

New Competency Framework

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**.

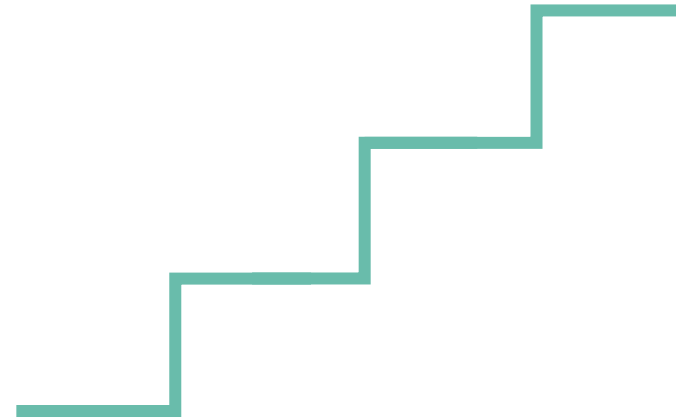
*They are “a set of practices that identify and optimize the skills required to deliver on the business strategy.”
(Bersin & Associates)*



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

eMoney “Brand” Competencies

Competency Definition	Individual Contributors, Supervisors & Managers	Advisory/Director & Above
Communicates Effectively Developing and delivering multi-channel communications that convey a clear understanding of the unique needs of different audiences.	- Is effective in a variety of communication settings: one-on-one, small and large groups, or among diverse styles and position levels. - Attentively listen to others. - Adjusts to fit the audience and the message. - Provides timely and helpful information to others across the organization. - Encourages the open expression of diverse ideas and opinions.	- Delivers messages in a clear, compelling and concise manner. Actively listens and checks for understanding - Articulates messages in a way that is broadly understandable. - Adjusts communication content and style to meet the needs of diverse stakeholders. - Models and encourages the expression of diverse ideas and opinions.
Action Oriented Taking on new opportunities and tough challenges with a sense of urgency, high energy, and enthusiasm.	- Readily acts on challenges, without unnecessary planning. - Identifies and seizes new opportunities. - Displays a can-do attitude in good and bad times. - Steps up to handle tough issues.	- Quickly and decisively takes action in fast-changing, unpredictable situations. - Shows a tremendous amount of initiative in tough situations; is exceptional at spotting and seizing opportunities.
Customer Focus Building strong customer relationships and delivering customer-centric solutions.	- Gains insight into customer needs. - Identifies opportunities that benefit the customer. - Builds and delivers solutions that meet customer expectations. - Establishes and maintains effective customer relationships.	- Develops high quality, customer-focused solutions. - Provides customer focused vision, strategy, and leadership - Communicates the link between customer service and business success to stakeholders

Price of Admission



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.

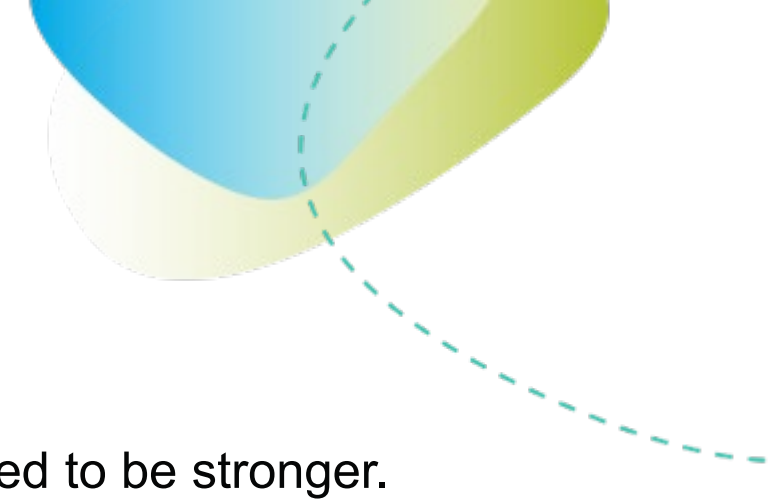
Competencies: Supervisors/Managers

Competency Definition	Knowledge, Skills, Behaviors (Success Measures)
Business Insight Applying knowledge of business and the marketplace to advance the organization's goals.	• Has an in-depth understanding of how eMoney makes money. • Stays up-to-date on current and future policies, best practices, and trends in the organization, with the competition, and in the industry. • Understands and uses knowledge of business priorities and metrics to guide actions. • Understands budgets, financial statements, key performance measures and how decisions will impact value creation. • Understands critical interdependencies across business units and grasps and explains the short and long-term trade-offs of business decisions.
Builds Effective Teams Building strong-identity teams that apply their diverse skills and perspectives to achieve common goals.	• Forms teams with appropriate and diverse mix of strengths, styles, perspectives, and experiences. • Establishes common objectives and a shared mindset. • Creates a feeling of belonging and strong team morale. • Shares wins and rewards individual and team efforts. • Fosters open dialogue and collaboration among the team. • Ensures accountability with all team members.
Manages Conflict Handling conflict situations effectively, with a minimum of noise.	• Defuses high-tension situations effectively. • Facilitates breakthroughs by integrating diverse views and finding common ground or acceptable alternatives. • Settles differences in productive ways with minimum noise. • Asks questions and listens closely to all issues presented by stakeholders.
Develops Talent Developing people to meet both their career goals and the organization's goals.	• Views talent development as an organizational imperative. • Develops others through coaching, feedback, exposure, and stretch assignments. • Aligns employee career development goals with organizational objectives. • Recognizes team members' unique talents and strengths.
Drives Engagement Creating a climate where people are motivated to do their best to help the organization achieve its objectives.	• Structures the work so it aligns with people's strengths and motivators. • Empowers others. • Invites input and shares ownership and visibility. • Creates a positive and motivating working environment.



