Statewide Competencies

GUIDANCE:
The following standards are provided as guidance to assist supervisors in evaluating an employee's performance for each Competency. The standards are suggestive of the areas that may be targeted for consideration in that evaluation. The descriptive examples will aid a supervisor in applying the rating scale to an individual competency component and to the competency overall.

CUSTOMER SERVICE

Understands that all employees have external and/or internal customers and stakeholders that they provide services and information to; honors all of the agency's commitments to customers by providing helpful, courteous, accessible, responsive, and knowledgeable service.

NEEDS IMPROVEMENT	MEETS EXPECTATIONS	EXCEEDS EXPECTATIONS
Completeness Fails to provide or begrudgingly provides minimal service; fails to identify or resolve customer service issues.	Willingly provides assistance and useful information; takes appropriate actions to remedy customer service issues.	Anticipates customer needs and goes "the extra mile"; prevents future occurrence of issues.
Professionalism Fails to interact with customers politely; is not attentive to customer needs; inappropriately reacts to situations rather than being empathetic to the needs of the customer.	Interacts with customers respectfully; listens attentively to verify understanding of their needs; remains patient, calm and polite in all situations.	Maintains a professional demeanor at all times; is attentive to customer, even during busy periods; acts respectfully to defuse even the most difficult situations.
Availability/Timeliness Is difficult to contact in person or over the phone; takes an unreasonably long time in responding to requests and issues.	Is easy for the customer to contact in person or over the phone; responds promptly to requests and issues.	Makes self fully available to the customer; consistently responsive to requests exceeding customer expectations.
Communication Fails to confirm or understand customer needs; does not respond or provides limited or partial service or answers.	Seeks out, confirms and understands customer needs and/or problems; responds appropriately answering questions as completely as possible.	Anticipates changing customers' needs and adapts; provides needed information even if the customer does not know exactly what to ask for.

Statewide Competencies

ACCOUNTABILITY

Accepts full responsibility for self and contribution as a team member; displays honesty and truthfulness; addresses problems quickly; displays a strong commitment to organizational success and inspires others to commit to goals; demonstrates a commitment to delivering on his/her public duty and presenting oneself as a credible representative of the agency to maintain the public's trust.

NEEDS IMPROVEMENT	MEETS EXPECTATIONS	EXCEEDS EXPECTATIONS
Objectives Focus Focuses time, energy, and other resources on activities that are not aligned with objectives.	Aligns the efforts of him/herself to objectives most of the time.	Consistently aligns the efforts of him/herself to objectives.
Resource Use Tends to secure and/or use more resources than are reasonable to complete a task, which sometimes results in costs that exceed budget.	Uses resources as expected, resulting in quality work that stays within established budgets.	Frequently uses fewer than expected resources while still delivering high-quality work for less than budgeted costs.
Initiative Fails to take ownership of personal or team performance; occasionally "bends the rules" when faced with pressure from customers.	Takes ownership of successes and failures and learns from experience; makes principled decisions and addresses unethical behavior by others.	Seeks innovative ideas to leverage successes and anticipates and prevents failures; consistently maintains the highest ethical principles and assists others to do the same.
Planning/Time Management Completes tasks late or with poor quality due to lack of planning or balancing of commitments.	Manages own time well in order to complete allocated tasks on time and with high quality.	Manages own time exceptionally well, frequently completes tasks early and with higher-than-expected quality.
Dependability Consistently takes advantage of or abuses leave options. Often unexpectedly absent from work excluding FMLA and military leave. Does not make arrangements to ensure work responsibilities and commitments are maintained for planned absences. Does not consistently follow workplace policies for reporting impending absences or often fails to keep supervisor informed of status of work or issues that arise.	Maintains availability and schedule to meet responsibilities, team and customer commitments, and meeting participation. Rarely unexpectedly absent from work excluding FMLA and military leave. Makes arrangements for work responsibilities and commitments during planned absences. Always follows workplace polices for reporting impending absences and keeps supervisor informed of work progress and potential issues.	Anticipates needs during absences; ensures work responsibilities and commitments will be met. Almost never unexpectedly absent from work excluding FMLA and military leave. Anticipates issues and prepares accordingly. Always follows workplace policies for reporting impending absences and works with supervisor to have action pans or responses ready.
For Supervisors Gains support for some, but not all, key agency objectives.	Consistently inspires others to commit to the goals of the agency	Coaches others on how to gain commitment and buy-in to accomplish agency objectives.

