Core Competencies – Rating Criteria Examples

Customer Service

Honors the organization's commitments to customers by providing helpful, courteous, accessible, responsive, and knowledgeable service and information to external and internal customers.

Customer Service - Helpful

Exceptional Performance	Distinguished Performance	Valued Performance	Satisfactory Performance	Needs Improvement Performance	Unacceptable Performance
Anticipates customer needs and regularly goes "the extra mile" to provide service; takes ownership of customer issues, actively seeks ways to improve customer service; makes useful improvement suggestions to the appropriate manager or leader	Provides assistance to customers; frequently goes "the extra mile" to provide service; often demonstrates considerable knowledge of services provided; demonstrates expertise in correcting problems; listens to customer needs, confirms issues and delivers appropriate results	Willingly provides assistance and useful information to meet customer needs; takes appropriate actions to provide accurate information to customers; assumes ownership of customer issues and takes appropriate steps to correct problems without difficulty	Reliably assists and provides appropriate service and information to meet customer needs; follows up with customers when needed; resolves customer issues	Sometimes has difficulty assisting others and providing needed information in a timely manner; does not consistently initiate follow up; sometimes has difficulty resolving customer issues	Consistently fails to provide assistance and information to customers or begrudgingly provides minimal service; fails to identify or solve customer service issues; does not incorporate learning from past mistakes

Customer Service - Courteous

Exceptional Performance	Distinguished Performance	Valued Performance	Satisfactory Performance	Needs Improvement Performance	Unacceptable Performance
Maintains a professional and respectful demeanor at all times when serving customers; is attentive to customers' needs, even during busy periods; continually improves relationships with customers by focusing individualized attention; empathizes with customers and helps them feel understood; acts respectfully and diplomatically to diffuse even the most difficult situations	Demonstrates a high level of respect and professionalism when serving customers; takes an interest in customers, listens and engages customers to understand needs and delivers consistent results; shows interest in, anticipates, and responds to customer needs in a timely manner; remains respectful, calm and patient in all situations when assisting customers	Greets customers promptly and respectfully face-to-face or over the phone; listens attentively to verify understanding of customer needs; takes interest in customer requests; quickly establishes and maintains positive relationships with customers; shows respect by remaining patient, calm and polite	Reliably greets customers; is attentive to customers; has positive relationships with customers; shows patience when listening to customer concerns	Usually greets customers promptly; sometimes has to be reminded to be more attentive to the customer; sometimes has positive relationships with customers; is occasionally indifferent to customer concerns; can sometimes be impatient and lacking in understanding of the needs of the customer	Consistently fails to greet customers promptly and be polite in interactions; is not attentive to the customer or considerate of his/her needs; fails to leave a positive impression with customers; inappropriately reacts to situations rather than being empathic to the needs of the customer

Customer Service - Accessible

Exceptional Performance	Distinguished Performance	Valued Performance	Satisfactory Performance	Needs Improvement Performance	Unacceptable Performance
Makes self fully available to the customer in person and over the phone by being flexible with time and schedule in order to provide services and information; finds ways to reduce customer wait times; identifies ways to improve the accessibility of information and services for the customer	Readily available to address customer needs in person or by phone; consistently responds in a prompt manner to customers issues and requests; ensures that customer wait times are reasonable; proactively engages customers and seeks to improve access of information and services	Is easy for the customer to contact in person or over the phone without difficulty; responds promptly and courteously to customer requests and issues; ensures customer wait times are reasonable; provides helpful information about services or agency available to the customer	Can normally be contacted in person or over-the-phone; reliably responds to customer requests and issues; does not keep customers waiting longer than appropriate; commonly advises customers of services provided by the agency that are available to the customer	Is occasionally difficult to contact in person or over-the-phone; is sometimes slow in responding to customer requests and issues; may keep customers waiting longer than appropriate; doesn't always advise customers of services provided by the agency that are available to the customer	Is continuously difficult to contact in person or over the phone; takes an unreasonably long time to respond to customer requests and issues; fails to address unreasonable customer wait times; fails to make information about services or the agency available to the customer when it is in their power to do so