Competencies: Advisory/Directors & Above

Competency Definition	Knowledge, Skills, Behaviors (Success Measures)
Plans and Aligns Planning and prioritizing work to meet commitments aligned with organizational goals.	• Sets objectives to align with broader organizational goals. • Breaks down objectives into achievable initiatives and actions. • Stages activities with relevant milestones and schedules. • Anticipates and makes effective contingency plans.
Strategic Mindset Seeing ahead to future possibilities and translating them into breakthrough strategies.	• Anticipates future trends and implications accurately. • Articulates possibilities that will create sustainable value. • Formulates a clear strategy and maps the aggressive steps that will clearly accelerate the organization toward its strategic goals. • Creates competitive and breakthrough strategies that show a clear connection between vision and action.
Manages Complexity Making sense of complex, high quantity, and sometimes contradictory information to effectively solve problems.	• Acquires and analyzes data from multiple and diverse sources when solving problems. • Uncovers root causes to difficult problems. • Evaluates pros and cons, risks and benefits of different solution options.
Balances Stakeholders Anticipating and balancing the needs of multiple stakeholders.	• Understands internal and external stakeholder requirements, expectations and needs. • Effectively aligns the interests of different stakeholder groups. • Considers cultural and ethical factors in the decision-making process. • Acts fairly despite conflicting demands of stakeholders.
Drives Vision and Purpose Painting a compelling picture of the vision and strategy that motivates others to action.	• Talks about future possibilities in a positive way. • Creates milestones and communicates achievements. • Articulates the vision in a way everyone can relate to with a sense of purpose about the future. • Translates vision into actionable steps. • Shows personal commitment to the vision.

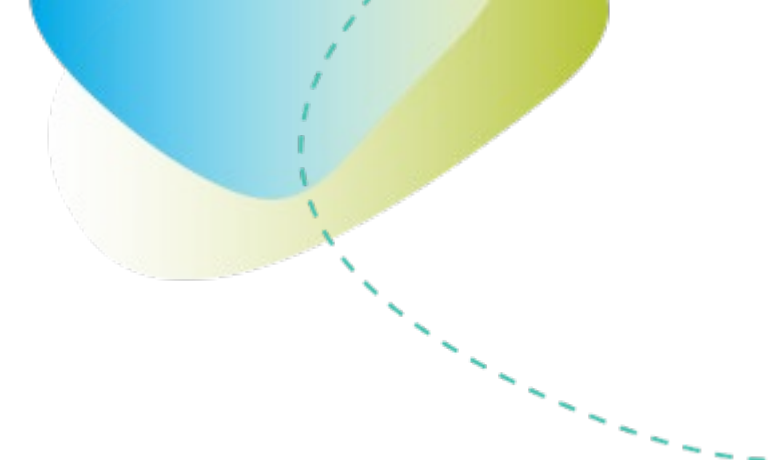


Levels of Competence

- 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.
 - 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 and 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 yourself and your employees on level of proficiency in the new competency framework
- Review employee's development plans and activities to ensure alignment based on their level of competence.
- Work with your manager to determine development opportunities based on level of competence.
- In Q3 employee will create Development Plan in DIG focused on the new competency framework and technical skills.



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

Development Plan – Individual Contributor

Competency	Knowledge, Skills, Behaviors (Success Measures)
Demonstrates Self Awareness: Using a combination of feedback and reflection to gain productive insight into personal strengths and weaknesses.	• <i>Proactively seeks and acts on feedback from a variety of people.</i> • <i>Knows strengths, opportunities, and limitations.</i> • <i>Displays a growth mindset</i>
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 Plan – Supervisor / Manager

