

Competency Ratings Guide



Competency	Level 5 Exceptional	Level 4 Above Expectations	Level 3 Meets Expectations	Level 2 Below Expectations	Level 1 Unqualified
General Guidelines	Consistently, and without fail, performs all aspects of the competency in an exceptional manner. Significantly exceeds all expectations at every available opportunity. Note - usage of this rating should be highly limited.	Exceeds normal expectations for the competency. A rating of 4 indicates that the candidate exhibits above-expected characteristics of the competency for someone at their level of salary.	Consistently exhibits the particular criteria in a fully capable manner and meets all expected targets. A rating of 3 would indicate that the criteria is being exhibited at the employee's current level of competency.	Performs most aspects of the criteria in a capable manner, but requires improvement to achieve overall satisfactory performance. A rating of 2 would indicate performance below the employee's current level of competency. May be the rating for someone new to the position, or someone operating in a role above their abilities.	Unacceptable performance suggesting lack of willingness and/or ability to perform the requirements of the criteria. Requires excessive supervision.
1. Quality of Work	Work is usually delivered ahead of schedule and far above expectations. Internal and external clients comment on how impressed they are by the above-expected work product delivered by this person.	Work is always completed on-time and according to expectations. Work is sometimes delivered ahead of schedule and above expectations. Internal and external clients are frequently surprised by the above-expected outcome.	Work is completed on-time and according to expectations. Internal and external clients are never negatively surprised by outcomes.	Work is sometimes completed late or below expectations. Internal and external clients are, at times, negatively surprised by outcomes.	Work is frequently late or below expectations. Internal and external clients communicate that they are displeased with this person's work product.
2. Quantity of Work	Always completes assignments ahead of deadlines. Thrives in stressful environmental situations. Manages multiple competing priorities effectively, and can assist others with their prioritization activities. Seeks out and accepts any new responsibilities without being prompted. Requires zero supervision.	Completes assignments ahead of deadlines. Maintains control of work despite being under stressful environmental pressures. Manages multiple competing priorities effectively. Accepts any new responsibilities with enthusiasm. Works independently, requiring no supervision.	Completes assignments by or before deadline. Maintains control of work regardless of environmental pressures. Manages priorities effectively. Accepts new responsibilities with enthusiasm. Works independently, requiring little or no supervision.	Sometimes does not complete assignments by deadline. Can get "stressed out" when environmental pressures run high. Needs help priorities effectively. Sometimes complains about or avoids new responsibilities. Requires more supervision than should be necessary.	Frequently misses deadlines. Is "visibly stressed out" most of the time when environmental pressures run high. Shows an inability to set priorities effectively, and can't do more than one thing at a time. Avoids new responsibilities. Requires excessive supervision.
3. Job Knowledge & Application	Shows an commanding knowledge of their job and the industry. Spends a vast amount of personal time with self-directed reading and training activities. Never makes the same mistake twice. Is a go to person when discussing "the big picture." Challenges the status quo. Is sought out by new and existing employees for their subject matter expertise.	Shows an above-average knowledge of their job and the industry. Spends personal time reading and learning new things. Rarely makes the same mistake twice. Is a frequent contributor when discussing "the big picture." Has the respect of new and existing employees due to their subject matter expertise.	Applies professional knowledge to job requirements. Keeps job knowledge and skills current with self-directed reading and training activities. Uses past experience to solve problems. Demonstrates an interest in learning about "the big picture." Asks questions when appropriate. Shares knowledge with others and mentors newer employees.	Has gaps in their professional knowledge that impact performance. Does not engage in self-directed reading and training activities. Sometimes makes the same mistake twice. Shows a lack of industry and company knowledge. Does not think about "the big picture." Does not ask the right questions, and work suffers as a result. Is not asked to train new employees.	Lacks the professional knowledge required for their role. Rarely if ever takes advantage of training opportunities. Repeats mistakes. Is not knowledgeable about their company, let alone their industry. Thinks only of their job and themselves. Is unable to ask questions due to lack of knowledge.