Customer Service - Responsive

Exceptional Performance	Distinguished Performance	Valued Performance	Satisfactory Performance	Needs Improvement Performance	Unacceptable Performance
Regularly updates understanding of customers' needs and quickly seeks out and adapts solutions to changing customer demands; proactively provides information that a customer needs even if the customer does not know exactly what to ask for; anticipates customer needs and resolves issues before situations require action	Anticipates and understands customer needs and/or problems and resolves issues in a timely manner; consistently provides customers with complete and accurate answers to questions and information; ensures customer commitments are met on time and with quality	Confirms and understands customer needs and/or problems then responds to customer thoughts and concerns; answers questions as completely as possible; honors commitments to provide needed services and information and resolves customer issues in a timely manner	Ordinarily understands the needs of the customer; regularly responds to the thoughts and concerns of the customers within an appropriate amount of time; usually provides customers with complete answers or information; typically meets customer commitments and service needs	Occasionally fails to understand the needs of the customer; does not always respond to the thoughts and concerns of the customer in a timely manner; sometimes provides customers with incomplete answers or information; occasionally fails to meet customer commitments and services needed	Consistently fails to confirm or understand customer needs; does not respond to customer needs or provide satisfactory answers to questions; often provides customers with incomplete or inaccurate information; ignores customer requests, does not take accountability for tasks or passes tasks to others, fails to honor commitments to customers in a timely manner

Customer Service - Knowledgeable

Exceptional Performance	Distinguished Performance	Valued Performance	Satisfactory Performance	Needs Improvement Performance	Unacceptable Performance
Exceeds customer expectations by developing knowledge of how to satisfy a variety of customer needs and resolve customer issues; adds to the customer service knowledge of others in the agency; shows others how to easily navigate the agency's available services and information; readily shares knowledge with others	Demonstrates comprehensible knowledge of information and services provided to customers; provides superior service in understanding and resolving issues; proactively identifies additional resources in satisfying customer needs; shares knowledge with others	Seeks to be trained and informed in order to clearly understand the customers' needs, problems and issues; answers questions in an easy to understand way or identifies a resource that can help the customer; meets customer needs by acting professionally and applying a good working knowledge of available services and information	Demonstrates an understanding of the needs of the customer; answers provided to customers are complete and understandable; identifies additional resources to help customers; demonstrates adequate working knowledge of services	Sometimes fails to demonstrate an understanding of the needs of the customer; answers provided to customers may be confusing or incomplete; occasionally fails to identify additional resources to help customers; sometimes fails to demonstrate working knowledge of services	Consistently demonstrates insufficient understanding of customer needs; does not answer questions in an understandable way or provides inaccurate information; consistently fails in identifying resources that could enhance customers' experiences

Teamwork and Cooperation

Cooperates with others to accomplish common goals. Works with employees within and across his/her department to achieve shared goals. Treats others with dignity and respect and maintains a friendly demeanor. Values the contributions of others.

Exceptional Performance	Distinguished Performance	Valued Performance	Satisfactory Performance	Needs Improvement Performance	Unacceptable Performance
Frequently uses opportunities to work with others to share organizational knowledge and help others succeed	Proactively works with members of the team to complete goals	Consistently works with others to accomplish goals and tasks	Usually works with others to accomplish goals and tasks	Occasionally works with others to accomplish goals and tasks, although tends to complete projects individually	Tends to isolate him/herself from others while working toward team goals and objectives
Actively seeks to eliminate "cliques" and assists in problem solving so that all team members can be included in work processes	Demonstrates respect, professionalism and courtesy to team members and actively shows value and appreciation for the input of others	Treats all team members with a respect and acts is a professional manner; supports team despite different points of view or setbacks	Demonstrates interest and respect towards other members of the team; cooperates with group	Occasionally demonstrates lack of interest and respect towards other members of the team; lacks engagement with the team	Treats other team members with hostility or indifference; isn't engaged with the team and group goals
Builds loyalty among other team members and departments across the agency; promotes the agency as a team; incorporates others' views to resolve issues	Honors commitment to teammates and is open to incorporating others' views to resolve a situation; promotes inclusion in the group	Considers the views of other people (and departments, if relevant) when analyzing a situation or developing a solution	Open to others' viewpoints when analyzing a situation or developing a solution	Is occasionally resistant to others' viewpoints when analyzing a situation or developing a solution; lacks inclusion of the group	Rarely accepts or considers others' views when analyzing a situation or developing a solution; isolates from the team
On a continuous basis, provides	Initiates interaction with all teammates	Works well with a variety of different	Generally works well with others who	Sometimes has difficulty working	Works well with some people but

