Competency Rating Rubric

Please use the rubric below as a reference guide for rating each competency level for your direct report(s).

Accountability Demonstrates a strong sense of ownership and responsibility for assigned tasks, decisions, and outcomes, ensuring commitments are met with integrity and a proactive approach to problem-solving.	
1=Needs Improvement	• Rarely meets deadlines, does not timely complete tasks • Does not take initiative in addressing challenges, demonstrated undue reliance on others • Does not communicate openly about progress, challenges, and outcomes • Does not acknowledge errors promptly, take responsibility, or actively seek opportunities to learn and improve from mistakes. • Does not honors commitments made to colleagues, stakeholders, or superiors
2=Below Expectations	• Occasionally meets deadlines, ensuring accurate and timely completion of tasks. • Occasionally takes initiative in addressing challenges, and sometimes demonstrates a solutions-oriented mindset without undue reliance on others • Infrequently communicates openly about progress, challenges, and outcomes • Occasionally acknowledges errors promptly and sometimes takes responsibility to learn and improve from mistakes. • Occasionally honors commitments made to colleagues, stakeholders, and superiors
3=Meets Expectations	• Consistently meets deadlines, ensuring accurate and timely completion of tasks. • Consistently takes initiative in addressing challenges, demonstrating a solutions-oriented mindset without undue reliance on others. • Communicates openly about progress, challenges, and outcomes, fostering transparency within the team and with stakeholders. • Regularly acknowledges errors promptly, takes responsibility and seeks opportunities to learn and improve from mistakes. • Honors commitments made to colleagues, stakeholders, and superiors, ensuring promises are kept and expectations are consistently met.
4=Exceeds Expectations	• Consistently surpasses deadlines, ensuring accurate and timely completion of tasks. • Habitually takes initiative in addressing challenges, demonstrating a solutions-oriented mindset without undue reliance on others. • Consistently communicates openly and effectively about progress, challenges, and outcomes, fostering transparency within the team and with stakeholders. • Rarely makes errors and acknowledges them promptly, takes responsibility and actively seeks opportunities to learn and improve from mistakes. • Always honors commitments made to colleagues, stakeholders, and superiors, ensuring promises are kept and expectations are exceeded.
5=Outstanding	• Always surpasses deadlines, ensuring flawless and timely completion of tasks. • Always takes initiative in addressing challenges, and demonstrates effective solutions • Communicates openly and effectively about progress, challenges, and outcomes, fostering transparency within the team and with stakeholders • Rarely if ever makes errors, acknowledges them promptly, takes responsibility and actively seeks opportunities to learn and improve from mistakes. • Always honors commitments made to colleagues, stakeholders, and superiors, ensuring promises are kept and expectations are always exceeded.

Adaptability
Demonstrates flexibility and resilience in the face of change, readily adjusting to new situations and proactively seeking growth opportunities.

1=Needs Improvement	• Does not demonstrate the ability to adapt decision-making approaches based on changing situations • Does not seek opportunities for learning and growth • Does not navigate challenges with agility • Does not collaborate openly with others • Does not demonstrate resilience in the face of setbacks
2=Below Expectations	• Occasionally demonstrates the ability to adapt decision-making approaches based on changing situations • Occasionally seeks opportunities for learning and growth • Occasionally navigates challenges with agility • Occasionally collaborates with others, considering diverse perspectives • Occasionally demonstrates resilience in the face of setbacks
3=Meets Expectations	• Regularly demonstrates the ability to adapt decision-making approaches based on changing situations, showcasing flexibility in response to new information. • Actively seeks opportunities for learning and growth, displaying a positive attitude toward change and a willingness to embrace new challenges. • Consistently navigates challenges with agility, employing problem-solving strategies to address unforeseen obstacles. • Collaborates openly with others, considering diverse perspectives and incorporating feedback to adapt and improve work processes. • Demonstrates resilience in the face of setbacks, quickly recovering and adjusting strategies to overcome adversity.
4=Exceeds Expectations	• Demonstrates an excellent ability to adapt decision-making approaches based on changing situations, showcasing flexibility in response to new information. • Actively seeks opportunities for learning and growth, displaying a positive attitude toward change and a willingness to embrace new challenges. • Navigates challenges with superb agility, employing creative and flexible problem-solving strategies to address unforeseen obstacles • Collaborates openly and effectively with others, considering diverse perspectives and incorporating feedback to adapt and improve work processes. • Demonstrates resilience in the face of setbacks, quickly recovering and adjusting strategies to overcome adversity.
5=Outstanding	• Demonstrates a superior ability to adapt decision-making approaches based on changing situations, showcasing flexibility in response to new information. • Proactively seeks opportunities for learning and growth, displaying a remarkable passion toward change and enthusiasm for embracing new challenges. • Navigates challenges with tremendous agility, employing creative and flexible problem-solving strategies to address unforeseen obstacles. • Collaborates openly and effectively with others, always considering diverse perspectives and incorporating feedback to adapt and perfect work processes. • Demonstrates notable resilience in the face of setbacks, quickly recovering and adjusting strategies to overcome adversity.

