

Competency Guide:
State of South Dakota
Accountability and Competency Evaluation System
Examples of Successful Performance

PROFESSIONALISM – Is truthful and dependable, accepts responsibility for actions, maintains confidentiality, acts respectfully towards others, and demonstrates commitment to the organization.

Integrity – Is truthful, treats others fairly, and firmly adheres to ethical principles.

- Is honest, open, and forthright with others.
- Provides, or ensures, full disclosure of information, when appropriate.
- Fulfills assigned tasks and other responsibilities or requests.
- Avoids inappropriate situations and actions which appear to be conflicts of interest.
- Maintains professional boundaries with others.

Responsibility – Accepts responsibility for own actions and for achieving expected results.

- Accepts personal responsibility for the quality and timeliness of work.
- Immediately acknowledges mistakes to affected parties and takes action to correct them when possible.

Attendance – Is punctual and maintains a responsible work record of attendance.

- Uses sick and personal leave for legitimate reasons.
- Takes annual leave on a pre-planned basis and obtains necessary approvals.
- Reports to and starts work in a timely manner.
- Observes rules governing meal and break time.
- Gives proper notification to the appropriate person(s) of any lateness or absenteeism.
- Is willing to work overtime when needed.

Dependability – Follows through on assigned duties and commitments, and completes work on time.

- Keeps commitments to others.
- Completes work on time.

Confidentiality – Protects confidential information and maintains professional boundaries.

- Keeps personal information about others to self.
- Considers potential consequences prior to sharing personal information.

Commitment – Demonstrates commitment to the organization and the profession.

- Willingly takes direction from supervisors and those in authority.
- Uses work time, supplies, and resources efficiently and appropriately.
- Works when expected and alters work schedule to accommodate work demands.
- Speaks positively about the program or agency.
- Demonstrates a positive attitude by outwardly showing enthusiasm and interest in the job and organization.

Respect – Respects, cooperates, and communicates openly with coworkers; follows supervisor's request; and complies with policies and procedures.

- Complies with supervisor's requests and instructions.
- Follows policies and procedures.

ADAPTABILITY – Adjusts effectively to changing, new, or different situations at work.

Accepts change – Accepts changes in duties or the work environment and tries to understand the full impact of change in order to effectively adapt to it.

- Keeps an open mind towards change and tries to understand what will need to be done differently.
- Is receptive and responsive to new information, changing conditions or events, or unexpected obstacles.
- Respectfully acknowledges others' perspectives and recognizes the validity of opposing viewpoints.

Modifies behavior – Readily modifies behavior or tactics in response to changes at work.

- Tries new approaches to deal effectively with changes.
- Adjusts plans and priorities to accommodate changes.
- Switches to a different strategy when the initial one is unsuccessful.
- Responds quickly and easily to changes at work (e.g., duties, staff, technology, policies, and management priorities).
- Quickly finds new approaches to respond to changing conditions discards approaches that are no longer working.

Views change positively – Reacts positively to change, focuses on the beneficial aspects of change, and speaks positively about it to others.

- Views change as an opportunity to learn and grow.
- Works productively and maintains a positive attitude during times of uncertainty.
- Speaks positively about change to others.
- Deals constructively with mistakes and setbacks as a result of change.
- Accepts change and takes the necessary steps to implement it.
- Focuses on the positive aspects of change despite hassles or the extra work it creates.

ASSERTIVENESS – Demonstrates self-confidence and takes bold action when needed.

Demonstrates self-confidence – Demonstrates confidence in own ability and judgment.

- Uses body language (e.g., open posture, eye contact) to project confidence.
- Presents self in an authoritative manner when the situation calls for it.
- Speaks with a self-assured tone of voice.
- Rejects unreasonable requests and clearly explains why.
- Expresses confidence in own judgment or ability to accomplish tasks.
- Takes charge during challenging, chaotic, or emergency situations when needed.
- Conveys a command of the relevant facts and information.

Asserts self – Confronts issues directly and shares viewpoints openly with others.