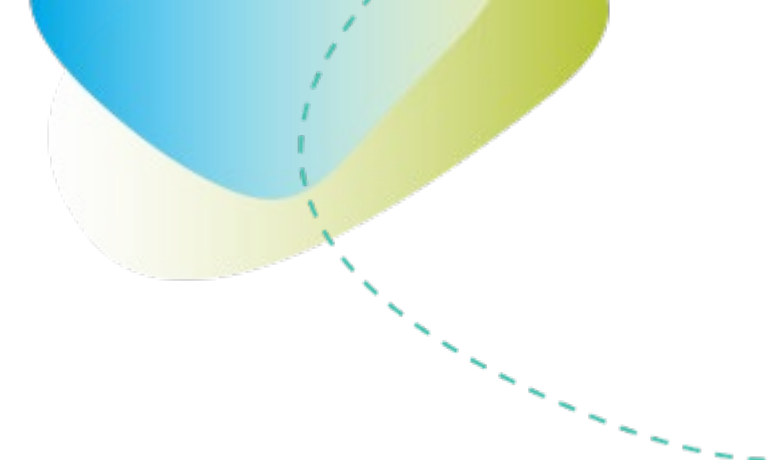
Competency	Knowledge, Skills, Behaviors (Success Measures)
Develops Talent: Developing people to meet both their career goals and the organization's goals.	• <i>Views talent development as an organizational imperative.</i> • <i>Develops others through coaching, feedback, exposure, and stretch assignments.</i> • <i>Aligns employee career development goals with organizational objectives.</i> • <i>Recognizes team members' unique talents and strengths.</i>
Level: Needs Development	<u>Facilitated:</u> • DIG Instructor Led Course: ◦ Leading With Purpose (Q3/Q4 – See DIG for details) ◦ Session 1: Coaching: Move People Forward • CliftonStrengths Team Session: Schedule a session for your team. <u>Self Guided:</u> • DIG Online Courses: ◦ Foundations for Leadership Success (recommended prior to Leading With Purpose) ◦ eMoney Competency Bundle>Supervisor/Manager>Develops Talent ◦ Navigating Other People's Emotions • Search for 'Talent Development' and 'Coaching' 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

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 a 'Library' section with a list of topics. A red arrow points to the 'Individual Contributor' category under 'eMoney Competency Bundles (15)'. The main content area shows a search for '*' resulting in 5 of 5 results, sorted by 'Best Match'. The results list five competency bundles, each with a thumbnail, title, description, and rating.

Competency Bundle	Description	Rating
Ensures Accountability	This group of learning activities focus on the eMoney Competency: Ensures Accountability.	☆☆☆☆☆ (0)
Self-Development	This group of learning activities focus on the eMoney Competency: Self-Development.	☆☆☆☆☆ (0)
Decision Quality	This group of learning activities focus on the eMoney Competency: Decision Quality.	☆☆☆☆☆ (0)
Demonstrates Self-Awareness	This group of learning activities focus on the eMoney Competency: Demonstrates Self-Awareness.	☆☆☆☆☆ (0)
Values Differences	This group of learning activities focus on the eMoney Competency: Values Differences.	☆☆☆☆☆ (0)



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



Supervisors/Managers Competencies: Recommended Search Terms

Competency Definition	Search Terms
Business Insight Applying knowledge of business and the marketplace to advance the organization's goals.	• Business savvy • Business strategy alignment • Corporate finance and strategy • Developing business acumen • Importance of mentoring
Builds Effective Teams Building strong-identity teams that apply their diverse skills and perspectives to achieve common goals.	• Building effective teams • Building team capabilities • Overcoming team dysfunction • Team accountability • Team building
Manages Conflict Handling conflict situations effectively, with a minimum of noise.	• Benefits of hearing both sides of the conflict • Encouraging healthy conflict/debate • Finding common ground during a disagreement • Listening skills and workplace conflict • Maintaining your composure in conflict • Organizational conflict and culture fit
Develops Talent Developing people to meet both their career goals and the organization's goals.	• Coaching Employees • Dealing with underperforming employees • Developing employees for your future success • Focusing on leadership development • Mentoring employees • Ways to challenge your employees
Drives Engagement Creating a climate where people are motivated to do their best to help the organization achieve its objectives.	• Allowing employees to fail • Allowing an open dialogue on a team • Building team trust • Creating a shared purpose on a team • Empowering employees



Advisory/Directors & Above Competencies: Recommended Search Terms

Competency Definition	Search Terms
Plans and Aligns Planning and prioritizing work to meet commitments aligned with organizational goals.	• Dealing with and preventing scope creep • Effectively managing resources • Project planning • Regular status reporting in project management • Setting clear goals • Tracking project progress and change
Strategic Mindset Seeing ahead to future possibilities and translating them into breakthrough strategies.	• Creating strategic flexibility • Implementing strategy • Learn more about your industry • Learn to be more strategic at work • Strategic adaptability
Manages Complexity Making sense if complex, high quantity, and sometimes contradictory information to effectively solve problems.	• Dealing with complex problems in the workplace • Effective problem solving • Incremental problem solving in business • Problem solving tools/models • Reducing/managing perfectionism in the workplace
Balances Stakeholders Anticipating and balancing the needs of multiple stakeholders.	• Collaborating with stakeholders • Dealing with stakeholder conflict • How to identify your stakeholders • Managing difficult/challenging stakeholders • Project stakeholder communication • Stakeholder engagement
Drives Vision and Purpose Painting a compelling picture of the vision and strategy that motivates others to action.	• Aligning employees with company goals • Aligning your words and actions • Appealing to different audiences • Getting employees excited about your vision • Preserving through roadblocks at work • Strategic fitness and urgency

Questions?

