agrees on a clear course of action in non-routine situations; takes the opportunity to exceed expectations without making unreasonable commitments. Takes responsibility: Manages disgruntle customers by listening to their complaints, empathizing, apologizing, and taking personal responsibility for the sake of resolving customer problems/issues. Uses key principles: Establishes good interpersonal relationships by helping people feel valued, appreciated and included in discussions (enhances self-esteem, empathizes, engages, discloses, supports).
Builds Trust	Interacts with others in a way that gives confidence in one's intentions and the intentions of the organization.	Discloses own positions: Shares thoughts, feelings, and rationale so that others understand personal positions. Operates with integrity: Demonstrates honesty; keeps commitments; behaves in a consistent manner. Remains open to ideas: Listens to others and objectively considers others' ideas and opinions, even when they conflict with one's own. Supports others: Treats people with dignity, respect, and fairness; gives proper credit to others; stands up for others and their ideas even in the face of resistance or challenge.
Calculated Risk-Taking	Initiates action to achieve a recognized benefit or advantage but only after potential negative consequences are understood.	Actively seeks opportunities

Competency Name	Competency Description	Related Behaviors
Challenges and Defers	Challenges and questions commonly held beliefs in a professionally appropriate and thoughtful manner. Does not blindly accept directives, but prefers to think for himself/herself. Plays the role of "devil's advocate", yet once all points of view have been expressed, knows how to stand down graciously and accept a well thought out decision.	Accepts consensus: Once a decision is reached, regardless of the source, embraces it and supports its implementation; is also capable of doing the same with a directive from above providing that it has been examined. Comfort around authority: Is comfortable with senior management and powerful clients. Facilitates group thinking: Encourages communication and integrates the views of all concerned into a discussion Independent thinker: Explores and communicates his/her perspective on an issue, and does not merely accept the view of others; if required, 'pushes back' in an appropriate manner. Is efficient: Remains judicious in group discussion, helping to quickly arrive at a decision that is best for all involved. Listens and integrates: Listens to opposing points of view with the intention of accepting the best stance that is presented. Saves the organization from itself: Maintains a perspective on what is "right"; both in general, and for the organization as a whole. Thoughtful and analytical: Expresses contrary views that have substance and are worthy of some consideration, and does so without being too emotionally invested.
Coaches and Mentors	Provides timely guidance and feedback to help others strengthen specific knowledge and develop skill areas to accomplish tasks or solve problems.	Clarifies the current situation: Clarifies expected behaviors, knowledge, and level of proficiency; seeking and giving information and checking for understanding. Explains and demonstrates: Provides instruction, positive models, and opportunities for observation to help others develop skills; encourages questions to ensure understanding. Provides feedback and reinforcement: Gives timely, appropriate feedback on performance; reinforces efforts and progress. Uses key principles: Establishes good interpersonal relationship by helping others feel valued, appreciated, and included in discussions; enhances others' self-esteem, empathizes, involves, discloses, and supports.
Commitment Through Action	Takes prompt, proactive initiative to accomplish goals and objectives beyond what is required; defines priorities through the setting of high personal standards; seeks out, challenges and takes action requiring extra effort without being directed to do so.	Commitment through behavioral practices: Demonstrates commitment to the organization through a genuine investment of oneself in his/her work. Goes above and beyond: Takes action that goes above and beyond job requirements in order to achieve objectives Responds quickly: Takes immediate action when confronted with a problem or when made aware of a situation. Sets high personal standards: Sets high standards of performance, pursues aggressive goals, and works hard to achieve them. Takes independent action: Implements new ideas or potential solutions, seeks approval and guidance for only the most critical or sensitive of activities.

Competency Name	Competency Description	Related Behaviors
Commitment to Self Development	Views learning and development as a continuous life endeavor; identifies own development needs and takes initiative to begin the learning process.	A student of learning: Seeks environments or assignments that require something new and that causes him/her to "stretch" by doing something that is unfamiliar and uncomfortable. Always looking to the next challenge: Constantly focuses on improving upon past performance and is not satisfied with the maintenance of present performance levels. Committed to improving: Is personally committed to and actively works to continuously improve. Constantly growing: Recognizes that different and or changing situations require different skill sets and approaches; works to apply strengths, while continually acquiring new capabilities in areas of possible weaknesses. Sets the bar high: Accepts, sets, and accomplishes demanding objectives that are self-imposed.
Composure Under Stress	Maintains stable performance under pressure or opposition (such as approaching deadlines or job ambiguity); handles stress in a manner that is acceptable to others and to the organization.	Copes effectively: Develops appropriate strategies, as needed, to alter conditions that create stress and to sustain physical and mental health. Maintains focus: Stays focused on work tasks and productively uses time and energy when under stress. Maintains optimism: Recovers quickly from setbacks and failures, keeping difficulties in perspective. Maintains relationships: Presents a positive disposition and maintains constructive interpersonal relationships when under stress. Shows self control: Demonstrates an ability to keep own emotions in check; prevents negative emotions from disrupting work.
Contributes to Team Performance	Is an engaged and integral member of a group, recognizing the need for group collaboration, empathy, consensual decision-making and respect for others.	Facilitates goal accomplishment: Makes procedural or process suggestions for achieving team goals or performing team functions; provides necessary resources or helps remove obstacles to help the team accomplish its goals. Informs teammates: Shares important or relevant information with the team. Involves others: Listens to and fully involves others in team decisions and actions; values and uses individual differences and talents. Models commitment: Adheres to the team's expectations and guidelines; fulfills team responsibilities; demonstrates personal commitment to the team.

Competency Name	Competency Description	Related Behaviors
Creates External Strategic Alliances	Develops and uses collaborative relationships to facilitate the accomplishment of work goals.	Clarifies the current situation: Probes for and provides information to clarify situations. Develops others' and own ideas: Seeks and expands on original ideas, enhances others' ideas, and contributes own ideas about the issues and opportunities at hand. Facilitates agreement: Gains agreement form network members to support ideas or take alliance-oriented action; uses sound rationale to explain value of actions. Seeks opportunities: Proactively tries to build effective networks and working relationships with other people who may or may not have a stakeholder interest. Subordinates personal goals: Places higher priority on team and organizational goals than on own personal goals. Takes a broad long-term perspective on success. Uses key principles: Establishes good interpersonal relationships that are based on what is best for a larger business community.
Creates Internal Partnerships	Works to achieve business goals by identifying and building strategic relationships between areas, teams, departments, units, and organizations.	Explores partnership opportunities: Works with potential partners to define benefits and potential issues; collaboratively determines the scope and expected outcomes of the partnership so that all needs can be met. Focuses on "big picture" goals: Places higher priority on organization's goals than on own area's goals; anticipates effects of own area's s actions and decisions on partners; influences others to support partnership objectives. Formulates action plans: Outlines and obtains consensus on action plans to realize goals; facilitates agreement individual responsibilities and needed support. Identifies partnership needs: Analyzes the organization as a whole and identifies key relationships that should be initiated or improved to attain goals. Sustains partnership: Monitors and evaluates the ongoing partnership process and ensures that issues and challenges are dealt with effectively.