- Speaks up when appropriate and asserts own position with conviction.
- Defends personal ideas and decisions when necessary, while maintaining respect and courtesy for others.
- Confronts the appropriate individuals or groups when disagrees with a decision or has concerns about an issue.
- Challenges others' faulty assumptions or viewpoints.
- Takes the necessary action even when it may produce unpleasant consequences.

Works independently – Completes duties without being overly reliant upon others for direction or support.

- Works independently without relying on others or needing others to provide structure or to check work.
- Successfully addresses problems without hesitating or consulting others.
- Acts in spite of disagreement from others and without seeking approval (when not needed).
- Takes the initiative to strategize, plan, and prioritize work assignments without guidance from others.

ATTENTION TO DETAIL – Attends to all details of assignments and completes work properly, accurately, and thoroughly.

Attentive to policies and instructions – Ensures complete understanding of applicable laws, policies, procedures, and instructions.

- Carefully follows all applicable procedures and instructions.
- Reads, accurately interprets, and applies relevant laws, rules, policies and procedures.
- Keeps up-to-date on policy and procedure changes.
- Asks questions when unclear on policy or procedure.

Ensures accuracy – Completes tasks without error or within an acceptable error rate.

- Notices important details associated with thoroughly completing tasks.
- Verifies the accuracy of information without relying on others for review.
- Performs all aspects of tasks to produce complete work.
- Ensures that work outputs are neat and orderly.

Is thorough – Considers all aspects of assignments and reviews work to ensure it is thorough and complete.

- Double-checks own work and promptly corrects errors before submitting it.
- Checks the accuracy of information provided by others; notes discrepancies or concerns and notifies the appropriate individuals.
- Reviews or monitors other's work (when asked) and corrects mistakes or notifies others of quality issues as appropriate.

COMMUNICATION – Listens attentively to others and clearly conveys information and ideas.

Writes effectively – Writes in a clear, organized, and engaging manner for the intended audience.

- Composes clear, organized, and succinct written communications.
- Presents ideas in a way that engages others by keeping the audience in mind.
- Uses a business writing style and avoids using conversational language when appropriate.
- Uses correct grammar, spelling, and punctuation; and carefully selects appropriate words and phrases.

Speaks effectively – Speaks clearly and concisely, and engages others in conversations.

- Expresses oneself clearly and self-assuredly in interactions with others and ensures understanding.
- Uses proper enunciation, pace, pitch, volume, and intensity when speaking.
- Maintains eye contact when speaking with others and uses effective body language.
- Adjusts communication in accord with others' mood and emotional reaction.
- Uses appropriate words and phrases.
- Uses voice inflection and body language (eye contact, gestures) as a tool for gaining and sustaining the interest of others.

Listens attentively – Listens attentively to others without interrupting and conveys understanding.

- Allows others to completely express their point of view before asking questions or offering own view.
- Summarizes and paraphrases understanding of what others have said to prevent miscommunication.
- Listens patiently and attentively to others, and responds to their reactions.
- Asks questions to ensure complete understanding.
- Ignores, or removes, distractions in order to focus on the conversation.
- Refrains from immediate judgment and criticism of others' ideas.

Delivers effective presentations – Develops and delivers presentations that are impactful or persuasive with their intended audience.

- Identifies and presents information or data that will have a strong impact on others.
- Selects content, language and examples tailored to the level and experience of the audience.
- Selects relevant and engaging stories, analogies, facts, or examples to illustrate or emphasize key points.
- Uses graphics or other aides that display information clearly to help clarify the message or to explain complex topics.
- Keeps the audience engaged through body language, voice inflection, humor and energy, and seeks audience participation.

Keeps others informed – Passes on appropriate information in a timely manner to others who should be kept informed.

- Selects the appropriate medium for communicating information to others.
- Keeps others involved in a project informed about developments and plans.
- Shares ideas and information openly with others who might find them useful.
- Keeps own supervisor informed about progress and problems; avoids surprises.

COMPOSURE – Remains focused in stressful situations and keeps emotions under control at all times.

Demonstrates self-control – Restrains emotional impulses when provoked or when faced with opposition or hostility.