guidance to others as they work through conflicts and disagreements so they can become better "team players"	and others; consistently works well with others	people; rarely encounters someone he/she cannot work effectively with on a task/project	have different viewpoints or perspectives	well with others who have different viewpoints or perspectives	not others; is not generally regarded as a "team player"
Facilitates communication between others experiencing conflict who have previously been unable to solve problems	Continuously communicates in a manner that helps resolve interpersonal/team conflicts and problems	Regularly initiates communication to help solve interpersonal/team conflicts and problems	More often than not initiates communication to resolve problems within the team	Occasionally initiates communication to resolve problems within the team; sometimes resistant to resolving problems within the team	Usually waits for others to solve interpersonal/team conflicts and problems, often resistant to resolving problems with the team
Volunteers on committees that are outside typical job responsibilities; exceeds the expectations of his/her job in participating in agency initiatives and programs	Frequently attends agency and department meetings, activities and events based on their own initiative; encourages others to attend	Consistently attends and actively participates in agency, and department meetings, activities, and events when asked or required	Usually attends and participates in meetings, activities and events within agency or department	Occasionally attends and participates in meetings, activities and events within agency or department when required	Rarely participates in agency and department meetings, activities, and events when required
Proactively works with team members to improve team collaboration and functioning on a continuous basis	Frequently provides feedback focused on improving the working relationship of the team to increase progress	Regularly provides feedback to improve team collaboration and functioning on a continuous basis	Typically provides feedback to team members	Sometimes is unwilling to provide feedback to team members	Provides inconsistent feedback with members of the team; is not actively engaged in the team

Accountability

Accepts full responsibility for self and contribution as a team member. Displays a strong commitment to organizational success. Demonstrates a commitment to delivering on his/her duties and responsibilities. Requests and uses leave in accordance with policies and procedures. Notifies supervisor directly if an unscheduled absence is necessary. Arrives at and leaves workstation per approved schedule. Observes rules concerning work schedules, breaks, and lunch periods.

Exceptional Performance	Distinguished Performance	Valued Performance	Satisfactory Performance	Needs Improvement Performance	Unacceptable Performance
Exceeds his or her commitment to others by frequently delivering work early	Consistently meets deadlines and commitments to others; often in advance of deadlines	Follows through and meets commitments to others on time	Usually honors commitments to others and delivers on commitments on time	Occasionally does not meet commitments to others or delivers on commitments late	Does not meet commitments to others and does not deliver on commitments
Performs in accordance with the agency values and maintains his/her ethical principles even in the most challenging circumstances	Consistently holds oneself accountable for making decisions and addressing unethical behavior; stands behind his/her ethical principles in the face of conflict	Holds self and others accountable for making principled decisions; addresses unethical behaviors	Demonstrates accountability in making decisions; seems comfortable addressing unethical behavior	Occasionally demonstrates a lack of accountability in making decisions; is uncomfortable addressing unethical behavior	Consistently demonstrates lack of accountability in making decisions; does not follow the rules and procedures when faced with pressure
Generates enthusiasm among team members for accomplishing shared goals; elevates the team and ensures success	Consistently commits to goals and encourages team members to become involved in achieving agency objectives	Commits to the agency goals and frequently finds ways to get team members more involved toward accomplishing agency objectives	Engages in team performance; provides support to team members to improve performance	Is reluctant to engage in success of team performance; frequently does not support team goals	Fails to take ownership of personal or team performance; does not support team goals

Holds a strong commitment to exceeding the agency and public's expectations for how the agency should provide service to its customers	Initiates responsibility and demonstrates consistency in meeting job and customer expectations	Takes his/her responsibilities seriously and consistently meets the expectations for quality, service, and professionalism	Demonstrates awareness of the importance of his/her responsibilities and the connection between the job and customer or agency expectations	Is not always aware of the importance of his/her responsibilities and the connection between the job and customer or agency expectations	Dismisses the importance of his/her responsibilities and the connection between his/her job and customer or agency expectations
Consistently presents him/herself as a polished professional who exemplifies success and credibility; inspires others to be more professional	Consistently presents a calm, competent, and professional image to the customer and other employees	Almost always displays a calm, competent and professional image to the customer and other employees	Presents a professional image to the customer and other employees	Occasionally does not presents a professional image to the customer and other employees	Fails to present him/herself in a way that is consistent with the image the agency wants to portray and the agency mission and values

Accountability - Attendance

Exceptional Performance	Distinguished Performance	Valued Performance	Satisfactory Performance	Needs Improvement Performance	Unacceptable Performance
Requests and uses all leave in accordance with policies and procedures and; develops a plan to ensure continuity and/or services and achievement of all work deadlines during absence; remains flexible in taking discretionary leave to accommodate business needs; is mindful of business needs and demands and if approved, is willing to work outside of their normal schedule to accommodate needs	Requests and uses all leave in accordance with policies and procedures and; requests leave far enough in advance to allow for necessary adaptions to be made in their absence; develops plan to ensure continuity and/or services and achievement of all work deadlines during absence	Requests and uses all leave in accordance with policies and procedures and; requests leave far enough in advance to allow for necessary adaptions to be made in their absence	Requests and uses all leave in accordance with policies and procedures; submits written request in advance for approval of non-emergency leave and to earn overtime/comp time; notifies supervisor directly if an unscheduled absence is necessary; has not received unapproved leave without pay	Is not consistent with requesting and using leave in accordance with policies and procedures; employee has been counseled regarding issues with attendance; Is not consistent in submitting written request in advance for approval of non-emergency leave and to earn overtime/comp time; not consistent in notifying supervisor of unscheduled absences; or has received unapproved leave without pay	Fails to request and use leave in accordance with policies and procedures; employee has been counseled on many occasions regarding issues with attendance; Fails to submit written request in advance for approval of non-emergency leave and to earn overtime/comp time; does not directly notify supervisor of unscheduled absences; and has received unapproved leave without pay