4. Organization & Planning	Possesses an incredible gift for getting many things done at once. Shows a track record of setting and meeting aggressive short and long term goals. Operates ahead-of-schedule the majority of the time. Shows others where to go for information, and somehow "knows everything about everything that's going on."	Optimizes time usage in an above-average manner. Has a history of consistent short and long term goal planning. Adheres to schedules and plans, frequently surpassing expectations. Has all pertinent information on-hand at all times to facilitate smooth project work, and helps others find information without being asked.	Sets priorities to optimize time usage. Engages in short and long term goal planning. Adheres to schedules and plans, always doing that to which they committed. Has all pertinent information on-hand at all times to facilitate smooth project workflow.	Inconsistently sets priorities. Falls short of completing short and long term goal planning. Proposes project milestones, but these milestones may not be reasonable or accurate. Sometimes deviates from schedules and plans. At times cannot locate pertinent information.	Fails to set priorities, and operates haphazardly. Does not engage in a goal planning process. Cannot be counted on to set their own project milestones. Is typically behind schedule. Does not know where to look for information, and, as a result, spend a lot of time asking other people for help.
5. Analytical & Problem-Solving	Everyone goes to this person for help solving problems. Never fails to deliver a solution that effectively addresses the problem. Initiates and leads group problem solving, often on an impromptu basis. This person never experiences a preventable problem.	Demonstrates a deep understanding of issues, and can explain the issue to people in a way that improves awareness and understanding. Comes up with out-of-the-box, realistic, and actionable solutions. Leads group problem solving activities. Anticipates and prevents problems well ahead of time.	Sets priorities to optimize time usage. Engages in short and long term goal planning. Adheres to schedules and plans, always doing that to which they committed. Has all pertinent information on-hand at all times to facilitate smooth project workflow.	Does not always understand or define problems clearly. This person's solutions may not always be realistic or actionable. Does not perform well in group problem solving. Sometimes lets preventable problems get out of hand by not taking action soon enough.	Fails to grasp issues and problems. Does not offer up reasonable, actionable solutions. May be counterproductive in group situations. Problems frequently get out of hand, requiring supervisory assistance.
6. Judgement & Decision-Making	Never acts unilaterally, unless the situation warrants such a response. People understand that this person rarely, if ever, makes the wrong decision, and never second-guess this person. Demonstrates an uncanny ability to make the right call, every time. Acts in a way that both inspires and assures others.	Actively seeks out relevant alternatives before making decisions. Never hesitates to make recommendations, and their decisions are rarely shown to be incorrect or flawed. Demonstrates incredible judgment. Acts decisively and is known for being a fair person, a "straight-shooter."	Considers relevant alternatives before making decisions. Shows timeliness and conviction in making recommendations and decisions that withstand critical examination. Demonstrates sound judgment. Acts decisively.	Does not always consider alternatives before making decisions. Is afraid of being wrong. Sometimes delays key decisions due to a lack of self-confidence. Decisions do not always withstand critical examination. At times people may question the soundness of their judgment. Does not always act decisively. "Passes the buck."	Acts dictatorially. Is not comfortable making decisions. Decisions rarely hold up to critical examination. Demonstrates a lack of sound judgment. Blames others when things go awry.
7. Self-Improvement & Initiative	This individual is relentless when it comes to self-improvement. Seeks out opportunities to participate in professional societies. Is always the first person to share the latest information on their field. Is the "go-to" person for tough assignments, because management knows they will be successful no matter the odds.	Proactively asks for, and responds to, manager's feedback. Participates in multiple professional societies. Always keeps knowledge current. Can succeed in situations where the expected number/amount of resources is more than was available. Can reroute work successfully when problems arise.	Responds with constructive activities after manager's feedback. Participates in professional societies. Attempts to keep knowledge current in the field. Resourceful in accomplishing tasks.	Gets defensive when given constructive feedback, and does not always follow through with suggested courses of action. Participates in professional societies only when asked. Knowledge is not always current in the field. Does only what is asked of them.	Individual is hard to manage. Is combative when given feedback. Shows no interest in professional societies. Does not keep knowledge current. Has a "not my problem" attitude.