- Acts calmly in stressful situations, when provoked, or in emotionally-charged situations.
- Controls emotions when faced with opposition or setbacks.
- Refrains from letting actions or comments from others evoke emotional responses and distract focus on current task.
- Stays in control when confronted with irritating or intimidating behaviors.

Tolerates stress – Thinks clearly and acts calmly during crises and stressful situations.

- Identifies the source or causes of stress and attempts to avoid or address them when possible.
- Remains focused and works effectively during stressful situations.

Calms others – Stays positive and calms others during crises and stressful situations.

- Detects signs of anxiety and stress in others and acknowledges their feelings.
- Remains positive and upbeat despite stressful conditions.

CONFLICT MANAGEMENT – Deals effectively with others in antagonistic situations and constructively manages or resolves conflict.

Recognizes / prevents conflict – Recognizes potentially harmful conflict situations and promptly intervenes to prevent escalation.

- Detects conflict in its early stages.
- Attempts to defuse volatile situations.
- Addresses conflict before issues spread within the work environment and affect other staff.

Clarifies the situation – Collects information from relevant sources to understand the causes and sources of conflict.

- Invites others to express their points of view.
- Listens to all perspectives involved before attempting to resolve the issue.
- Attempts to bring others together in order to reconcile differences.
- Seeks input and acts fairly to immediately gain each party's trust.
- Summarizes all perspectives accurately and shares with those involved.

Remains neutral – Objectively views conflict from all sides and stays focused on resolving the conflict.

- Fosters free and open communication, and ensures equal opportunity for all parties to make their case.
- Stays focused on the issue rather than on the parties involved.
- Maintains a neutral stance by controlling emotions and refraining from sharing personal opinions or biases.

Resolves conflict – Resolves conflict in a way that addresses the issue, dissipates the conflict, and maintains the relationship.

- Attempts to find common ground and works to remove barriers to facilitate agreement between the parties in a timely manner.
- Identifies potential trade-offs or exchanges that both parties may agree to.
- Develops impartial solutions that will satisfy the interests of all involved parties.
- When compromise is not attainable, works to resolve conflict with sensitivity by helping one party gain understanding and acceptance of the other party's issues.

CONTINUOUS LEARNING – Actively identifies development needs, takes advantage of development opportunities, and applies newly learned knowledge and skills on the job.

Identifies development needs – Actively requests feedback to increase awareness of development needs.

- Acknowledges personal weaknesses, skill deficiencies, and failures to meet expectations.
- Identifies areas that could benefit from development.
- Welcomes suggestions and constructive criticism and acts on them.
- Views personal mistakes and setbacks as learning opportunities.
- Analyzes other's past successes and failures to learn from them.

Develops self – Identifies and actively participates in development activities to maximize learning and stay current in own job field.

- Searches for opportunities to address development needs.
- Willingly accepts opportunities for training and development.
- Actively participates in training and development activities (e.g., asks questions, takes notes, does assignments) to make the most of the learning experience.
- Uses new assignments as learning opportunities.

Applies knowledge and skills – Puts newly learned knowledge and skills to practical use on the job.

- Recognizes and takes advantage of opportunities to utilize new knowledge and skills on the job.
- Attempts to further learning through trial-and-error.
- Shares information and suggestions that others may find useful.

CREATIVITY – Generates innovative ideas and takes calculated risks to help solve problems or make improvements.

Generates ideas – Generates numerous, original ideas or solutions to problems.

- Approaches problems with curiosity and open-mindedness.
- Brainstorms individually and with others to generate multiple ideas or explanations.
- Generates new and unique, but potentially feasible, ideas and solutions.
- Conducts research, uses networks, or looks outside the agency to identify different solutions.
- Keeps up-to-date on current research and technology in the field or profession.

Seeks improvement– Looks for and suggests new ways to improve quality, efficiency, or effectiveness.

- Questions established ways of doing things when they appear to be ineffective or inefficient.
- Reviews processes to ensure they continue to be relevant and add value.
- Looks for ways to eliminate redundancies or streamline work processes.
- Is open-minded and considers (or accepts) alternative ways to view or define problems and opportunities.