Accountability – Punctuality

Exceptional Performance	Distinguished Performance	Valued Performance	Satisfactory Performance	Needs Improvement Performance	Unacceptable Performance
Unfailingly arrives at and leaves workstation per approved schedule; and if running late contacts supervisor well in advance of expected time of arrival to advise of late arrival so alternate accommodations can be made to meet agency needs	Consistently arrives at and leaves workstation per approved schedule; and if running late contacts supervisor before expected time of arrival to advise of late arrival or request approval of leave	Regularly arrives at and leaves workstation per approved schedule; and if running late contacts supervisor at or before expected time of arrival to advise of late arrival or request approval of leave	Regularly arrives at and leaves workstation per approved schedule	Is not consistent arriving at and leaving workstation per approved schedule; employee has been counseled on issues with punctuality	Seldom arrives at or leaves workstation per approved schedule; employee has been counseled on several occasions regarding issues with punctuality
Unfailingly observes rules concerning work schedules, breaks, lunch periods; and if running late from break contacts supervisor before expected arrival to advise of late arrival or request approval of leave; remains flexible in arrival/departure	Consistently observes rules concerning work schedules, breaks, lunch periods; and if running late from break contacts supervisor before expected arrival to advise or late arrival or request approval of leave	Regularly observes rules concerning work schedules, breaks, lunch periods; and if running late from break contacts supervisor at or before expected arrival to advise or late arrival or request approval of leave	Regularly observes rules concerning work schedules, breaks and lunch periods	Is not consistent observing rules concerning work schedules, breaks and lunch periods; if running late occasionally fails to notify supervisor at or before expected time of arrival	Seldom observes rules concerning work schedules, breaks and lunch periods; if running late consistently fails to notify supervisor at or before expected time of arrival

times for lunch and break periods to accommodate agency needs					
Consistently arrives to meetings and events in advance of scheduled time to prepare and assist if needed; actively contributes to meeting; if late contacts meeting host in advance to inform them of late arrival	Frequently arrives to meetings and events in advance of scheduled time to prepare; actively participates in meeting; if late contacts meeting host in advance to inform them of late arrival	Arrives to meetings and events at scheduled time; is prepared to participate in meeting; if late contacts meeting host or attendee to inform them of late arrival	Arrives to meetings and events at scheduled time	Is not consistent arriving to meetings and events at scheduled time	Seldom arrives to meetings and events at scheduled time

Adaptability

Demonstrates ability to adjust readily to different conditions. Adjusts to change and different ways of doing things quickly and positively. Does not shy away from addressing setbacks or concerns. Deals effectively with a variety of people and situations. Appropriately modifies thinking or approach as the situation changes.

Exceptional Performance	Distinguished Performance	Valued Performance	Satisfactory Performance	Needs Improvement Performance	Unacceptable Performance
Anticipates and changes strategy before the current method proves to be ineffective; anticipates issues or concerns in advance and makes proper adjustments to fit agency needs	Responds quickly to changing priorities, adjusting schedules, tasks, and priorities with ease; considers issues or concerns in advance	Willingly adjusts schedules, tasks, and priorities when necessary; promptly responds to changing priorities	More often than not responds appropriately to changing priorities	Occasionally slow to respond to changing priorities	Responds slowly to changing priorities
Helps others recognize when their current way of working is no longer effective; continually searches for more efficient and effective ways to do things	Proactively searches for better ways to do things; consistently recognizes when the current way is no longer effective; initiates the necessary steps to meet new standards	Consistently recognizes when changing customer or organizational expectations require new approaches and takes the steps to meet new standards	Usually recognizes when changing customer or organizational expectations require new approaches and takes steps to meet new standards	Rarely recognizes when changing customer or organizational expectations require new approaches and rarely takes steps to meet new standards	Continues to do his/her work the same way regardless of changes in customer requirements or organizational processes ; does not recognize when changes are required
Readily accepts and commits to change; encourages others to	Proactively seeks out change; accepts changes in work	Adapts to change by accepting changes in work processes	Adapts to change by accepting changes in processes	Rarely adapts to change and is	Fails to adapt to change by accepting new processes; talks