Statewide Competencies

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; is able to work effectively with people of diverse backgrounds and characteristics.

NEEDS IMPROVEMENT	MEETS EXPECTATIONS	EXCEEDS EXPECTATIONS
Courtesy Sometimes treats others with hostility or indifference; isolates oneself from others while working toward team goals and objectives.	Consistently works well with others and treats all members with dignity *and* respect.	Proactively seeks to eliminate "cliques" and assists in problem solving so that all team members can be included in work processes.
Collaboration Talks about commitment to teamwork but does not always demonstrate it in his/her actions.	Considers the views of others when analyzing a situation or developing a solution.	Builds loyalty among team; supports team despite different points of view or setbacks.
Effectiveness Works well with some people but not others; is not generally regarded as a "team player."	Consistently works well with a variety of others; rarely encounters someone he/she cannot work effectively with on a task/project.	A role model as a "team player"; provides guidance to others as they work through conflicts and disagreements.
Communication Waits for others to solve interpersonal/team conflicts and problems; does not contribute meaningfully to discussions.	Regularly initiates communication to help solve interpersonal/team conflicts and problems; provides feedback to improve team dynamics.	Facilitates and encourages communication between team members experiencing conflict who have previously been unable to solve problems.
Diversity and Inclusion Excludes others or inappropriately treats them differently. Makes little attempt to find common ground with others who have different backgrounds or characteristics.	Recognizes people have different backgrounds and characteristics and effectively bridges gaps in understanding or viewpoints to accomplish goals.	Performs exceptionally well at engaging those with different backgrounds and characteristics in achieving common goals. Ensures persons with diverse perspectives are given an opportunity to provide input in decision making processes.

Statewide Competencies

LEADERSHIP AND SUPERVISION (FOR SUPERVISORS)

Clearly establishes and communicates expectations and accountabilities; monitors and evaluates performance; provides effective feedback and coaching; identifies development needs and helps employees to achieve optimal performance and gain valuable skills that will translate into strong performance in future roles; plans for succession by identifying and developing emerging leaders.

NEEDS IMPROVEMENT	MEETS EXPECTATIONS	EXCEEDS EXPECTATIONS
Goal Setting Establishes team goals but does not establish or communicate individual accountabilities toward reaching those goals.	Establishes goals and expectations and clearly communicates them to team members including each team member's accountability for meeting goals.	Establishes goals and expectations; directs team to focus on the most vital goals to maximize success.
Resource Management Does not consistently provide team with the resources they need to accomplish their goals. Fails to address issues negatively impacting employee productivity and job satisfaction.	Provides adequate resources including materials and equipment for accomplishment of goals up front and upon request. Removes barriers to help accomplish goals. Develops efficient and effective processes to support employee productivity and job satisfaction.	Monitors employee progress and proactively makes adjustments in resource allocations. Proactively removes barriers to help accomplish team goals. Continuously reviews and modifies processes to generate enhanced employee productivity and strengthen job satisfaction.
Performance Management Does not monitor the "right" measures on a regular basis; slow to confront or address under-performers. Accepts failure of subordinates to act as a team or support each other to achieve results.	Monitors the "right" performance measures; gives frequent and candid performance feedback.. Promotes teamwork as a method of achieving results.	Monitors the "right" performance measures; gives timely and diplomatic feedback; quickly acts to address weak performers. Actively advocates teamwork to address work unit issues and achieve results; includes others from outside the immediate unit as appropriate.
Employee Development Indifferent to identifying development opportunities for employees (i.e., training, mentor relationships, etc.)	Actively identifies individual employee development needs and finds ways to address them.	Identifies patterns that indicate development needs across the organization and identifies opportunities to systemically improve the workforce.
Recognition Fails to recognize positive contributions; does not show concern for employees' well being	Notices and shows appreciation when expected results and behaviors are realized; retains high performers through recognition of accomplishments and development opportunities; shows concern for employees.	Consistently celebrates expected results and behaviors through creative and spontaneous means; retains high performers through recognition of accomplishments and development opportunities; proactively demonstrates compassion for employees.

Competencies for Agency Use

CREATIVITY AND INNOVATION

Applies creative problem-solving skills to his/her work to develop solutions to problems; recognizes and demonstrates the value in taking appropriate risks that are consistent with agency directives; *learns from mistakes*; develops multiple alternatives and understands the feasibility of each; effectively shares and implements his/her ideas.