Implements ideas – Implements innovative ideas that involve calculated risks in an attempt to achieve improved results.

- Tries different approaches and new ideas, taking reasonable, calculated risks.
- Maintains quality work while experimenting with new approaches.
- Communicates potential benefits and risks to key stakeholders.

CUSTOMER SERVICE – Treats customers courteously and is responsive to their needs.

Identifies needs – Talks to customers and listens to them to identify their needs or concerns.

- Listens to and observes customers to identify and understand their current, real needs.
- Demonstrates active listening (e.g., eye contact, nodding, leaning in, no interruptions) and checks for understanding (e.g., rephrasing, asking pertinent questions).

Addresses needs – Responds promptly to customers' needs or requests.

- Addresses customer's needs in a timely manner.
- Spends extra time with customers when needed.
- Understands agency and state government services, matches needs of customers with available services, or refers customers to someone who can help them.
- Acknowledges customers' complaints and promptly initiates action or follows through to resolve them.
- Considers both the immediate and longer-term effect that proposed solutions will have on the customer
- Recognizes when to defer problems or complaints to those of higher status.

Acts courteously – Provides courteous and professional customer service at all times.

- Gives friendly, helpful service to all customers.
- Is pleasant and respectful when interacting with others.
- Remains calm and courteous when dealing with upset or irritated customers.
- Expresses information in a way that does not offend individuals with different points of view.
- Conveys negative messages with a positive tone and words (to the extent possible).
- Accepts customers' complaints and criticisms without being defensive.

Follows-up with customers – Follows up with customers to ensure needs are met and to identify opportunities for improvement.

- Follows up with customers to ensure needs are being met.
- Keeps customers informed and up-to-date.
- Makes self readily available to customers.

DECISIVENESS – Exercises sound judgment when making decisions and takes prompt, decisive action.

Evaluates alternatives – Considers the impact and implications of various alternatives before reaching a final decision.

- Identifies alternative courses of action that may result in the desired outcome.
- Looks for common factors in different problems and determines if previously successful solutions can be used or modified.
- Identifies and considers the probable impact of each alternative, including costs, benefits, risks, and chances for success.
- Selects solutions that are consistent with available facts and constraints.
- Evaluates decisions made in similar situations to assess potential impact.
- Uses both a short- and long-term perspective when evaluating alternatives.
- Anticipates obstacles and develops contingency plans.
- Consults with the appropriate individuals before making decisions, when beneficial, to gain additional perspective.

Makes timely decisions – Confidently makes timely decisions in ambiguous situations.

- Makes decisions confidently, even when data is limited or in ambiguous situations.
- Takes prompt action on issues requiring immediate attention.
- Stops excessive debate and makes a decision.
- Acts independently when appropriate and exercises discretion in referring issues to higher levels.
- Makes tough decisions, even when solutions may have unpleasant consequences.

Demonstrates commitment to decisions – Displays little to no hesitation when acting on decisions made, holds firmly to them, and accepts responsibility for outcomes.

- Stands by sound decisions, and follows through with implementation, in spite of pushback from others.
- Reconsiders decisions based on new information.
- Takes immediate action to correct bad decisions when possible.
- Accepts responsibility for decisions.

DEVELOPING OTHERS – Provides training, guidance, and feedback to help others develop specific knowledge and skills needed to perform tasks.

Identifies needs – Identifies others' development needs.

- Identifies those who may benefit from training or development
- Helps assess others' specific training or development needs.
- Identifies and/or suggests activities to develop others and/or establishes a plan.

Trains others – Trains others on how to accomplish tasks or to develop specific skills and promotes a positive learning environment.

- Gives clear and detailed instructions on how to perform tasks or improve performance.
- Observes others perform and makes specific helpful suggestions.
- Asks questions, discusses, or clarifies to ensure others understand instructions or explanations.
- Gives demonstrations, or teaches others while helping them complete tasks.
- Encourages others to ask questions or solicit help or assistance.
- Recognizes when others aren't grasping concepts and patiently repeats or rephrases instructions to ensure understanding.
- Helps others set realistic goals and make adjustments according to their progress.
- Assists others in overcoming obstacles.