commit to change initiatives by sharing the expected benefits and how he/she can make modifications to work processes	processes readily with an optimistic attitude and perspective of the expected benefits	readily and with an optimistic attitude and perspective of the resulting benefits		resistant to changes in processes	about commitment to change initiatives but does not demonstrate it in his/her behaviors
Helps others work through how to effectively adapt to different situations when under stress or pressure	Consistently adapts and remains effective even when faced with ongoing change and under stressful conditions	Adapts to different situations even when under stress or pressure	Usually adapts to different situations when under stress or pressure	Has difficulty adapting to different situations especially when under stress or pressure	Fails to adapt and adjusts effectively to different situations; conveys a rigid demeanor when under stress or pressure
Encourages others to work through situations or issues involving ambiguity or setbacks by systematically evaluating options and establishing appropriate action plans	Proactively and effectively works through situations or issues involving ambiguity or setbacks by systematically evaluating options and establishing appropriate action plans	Frequently works through situations or issues involving ambiguity or setbacks by systematically evaluating options and establishing appropriate action plans	Typically works through situations or issues involving ambiguity or setbacks by evaluating options and establishing action plans	Struggles to work through situations or issues involving ambiguity or setbacks by evaluating options and establishing action plans	Tends to become overwhelmed when faced with situations or issues involving ambiguity and/or setbacks and fails to make necessary adjustments

Professional Development

Demonstrates a commitment to professional development by proactively seeking opportunities to develop new capabilities, skills, and knowledge. Acquires the skills needed to continually enhance his/her contribution to the organization and to his/her respective profession.

Exceptional Performance	Distinguished Performance	Valued Performance	Satisfactory Performance	Needs Improvement Performance	Unacceptable Performance
Frequently seeks out and engages in continuous learning; encourages others to seek out continuous learning opportunities; shares information and skills gained from own efforts with others	Frequently seeks out and engages in continuous learning opportunities that develop self, skills and capabilities in technical and functional areas	Regularly engages in continuous learning opportunities to further develop skills and capabilities in technical and functional areas	Occasionally engages in learning opportunities to further develop skills and capabilities in technical and functional areas	Rarely engages in learning opportunities to further develop skills and capabilities in technical and functional areas	Fails to take advantage of learning opportunities to further develop skills and capabilities
Encourages others to incorporate feedback from co-workers and customers to enhance personal performance	Proactively requests feedback from co-workers and customers and uses it to enhance personal and team performance	Uses feedback from co-workers and customers to find ways to enhance personal performance	Attempts to use feedback from co-workers and customers to enhance personal performance	Rarely uses feedback from co-workers and customers to enhance personal performance	Ignores feedback from co-workers and customers or becomes defensive; does not use feedback to improve performance
Actively seeks guidance and feedback from others and incorporates recommendations to build on strengths and development	Proactively asks for feedback from others and incorporates feedback into his/her assessment of strengths and development needs;	Accurately identifies his/her own strengths and development needs, leverages strengths, and takes action to	Works to identify his/her strengths and development needs; once identified usually works to address them	Is hesitant to identify his/her strengths and development needs; once identified is reluctant to address them	Fails to recognize his/her own strengths and development needs and does not seek ways to address those needs

areas; Provides coaching to others to help them leverage their strengths and effectively develop in areas where improvement is needed	builds on strengths and addresses critical deficiencies	develop areas that can be improved			
Assumes leadership roles in professional associations; encourages others to participate; actively grows and maintains relationships with other experts in his/her field	Participates in professional associations to ensure he/she is available to others in his/her field of expertise	Takes part in professional associations to maintain a current knowledge base and relationships with others in his/her field	Usually takes part in professional associations to maintain a current knowledge base in his/her field	Occasionally takes part in professional associations to maintain a current knowledge base in his/her field	Does not participate in professional associations to maintain a current knowledge base; does not maintain ties with other professionals in his/her field
Continuously stays current on best practices; shares new knowledge regarding professional standards with others to ensure they are also able to contribute new ideas	Proactively looks for ways to update his/her professional knowledge to stay current on best practices; eager to apply new trends to his/her work	Updates professional knowledge and skills on a regular basis to stay current and apply new trends or best practices to his/her work	Usually updates professional knowledge and stays current with best practices	Occasionally updates professional knowledge; is sometimes behind on trends in his/her field of expertise	Allows professional knowledge to become antiquated; does not keep up with best practices or trends in his/her field of expertise
Continuously participates and supports the performance management process; helps others enhance experience	Frequently participates and displays support for the performance management process; proactively seeks opportunities	Actively participates in the performance management process, including improving performance through learning and	Follows the steps in the performance management process and seems committed to making the process work for himself/herself	Has difficulty following the steps in the performance management process and does not demonstrate commitment to	Doesn't follow the required steps in the performance management process

with performance management process by coaching them through the process	to improve performance through learning opportunities	development opportunities		making the process work for himself/herself	

Communication

Respectfully listens to others to gain a full understanding of issues. Presents information in a clear and concise manner, orally and in writing, to ensure others understand his/her ideas. Appropriately adapts his/her message, style, and tone to accommodate a variety of audiences.