Competency Name	Competency Description	Related Behaviors
Creativity and Innovation	Generates innovative solutions in work situations; tries creative and novel ways to deal with work problems and opportunities.	Challenges paradigms: Identifies implicit assumptions in the way problems or situations are defined or presented; sees alternative ways to view or define problems; is not constrained by the thoughts or approaches of others. Creates workable solutions: Produces innovations and solutions in-line with the demands of the situation so that they can be practically applied. Ensures relevance: Targets important areas for innovation and develops solutions that address meaningful work issues. Evaluates multiple solutions: Examines numerous potential solutions and critically evaluates each before accepting any. Leverages diverse resources: Draws upon multiple and diverse sources (individuals, disciplines, bodies of knowledge) for ideas and inspiration. Thinks expansively: Combines ideas in unique ways or makes connections between disparate ideas; explores different lines of thought; views situations form multiple perspectives; brainstorms to create multiple approaches/solutions.
Customer Focus	Makes customers and their needs a primary focus of one's actions; develops and sustains productive customer relationships.	Builds collaborative relationships: Builds rapport and cooperative relationships with customers. Educate customers: Shares information with customers to build their understanding of issues and capabilities. Seeks to understand customers: Actively seeks information to understand each customer's circumstances, problems, expectations, and needs. Sets up customer feedback systems: Implements effective ways to monitor and evaluate customer concerns, issues, and satisfaction, as well as anticipate customer needs. Takes actions to meet customer needs and concerns: considers how actions or plans will affect customers; responds quickly to meet customer needs and resolve problems; avoids over-commitments.
Decisiveness	Assimilates information quickly and acts upon it with a sense of calculated risk-taking. Makes time bounded decisions characterized by logic, reasoning, and without undue referring to others. Is driven by a need for activity that is purposeful	Calculated risk-taking: Operates comfortable with the information that is available in the time allotted and uses that information to make informed decisions. Is realistic: Does not pretend to know everything, but would prefer to be faulted for making a bad decision, than for not making one and missing an opportunity. Self-confident: Conveys a realistic sense of self-worth that does not approach arrogance; is comfortable that his/her decision-making is at least equal to that of others but with the exception that he/she is willing to pursue it. Takes initiative: Acts on own initiative without being prompted; is comfortable handling problems with minimal guidance.

Competency Name	Competency Description	Related Behaviors
Delegates-Shares Responsibility	Allocates decision-making authority and/or task responsibility to appropriate others in an effort to maximize the use of individual resources to increase organizational effectiveness.	Defines parameters: Clearly communicates the parameters of the delegated responsibility, including decision-making authority and any required actions, constraints, or deadlines. Provides support without removing responsibility: Suggests resources and provides assistance or coaching as needed; expresses confidence in the individual. Shares responsibility: Allocates decision-making authority and/or task responsibility in appropriate areas to appropriate individuals (considering positive and negative impact, organizational values and structures, and enhancement of the individual's knowledge/skills). Stays informed: Establishes appropriate procedures to keep informed of issues and results in areas of shared responsibility.
Dependable Follow Through	Recognizes that organizations are comprised of many inter-dependent relationships and that one cannot be successful entirely on his or her own; is regularly and without qualification there to support those who might require his/her assistance; follows through without question and in a timely manner on all promises and commitments.	Does whatever can be done: Does not make excuses for why something cannot be accomplished; delivers what/he she can to fulfill original commitment. Keeps track of obligations: Balances multiple priorities well, with an eye at all times on fulfilling his/her obligations to others. Practices follow-through: Follows through on commitments, including outcomes and promised time frames. Provides on-the-spot assistance: Is there at a moment's notice to assist when a request for help is made. Sets and meets expectations: Communicates clearly what can and cannot be done; is careful not to over-commit less it compromise his/her ability to fulfill other obligations.
Develops Others	Plans and supports the development of an individual's skills and abilities so that they can fulfill their current and future job/role responsibilities more effectively.	Collaboratively establishes development goals: Works with individuals to identify areas for development, understand the need for improvement, and sets specific development goals. Collaboratively establishes development plans: Works with individuals to identify options for meeting development goals; explores environmental supports and barriers to development; jointly determines appropriate developmental activities. Creates a learning environment: Secures resources required to support developmental efforts; ensures that opportunities for development are available; offers assistance to help individuals overcome obstacles to learning. Monitors progress: Provides individuals with specific feedback on their performance issues; adjusts plans to ensure development.

Competency Name	Competency Description	Related Behaviors
Disadvantaged Business Enterprise (DBE) Compliance (MANDATORY for Program Managers and Project Engineers with Responsibility for DBE compliance).	Program and Project Managers with responsibility for DBE complian	Compliance: Ensures established goals are met or documents a good faith effort to meet goals. Contributes: Actively contributes to a work environment that embraces and pursues DBE/EEO compliance. Eliminate barriers: Elimiate barries to DBE/EEO compliance; ensures that new barriers are not created. Focus: Focuses on meeting DBE/EEO goals and how best to achieve them. Goals: Works with WSDOT DBE unit to establish goals on projects.
Disadvantaged Business Enterprise (DBE)/Equal Employement Opportunity (EEO) Contract Compliance	For Program and Project Managers with responsibility for DBE compliance.	Compliance: Ensures established goals are met or documents a good faith effort to meet goals. Goals: Works with appropriate WSDOT office to establish DBE/EEO contract compliance goals and projects. Outreach: Advertises projects to appropriate communitites. Resolution: SEeks assistance from the appropriate WSDOT office on addressing barriers to compliance and when DBE/EEO contract compliance disputes and complaints. Training: Seeks and participates in training regarding DBE/EEO contract compliance requirements and best practices.
Effective Communication	Clearly conveys information and ideas through a variety of media to individuals or groups in a manner that engages the audience and helps them understand and retain the message.	Adheres to accepted conventions: Uses syntax, pace, volume, diction, and mechanics appropriate to the media being used. Adjusts to audience: Frames message in line with audience experience, background, and expectations; uses terms, examples, and analogies that are meaningful to the audience. Comprehends communication from others: Attends to messages from others; correctly interprets messages and responds appropriately. Ensures understanding: Seeks input from audience; checks understanding; presents message in different ways to enhance understanding. Maintains audience attention: Engages the audience through the use of analogies, illustrations, body language, and voice inflection. Organizes the communication: Clarifies purpose and importance; stresses major points; follows a logical sequence.