Provides guidance and feedback – Offers clear and timely feedback and suggestions to help others reinforce newly-learned skills.

- Observes others perform and makes specific helpful suggestions.
- Makes clear and direct performance suggestions based off of observations.
- Acknowledges and recognizes effective behaviors.
- Gives timely feedback on a frequent basis.
- Provides candid feedback in specific, behavioral terms that is both positive and constructive.
- Praises and publicly recognizes successes.
- Provides one-on-one guidance and helps others work through new problems.
- Expresses confidence in learners' ability to apply newly-learned concepts and skills.
- Reassures others after a setback.
- Monitors and confronts learning problems.

EMPATHY – Relates to others in a respectful and considerate manner, and demonstrates sensitivity towards others' feelings and concerns.

Gathers information – Senses or gathers information about clients' needs or feelings.

- Listens attentively to learn about others' concerns and feelings and helps them clarify their needs.
- Senses and interprets what others are feeling based on their choice of words, tone of voice, and non-verbal behavior.
- Asks probing questions to learn about others' background to understand their needs and perspective.

Expresses concern – Openly expresses understanding and concern for others.

- Acknowledges others' concerns and feelings in a respectful manner.
- Delivers negative messages to others in a constructive and sensitive manner.
- Anticipates others reaction to negative or controversial information to be provided.
- Stays positive, considerate, and understanding at all times, even when criticized or attacked by others.
- Displays sensitivity of others' circumstances and viewpoints.
- Displays empathy by smiling, nodding, etc. when appropriate.
- Recognizes others' points of view when communicating information.

Responds to needs – Responds appropriately and tactfully to the needs and feelings of others.

- Anticipates others' reactions and responds accordingly.
- Alters own behavior to appropriately respond to others' individual needs.
- Maintains a pleasant disposition at all times.
- Remains tactful and considerate in situations that involve controversy, disagreement, or represent other emotional strain.
- Expresses information in a manner that does not offend individuals with differing points of view.
- Recognizes when to defer to those of higher status.

INFLUENCE – Persuades others to support an idea or take a desired action.

Adjusts personal approach – Gains an understanding of the audience that one is attempting to influence, and uses that knowledge to adapt one's influence strategies.

- Learns about the audience's needs, concerns, interests, and perspectives in order to identify an approach that is likely to influence them.
- Uses information and tailors discussion to address the audience's concerns or to appeal to their interests.
- Provides examples and analogies that are relevant to the audience.
- Finds common ground with the audience by describing the benefits of the position one is advocating in terms of what one values and what others value.

Obtains buy-in – Establishes credibility and gains support for and commitment to ideas.

- Presents own ideas and seeks suggestions from others.
- Involves others in processes or decisions to gain their support and commitment.
- Establishes credibility with audiences by acquiring expertise in the subject matter and demonstrating mastery of it.
- Acts impartially and is open to others' viewpoints.
- Offers trade-offs or exchanges to gain commitment when necessary.

Inspires action – Communicates a sound rationale and presents compelling information to motivate others to take action.

- Carefully prepares the rationale and collects supporting evidence.
- Delivers information in a logical, easy-to-understand manner.
- Conveys the rationale in a manner that engages the audience and helps them understand and relate to it.
- Explains how own positions address others' needs and priorities.
- Identifies and presents information that will have a strong and lasting effect on others.
- Uses stories, analogies, or examples to clarify, illustrate, and emphasize key points.
- Creates and uses presentations and graphics that display information clearly and with high impact.
- Thinks before speaking using thoughtful, measured words.
- Provides complete, balanced information and answers questions fully.
- Presents information with energy and enthusiasm.
- Opens discussions by describing request or expectations in a way that provides clarity and excites interest.

INFORMATION SEEKING – Actively seeks, collects, and evaluates information to learn more about issues or events.

Identifies gaps – Recognizes when additional information is needed and identifies a variety of useful sources.

- Recognizes when additional information is needed or may be of value.
- Identifies a wide variety of sources or contacts that may be useful for providing needed information.
- Shares relevant information and sources with others to encourage reciprocity.