Exceptional Performance	Distinguished Performance	Valued Performance	Satisfactory Performance	Needs Improvement Performance	Unacceptable Performance
Actively listens and considers others; presents an open and accepting persona that allows even the most reluctant person to express his/her views and ideas	Effectively listens and empathizes with others; respectful of other views and insights	Actively listens to co-workers and customers; considers other ideas and views to gain a better understanding	Does not talk over others; considers other ideas; is willing to consider the views and insights of others	Occasionally talks over others; has difficulty considering other ideas; may be unwilling to consider the views and insights of others	Regularly talks over others; demonstrates an unwillingness to listen to others and is stubborn in holding on to his/her own perspective without considering other people's views and insights
Effectively and consistently comprehends and interprets written and oral information and direction; assists others in comprehending written and oral information and directions so they can take appropriate action	Effectively and consistently comprehends and interprets written and oral information and direction; helps others to do the same	Comprehends and accurately interprets written and oral information and direction and takes appropriate action	Accurately interprets written and/or oral information leading to appropriate action	Occasionally misinterprets written and/or oral information which may lead to inappropriate action	Takes inappropriate action because he/she misinterprets written and/or oral information and directions

Encourages an open exchange of ideas and different points of view; communicates honestly in a non-threatening manner	Proactively initiates consistent and direct communication and an exchange of ideas and points of view	Consistently and accurately communicates intentions, ideas and feelings openly and directly	Clearly communicates intentions, ideas and feelings	Inconsistently communicates intentions, ideas and feelings	Frequently conceals information or hold ideas rather than sharing
Delivers accurate, clear, and concise messages that inform and frequently persuade others to take action	Consistently delivers accurate, clear and concise messages orally and/or in writing to effectively inform others	Strives to deliver accurate and clear messages orally and/or in writing to effectively inform others	Listens attentively to others and uses questions to confirm understanding	Doesn't consistently listen attentively to others or use questions to confirm understanding	Frequently fails to listen to others or confirm understanding
Demonstrates a keen ability to recognize when others are having difficulty understanding his/her messages and adapts style appropriately	Actively listens and ensures others understand his/her message; engages others to confirm understanding	Listens attentively to others and actively asks questions to confirm understanding and avoid miscommunications	Communications, both written and/or oral, are clear and easy to understand	Communications, both written and/or oral, are sometimes unclear or confusing	Develops written and/or oral communications that are confusing, fails to relay critical messages, and/or misrepresent the facts
Anticipates the needs of diverse audiences and/or complex situations; readily adjusts own communication style accordingly	On most occasions, anticipates the needs of diverse audiences and/or complex situations; adjusts own communication style accordingly	Consistently adapts to the needs of the audience and situation to ensure his/her message is understood	Adjusts communication style to the audience or situation	Often has difficulty adjusting communication style to the audience or situation	Assumes others understand what he/she is trying to communicate and moves forward in his/her communications without confirming understanding

Leadership Competencies

Team Leadership

Effectively manages and guides group efforts. Tracks team progress, adequately anticipates issues, and adjusts as needed to achieve team goals. Provides appropriate feedback concerning group and individual performance, including areas for improvement.

Exceptional Performance	Distinguished Performance	Valued Performance	Satisfactory Performance	Needs Improvement Performance	Unacceptable Performance
Encourages a sense of mutual accountability in team settings that motivates individuals to do his/her best for each other and to exceed goals	Supports team members' efforts to define goals; plans ways to achieve desired results, and outline expectations for how team members will work together	Consistently involves team members in defining ways to achieve desired results and defining expectations about how team members will work together	Involves team members in defining goals and planning ways to achieve desired results	Usually involves his/her team in defining goals and planning ways to achieve team success	Fails to involve his/her team in defining goals and planning the ways to achieve team success
Identifies the most important priorities for the team and focuses attention effectively; continuously sets and evaluates goals for the team; effectively communicates individual accountabilities	Consistently sets and evaluates goals for the team; anticipates issues and concerns associated with individual accountabilities for goals and proactively addresses those	Sets and communicates clear goals for the team up front; clearly communicates departmental and individual goals and accountabilities	Sets goals for the team, and consistently communicates individual accountabilities toward reaching those goals	Does not consistently set goals for the team; or sets goals for the team, but does not communicate individual accountabilities toward reaching those goals	Does not set goals for the team; or sets goals for the team but does not adequately communicate those goals to everyone