NEEDS IMPROVEMENT	MEETS EXPECTATIONS	EXCEEDS EXPECTATIONS
Recognizing Problems and Opportunities Resists change even in the face of compelling evidence for a new course of action.	Recognizes and takes appropriate action to effectively address inefficiencies or quality problems.	Continuously evaluates work processes and looks for opportunities to increase efficiency or quality of work product.
Risk-taking Avoids taking risks; rigidly adheres to existing processes; unwilling to consider new ways of doing things.	Evaluates new ideas and takes informed risks by trying new and different ways of doing business.	Promotes new and creative ways to meet goals; takes informed risks and encourages others to do the same.
Cross-functional Integration Blocks new ideas by not being receptive, sharing information, and/or exploring opportunities.	Integrates input and ideas from different sources and shares information with others when exploring opportunities.	Vigorously explores opportunities and ideas, consulting with others who may be affected by any change or who may have valuable input into decision-making.
Implementing, Evaluating and Adjusting Does not implement new approaches or implements new approaches that are ineffective or unreasonable and refuses to consider alternatives.	Implements new ways of getting the job done, evaluates results, modifies approach to improve outcomes.	Develops appropriately comprehensive plans before implementing changes; evaluates and modifies approach as needed to on an ongoing basis to ensure success.
For Supervisors Does not act on information pertaining to the interdependencies between issues and processes in their functional area of expertise or department.	Identifies and acts upon the underlying connections of potential conflicts between new ideas, pieces of data, or aspects of a situation.	Identifies and visualizes options and formulates innovative approaches for implementation.

INITIATIVE

Proactively identifies ways to contribute to the agency's goals and mission; achieves results without needing reminders from others; identifies and takes action to address problems and opportunities.

NEEDS IMPROVEMENT	MEETS EXPECTATIONS	EXCEEDS EXPECTATIONS
Prompting Needs reminders to complete work assignments.	Completes assignments without the need for prompting.	Completes assignments without prompting and takes initiative to keep supervisor periodically advised of progress.
Independence Unnecessarily requests assistance or is unable to complete work on own when work should be completed independently.	Successfully completes most assignments independently but may require additional support when faced with unfamiliar tasks or situations.	Successfully completes tasks with minimal guidance; rarely needs assistance to be able to complete an assignment.
Information-seeking Does not seek out information if unsure how to complete an assignment.	Seeks out information on own initiative and follows up with supervisor for guidance or direction as needed.	Demonstrates the ability to complete even unfamiliar tasks by applying prior experiences and knowledge or doing research to gain necessary understanding.
Effort Only concerned with meeting minimum standards; rarely attempts to achieve more than the minimum required.	Consistently puts forth the effort required to do a good job on all assignments.	Always puts forth the effort needed to perform well even on the most difficult and challenging assignments.

Competencies for Agency Use

TRANSFORMERS OF GOVERNMENT

Develops innovative approaches to address problems and drive continuous improvement in agency programs and processes; drives effective and smooth change initiatives across the agency by communicating, confirming understanding, and actively working with stakeholders to overcome resistance.

NEEDS IMPROVEMENT	MEETS EXPECTATIONS	EXCEEDS EXPECTATIONS
Continuous Improvement Orientation Accepts current practices even when they are ineffective or inefficient. Is resistant to risk-taking or change.	Continuously looks for ways to improve the work or service provided. Actively involves those who do the work in improving the process. Understands end users and brings their perspective into continuous improvement efforts. Exhibits courage by challenging bureaucracy and non-value added processes.	Persistently reviews operations and methods to find areas for improvement. Facilitates buy-in for change with those who perform the work. Advocates for improvement even when change is unpopular.
Stakeholder Relations Implements changes without involving appropriate stakeholders.	Introduces new ideas to relevant stakeholders and gathers feedback to refine ideas and ensure their effectiveness.	Consistently gains active involvement of relevant stakeholders to ensure new initiatives and current services take into account their desires and concerns.
Change Management May verbalize support for change initiatives but does not show enthusiasm, confidence or belief in the change.	Shows enthusiasm and confidence in new ideas, generates support for change among others.	Energizes others to embrace change initiatives, understands impacts on others, and anticipates and proactively addresses resistance in order to ensure success.
Metrics May successfully implement changes within own organization but does not adequately track the effect of changes.	Establishes metrics for success and tracks those metrics, making adjustments as needed to ensure change initiatives are effective.	Defines and tracks success, takes definitive action when progress is delayed or impeded, and adjusts approach as needed to continually engage the organization in change efforts.