Collects information – Systematically collects potentially useful information.

- Uses systematic, organized procedures to collect, store, and update information.
- Makes regular or repeated inquiries to find new information that may be useful.
- Contacts others, in addition to those personally involved, to get their perspective or background information.
- Recognizes when sufficient information has been obtained.

Investigates – Draws out information that others are reluctant to disclose.

- Investigates situations to get complete information in order to gain deeper insight.
- Researches situations by asking specific, detailed, non-routine questions of everyone involved.
- Asks probing questions to uncover all important details related to the situation.
- Carefully examines situations from multiple perspectives to gain more complete understanding.
- Seeks information from those closest to the situation.

Integrates information – Integrates information from multiple sources and evaluates its credibility and relevance.

- Appraises information and its source to evaluate credibility, quality, relevance and perspective.
- Notices and resolves discrepancies and inconsistencies in information.
- Integrates information from multiple sources and accurately interprets it.

INITIATIVE – Displays a high level of effort and commitment towards completing assignments and goals.

Works diligently – Maintains a consistent, high level of productivity.

- Consistently puts forth a high level of effort towards completing assigned tasks and projects.
- Devotes an adequate amount of time and effort to assigned tasks.
- Completes work with minimal need for direction and support.

Perseveres – Persists when facing unexpected obstacles or setbacks.

- Attempts to overcome obstacles and setbacks.
- Stays focused and positive in spite of distractions and interruptions.

Initiates work – Independently identifies what needs to be done and does it.

- Promptly finds additional productive work to perform when own duties are completed.
- Independently learns new processes.

Makes improvements – Proactively identifies areas to improve and recommends changes.

- Looks for new or better ways to carry out tasks and makes or suggests changes.
- Identifies and removes obstacles that may interfere with potential improvements.

Achieves goals – Exerts a high level of effort and commitment towards achieving goals.

- Sets challenging goals for oneself.
- Willingly accepts assignments or goals set by management.
- Displays a high level of effort and commitment toward completing goals in a timely manner.
- Tracks progress towards achieving goals.
- Meets standards set by management.

ORGANIZATIONAL AWARENESS – Understands the culture, issues, constraints, and power relationships within an organization and uses this knowledge to get things done quickly and effectively.

Maintains internal awareness – Understands the organization's history, ongoing issues, and unspoken constraints and takes them into account before taking action.

- Understands the organization's mission, values, goals, policies, and processes, and takes them into account before acting.
- Understands and considers the background or history that prompts the organization to do what it does.
- Understands and considers the weight of rules, policies, and procedures.
- Understands and considers the organization's constraints and operating climate.
- Understands and considers the underlying problems, opportunities, and political forces affecting the organization.
- Understands and considers the reasons behind ongoing issues within the organization.
- Determines the requirements of each situation and the individuals involved, and selects the most appropriate approach.

Understands relationships – Recognizes the organization's power relationships and alliances/rivalries, and effectively uses that knowledge to get things done.

- Identifies who the real decision makers are, and the individuals who can influence them, and uses this knowledge to get things done.
- Recognizes alliances and rivalries within the organization.
- Knows who to go to, to get things done quickly and efficiently.
- Understands and considers the formal structure and hierarchy (i.e., chain of command) of the organization, and the power associated with positions.
- Knows when to escalate critical issues to own or other's management, if own efforts to enlist support have not succeeded.

Maintains external awareness – Maintains awareness of external issues and events and their potential impact on the organization.

- Predicts how new events or situations will affect individuals and groups within the organization.
- Maintains awareness of local, national, and global events or trends that may impact the organization.
- Considers the impact external events or forces will have on the organization.

PLANNING & ORGANIZATION – Sets priorities, schedules activities, acquires resources, and monitors progress to ensure the successful completion of projects and assignments.

Prioritizes work – Identifies more/less critical activities and assignments and establishes and adjusts priorities.

- Prioritizes tasks and assignments based on importance and urgency.
- Focuses on the critical few tasks and puts trivial tasks aside.
- Regularly evaluates progress toward goals and adjusts priorities accordingly.