Communication

Effectively conveys ideas and information through clear and concise communication, fostering understanding and collaboration.

1=Needs Improvement	• Not effective in communication settings: One-on-one, in small and large groups, or among different styles and position levels. • Does not listen to others. • Does not provide timely and helpful information to others across the organization. • Does not encourage the open expression of ideas and opinions. • Does not tailor communication to the audience.
2=Below Expectations	• Occasionally effective in various communication settings: One-on-one, in small and large groups, or among different styles and position levels. • Occasionally listens to others. • Occasionally provides timely and helpful information to others across the organization. • Occasionally encourages the open expression of ideas and opinions. • Occasionally tailors communication to the audience.
3=Meets Expectations	• Effective in various communication settings: One-on-one, in small and large groups, or among different styles and position levels. • Attentively listens to others. • Provides timely and helpful information to others across the organization. • Encourages the open expression of ideas and opinions. • Tailors communication to the audience.
4=Exceeds Expectations	• Incredibly effective in various communication settings: One-on-one, in small and large groups, or among different styles and position levels. • Attentively listens to others with full understanding • Consistently provides timely and helpful information to others across the organization. • Encourages the open expression of ideas and opinions. • Effectively tailors communication to the audience
5=Outstanding	• Extraordinarily effective in all communication settings: One-on-one, in small and large groups, or among different styles and position levels. • Always attentively listens to others with support and understanding • Always provides timely and helpful information to others across the organization. • Encourages and seamlessly models open expression of ideas and opinions. • Tailored communication to the audience is always exceptional

Customer/Quality Focus

Demonstrates an unwavering commitment to stakeholders' satisfaction and success, prioritizing delivering high-quality services and experiences. Strives to understand and exceed the unique needs and expectations of the target audience, fostering a culture of continuous improvement and excellence—Upholds quality standards in all aspects of work, contributing to a positive and impactful organizational environment.