PROBLEM SOLVING

Analyzes problems by evaluating available information and resources; develops effective, viable solutions to problems which can help drive the effectiveness of the agency.

NEEDS IMPROVEMENT	MEETS EXPECTATIONS	EXCEEDS EXPECTATIONS
Analysis Engages in little or no independent thought and analysis; uses a haphazard approach to problem solving. Incorrectly applies rules, standards and precedent.	Independently analyzes issues and problems and undertakes or proposes a course of action *using a logical, systematic, sequential approach.* Correctly applies rules, standards and precedent.	Engages in comprehensive analysis of issues and problems using a logical, systematic, sequential approach to find and implement superior solutions that take into account applicable rules, standards and precedent.
Conceptual Thinking Fails to consider or take into account all relevant factors. Proposed solutions lack consideration of hypothetical or abstract components that may impact success.	Finds effective solutions by taking a holistic, abstract, or theoretical perspective.	Uses a holistic, abstract or theoretical perspective to find compelling solutions that take into account all relevant factors.
Outcomes and Feasibility Inconsistently predicts consequences, implications and feasibility of alternative solutions.	Reliably predicts and takes into account likely outcomes, consequences and the feasibility of alternatives to problems.	Proactively addresses probable outcomes, consequences and feasibility of alternatives taking into account inter-relationships between issues.
Uncertainty and Resourcefulness Does not address problems or issues unless given specific guidelines or directives.	Copes with uncertainty or limited facts to develop a feasible solution.	Develops highly effective solutions despite a lack of definitive information.
For Supervisors Tends to make decisions about the day-to-day operations of the organization that could be handled at a lower organizational level.	Delegates decision-making responsibilities to the appropriate organizational level and holds decision makers accountable for the results of their decisions.	Has an established reputation for being an innovative and creative problem solver and is willing to help others solve problems.

Competencies for Agency Use

COMMUNICATION

Respectfully listens to others to gain a full understanding of issues; comprehends written material; 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.

NEEDS IMPROVEMENT	MEETS EXPECTATIONS	EXCEEDS EXPECTATIONS
Comprehending Takes inappropriate action due to misinterpretation of written or verbal information or directions.	Comprehends written and verbal information and directions and takes appropriate action.	Is relied upon by others to assist in interpreting complex written and oral information and directions and taking appropriate action.
Directness and Openness Demonstrates an unwillingness to listen to others, does not consider others' viewpoints, talks over others.	Actively listens to others to gain a better understanding of their viewpoints and maintains a professional demeanor when delivering unwelcome information.	Actively encourages a respectful and open exchange of ideas and viewpoints, defuses conflict and attempts to reconcile differences, and assertively addresses even unpopular issues.
Accuracy and Clarity Develops written and/or verbal communications that are confusing, void of critical messages, misrepresent facts and fails to take into account the target audience.	Consistently delivers accurate, clear and concise messages verbally and/or in writing to effectively inform the target audience.	Delivers accurate, clear, concise and reasoned messages that inform and are effective at persuading the target audience to take action.
Ensuring Understanding Assumes others understand and moves forward without confirming understanding; uses jargon.	Demonstrates ability to recognize when others are having difficulty understanding messages and adapts style appropriately.	Consistently selects the best method to deliver the message so that it is easily understood, asks questions to confirm understanding and explains in a different way if target audience has difficulty understanding the message.
For Supervisors Fails to communicate the agency's vision and/or fails to explain the broader business purpose to the team.	Ensures direct reports understand the agency's vision and goals by translating those goals into day-to-day practices; explains the business purpose behind assignments and shifts in priorities so direct reports can understand the "big picture".	Communicates the strategic direction in such a way that employees, at all levels, fully understand their role in achieving agency goals; engages direct reports regularly about consumers so they understand their importance to the agency and their potential to contribute.

CONFLICT MANAGEMENT

Addresses conflicts by focusing on the issues at hand to develop effective solutions when disputes or disagreements occur; helps others resolve conflicts by providing impartial mediation when needed.