Identifies tasks and resources – Determines project/assignment requirements by breaking them down into tasks and identifying the types of resources and people needed.

- Develops objectives and desired end results for assignments and projects.
- Analyzes the situation and resource needs for each project and assignment.
- Identifies and obtains the people and resources to get things done.
- Obtains approval for plans from all involved parties.
- Identifies time and cost constraints and estimates requirements.
- Identifies the steps or tasks involved in projects and develops a project schedule or work breakdown schedule.

Manages schedules and timelines – Allocates appropriate amounts of time for completing work; develops timelines and establishes milestones.

- Prepares realistic schedules.
- Sets deadlines and sticks to them.
- Establishes milestones to periodically evaluate progress.
- Anticipates and resolves problems that may impact the timely completion of work.
- Maintains awareness of time allotted and deadlines in order to ensure they are met.
- Keeps supervisor informed of progress.
- Concentrates efforts on the most important priorities.
- Effectively allocates own time to complete work. Secures assistance or adjusts schedule if it appears that work may not be completed on time.
- Readily handles multiple tasks at the same time.

Leverages resources – Takes advantage of available resources (individuals, processes, agencies, and tools) to complete work efficiently; coordinates with internal and external individuals or groups.

- Identifies resources that may be useful.
- Readjusts resources based on progress.
- Coordinates schedules and planning efforts with other affected work units.

Stays focused – Uses time effectively and prevents irrelevant issues or distractions from interfering with work completion.

- Follows plans closely, despite difficulty and setbacks.
- Takes prompt action to resolve delays to ensure deadlines will be met.
- Develops or uses systems to organize and keep track of information, priorities, and deadlines (e.g., “to do” lists, appointment calendars).

PROBLEM SOLVING – Analyzes problems and makes sound recommendations.

Recognizes problems and opportunities – Recognizes potential problems, issues, or challenges and determines whether action is needed.

- Recognizes signs that may indicate problems.
- Identifies potential problems and opportunities and takes prompt action when appropriate.
- Identifies separate and distinct issues to help clarify potential problems and determine if analysis is needed.

Gathers information – Identifies and collects information needed to understand and analyze problems; weighs the relevancy and accuracy of the information.

- Recognizes information that is pertinent.
- Collects information from multiple relevant sources.
- Recognizes when adequate information has been obtained.
- Distinguishes between relevant and irrelevant information.

Interprets information – Integrates information from a variety of sources and detects trends, associations, and cause-effect relationships.

- Understands how each part of an issue affects another and uses this information to solve problems.
- Identifies all likely causes of problems.
- Finds trends, associations, and cause-effective relationships.
- Breaks down problems into smaller parts to understand and define them better.

Generates and evaluates alternative actions – Identifies alternative solutions to problems and identifies/weights the pros and cons of each.

- Spends ample time brainstorming alternative solutions.
- Looks for common factors in different problems and determines if previously successful solutions can be used or modified.
- Identifies and considers the probable impact of each alternative, including costs, benefits, risks, and chances for success.
- Evaluates experiences with similar situations to assess potential impact.
- Uses both a short- and long-term perspective when evaluating alternatives.
- Anticipates obstacles and thinks ahead about next steps for each alternative.
- Recommends solutions that are consistent with available facts and constraints.

RELATIONSHIP BUILDING – Works to build and maintain friendly relationships with people who can, or might someday be able to, provide information, assistance, or support.

Identifies needs – Identifies the need for relationships, both in and outside the organization, that may be beneficial now or in the future.

- Identifies individuals or groups whose assistance, cooperation, and support may be helpful and makes plans to initiate relationships.
- Makes plans to networks with a variety of individuals outside the organization to create a broad resource for future information sharing needs.

Initiates relationships – Proactively works at building or maintaining mutually beneficial relationships with others.