1=Needs Improvement	• Does not demonstrate a commitment to delivering work, products, or services • Does not champion a culture of continuous improvement • Does not approach challenges with a resourceful mindset • Does not take ownership of customer issues, ensuring timely resolution and satisfaction. • Does not collaborate cross-functionally to identify and implement quality enhancement initiatives
2=Below Expectations	• Occasionally demonstrates a commitment to delivering work, products, or services of the highest quality, exceeding established standards. • Occasionally champions a culture of continuous improvement, proactively identifying opportunities to enhance processes, products, or services. • Occasionally approaches challenges with a resourceful mindset, addressing issues efficiently to maintain or improve the quality of deliverables. • Occasionally takes ownership of customer issues, ensuring timely resolution and satisfaction. • Occasionally collaborates cross-functionally to identify and implement quality enhancement initiatives.
3=Meets Expectations	• Demonstrates a commitment to delivering work, products, or services of good quality, meeting established standards. • Embraces a culture of continuous improvement, identifying opportunities to enhance processes, products, or services. • Approaches challenges with a resourceful mindset, addressing issues efficiently to maintain or improve the quality of deliverables. • Takes ownership of customer issues, ensuring timely resolution and satisfaction. • Collaborates cross-functionally to identify and implement quality enhancement initiatives.
4=Exceeds Expectations	• Demonstrates an excellent commitment to delivering work, products, or services of the best quality, exceeding established standards. • Regularly champions a culture of continuous improvement, proactively identifying opportunities to enhance processes, products, or services. • Approaches challenges with a resourceful mindset, addressing issues efficiently to maintain or improve the quality of deliverables. • Takes ownership of customer issues, ensuring timely resolution and consistent satisfaction. • Collaborates cross-functionally to identify and implement quality enhancement initiatives.
5=Outstanding	• Demonstrates a superior commitment to delivering work, products, or services of the highest quality, far exceeding established standards. • Always champions a culture of continuous improvement, proactively identifying opportunities to enhance processes, products, or services. • Approaches challenges with an ingenious mindset, addressing issues efficiently to maintain or improve the quality of deliverables. • Always takes ownership of customer issues, ensuring timely resolution and 100% satisfaction. • Always collaborates cross-functionally to identify and implement quality enhancement initiatives.

Functional Expertise Demonstrates an in-depth and comprehensive grasp of the specific skills and knowledge essential for the role.	
1=Needs Improvement	• Does not demonstrate mastery and excellence in completing assigned tasks • Does not stay well-informed about industry trends • Does not actively seek opportunities for continuous learning • Does not share valuable expertise and insights with colleagues • Does not take initiative to tackle problems
2=Below Expectations	• Occasionally demonstrates mastery and excellence in completing assigned tasks • Occasionally stays well-informed about industry trends • Occasionally seeks opportunities for continuous learning • Occasionally shares valuable expertise and insights with colleagues • Occasionally takes initiative to tackle complex problems
3=Meets Expectations	• Demonstrates excellence in completing assigned tasks, showcasing proficiency in job-related responsibilities. • Stays well-informed about industry trends, applying this knowledge to enhance job performance and contribute to organizational success. • Seeks opportunities for continuous learning, staying abreast of new technologies, methodologies, and industry advancements. • Shares valuable expertise and insights with colleagues, contributing to a collaborative and knowledge-sharing culture within the team. • Takes initiative to tackle complex problems, showcasing problem-solving skills contributing to effective decision-making and innovation.
4=Exceeds Expectations	• Demonstrates mastery and excellence in completing assigned tasks, showcasing excellence in job-related responsibilities. • Stays on top of industry trends, applying this knowledge to enhance job performance and contribute to organizational success. • Actively seeks opportunities for continuous learning, staying abreast of new technologies, methodologies, and industry advancements. • Regularly shares valuable expertise and insights with colleagues, contributing to a collaborative and knowledge-sharing culture within the team. • Regularly takes initiative to tackle complex problems, showcasing problem-solving skills contributing to effective decision-making and innovation.
5=Outstanding	• Demonstrates mastery and excellence in completing assigned tasks, showcasing perfection in job-related responsibilities. • Is an expert in industry trends, effectively applying this knowledge to enhance job performance and contribute to organizational success. • Proactively seeks opportunities for continuous learning, staying abreast of new technologies, methodologies, and industry advancements. • Shares invaluable expertise and insights with colleagues, contributing to a collaborative and knowledge-sharing culture within the team. • Always takes initiative to tackle complex problems, showcasing superior problem-solving skills contributing to effective decision-making and innovation.

Leadership
Exemplifies the ability to inspire and guide others toward a shared vision, fostering a positive and high-performing team culture. Demonstrates strategic thinking, effective communication, and the capacity to empower team members to achieve shared goals.