Competency Name	Competency Description	Related Behaviors
Effective Presentations	Effectively presents ideas (including nonverbal communication and use of visual aids) to individuals or groups when given time to prepare; delivers presentations that are adapted to the specific needs and characteristics of the audience.	Defines clear goals: Establishes an objective that clearly reflects the needs of the audience. Follows a logical sequence: Presents main ideas that support the objective of the presentation, and presents facts, evidence, and details that support the main ideas; delivers information in a logical order to aid understanding. Listens and responds to questions and objections: Involves the audience by soliciting questions and input; clarifies as needed to help achieve the goals of the session. Summarizes the presentation: Summarizes the main ideas; calls the audience to take action or make decisions, where appropriate. Uses learning aids: Uses audio and visual aids to enhance the audience's understanding of content. Uses nonverbal communication: Uses body language (e.g., eye contact and gestures) that is consistent with verbal communication and aids understanding.
Emotional Resilience	Reacts to unexpected challenges and conflicts in a calm and metered fashion; demonstrates a repeated ability to persevere and adapt when things go awry; and, the ability to rise above that which threatens to wear them down.	Accurate thinking: Maintains a laser accurate perspective when assessing the realities of the situation, thus allowing for a practical reaction that creates workable solutions Copes with Pressure: Copes with pressure staying calm and in control even in stressful work situations; maintains a stable level of performance when under pressure. Demonstrates self-control: Demonstrates self-control and an ability to keep own emotions in check; prevents negative emotions from disrupting his/her work. Maintains Optimism: Maintains a level of optimism that assists one to recover more quickly from setbacks; keeps difficulties in accurate perspective. Maintains perspective: Takes a long-term perspective, realizing that setbacks will eventually be counterbalanced by successes yet to be realized. Manages criticism: Accepts criticism with without becoming over-defensive and /or hostile; does not dwell on unfair criticism, recognizing the merits of the source; accepts feedback, whether positive or negative, as a gift.

Competency Name	Competency Description	Related Behaviors
Empathetic of Others	Projects self into the position of another, by attempting to understand their thinking and what they might be experiencing emotionally.	Attempts to understand others through words and actions: Demonstrates an ability to find appropriate meaning in non-verbal or emotional signals. Builds trust: Creates a sense of trust by truly understanding what others might be experiencing. Can assume the role of another: Projects oneself into the position of another to look at the world through their eyes and feel life as they feel it. Demonstrates real concern for others: Shows empathy towards clients and colleagues. Is aware of others: Demonstrates an interest and understanding for the attitudes and views of others. Is self-aware: Posses an understanding and feeling for others that comes in part for being in tune with one's own feelings; and the strengths and weaknesses of the human condition in general. Respect individual differences: Treats and respects clients and colleagues as individuals.
Energy and Enthusiasm	Consistently maintaining high levels of activity or productivity; sustaining long work hours when necessary; operating with vigor, effectiveness, and determination over extended periods of time	Keeps quality in balance with: Recognizes that long hours does not equate with quality; retains a perspective of working intensely while also maintaining the quality of what is being produced. Maintains effectiveness: Performs mentally or physically taxing work effectively; retains the capacity for effective action or accomplishment over long periods of time Maintains stamina: Keeps a strong work pace over time; exhibits intensity in completing work objectives.
Ethics and Values	Operates by and adheres to a situation-appropriate and effective set of core values and beliefs that anchor one's thoughts and behavior during good times and bad.	Is consistent and clear in deeds: Acts consistently in accordance with clear ethics and values. Is steadfast in beliefs: Does not compromise values and beliefs for short-term gain or through rationalization. Places interest of larger community over self-interest: Ensures that organizational values align with those that are legally correct, morally appropriate, and in the best interest of all shareholders and stakeholders. Serves as role model: Through own actions, models high standards of behavior for others. Strives to do what is right: Upholds both personal and organizational values in good times and as well as difficult times. Should personal and organizational values ever become in conflict, defers to personal belief systems. Walks the talk: Acts in line with personal values, rewarding those that are aligned and disapproving of those that are not; practices what he/she preaches.

Competency Name	Competency Description	Related Behaviors
Facilitates Change	Encourages others to seek opportunities for different and innovative approaches when addressing problems and opportunities; facilitating the implementation and acceptance of change within the workplace.	<u>Addresses change resistance:</u> Helps individuals overcome resistance to change; shows empathy with people feel loss as a result of change. <u>Encourages boundary breaking:</u> Encourages associates to question established work processes or assumptions; challenges associates to ask "why" until underlying cause is discovered; involves stakeholders in continuous improvement actions and alternatives. <u>Manages complexity and contradictions:</u> Tries to minimize complexities, contradictions, and paradoxes or reduce their impact; clarifies direction and smoothes the process of change. <u>Rewards change:</u> Recognizes and rewards associates who make useful changes. <u>Values sound approaches:</u> Consistently remains open to ideas offered by others; supports and uses good ideas to solve problems or address issues.
Flexible and Adaptive	Remains effective when experiencing major changes in work tasks or the work environment; adjusts effectively to work within new work structures, processes, requirements, or cultures.	<u>Adjusts behavior:</u> Quickly modifies behavior to deal effectively with changes in the work environment; readily tries new approaches appropriate for new or changed situations; does not persist with ineffective behaviors. <u>Approaches change or newness positively:</u> Treats change and new situations as opportunities for learning or growth; focuses on the beneficial aspects of change; speaks positively about change to others. <u>Stress tolerance:</u> Uncertainty does not contribute to undue personal stress. <u>Tolerates Ambiguity:</u> Demonstrates an ability to work comfortably in an environment where clear direction or definite information is not available or is unclear. <u>Tries to understand changes:</u> Tries to understand changes in work tasks, situations, and environment as well as the logic or basis for change; actively seeks information about new work.
Focus Upon Quality	Accomplishes tasks by considering all of the areas involved, no matter how small; shows concern for all aspects of the job; accurately checks processes and tasks; remains watchful over a period of time.	<u>Assures quality at all levels:</u> Maintains professional, high quality work even at the very detailed level. <u>Ensures high-quality output:</u> Vigilantly watches over job processes, tasks, and work products to ensure freedom from errors, omissions, or defects. <u>Follows procedures:</u> Accurately and carefully follows established procedures for completing work tasks. <u>Takes action:</u> Initiates action to correct quality problems or notifies others of quality issues as appropriate.