Consistently monitors performance and provides clear updates; Provides direction to less experienced team leaders on how to monitor the team without interfering with progress	Involves team in monitoring their own performance and in providing project updates to stakeholders (e.g., customers, peers, supervisor) on a regular basis and/or when asked	Monitors team performance continuously and provides "real time" project updates to stakeholders (e.g., customers, peers, supervisor)	Monitors team performance and provides project updates to stakeholders (e.g., customers, peers, supervisor)	Monitors team performance, but doesn't consistently provide project updates to stakeholders (e.g., customers, peers, supervisor)	Doesn't monitor team performance toward reaching its goals; is unable to provide updates to stakeholders (e.g., customers, peers, supervisor) when asked
Identifies underlying performance issues among team members and delivers highly insightful feedback; provides frequent and candid performance feedback	Provides frequent and candid performance feedback to team members; is effective in presenting feedback regardless of how it will be received	Provides meaningful feedback to team members to keep them on track toward common goals	Gives performance feedback to employees; is comfortable presenting feedback that will not be well-received	Gives infrequent performance feedback to employees; uncomfortable presenting feedback that will not be well-received	Fails to provide feedback to team members; avoids presenting feedback that will not be well-received
Provides effective coaching and mentoring to employees; effectively gives constructive feedback even when the message is extremely difficult to deliver	Involves team members in identifying their strengths and development needs on a regular basis; helps employees focus on building on their strengths	Consistently provides meaningful feedback regarding both strengths and development needs on a regular basis; appropriately balances positive and negative messages	Provides feedback to employees on strengths and development needs	Rarely provides feedback to employees on development needs	Fails to provide feedback to employees on development needs; may present messages that are overly harsh or critical
Encourages team members to develop	Involves team members in	Uses past experience to anticipate possible	Anticipates potential problems and is	Rarely anticipates potential problems	Fails to anticipate the most obvious

their ability to anticipate problems by leveraging their past experiences so they can work more independently	identifying possible problems and barriers and possible ways to successfully navigate around them	problems and coach team members on how to successfully navigate around them	successful in navigating around them	and is sometimes successful in navigating around them	potential problems and/or fails to help team members overcome roadblocks as they occur

Leadership Competencies

Change Management

Identifies, plans, implements, and supports changes that are aligned with the organization's vision and values. Develops innovative approaches to address problems. Leads continuous improvement in programs and processes. Leads effective and smooth change initiatives across the organization. Is a visible role model for others.

Exceptional Performance	Distinguished Performance	Valued Performance	Satisfactory Performance	Needs Improvement Performance	Unacceptable Performance
Persistently challenges the status quo to identify areas for improvement others may have overlooked; persistently takes action to improve efficiency and quality of work	Consistently challenges the status quo to identify areas for improvement; consistently looks for ways to improve the efficiency or quality of work	Continuously looks for ways to improve the efficiency or quality of work and/or services by seeking employee input	Looks for ways to improve efficiency or quality of work and/or services	In most situations, maintains the status quo. Occasionally researches ways to improve efficiency or quality of work	Maintains the status quo
With employee and stakeholder input develops new practices or processes to increase the quality and /or efficiency of work and/or services	Builds upon existing practices or processes to new work situations, resulting in higher quality work products or greater efficiency	Applies existing practices or processes to new work situations, resulting in higher quality work products or greater efficiency	Supports and implements well-supported risk taking or change	Is hesitant to implement well-supported risk taking or change	Is resistant to well-supported risk taking or change
Consistently develops and promotes new ideas;	Regularly develops and promotes new ideas; frequently	Develops and introduces new ideas; involves	Develops and introduces new ideas to address problems	Rarely introduces new ideas to address problems	Does not develop innovative

actively involves relevant stakeholders on a regular basis to ensure ideas are refined and able to be adopted	involves relevant stakeholders to ensure ideas are able to be adopted	relevant stakeholders on a regular basis for feedback and new ideas			approaches to address problems
Energizes others to generate support among coworkers for effective ideas and concepts	Generates support for newly proposed approaches and concepts; collects feedback to refine his/her ideas	Generates support for newly proposed approaches and concepts	Recognizes when newly proposed approaches are effective	Inconsistently recognizes when newly proposed approaches are effective	Does not recognize when newly proposed approaches are effective
Manages change exceptionally well; exceeds implementation requirements and exceeds expectations on other objectives	Manages change exceptionally well; exceeds implementation expectations	Shows enthusiasm and confidence in new ideas; manages change well	Shows enthusiasm and confidence in new ideas	Has a tendency to implement ideas without involving appropriate stakeholders	Fails to involve appropriate stakeholders when presenting new ideas
Coaches others on strategies for evaluating and embracing innovative change initiatives	Achieves individual and team excellence by empowering employees and embracing change initiatives	Implements changes successfully within established timeframes and without disrupting progress toward other objectives	Generates support among employees and coworkers for change initiatives	Only supports change when the outcome is of little or no consequence to oneself	Fails to communicate support for a change initiative and does not show enthusiasm, confidence and belief in the change through one's actions

Leadership Competencies

Talent Management

Clearly establishes and communicates expectations and accountabilities. Monitors and evaluates performance. Completes required performance evaluation system trainings, meetings, and documentation. Provides effective feedback and coaching. Identifies development needs and helps employees achieve optimal performance and gain valuable skills that will translate into strong performance.