8. Innovation & Creativity	Individual is considered a major innovator within the company and within their industry. They consistently generate three or more workable innovations during each six-month review cycle, one or more of which has a dramatic impact on business results.	Individual is an idea lab, creating two or more workable innovations each six-month review cycle. These ideas create a real impact on either revenue, margins, efficiency, client satisfaction, and/or employee happiness.	Generates workable ideas, concepts, and techniques. Willing to attempt new approaches. Simplifies and/or improves procedures, techniques, and processes. Is proactive with innovative ideas that make the company operate more effectively.	Individual either does not generate an expected number of new ideas, or their ideas are, generally, not considered workable. This individual may exhibit unnecessary resistance to new ways of doing things.	Individual does not participate in the generation of new ideas. Is resistant to new ways of doing things. Does not show any willingness to adapt to new situations or realities.
9. Communication	Individual is able to coach others on speaking approaches, written presentations, and formal client presentations. This person is considered the "sure thing" resource to present information to clients or key internal stakeholders, because they always get the job done.	Individual has an exceptional ability to communicate ideas to internal and external stakeholders. Consistently improves the status of client relationships in measurable ways.	Individual is able to communicate effectively with their team and with other intra-company organizations. Effectively implements new initiatives. Holds the respect of customers and communicates effectively with key client stakeholders. Can be trusted with a client relationship. Reports are always accurate and professionally done.	Individual does not always communicate effectively with their team or with clients. Management may not trust this individual to operate independently with key relationships, due to their lack of confidence in this person's skills. Typos and grammatical errors are present in their written communication.	Individual lacks written and/or verbal communication skills, and this lack of skills has a measurable negative impact on client performance.
10. Teamwork	Individual regularly sacrifices personal time to help others in the company, creating considerable additional work for themselves.	Individual contributes to other teams in an "above and beyond" manner, often creating additional work for themselves in the process. Willingly offers themselves as a resource to help with other team members to achieve their goals, without negatively impacting their own performance. Builds bridges with clients in ways that produce measurable results.	Assists others, without needing to be asked to do so. Participates effectively in the work team by offering ideas. Listens attentively to other's suggestions or ideas. Prevents or resolves conflict. Effectively manages team expectations, when needed.	Individual is hesitant to help others, and needs to be prodded before extending a helping hand. Does not put a high degree of credibility on other team member's ideas. Individual may be a catalyst for conflict.	Individual is difficult to work with. Other team members actively avoid interaction with this individual due to this individual's inability to effectively work with others.
11. Supervision	Individual regularly "steps in" for the team's manager when required, and commands the respect of their peers. Knows the roles and responsibilities of each member of the team, and can help others understand their priorities.	Able to occasionally "step in" as team manager, when required. Gives constructive criticism and feedback to teammates and manager in an appropriate manner.	Executes directions and plans from manager. Accepts constructive criticism and feedback. Keeps manager involved and informed on a timely basis. Individual can clearly articulate what's expected of them, and seeks immediate clarification if they do not understand expectations.	At times, this individual does not fully understand the direction given to them by their manager, and therefore doesn't always deliver to expectations. Manager may have to ask repeatedly for updates or information.	Individual consistently fails to understand their role and responsibilities on the team. Excessive supervision is required by their manager.
12. Management of Others (if applicable)	Manager consistently develops and produces superstar talent. Team members are promoted out of this team at twice the rate of the corporate average. The team always exceeds performance expectations.	Manager is able to consistently produce above-average talent for their organization. Proactive with performance issues. Always selects the right person for their open roles.	Provides direction and clarity of purpose to their team. Employees under their leadership show consistent personal and professional improvement over the course of the review period. Acts decisively with performance issues. Recommends or hires the right person for any open roles on their team.	Manager does not always provide clear direction to the team. Employees on this team are promoted at a rate that's below-average for the organization. Hires the right person for the job less than 9 times out of 10. Loses top performers, and does not prune poor performers in a timely manner.	Fails to provide clear direction to the team. Team members are rarely promoted. Takes credit for the production of the team, but blames them or other external factors for the failures. Top performers see the team as fast as they can. Team is full of poor performers.