Competency Name	Competency Description	Related Behaviors
Focuses Group Efforts	Ensures that collaborations serve and support business objectives while using appropriate interpersonal styles and methods; provides direction and guidance to others when in a team or collaborative setting; constantly considers and integrates the needs and potential contributions of others and the larger organization.	Clarity of purpose: Helps to establish the purpose and importance of the group initiative; seeks, makes, and summarizes information; checks for understanding Common understanding: Fosters the development of a common vision Develops ideas and facilitates agreement: Seeks, makes, and develops suggestions; makes procedural suggestions; tries to build agreement on outcomes and actions Direction and priorities: Provides direction and helps self and others to defines priorities Understanding and communication of goals: Links the team's mission to that of the organization; while also making certain that the team's mission and strategies are clear and understood by others. Uses key principles: Establishes good interpersonal relationships by helping people feel valued, appreciated, and included in discussions (enhances self-esteem, empathizes, involves, discloses, supports).
Gains Commitment	Uses appropriate interpersonal style and techniques to gain acceptance of ideas or plans; modifies behavior to accommodate tasks, situations, and individuals involved.	Clarifies the current situation: Seeks, gives, and summarizes information; ensure that the situation/issue at hand is understood. Closes discussions with clear summaries: Summarizes outcomes of discussions and establishes next steps if needed. Develops others' and own ideas: Presents own ideas; seeks and develops suggestions of others; makes procedural suggestions. Facilitates agreement: Uses appropriate influence strategies (such as demonstrating benefits or giving rewards) to gain agreement; persists by using different approaches as needed to gain commitment. Opens discussions effectively: Describes expectations, goals, requests. Or future states in a way that provides clarity and excites interest. Uses key principles: Establishes good interpersonal relationships by helping people feel valued, appreciated, and included in discussions (enhances self-esteem, empathizes, involves, discloses, supports).

Competency Name	Competency Description	Related Behaviors
Global Perspective	Maintains a curiosity about and seeks knowledge of things that are universal, and an appreciation of the distinct linkages that exist between the local, regional, national, international, and global events.	Can project oneself into a novel situation: Can imagine oneself in another environment, or can project reactions to novel experiences. Looks at problems from a "world citizen" perspective: Synthesizes and balances information, developing appropriate evidence based conclusions about global issues. Maintains a global perspective: Demonstrates an ability to see issues from the point of view of other cultures. Respects individual differences: Maintains an attitude that is respectful of the diversity of the human condition. Self awareness: Has an appreciation for how one's own actions impact others and how the actions of others impact him/her.
Inclusivenessd and Relationship Building		Standard 1: Actively contributes to a work environment that embraces diversity and uses diverse perspectives to enhance the attainment of organizational goals. Standard 2: Builds constructive working relationships characterized by a high level of acceptance, cooperation, respect, and mutual regard. Fosters positive relationships with co-workers. Standard 3: Objectively considers and checks his/her thinking against the ideas/input of others Solicits and considers ideas from those who are reluctant to express their points of view. Develops and adapts approaches to problems that take into account cultural ethnic, gender and other individual differences. Standard 4: Models effective group process behavior, such as listening, discussing, negotiating, rewarding, encouraging and motivating. Resolves confrontations and disagreements constructively. Exemplifies dignity and respect.
Information Management	Establishes procedures to collect information needed to manage an organization or ongoing activities within it.	Develops monitoring systems: Establishes systems to monitor activities or outputs that are easy to use and that provide timely and pertinent information. Identifies monitoring needs: Determines which systems, processes, or areas need to be monitored; identifies what information needs to be obtained. Implements tracking systems: Effectively puts in place monitoring systems with minimal interruption for other organizational processes. Reviews data: Collects and reviews data on a regular basis to determine progress, anticipate needs, and make necessary adjustments to personnel or processes.

Competency Name	Competency Description	Related Behaviors
Integrative Listening	Practices attentive and active listening with an underlying ability to synthesize information from various resources into what is being presented. Incorporates present conversation content with earlier discussions and/or knowledge.	Encouraging and open: Encourages others to share their views and takes time to listen to and consider those views. Engenders trust: Listens to others intently and encourages openness, by letting his/her audience know that their trust will not be betrayed. Identifies with others: Tries to identify with what others are saying by balancing of his/her personal goals with those of the others. Listens beyond the obvious: Listens to the total message, interpreting non-verbal cues and integrating what is not being said. Willingness to be attentive: Has the ability to hear others out, and accurately re-states their opinions to assure understanding even when he/she may disagree.
Interpersonal Versatility	Realizes that the rest of the world does not necessarily operate the way he/she has come to experience it; is open and skilled in modifying one's own approach to interpersonal contact by accommodating the interpersonal style and interests of others; does not compromise ones' underlying values or beliefs; extends his/her abilities to engage others in a fashion that is more familiar and comfortable.	Accepting of new ideas and relationships Is accepting of new ideas and relationships; supports change initiatives; understands how a changing environment can influence one's behavior and relationships essential for success Adapts and momentarily modifies own style: Has insight into own interpersonal style and is quick to identify the style of others; momentarily adapts their style to accommodate and have a more meaningful interaction. Diversity and cross-cultural awareness: Maintains an international perspective, relating well to people of different cultures and nationalities; demonstrates an ability to see issues from the point of view of another culture, another base of values, and/or set of experiences. Is versatile and appropriate: Makes reasonable attempts to use language, metaphors, and symbols so that others can more easily relate; does this without demonstrating any awkwardness or discomfort. Student of human behavior: Is quick to interpret what is being said by others, along with the non-verbal cues that they are giving off, creating a highly accurate image of who that person really is.

