

New Competency Framework

Individuals

What is a competency?

A **competency** is a cluster of highly interrelated attributes, including **knowledge, skills, and abilities (KSAs)** that give rise to the **behaviors** needed to perform a given job effectively.

Competencies reflect “how” you perform tasks and interact in specific settings.



Why Are Competencies Important?

- For employees, competencies offer a description of the **standards of excellence** for current roles and potential future roles – in other words, they describe what “great” performance looks like.
- For managers, they provide resources to help them **select and develop employees**, and provide a common language to **guide performance feedback**.
- For organizations, they provide an action-oriented translation of what it looks like to demonstrate the **values that are key to success**.

*They are “a set of practices that identify and optimize the skills required to deliver on the business strategy.”
(Bersin & Associates)*

eMoney Competency Levels

- Individual Contributor
- Supervisor Manager
- Advisory, Sr. Advisory, Director & Above

Competencies

Provide the foundation to support our internal strategic talent management processes



Recruit



Performance



Develop



Retain

Competencies: Individual Contributor

Competency Definition	Knowledge, Skills, Behaviors (Success Measures)
Ensures Accountability Holding self and others accountable to meet commitments.	• Follows through on commitments and ensures others do the same. • Prepared to offer solutions when issues arise. • Acts with a clear sense of ownership and works collaboratively with others to deliver desired outcomes. • Establishes clear responsibilities and processes for monitoring work and measuring results.
Self-Development Actively seeking new ways to grow and be challenged using both formal and informal development channels.	• Takes consistent action to develop new skills and abilities • Accepts assignments that broaden capabilities. • Integrates learnings from informal learning and structured learning experiences. • Completes training by required completion dates.
Decision Quality Making good and timely decisions that keep the organization moving forward.	• Actively seeks input from stakeholders to make timely and well-informed decisions • Considers all relevant factors and uses appropriate decision-making criteria and principles while considering the impact of decisions.
Demonstrates Self-Awareness Using a combination of feedback and reflection to gain productive insight into personal strengths and weaknesses.	• Proactively seeks and acts on feedback from a variety of people. • Knows strengths, opportunities, and limitations. • Displays a growth mindset
Values differences Recognizing the value that different perspectives and cultures bring to an organization.	• Seeks to understand different perspectives and cultures. • Promotes a team environment that values, encourages, and supports differences. • Applies others' diverse experiences, styles, backgrounds, and perspectives to get results. • Is sensitive to cultural norms, expectations, and ways of communicating.

Levels of Competence

- If you ***Need Development*** in a competency, you may...
 - Be average in a skill that is critically important, and your skills need to be stronger.
 - Be weaker in an important skill and need to improve in that competency.
 - Have skills in a specific competency that are untested, and you aren't sure of how to exhibit those skills.
- If you are ***Skilled*** in a competency, you may...
 - Be proficient or above average in skill sets that are critically important.
 - Routinely exercise behaviors in a competency and have opportunity for additional development in other behaviors within that same competency.
- If you are ***Talented*** in a competency, you may...
 - Excel in a way in which your behaviors demonstrate the highest level of proficiency that is evident to yourself and others.
 - Proactively begin learning and implementing the skills and behaviors of the next level of competencies.

DIG Development Plan

Considerations for 2022 Performance Management Cycle:

- Assess your own level of competence in the new competency framework
- Work with your manager to determine development opportunities based on level of competence.
- Create development plan in DIG and submit by Q3.



Reminder: *You will assess yourself on these competencies as part of the Year-End Performance Management Cycle in December.*

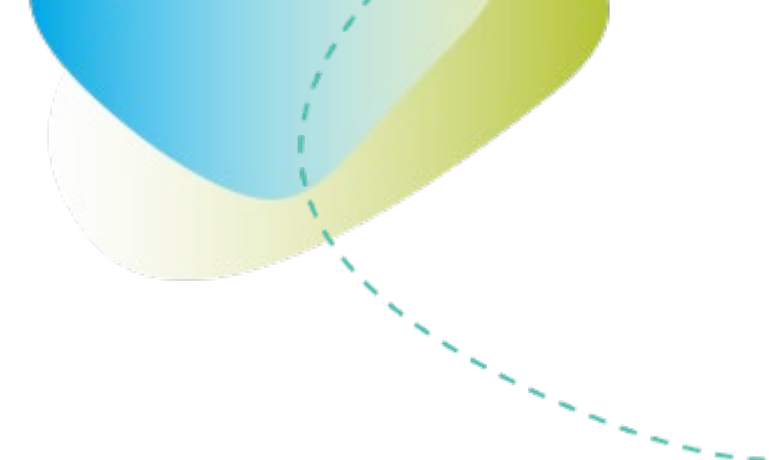
Development Plan – Individual Contributor