NEEDS IMPROVEMENT	MEETS EXPECTATIONS	EXCEEDS EXPECTATIONS
Approach to Conflict Allows conflicts to build or waits for issues to blow over.	Openly addresses conflicts as they arise.	Proactively identifies potential areas of conflict and formulates a plan to manage or defuse areas of disagreement.
Win-Win Orientation Demonstrates an inability to develop alternative solutions that meet the needs of all involved; resists accommodating others.	Takes a problem-solving approach to conflict, generating multiple solutions to issues so that involved parties are generally able to reach goals and objectives.	Develops highly creative and effective solutions to problems and builds consensus to arrive at win-win solutions even in the most difficult circumstances.
Anticipating Objections Has difficulty predicting likely areas of agreement and objection among stakeholders and fails to find areas of common ground.	Recognizes the underlying agendas and needs of others and proposes solutions that should be acceptable to all affected parties. Provides rationale for decisions.	Anticipates and proactively responds to stakeholder objections and finds effective solutions acceptable to all or most parties. Ensures that all parties feel that their issues were understood and taken into account.
Compromising Appropriately Agrees to solutions without evaluating effects on ability to accomplish individual or work unit goals.	Evaluates proposals and avoids accepting solutions that will not enable accomplishment of individual or work unit goals.	Analyzes present and future needs and ensures that compromise solutions will not have a detrimental effect on individual or work unit goals.

FLEXIBILITY

Adapts to change and different ways of doing things quickly and positively; does not shy away from addressing setbacks or ambiguity; deals effectively with a variety of people and situations; appropriately adapts one's thinking or approach as the situation changes.

NEEDS IMPROVEMENT	MEETS EXPECTATIONS	EXCEEDS EXPECTATIONS
Prioritizing Has difficulty quickly adjusting to changing priorities.	Adjusts schedules, tasks, and priorities as necessary to quickly and effectively meet organizational needs.	Anticipates changing priorities and proactively prepares adjustments to schedules, tasks and processes to avoid work interruptions or service declines.
Adapting to Changing Circumstances Does not adapt approach when circumstances change.	Maintains flexibility in approach so that results are achieved even in the face of changing circumstances.	Adapts tactics and breaks down barriers to achieve optimal, timely results regardless of circumstances.
Response to Stress or Pressure Adjusts ineffectively or adopts a rigid approach when under stress or pressure.	Adapts effectively to different situations even when under stress or pressure.	Encourages and helps others to effectively adapt to different situations involving stress or pressure.
Technological or Process Changes Resists technological and process changes and clings to current tools and methods.	Readily accepts new technology and process improvements as tools to improve efficiency or quality of work.	Champions the implementation of technological or process improvements as tools to improve efficiency or quality of work.

Competencies for Agency Use

NEGOTIATION AND INFLUENCE

Effectively represents his/her position on issues to gain support and buy-in from others; generates multiple alternatives to a problem to meet the needs of other stakeholders; works to achieve win-win outcomes that others can accept; appropriately utilizes settlement strategies, such as compromise.

NEEDS IMPROVEMENT	MEETS EXPECTATIONS	EXCEEDS EXPECTATIONS
Effectively Conveys Position Has difficulty conveying position to others, particularly when faced with opposition.	Effectively articulates position and helps others understand the underlying issues and concerns.	Conveys position *exceptionally* well*, clearly articulates difficult to understand information in a manner appropriate to the stakeholder's perspective and level of knowledge, and proactively addresses probable objections.*
Considers Alternatives Sees situations in isolation and ignores solutions that are not immediately obvious.	Thinks beyond immediately apparent solutions to identify alternatives that meet the needs of all stakeholders.	Generates *multiple* alternative solutions, seeks out opinions of stakeholders *and thoroughly evaluates feasibility of alternatives* before finalizing proposals.
Gains Stakeholder Commitment Fails to or is ineffective at getting input and developing approaches that reflect key stakeholder views.	Involves key stakeholders in the development of solutions to ensure the final approach reflects their viewpoints.	Involves key stakeholders throughout the process to ensure the final approach reflects their viewpoints and gains their commitment for the chosen solution whenever possible.
Applies Appropriate Resolution Strategies Inappropriately compromises or pursues a win-win solution when it is clear such a strategy will not be successful.	Recognizes when a win-win outcome is not possible and appropriately applies other strategies to resolve issues.	Consistently applies the most appropriate resolution strategies given the circumstances; explains rationale to stakeholders (when appropriate*); works to eliminate barriers to effective resolution*; attempts to maintain goodwill even in the face of disagreement.

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 agency and to his/her respective profession.