Competency Name	Competency Description	Related Behaviors
Leadership Presence	Has an interpersonal style that engages others and encourages trust. Influences others using personal power and does so in a fashion that has charm, style, and a genuine sense of empathy. Balances this highly personal concern for others with a sense of professionalism and with actions that are consistent with his/her words.	Balanced compassion: Genuinely cares for the well-being of others, yet integrates this highly personal concern with a need to serve the larger group as well Command skills: Is willing to take the lead, recognizing the importance and value of straight talk balanced with action; as such, is looked to for direction in a crisis. Intense composure: Is viewed as someone who has a high level of energy and drive, while at the same time being cool under pressure. Is able to be counted upon to hold things together during tough times. Lives his/her values: Is clear through actions what his /her values are; and, does not try to impose these upon others; is consistent in living a life that aligns beliefs, with words, and with actions.
Leads Through Values-Based Vision	Keeping the organization's vision and values at the forefront of associate decision making and action.	Communicates the importance of the vision and values: Helps others understand the organization's vision and values and their importance. Models the vision and values: Takes actions, makes decisions, and shapes team or group priorities to reflect the organization's vision and values Moves others to action: Translates the vision and values into day-to-day activities and behaviors; guides and motivates others to take actions that support the vision and values Rewards living the vision and values: Recognizes and rewards associates whose actions support the organization's vision and values.
Learns While Doing	Learns quickly when confronted with a new problem, understanding the surface issues as well as the interconnectedness of those issues that run much deeper; is capable of quickly putting together a workable plan, while also being able to adapt that plan as circumstances change.	Embraces continuous learning: Maintains an experimental attitude in which one wants to constantly improve upon what has already been learned. Is challenged by the unknown: Enjoys work challenges that are unfamiliar; experiments with solutions that fit the situation. Learns by "trial and error": Accepts that some of life's best teachings come through trial and error; is not afraid to experiment using alternate approaches. Learns quickly: Learns new techniques quickly; learns from own mistakes and own successes; takes in new information quickly and puts it immediately to practical use. Recognizes that learning opportunities abound everywhere: Is a kinesthetic learner who views "doing" as an enactive mode of language that is helpful in exploring more options.

Competency Name	Competency Description	Related Behaviors
Maintains Perspective	Does not respond emotionally to a problem or crisis. Maintains objectivity by sorting out issues with fair, rational analysis. Realizes that opinions can vary greatly, and the optimum solution can usually be found in the middle.	Calm and persistent: Does not get emotionally caught up in a crisis, remains calm and collected, even when pursuing causative factors. Always looks at the underlying causes of a problem to create a workable solution. Detached and analytical: Views problems dispassionately by analyzing the facts alone, not how one responds to them emotionally. Insightful: Reads the subtleties of a person and a situation to extract additional information that lends perspective and informational value. Intuitive: Uses instincts to formulate a hypothesis, which can then be proven or disproved with facts.
Management Focus	Is comfortable stepping into difficult situations, taking charge, and, making things happen; can live with any attending criticism and accepts with grace any comments made by those who may have had the same opportunity but lacked the courage.	Comfort with being in charge: May not have the formal authority, but recognizes when leadership is required; and, does not hesitate to step in and accept the challenge for the moment. Courage when under pressure: Often works at his/her best when the pressure is on, realizing that there is usually only one opportunity to do something correctly (life does not come with an instant re-play). Effective management practices that multiply efforts: Understands and employs the multiplying effect of: strategic decision-making; organizing of activities; delegation of workload; communication of expectations; monitoring of progress; and the value of constructive yet candid feedback. Is comfortable living in a "glass bubble": Can accept and handle the comments (positive and negative) from others for being in a position of responsibility. Provides direction: Provides a team with a clear sense of direction, and keeps the team focused on those tasks that attain results.
Manages Conflict	Dealing effectively with others in an antagonistic situation; using appropriate interpersonal styles and methods to reduce tension or conflict between two or more people.	Clarifies the current situation: Collects information from relevant sources to understand the conflict Develops others' and own ideas: Presents and seeks potential solutions or positive courses of action. Initiates action: Takes positive action to resolve the conflict in a way that addresses the issue, dissipates the conflict, and maintains the relationship Opens discussions effectively: Establishes a clear and compelling rationale for resolving the conflict. Remains open to all sides: Objectively views the conflict from all sides. Stays focused on resolution: Stays focused on resolving the conflict and avoids personal issues and attacks.

Competency Name	Competency Description	Related Behaviors
Manages Job Demands and Sets Appropriate Prioritites	Adheres to the Agency's Affirmative Action (AA) and Equal Employment Opportunity (EEO) Policies (MANDATORY)--Conforms daily practices to the agency's AA, EEO and Freedom from Harassment policies. Promotes fair treatment and equal opportunity in all business and employment practices; responds promptly and appropriately to allegations of discrimination and sexual harassment; and recognizes barriers to diversity and inclusion and works to eliminate those and ensure new ones are not erected.	
Manages Upwards	Recognizes that one must support those above them in the organization even if this means taking responsibility for influencing their actions and their performance across the organization. Uses well-developed communication skills to assure a flow of information that is meaningful, timely and intended to add value while also being supportive.	Demonstrates interpersonal sensitivity: Is politically adroit at reading situations and identifying those methods that cause others to pay attention. Is loyal with a purpose: Actively supports and defends his/her superior to others realizing that this creates a "debt" that will result in greater openness to his/her suggestions Is savvy with regard to business relationships: Maintains good, solid, mutually respectful relationships across various organizational levels. Is subtly persuasive: Is skilled in persuading, convincing, and influencing those more senior so that they might modify their opinions and/or direction. Possesses an acute sense of timing: Has a sense of when to push an issue or agenda with his/her superior and when to back off. Works well with those in authority: Demonstrates an ability to relate to those at more senior levels or at lower levels.
Manages Work Flow	Effectively manages time and resources to ensure that work is completed efficiently	Leverages resources: Uses available resources (individuals, processes, departments, and tools) to complete work Makes preparations: Ensures that required equipment and/or materials are in appropriate locations so that work can be performed effectively. Prioritizes: Identifies critical activities and tasks; adjusts priorities when appropriate. Schedules: Effectively allocates time to complete work; coordinates schedules with coworkers to avoid conflicts. Stays focused: Effectively uses time and prevents irrelevant issues or distractions from interfering with completing work.