Competency	Knowledge, Skills, Behaviors
Demonstrates Self Awareness: Using a combination of feedback and reflection to gain productive insight into personal strengths and weaknesses.	- Proactively seeks and acts on feedback from a variety of people. - Knows strengths, opportunities, and limitations. - Displays a growth mindset
Level: Needs Development	<u>Facilitated:</u> - DIG Instructor Led Courses: - Leading Self: Turn Self Awareness Into Impact (11/15/2022 1:00pm) - Communicating With Impact (Q1 2023) - CliftonStrengths Team Session: Ask your manager to schedule a session for your team. <u>Self Guided:</u> - DIG Online Courses: - Developing a Growth Mindset - Developing Emotional Intelligence - Navigating Other People's Emotions - Search for 'Self Awareness' in Blue Ocean Brain <u>Coaching:</u> - Review learnings with your manager during follow up 1:1s - Request a CliftonStrengths coaching session - Find someone to mentor you

Development Options



Resources



- [DIG Development Plan](#)
- [DIG Performance User Manual](#)
- [Managing Your Performance - Competency](#)
- Competency Learning Bundles
 - [Individual Contributor](#)
 - [Supervisors & Managers](#)
 - [Advisory, Directors & Above](#)
- *FYI: For Your Improvement - Competencies Development Guide*, 6th Edition
Authors: Heather Barnfield and Michael Lombardo
- Blue Ocean Brain

eMoney Competency Bundles - DIG

The screenshot displays the DIG Learning platform interface. The top navigation bar includes 'SELF', 'MY TEAM', and 'ADMINISTRATION' dropdowns, along with a 'Learning' dropdown and a search bar. The left sidebar contains navigation links: Home, Timeline, and Library. The 'Library' section is expanded, showing a list of topics under 'TOPICS'. A red arrow points to the 'Individual Contributor' category, which is highlighted with a red box. The main content area shows a search bar with the text '*' and 5 of 5 results for '**'. The results are sorted by 'Best Match' and list five competency bundles:

- Ensures Accountability** (PX_BUNDLE_001)
- Self-Development** (PX_BUNDLE_002)
- Decision Quality** (PX_BUNDLE_003)
- Demonstrates Self-Awareness** (PX_BUNDLE_004)
- Values Differences** (PX_BUNDLE_005)

Each bundle includes a description, a rating (5 stars), and a share icon.

Individual Contributor Competencies:

Recommended Search Terms

Competency Definition	Search Terms
Ensures Accountability Holding self and others accountable to meet commitments.	• Avoiding procrastination • Keeping others accountable • Monitoring your progress at work • Owning up to your mistakes • Reducing perfectionism • Stopping complacency in the workplace
Self-Development Actively seeking new ways to grow and be challenged using both formal and informal development channels.	• Creating a personal development plan • Developing in your role • How to leverage your own talent • Looking for a mentor • Patience with personal development • Personal SWOT analysis
Decision Quality Making good and timely decisions that keep the organization moving forward.	• Avoid groupthink • Effective decision making • Effective problem solving • Encouraging open dialogue at work • Making smart decision • Reducing (confirmation, frequency, recency, negative, attachment) bias
Demonstrates Self-Awareness Using a combination of feedback and reflection to gain productive insight into personal strengths and weaknesses.	• Dealing with feedback • Finding your blind spots • How to gather feedback from colleagues • How to learn from feedback • Learning your hidden strengths • Personal development tips
Values differences Recognizing the value that different perspectives and cultures bring to an organization.	• Appreciating diverse communication styles • Being more inclusive at work • Cross-cultural diversity management • Dealing with difficult and disrespectful behavior • Handling workplace conflict • Respecting others' opinions

Questions?