1=Needs Improvement	• Does not seek opportunities to observe and learn from leaders • Does not participate in coaching circles or provide feedback to peers • Does not engage in workshops to align personal career goals with organizational objectives • Does not display openness or embrace development moves • Does not develop skills in providing effective and constructive feedback to peers
2=Below Expectations	• Occasionally seeks opportunities to observe and learn from leaders in various role • Occasionally participates in coaching circles, providing constructive feedback to • Occasionally engages in workshops to align personal career goals with organizational objectives • Occasionally displays openness and embraces development moves • Occasionally develops skills in providing effective and constructive feedback to peers
3=Meets Expectations	• Seeks opportunities to observe and learn from leaders in various roles, demonstrating a proactive approach to leadership development. • Actively participates in coaching circles, providing constructive feedback to peers, and demonstrating a commitment to mutual growth and development. • Engages in workshops to align personal career goals with organizational objectives, demonstrating a strategic mindset and forward-thinking approach. • Displays openness and accepts and embraces development moves, fostering a growth-oriented mindset. • Develops skills in providing effective and constructive feedback to peers, actively contributing to a continuous improvement and learning culture.
4=Exceeds Expectations	• Actively seeks opportunities to observe and learn from leaders in various roles, demonstrating a proactive approach to leadership development. • Regularly participates in coaching circles, providing constructive feedback to peers, and showcasing a deep commitment to mutual growth and development. • Regularly engages in workshops to align personal career goals with organizational objectives, demonstrating a strategic mindset and forward-thinking approach. • Regularly displays openness and willingly accepts and embraces development moves, fostering a growth-oriented mindset. • Develop skills in providing effective and constructive feedback to peers, actively contributing to a continuous improvement and learning culture.
5=Outstanding	• Always seeks opportunities to observe and learn from leaders in various roles, demonstrating a proactive approach to leadership development. • Always participates in coaching circles, providing exemplary feedback to peers, and showcasing a superior commitment to mutual growth and development. • Continually engages in and organizes workshops and always aligns personal career goals with organizational objectives, flawlessly modeling a strategic mindset and forward-thinking approach. • Always displays openness and actively integrates development moves, exemplifying a growth-oriented mindset. • Always develops skills in providing researched-based feedback to peers, actively contributing to a continuous improvement and learning culture

Building Relationships		
Demonstrates a commitment to fostering positive relationships within the organization. Actively promotes an environment of civility where everyone feels respected, valued, and appreciated.		

1=Needs Improvement	• Does not encourage collaboration through respectful interactions • Does not acknowledge and celebrate the unique contributions of each team member • Does not facilitate or participate in team-building activities • Does not listen to others without judgment • Does not mindfully communicate with consideration	
2=Below Expectations	• Occasionally encourages collaboration through respectful interactions • Occasionally acknowledge and celebrate the unique contributions of each team member • Occasionally facilitates or participates in team-building activities • Occasionally listen to others without judgment • Occasionally mindfully communicate with consideration	
3=Meets Expectations	• Engages in active listening and open communication to understand the needs and concerns of others. • Facilitates resolution by understanding different perspectives and finding common ground. • Encourages collaboration and teamwork that breaks down silos and promotes a cooperative approach. • Actively listens to others without judgment, creating a space where different perspectives are valued. • Maintains a calm and professional demeanor during conflicts, setting a positive example for others	
4=Exceeds Expectations	• Actively encourages collaboration through respectful interactions, fostering a positive and supportive team environment. • Regularly acknowledges and celebrates the unique contributions of each team member, reinforcing a culture of appreciation. • Regularly facilitates and participates in team-building activities that strengthen connections and promote cooperation. • Actively listens to others without judgment, creating a space where different perspectives are valued • Regularly maintains an exceptional level of professionalism during the conflict, effectively de-escalating situations, and setting a high standard for others	
5=Outstanding	• Always encourages collaboration through respectful interactions, creating a positive and supportive team environment. • Always acknowledges and celebrates the unique contributions of each team member, reinforcing a culture of appreciation. • Always facilitates or participates in team-building activities that strengthen connections and promote cooperation. • Always actively listens to others without judgment, creating a space where different perspectives are valued • Always exemplifies unwavering calm and professionalism in even the most challenging conflicts, using emotional intelligence to turn conflicts into opportunities for growth and improvement	