Competency Name	Competency Description	Related Behaviors
Models Role Behavior	Leads by example, demonstrating in everyday action what he/she expects of others with regard to personal conduct and role-specific behavior.	Accepts being a role model: Accepts living in a "glass bubble," in which his/her actions may be scrutinized and emulated by others. Is situation-sensitive: Is discrete and appropriate in making requests that fit the situation Makes reasonable requests: Asks only of others what is reasonable and likely to be accomplished Promotes learning: Makes reasonable requests of others to try things that are "new" and that "stretch" their abilities, realizing that this fosters learning Sets and keeps the pace: Sets the bar high for himself/herself; recognizes that others might also strive to achieve this level once achieved. Walks the talk: Lives the practices that he/she expects or asks of others
Motivates Others	Assists employees in performing more effectively by setting clear "stretch" objectives and clarifying expectations; provides regular constructive feedback that reinforces and enhances their performance; identifies and removes barriers that might interfere with employee performance and impede motivation; and supports employee achievements through opportunities for growth and advancement.	Challenges and rewards individual differences: Enriches job challenges to assist colleagues' growth and development; recognizes the individual needs and motivations of colleagues and links rewards through personal incentives directly to demonstrated performance. Creates high performance environment: Uses role and position to create a challenging yet enjoyable work environment that inspires colleagues to excel. Establishes "stretch" goals: Uses contemporary motivational theory and an understanding of organizational behavior to set high, yet attainable, standards of employee performance. Is personally committed to the success of others: Conveys a genuine personal enthusiasm about departmental and organizational goal attainment; in so doing, engages others in creating a high-performance environment. Treats employees with trust and respect: Inspires people to excel through a demonstrated respect that all work is important; and, through an expression of trust that employees are competent and capable of succeeding in their work.

Competency Name	Competency Description	Related Behaviors
Negotiating Acumen	Effectively exploring alternatives and positions to reach outcomes that gain the support and acceptance of all parties.	Builds support for preferred alternatives: Builds value of preferred alternatives by relating them to the other party's needs; responds to objections by emphasizing value; exposes problems while identifying alternatives. Clarifies the current situation: Explores all parties' needs, concerns, and initial positions, including one's own. Develops others' and own ideas: Engages in mutual problem solving by brainstorming alternative positions or approaches and evaluating them openly and fairly. Facilitates agreement: Seeks win-win solutions through a give-and-take process that recognizes each party's core needs. Identifies points of agreement/disagreement: Builds common ground by highlighting areas of agreement; focuses efforts by pointing out areas of disagreement. Keeps discussion issue oriented: Manages the interpersonal process to stay focused on the task; constructively addresses emotions and conflict.
Organizational Agility	Possesses a functional knowledge of business operations and the origins and reasoning behind key practices; as well as an ability to get things accomplished through both formal and informal channels and networks.	Is "maze bright": Has a facility for figuring things out as one makes his or her way through the maze, especially as it pertains to getting things done within an organizational environment. Is a student of cause and effect: Is constantly aware of organizational interrelationships, paying particular attention to the impact that decisions/ outcomes in one part of the organization have on other parts of the same organization. Is solutions-focused: Is not limited when traditional solutions fail; rather, is agile, flexible and highly adaptive in exploring numerous options that create a workable solution. Monitors industry and business trends: Stays close to business trends through customer contact and awareness of their concerns, as well as through relevant professional and trade associations. Understands the organizational culture: Has a knowledge and appreciation for how the organization operates and what contributes to the organization's "emotional tone". Views history as a predictor of the future: Has a working knowledge of past practices and how they influenced past and present-day decision-making.

Competency Name	Competency Description	Related Behaviors
Passionate About Life and Work	Views each day as an adventure waiting to unfold with possibilities that are endless. Understands and accepts setbacks, but is not discouraged by them preferring to focus on the opportunities that await; sees life and work as a means of self expression, with ones career a vehicle for contributing back to a larger community.	Doesn't waste time: Uses the limited amount of time that one has to the fullest, and in a way that contributes directly and indirectly to others. Driven by passion: Use a deep and genuine sense of caring as the emotional engine that drives him/her to accomplish what others might not even try to take on. Examines the complexities around us: Spends some time trying to understand how the machinery of both natural systems and man-made ones all work, so as to better appreciate the synchronicity of it all. Positive in outlook: Starts each day aware of what might go wrong, but instead elects to focus on the possibilities that can develop and the opportunities that await to be seized. Purposeful altruism: Wants to live a life that is full, meaningful and that makes the world a little better place to live.
Patience	Understands and practices the power of patience; is tolerant of processes and extends courtesies to others through a willingness to listen and confirm before acting; delays personal gratification to enhance relationships as well as to improve discernment and qualify judgment.	Delays providing answers: Takes time to coach and mentor others so that they learn to create workable solutions; may develop answers quickly but listens to others before taking action. Demonstrates tolerance: Is tolerant and respectful of both the pace with which others operate and of the processes they use. Invests personal time: Is willing to invest time in developing others by allowing them to demonstrate effort and develop proficiency before taking action. Is humble: Is cautious not to force his/her timing onto others; is not too "full" of himself/herself. Practices civility: Extends professional interpersonal courtesies to others, treating them with dignity and respect.
Performance Leadership	Agency's Affirmative Action (AA) and Equal Employment Opportunit	Standard 1: Conforms daily practices to the agency's AA, EEO and Freedom from Harassment policies. Promotes fair treatment and equal opportunity in all business and employment practices; responds promptly and appropriately to allegations of discrimination and sexual harassment; and recognizes barriers to diversity and inclusion and works to eliminate those and ensure new ones are not erected.