NEEDS IMPROVEMENT	MEETS EXPECTATIONS	EXCEEDS EXPECTATIONS
Individual Development Fails to recognize own development needs or does not seek ways to address those needs.	Accurately identifies own strengths and development needs and takes action to develop areas that can be improved.	Accurately assesses own strengths and development needs and embraces opportunities that will challenge current abilities.
Knowledge and Skill Maintenance Allows professional or job-related knowledge and skills to become antiquated.	Updates professional or job-related knowledge and skills on a regular basis.	Updates professional or job-related knowledge and skills on a regular basis and applies new knowledge or occupational/professional developments in the workplace.
Continuous Learning Takes only required or suggested training; does not seek training opportunities on own.	Engages in continuous learning opportunities of own accord without prompting.	Seeks out continuous learning opportunities to maintain state of the art knowledge.
Trend Monitoring Fails to monitor professional, industry or career trends, or recognizes trends but does not take action.	Incorporates professional, industry or career trends in work, planning and decision making.	Champions early adoption of new professional, industry or career trends in work, planning and decision making.

Competencies for Agency Use

PROJECT MANAGEMENT

Effectively manages project(s) by appropriately focusing attention on the critical few priorities; effectively creates and executes against project timelines based on priorities, resource availability, and other project requirements (i.e., budget); effectively evaluates planned approaches, determines feasibility, and makes adjustments when needed.

NEEDS IMPROVEMENT	MEETS EXPECTATIONS	EXCEEDS EXPECTATIONS
Project Planning Does not take adequate time or consideration prior to the execution of a project to plan an approach.	Spends time up front planning an approach and develops reasoned and feasible work plans.	Possesses exceptional planning skills and is relied upon by others for providing valuable critique on their project plans.
Milestones Does not establish intermediate goals throughout the project; does not adequately track progress toward the project goal, allowing the project to fall behind schedule.	Establishes key milestones, adequately monitors progress, and takes action to ensure timelines are met.	Consistently drives the project toward the completion of milestones, anticipates obstacles, and takes action to ensure that timelines are met.
Contingency Planning Fails to recognize and take action when a project plan needs to be revised given changing or unexpected circumstances.	Quickly and effectively modifies project work plans as appropriate when unexpected circumstances arise.	Proactively develops contingency plans by anticipating the most likely risks to the plan and implements changes quickly when needed.
Communicating Progress Provides on-going project updates infrequently, incompletely or less effectively than others.	Provides on-going project updates to keep others informed of status and outstanding issues.	Consistently provides complete and informative reports on progress, deficiencies and/or difficulties encountered, attempts made to resolve relevant issues, and risks to project completion or timelines.

TEAM LEADERSHIP

Effectively manages and guides group efforts; tracks team progress, adequately anticipates roadblocks, and changes course as needed to achieve team goals; provides appropriate feedback concerning group and individual performance, including areas for improvement.

NEEDS IMPROVEMENT	MEETS EXPECTATIONS	EXCEEDS EXPECTATIONS
Goal Setting Fails to involve team in defining goals and planning the ways to achieve success.	Involves team members in defining ways to achieve desired results and defining expectations about how team members will work together to accomplish goals.	Engages team members in goal setting; gains commitment and encourages mutual accountability among team members.
Progress Monitoring Does not maintain an understanding of where the team is toward reaching its goals or provide reports on team progress.	Monitors team performance and provides updates to team members and relevant stakeholders on a regular basis.	Consistently monitors team performance and progress toward goals, takes action when progress is delayed or impeded, and provides complete and informative reports on progress.
Evaluation and Feedback Provides feedback to team members inconsistently or not at all; avoids presenting feedback that will not be well-received.	Provides both positive and negative feedback to team members to keep them on track toward meeting goals.	Sets up methods to evaluate overall team effectiveness and individual team member contributions; identifies performance issues and addresses them with team members.
Recognizing Key Accomplishments Fails to recognize positive contributions or achievement of results.	Shows appreciation when expected goals, milestones and results are realized.	Celebrates accomplishment of goals, milestones and results informally and through formal means (e.g., team of the quarter) when they are available and appropriate.

Competencies for Agency Use

SHARING KNOWLEDGE AND EXPERTISE

Enhances the capabilities of the organization by openly and effectively sharing his/her subject matter expertise with others; supports a continuous learning environment by preserving and compiling intellectual capital which can be used by others within his/her work group, department and agency entities, as appropriate.