Exceptional Performance	Distinguished Performance	Valued Performance	Satisfactory Performance	Needs Improvement Performance	Unacceptable Performance
Clearly establishes organizational and individual goals; directs individuals to focus on the most vital organizational goals to maximize personal success within the organization; actively engages team in goals	Clearly establishes organizational and individual goals; anticipates issues and concerns associated with individual accountabilities for goals and proactively addresses those; clearly communicates goals to the team	Establishes organizational and individual goals and communicates goals to the team; anticipates issues and concerns associated with individual accountabilities for goals	Establishes organizational and individual goals; clearly communicates organizational and individual goals and accountabilities	Establishes organizational and individual goals, but doesn't consistently communicate individual accountabilities toward reaching those goals	Fails to establish organizational and individual goals and does not establish or communicate individual accountabilities toward reaching those goals
Consistently monitors employee progress and proactively makes and anticipates adjustments in resource allocations; proactively removes	Regularly monitors employee progress and makes adjustments in resource allocations as needed; removes barriers to help	Monitors employee progress and makes adjustments in resource allocations as needed; ensures adequate resources are provided for employees	Provides adequate resources for employees to accomplish their goals up front and upon request of employees; attempts to remove barriers to	May need reminders or assistance to provide employees with the resources needed to accomplish their goals; doesn't consistently	Consistently fails to provide employees with the resources they need to accomplish their goals

barriers to help accomplish team and individual goals	accomplish team goals		help accomplish team goals	recognize barriers to goal accomplishment	
Frequently monitors performance measures and provides updates to management; gives frequent and candid performance feedback and coaching; takes resolute action against under-performers	Frequently monitors performance measures; provides frequent and candid performance feedback and coaching to all employees; consistently takes action on under-performers	Regularly monitors relevant performance measures; gives candid performance feedback and coaching to employees; takes action on under-performers	Monitors performance measures; gives performance feedback on how employees are meeting expectations	Rarely monitors performance results, may have difficulty identifying the measures to monitor; gives infrequent performance feedback to employees; occasionally fails to take action on under-performers	Does not monitor performance measures on a regular basis and is slow to confront or address under-performers
Follows and provides guidance to others on processes and procedures of the performance management program; completes and actively references all performance related trainings and tools; actively encourages others to participate in performance management process	Follows processes and procedures of the performance management program; completes and references all performance related trainings and tools; actively encourages employees to participate in the performance management process	Follows processes and procedures of the performance management program; completes and references required performance related trainings and tools	Follows processes and procedures of the performance management program; completes required performance related trainings	Does not consistently follow the processes and procedures of the performance management program; does not complete all required performance related trainings	Fails to follow the processes and procedures of the performance management program; does not complete any of the performance required trainings
Provides ongoing coaching to	Consistently coaches individuals and teams	Regularly coaches individuals and teams	More often than not coaches individuals	Rarely coaches individuals and teams	Fails to take responsibility for

individuals and teams; inspires others to strengthen their coaching skills to drive overall organization objectives	to strengthen their performance	to strengthen their performance	and teams to strengthen their performance	to strengthen their performance	coaching and developing others
Identifies patterns in employee behavior that indicate development needs across the organization and identifies ways to systemically enhance the skills of agency employees	Actively encourages employees to identify their individual development needs with input from manager and others and partners with the employee to find ways to address identified needs	Takes an active role in identifying and supporting individual employee development needs; encourages employees to identify their individual development needs with input from manager and others	Takes an active role in identifying individual employee development needs and finding ways to address them	Rarely makes resources available to employees to support their development needs, and doesn't consistently take an active role in the process	Leaves the responsibility for identifying development opportunities to employees without taking an active role
Celebrates expected results and behaviors through creative and effective means to motivate employees; consistently retains high performers through recognition of accomplishments and development or career opportunities	Acknowledges and celebrates employee accomplishments in a manner consistent with employee preferences; retains high performers through recognition of accomplishments and development or career opportunities	Acknowledges and celebrates employee accomplishments in a manner consistent with employee preferences; retains high performers through recognition of accomplishments	Notices and shows appreciation when expected results and behaviors are realized	Rarely notices and shows appropriate appreciation when expected results and behaviors are realized	Fails to recognize positive contributions