Competency Name	Competency Description	Related Behaviors
Personal (Influence) Power	Is able to influence others absent formal authority; makes a strong and positive impression on others, presenting himself/herself effectively; is humble yet forthright, thereby quickly establishing a sense of trust and candor that is engaging of others.	Gains agreement: Communicates openly yet directly to assist others quickly reach consensus, while also feeling as if each has been heard. Is credible: Communicates with authority and in doing so projects personal credibility and expertise. Persuades and convinces through logic: Uses logic and rational thought to influence others so that they reconsider their opinions or direction. Practices "Give and Take": Is a master negotiator with those inside as well as outside the organization, using a variety of approaches to secure win-win outcomes. Promotes concepts and ideas: Is a strong advocate when necessary to promote the ideas and position of self, others, teams or the organization. Uses the political process: When appropriate, uses the internal politics of the organization to communicate and to influence.
Planning and Prioritizing	Establishing courses of action for self and others to ensure that work is completed efficiently.	Determines tasks and resources: Determines project/assignment requirements by breaking them down into tasks; identifying equipment, materials, and people needed; and coordinating with internal and external partners. Leverages resources: Takes advantage of available resources (individuals, processes, departments, and tools) to complete work efficiently. Prioritizes: Identifies more critical and less critical activities and assignments; adjusts priorities where appropriate. Schedules: Allocates appropriate amounts of time for completing own and others' work; avoids scheduling conflicts; develops timelines and milestones. Stays focused: Uses time effectively and prevents irrelevant issues or distractions from interfering with work completion.
Politically Astute	Recognizes that people and organizations have multiple agendas that contribute to corporate politics; these are to be anticipated and proactively managed through strategy, awareness, and a strong sense of consequence arising from cause and effect relationships.	Anticipates and prepares: Is strategic in anticipating organizational problems; plans his/her approach accordingly. Employs gamesmanship: Views organizational life as just one of life's games to be played and won, all the time following the "rules" of ethical conduct, and with a strong sense of cause-effect relationships. Navigates organizational white waters: Is sensitive to how people and organizations function; uses this knowledge to navigate complex political situations effectively and with discretion. Understands "Business as Usual": Accepts corporate politics as a necessary part of doing business and works to change that reality.

Competency Name	Competency Description	Related Behaviors
Pragmatic Decision-making	Identifies and understands issues, problems, and opportunities; compares data from different sources to draw conclusions; uses effective approaches for choosing a course of action or developing appropriate solutions; takes action that is consistent with available facts, constraints, and probable consequences.	Chooses appropriate action: Formulates clear decision criteria; evaluates options by considering implications and consequences; chooses an effective option. Commits to action: Makes decisions within a reasonable timeframe. Gathers information: Identifies the need for and collect information to better understand issues, problems, and opportunities. Generates alternatives: Creates relevant options for addressing problems/opportunities and achieving desired outcomes. Identifies issues, problems, and opportunities: Recognizes issues, problems, or opportunities and determines whether action is needed. Interprets information: Integrates information from a variety of sources; detects trends, associations, and cause-effect relationships. Involves others: Includes others in the decision-making process as warranted to obtain good information, make the most appropriate decisions, and ensure buy-in and understanding of the resulting decisions.
Promotes Business Relationships	Views own business as part of a much larger interdependent system and realizes other businesses are essential for overall success. Identifies and engages with businesses that can assist or can be assisted. Takes a long-term and highly strategic approach to building alliances and partnerships, recognizing that a certain element of acceptable risk is involved.	Balances competing motivations: Understands the difference between being competitive and being charitable. Is selective in partnerships: Seeks business partnerships and alliances that have synergy and make "good business" sense. Makes the necessary investment: Put as much effort into a business alliance as one is expecting gain from it, maybe even more. Proactive in creating alliances: Recognizes that one cannot be successful alone, and to this end, seeks out strategic business partnerships. Renaissance approach: Has an "enlightened" and long-term view of how business relationships contribute to success. Understands reciprocity: Knows when to accept help; in turn, readily offers assistance to others.

Competency Name	Competency Description	Related Behaviors
Responsible Corporate Citizen	Accepts the role of corporate steward, seeking to make wise and careful use of all resources; recognizes that a business cannot be successful by itself, in that it operates within a much larger community that requires it to be a responsible citizen and contribute to activities that reinforce other ethical commitments, which may include: environmental issues of toxic pollution, global warming, depletion of non-renewable resources, loss of biodiversity, as well as the human issues of distribution of wealth, nutrition, health, housing, and education.	Accepts responsibility to be an agent of the company: Recognizes that businesses have a responsibility to take up societal challenges when other institutions have failed or become too overwhelmed. All employees are citizens with equal amounts to gain and/or to lose: Finds ways, appropriate to one's level in the organization, to give back to a much larger community through actions that support a greater community goal. Contributes at the most personal of levels: Takes personal learning derived from organizational opportunities and contributes back into the larger community in which the organization operates. Personally volunteers: Contributes time, energy and other personal resources to causes that enhance the immediate community (locally) and/or a much broader society (globally). Systemic societal change: Accepts that businesses operate in a global community and have global obligations; that donating money is not enough - active participation is essential; that community volunteerism develops leadership skills and opportunities for learning that benefit the individual, the company and the community; and, that citizenship activities energize workers and build bonds.
Safety Awareness	Being aware of conditions that affect employee safety.	Identifies safety issues and problems: Detects hazardous working conditions and safety problems; checks equipment and/or work area regularly. Monitors the corrective action: Monitors safety or security issues after taking corrective action and ensures continued compliance. Takes corrective action: Reports or corrects unsafe working conditions; makes recommendations and/or improves safety and security procedures; enforces safety regulations and procedures.
Sales Ability- Persuasiveness	Using appropriate interpersonal styles and communication methods to gain acceptance of a product, service, or idea from prospects and clients.	Builds rapport: Makes favorable impressions by interacting with prospects/clients in a manner that builds effective relationships. Demonstrates capability: Presents products, services, or ideas in a manner that clearly shows how they would meet and provide benefits; builds confidence in the products, services, or ideas. Establishes strategy: Develops approaches that best position products, services, or ideas; leverages supportive factors, overcomes or minimizes barriers, and addresses unique needs and preferences of key decision makers. Gains commitment: Uses appropriate techniques to move others to action or to gain agreement. Questions and probes: Seeks information to understand situations, needs, and desired potential benefits.