- Extends oneself and consciously works at building rapport with others.
- Accepts invitations or other friendly offers from others, and is receptive to others initiating relationships with self.
- Relates to others in a way that makes them feel respected, appreciated, and valued.
- Shows a personal interest in others' work-related activities or interests.
- Shares personal information to create a common ground.
- Identifies and communicates common interests and mutual benefits to help establish relationships.
- Maintains regular contact with those in network to build rapport.
- Provides information and support to others to build a basis for future reciprocity.
- Respects relationships by keeping commitments, being responsive to their needs, and sharing ideas and information.
- Expresses appreciation to others who have provided information, assistance, or support.

Utilizes relationships – Uses relationships to share and gather information, seek input into problems, and identify opportunities.

- Uses contacts to share ideas, discuss opportunities, and keep current on professional and technical issues.
- Takes advantage of and applies the knowledge, talent, and experience of expert contacts to help solve problems.

TEAMWORK – Works cooperatively with others and promotes a friendly work climate in order to achieve shared goals.

Develops positive relationships – Fosters a cooperative, cohesive work environment with all coworkers.

- Treats all others with a respectful, courteous, and professional manner.
- Maintains positive relationships even under difficult circumstances.
- Supports and defends group decisions, even when such decisions may not entirely reflect one's own position.
- Cooperates with others, and only engages in conflict when necessary.
- Expresses disagreement with others constructively and professionally.
- Displays patience with others.
- Offers meaningful concessions to resolve conflict with others.
- Shares credit for good ideas and accomplishments with others.

Supports coworkers– Supports coworkers and provides assistance when needed.

- Is dependable and does his or her fair share of the work.
- Accepts requests for assistance from others.
- Assists others by temporarily filling in as needed.
- Speaks positively about coworkers.
- Makes encouraging comments to others and supports their ideas.
- Supports team decisions.
- Helps others resolve technical issues in own areas of expertise.

Keeps coworkers informed – Openly shares information, knowledge, and expertise with coworkers.

- Passes on pertinent information about developments to others involved in group efforts.
- Fully contributes own expertise in group projects.
- Regularly initiates communication to help solve interpersonal/team conflicts and problems.
- Makes helpful suggestions and shares ideas and tips.
- Is open with others and shares concerns.

Solicits coworker input – Solicits input from coworkers and involves them in team decisions.

- Asks for opinions and suggestions from others to help form plans or make specific decisions.
- Listens and responds constructively to others' ideas, viewpoints, and feedback.
- Involves others fully in team decisions and actions.

TEAM LEADERSHIP – Builds cohesive teams and provides clear direction and guidance in order to facilitate the completion of team goals.

Clarifies roles and provides direction – Sets goals and communicates the purpose of the team, provides work direction, clarifies members' roles, and leverages individual strengths.

- Involves team members in defining ways to achieve desired results, and crafts effective work plans.
- Distributes the workload fairly and assigns tasks with consideration for team members' capabilities and development needs.
- Communicates team members' roles and responsibilities and ensures expectations are clearly understood.
- Provides clear instructions and guidance on tasks as needed.

Facilitates work accomplishment – Supports the team by being approachable, providing necessary resources, and helping to remove obstacles.

- Is open, friendly, and easily approachable.
- Listens to team members to identify, understand, and promptly respond to their needs, interests, ideas, and career goals.
- Obtains needed resources and information for team members.
- Encourages the team to work collaboratively.

Monitors team progress – Monitors team performance and provides meaningful feedback to team members.

- Monitors team performance continuously and provides "real time" updates to supervisor (and others) on a regular basis or when asked.
- Provides meaningful feedback to team members to keep them on track toward common goals.
- Provides feedback regarding both strengths and development needs on a regular basis; appropriately balances positive and negative messages.
- Uses past experience to anticipate possible problems and coach team members on how to successfully navigate around them.

Keeps others informed – Shares important or relevant information with the team.

- Keeps team members abreast of critical issues and ensures they have all necessary information to do their job.
- Informs team members of what is happening and explains the rationale behind decisions.
- Explains the reasons for making changes.

Involves others – Listens to and fully involves others in team decisions and actions.

- Seeks ideas and opinions from team members to help form plans or make specific decisions.
- Listens to and accepts input and feedback from team members.
- Supports team members' decisions and defends them when appropriate.
- Contributes to and supports the decision-making processes used by the team.