NEEDS IMPROVEMENT	MEETS EXPECTATIONS	EXCEEDS EXPECTATIONS
Constructive Feedback Fails to take responsibility for providing direction and coaching to lower-level or new employees.	Provides constructive feedback to new or lower-level co-workers.	Takes personal responsibility for orienting new employees; provides constructive feedback and suggestions for improvement; encourages the development of lower-level co-workers.
Coaching Talks down to co-workers who need help learning a new aspect of their jobs or are trying to further refine a current skill.	Coaches others in a constructive and positive way so that they can absorb information and learn quickly.	Coaches others on how to best perform a task, confirms understanding and follows up to find out if coaching was effective or if additional assistance is needed.
Knowledge-Sharing Does not recognize the value or avoids sharing relevant information that would benefit co-workers.	Openly shares knowledge with co-workers when asked or when the need to share becomes obvious.	Takes initiative to provide formal or informal learning sessions with co-workers when new information/knowledge has been gained on a topic that would be of interest to the group.
Sharing Materials Discards valuable materials or does not share them with others who may find the materials relevant.	Recognizes importance of and proactively shares materials that may be helpful to others.	Maintains a “library” of informational materials; is relied upon by others when reference materials or new information is needed.
For Supervisors Fails to provide resources and support for others to learn and develop	Expects and encourages individual and group learning that crosses departmental boundaries.	Continually strives to bring out the best in people by removing barriers to learning and finding creative ways to encourage skill development.

Competencies for Agency Use

TECHNICAL/FUNCTIONAL EXPERTISE

Demonstrates and effectively applies depth and breadth of knowledge and skill in a technical or functional area.

NEEDS IMPROVEMENT	MEETS EXPECTATIONS	EXCEEDS EXPECTATIONS
Depth Does not demonstrate the fundamental working knowledge required to exert a technical or functional role successfully.	Participates as a competent technical practitioner in a particular technical or functional field.	Consistently applies expert knowledge and skill in all work activities; known and respected by customers and colleagues as an expert in a particular technical or functional field; actively develops expert successors in the organization.
Breadth Limited knowledge of relevant and applicable technical or functional topics outside of immediate area of practice.	Maintains a working knowledge of a select range of technical or functional topics applicable and relevant to the organization.	Maintains a thorough working knowledge of a broad range of technical or functional topics applicable and relevant to the organization including emerging issues, new technologies and discoveries.
Application Struggles to address technical or functional issues; has difficulty communicating technical or functional issues to others.	Competently addresses technical or functional issues as they arise; communicates technical or functional issues and resolutions in understandable fashion.	Anticipates and creatively addresses the most difficult technical or functional issues in advance; guides customers and colleagues with expert knowledge and communication.

SAFETY AWARENESS

Identifies and corrects conditions that affect employee safety; upholds safety standards in every aspect of the work.

NEEDS IMPROVEMENT	MEETS EXPECTATIONS	EXCEEDS EXPECTATIONS
Awareness Lacks awareness and interest in safety-related issues associated with the specific work duties.	Personally demonstrates safety awareness; demonstrates competency in frequently used safety protocols and standards for specific work duties.	Actively and effectively increases the awareness of safety within the organization; is very knowledgeable regarding a broad range of safety protocols and standards; is recognized as a champion for safety by colleagues and customers.
Planning Safety plans and protocols do not meet the requirements of the applicable standards.	Develops safety plans and protocols that meet the requirements of the applicable standards.	Actively conducts activity-based hazard assessments in advance of work; develops appropriate and highly protective protocols specific to unique conditions (if any); planning includes best practices and all applicable safety standards.
Safe Work Habits Fails to implement known safety protocols and plans; fails to recognize and correct unsafe conditions that arise while conducting work.	Always implements known safety protocols and plans; actively identifies and corrects unsafe conditions that arise while conducting work; always stops works when unsafe conditions can not be immediately corrected.	Consistently improves upon and applies safety protocols and plans; is a recognized leader in identifying and correcting unsafe work conditions; prevents work from starting when unsafe conditions can not be corrected immediately.

Competencies for Agency Use

PROFESSIONAL ETHICS

Demonstrates understanding of and integrity in adherence to professional code of conduct, organizational values, and professional responsibilities as warranted by the individual's education, training and experience.