Competency Name	Competency Description	Related Behaviors
Self-Confidence and Courage	Willing to step in and make difficult decisions when others are less inclined to do so. Does not shirk personal responsibilities and can be counted upon in good times and bad. Willing to be a champion for an idea or position. Comfortable working alone when others might be less motivated, productive or self-driven.	Is Independent: Is seen as an individual who has the best interests of the group at heart while at the same time pursuing a course of action that might be unpopular. Possesses sense of urgency: Is willing to confront problems quickly and challenges others to make tough decisions. Projects credibility: Is willing to pursue what he/she thinks to be right, while all the time projecting personal credibility, expertise and a sense of authority. Promotes position effectively: Promotes ideas on behalf of self, others, team or the organization, recognizing the difference between and the effective use of persuasion and manipulation. Selectively picks causes: Pushes hard on issues that are of importance or are for the 'right" reasons. Takes a stand to resolve important issues in spite of ambiguity and/or uncertainty.
Self-Disclosure	Maintains a realistic and balanced sense of self; does not let success or failure distort sense of self and its fit into business and life in general; uses self disclosure and humor as a way of relating easily to and with others	Down to earth and unpretentious: Not too full of himself/herself. Easy to relate to: Is open about personal beliefs and feelings and is easy for others to get know. Is disarming: Recognizes the power of story telling and uses personal anecdotes and humor about self to engage others and increase approachability. Keeps views in balance: Shares thoughts about personal strengths and liabilities, assuring that these are kept in balance. Personal disclosure: Admits mistakes and personal shortcomings. Recognizes that one can not legitimately criticize another unless he/she is equally critical of oneself.
Strategic Perspective	Obtaining information and identifying key issues and relationships relevant to achieving a long-range goal or vision; committing to a course of action to accomplish a long-range goal or vision after developing alternatives based on logical assumptions, facts, available resources, constraints, and organizational values.	Establishes implementation plan: Identifies the key tasks and resources needed to achieve objectives. Evaluates/selects strategies: Generates and considers options for actions to achieve a long-range goal or vision; develops criteria considering factors such as cost, benefits, risks, timing, and buy-in; selects the strategy most likely to succeed. Executes plan: Makes sure strategies are carried out; monitors results and makes adjustments as needed. Gathers information: Identifies and fills gaps in information required to understand strategic issues. Organizes information: Organizes information and data to identify/explain major trends, problems, and causes; compares and combines information to identify underlying issues.

Competency Name	Competency Description	Related Behaviors
Technical Professional Knowledge	Having achieved an accomplished level of technical and professional skill or knowledge in position-related areas; constantly striving to stay abreast of current developments and trends in areas of expertise.	Has attained Master Craftsman status: Views oneself as a craftsman within his/her profession or technical specialty; stays up to date on the latest innovations; highly capable in one's ability to apply practical skills and knowledge. Is adaptive to change: Possesses, maintains and expands knowledge and skills that allow one to respond quickly to rapidly changing market needs and technology advances; thereby, better positioned to survive and thrive in a fast-paced, competitive world. Is fully proficient in role: Demonstrates technical/professional mastery of current position's responsibilities. Leverages expertise into other areas: Leverages technical/professional expertise to solve broad business issues.
Tenacity-Persistence	Staying with a position or plan of action until the desired objective is obtained or is no longer reasonably attainable.	Is tenacious: Pursues everything with drive energy; needs to have closure; seldom gives up before finishing, even when confronted by obstacles. Leaves no stone unturned: When confronted with obstacles, recognizes and pursues action with the smallest of opportunities that have the potential of expanding into larger solutions. Persists in efforts: Works to achieve goal in spite of barriers or difficulties; actively works to overcome obstacles by changing strategies, doubling efforts, using multiple approaches, etc. Redirects focus: Adjusts focus when it becomes obvious that a goal cannot be achieved; redirects energy into related achievable goals if appropriate.
Time Management	Recognizes that time is a resource to be carefully allocated according to priorities that may be constantly changing.	Adroitly monitors and juggles changing priorities: Is capable of attending to broad range of activities, all the time focusing efforts on those identified as most important. Anticipates time availability conflicts: Clearly states personal resource conflicts as soon as they are identified and works to overcome them. Assures methods of measurement: Allocates realistic time-frames for activities; builds checkpoints, milestones, and controls into projects. Balances available time against commitments: Proactively ensures that the resource planning process takes due account of commitments. Manages project resources: Recognizes the scope of a project and identifies areas where efficiency can be increased to stay within the defined timeline. Organizes resources: Organizes own and other's time effectively; makes timely requests for assistance, when needed.

Competency Name	Competency Description	Related Behaviors
Use Sys to Achieve Results	Designs the practices, processes, and procedures necessary to get things done effectively (i.e., accomplishing tasks and achieving results); knows how to organize people and activities, seeing opportunities for synergy and integration where others might not.	Brings order and discipline to chaos: Structures own activities and the activities of others in a systematic and efficient way. Implements continuous improvement: Recognizes areas that can be streamlined and implements changes during future iteration of process. Leverages systems to achieve results: Uses systems and processes to multiply the talents of one through others. Uses solid management practices: Understands and utilizes the strength of planning, organizing, communicating, delegating, monitoring, and providing feedback. Uses systems to manage remotely: Is comfortable letting some things manage themselves without intervening; can make things work through others without being there.
Values Diversity	Collaborates with and involves others from both inside and outside the organization, demonstrating a respect for divergent viewpoints; also interacts well with diverse people and groups, thereby contributing to an environment that is equitable, inclusive and cooperative.	Is tolerant yet expecting of diversity: Develops and uses measures and rewards to hold self and others accountable for achieving results that embody diversity principles. Leverages unique individual talents: Contributes to an inclusive workplace that maximizes the unique talents of each person to achieve sound business results. Promotes team strength through individuality: Actively recruits diversity into a team, recognizing that differences will enhance the team's performance. Shows respect for individual differences: Respects, understands, values and seeks out individual differences to achieve the vision and mission of the organization. Values diversity as a universal practice: Values the uniqueness of each employee and each customer, demonstrating a tangible commitment to and appreciation for individual differences.
Work Standards	Setting high standards of performance for self and others; assuming responsibility and accountability for successfully completing assignments or tasks; self-imposing standards of excellence rather than having standards imposed.	Encourages others to take responsibility: Provides encouragement and support to others in accepting responsibility; does not accept others' denial of responsibility without questioning. Ensures high quality: Dedicates required time and energy to assignments or tasks to ensure that no aspect of the work is neglected; works to overcome obstacles to completing tasks or assignments. Sets standards for excellence: Establishes criteria and/or work procedures to achieve a high level of quality, productivity, or service. Takes responsibility: Accepts responsibility for outcomes (positive and negative) of one's work; admits mistakes and refocuses efforts when appropriate.