NEEDS IMPROVEMENT	MEETS EXPECTATIONS	EXCEEDS EXPECTATIONS
Integrity Does not always follow through on commitments and agreements, and doesn't always take responsibility for actions.	Gains the trust of others by following through on commitments and taking responsibility for own actions.	Has established a reputation for being trustworthy in all situations regardless of risk. Takes a stand based on principles and values and clearly communicates her/his rationale.
Ethics Demonstrates deficiencies in understanding or carrying out all work-related activities in compliance with standards of professional, organizational, and ethical conduct.	Demonstrates behaviors consistent with standards for professional, organizational, and ethical conduct. Applies rules and regulations in a consistent, transparent and unbiased manner.	Has demonstrated through discussion, action, and decisions, superior knowledge and adherence to ethical standards. Has influenced in a positive manner decision-making regarding ethical dilemmas experienced by the organization.
Scope of Practice Does not always work within the scope of practice defined by her/his profession, licensing body and the specific position in the agency as it relates to acquired education, training and experience.	Understands and works within the scope of practice defined by her/his profession, licensing body and the specific position in the agency as it relates to acquired education, training and experience.	Has demonstrated through actions a superior knowledge of and adherence to a prescribed scope of practice. Has influenced in a positive manner the scope of practice issues experienced in the organization.

Competencies for Agency Use

CORRECTIONAL SECURITY AND SAFETY FUNCTIONS

Understands and performs the job of a correctional professional and/or performs as appropriate and required within a correctional environment; is knowledgeable of and follows agency policies and directives; ensures custodial responsibilities are met; performs duties in a manner that protects public safety.

NEEDS IMPROVEMENT	MEETS EXPECTATIONS	EXCEEDS EXPECTATIONS
Security and Safety Practices Does not demonstrate current and complete knowledge of the security and safety requirements of the agency	Demonstrates good knowledge of security and safety requirements for the agency.	Demonstrates Increased knowledge and application of security and safety requirements for the agency and is viewed by management and peers as a 'go-to' employee in the correct performance of duties.
Post / Work Area Assignment Cannot or does not complete duties as required by General Order, Post Order, or agency designated policies/procedures for the assigned post or work area	Consistently performs duties in compliance with General Order, Post Order, or agency designated policies/procedures.	Performs assigned duties with few to no errors and is available to be assigned additional duties
Inmate (or committed juvenile) Management Fails to hold inmates (or committed juveniles) accountable for compliance with Department Orders or agency designated policies/procedures and to supervise inmates (or committed juveniles) properly	Supervises inmates (or committed juveniles) properly utilizing a fair, firm and consistent approach to ensure compliance with Department Orders or agency designated policies/procedures.	Demonstrates advanced skills and knowledge in managing inmates (or committed juveniles) on a daily basis
Follows Directions Does not follow directions from supervisors or is inconsistent in performance of duties / tasks given by a supervisor; does the minimal amount of work possible or takes shortcuts in assigned work.	Completes duties / tasks assigned by supervisors and follows supervisory directions consistently	Consistently completes tasks / duties assigned by supervisors, often beating deadlines. Is viewed by peers as a mentor and an expert in the performance of correctional safety and security duties.

Performance Period Results Competency

RESULTS ORIENTATION

Consistently delivers required business results; sets and achieves achievable, yet aggressive, goals; consistently complies with quality, service and productivity standards and meets deadlines; maintains focus on agency goals.

NEEDS IMPROVEMENT	MEETS EXPECTATIONS	EXCEEDS EXPECTATIONS
Goal Setting Sets goals that are either too easy or too difficult or does not set goals.	Establishes clear and specific goals.	Generates commitment and enthusiasm from others to set and achieve challenging goals and objectives.
Overcoming Obstacles Makes little effort to resolve problems or overcome obstacles or to find alternative methods to accomplish tasks.	Finds ways to overcome challenges and obstacles so that assignments are completed and goals are met.	Nimbly navigates problems and obstacles, even when complex and unique circumstances occur.
Solution Focus Loses focus or gives up before problems are solved.	Maintains focus until a viable solution can be found.	Takes responsibility for solving problems and works diligently to find the most effective solutions when problems are encountered.
Quality, Service and Productivity Shows little concern for work. Fails to meet quality, service and productivity standards.	Takes pride in work and encourages others to do the same. Effectively balances quality, service, and productivity.	Carefully monitors and takes pride in the quality of own work and the work of others. Continuously searches out and acts upon opportunities to improve quality, service and productivity.
Follow-through/Evaluation Does not evaluate the effectiveness of solutions to problems.	Checks results to make sure solutions were effective and takes action if resolution has not been accomplished.	Takes initiative to contact customers or research effectiveness of solutions and continues to try new solutions until desired results are achieved.