Overview of WPI’s Performance Competencies and Ratings
## Competencies

<table>
<thead>
<tr>
<th><strong>Communication &amp; Feedback</strong></th>
<th><strong>Dynamic Learning Mindset</strong></th>
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<tbody>
<tr>
<td><strong>Example Behaviors</strong></td>
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<td><strong>Effective Communication:</strong> Communicates clearly, engaging with others to fully comprehend their viewpoint and respond thoughtfully, and adapts messages to diverse audiences.</td>
<td><strong>Growth Orientation:</strong> Demonstrates dedication to improving work practices while continuously advancing personal and professional skills and technical competencies.</td>
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<td><strong>Constructive Feedback:</strong> Seeks and provides feedback constructively and empathetically, demonstrating the ability to listen and adapt behavior accordingly.</td>
<td><strong>Feedback for Improvement:</strong> Engages in constructive feedback exchange, offering and/or soliciting feedback respectfully to and from peers and across organizational levels, using it as a tool for self-improvement.</td>
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<td><strong>Collaboration &amp; Sharing:</strong> Engages and collaborates openly within and across departments and functions and promotes problem-solving across organizational boundaries.</td>
<td><strong>Collaborative Knowledge Sharing:</strong> Shares new knowledge and findings openly, contributing to the collective learning environment.</td>
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Competencies

Inclusive Community Engagement

Example Behaviors

- **Respectful Interactions**: Demonstrates respect, dignity, and care in interactions, ensuring that all voices are heard and valued, and promotes a culture of empathy and professionalism.

- **Unified Mission Engagement**: Seeks partnerships across departments to advance shared goals, demonstrating a commitment to WPI's mission and to the community's collective success.

- **Belonging & Equity Promotion**: Drives efforts to enhance diversity, equity, inclusion, and belonging, ensuring that community members feel valued and integral to the community’s fabric.

Job Results

Example Behaviors

- **Performance Excellence**: Leverages job knowledge and technical proficiency to tackle challenges, make appropriate decisions, and deliver results. Prioritizes effectively, maintains standards of quality and timeliness, and demonstrates flexibility and adaptability in changing conditions.

- **Continuous Improvement**: Seeks opportunities to enhance work process efficiency and effectiveness, demonstrates initiative and resourcefulness in overcoming obstacles, and displays a commitment to evolving practices and conscientious stewardship of time, effort, and expenses.

- **Goal Achievement**: Contributes to individual and team objectives, effectively communicating expectations, and ensuring access to necessary resources for success.
Competencies

Problem Solving & Decision Making

Example Behaviors

- **Proactive Problem-Solving:** Encourages and practices proactive decision-making, seeking guidance and collaborating when needed, to develop and apply effective problem-solving skills.

- **Informed Decision Making:** Utilizes thorough analysis, diverse information sources, and data-driven insights to understand issues and evaluate options, ensuring decisions are well-informed and evidence-based.

- **Conflict Resolution:** Manages conflicts constructively, aiming for collaborative and mutually beneficial solutions, while clearly communicating the rationale behind decisions and/or actions.

Management Skills

Example Behaviors

- **Development & Empowerment:** Identifies career development opportunities and actively invests in team members' growth through feedback, coaching, and mentoring. Celebrates successes, learns from setbacks, and supports team members through change.

- **Performance Enhancement & Accountability:** Focuses on achieving measurable outcomes, continuously seeking team performance improvements. Ensures accountability for outcomes, coaching for capability development and promoting a culture of shared responsibility.

- **Strategic Communication & Resource Management:** Maintains open and transparent communication, setting clear expectations and adapting to changes. Prepares the team for future challenges while managing time, effort and expenses effectively to enhance productivity and achieve objectives.
Rating Scales

Outstanding Performance:
Demonstrates high performance across all competency areas with exceptional skill, behavior, and attitude. Demonstrates a significant impact on team and organizational success. Sets a benchmark for excellence, serving as a role model for others.

Highly Successful Performance:
Demonstrates a high level of competency, initiative, and dedication in several competency areas. Shows strong capabilities and effectiveness in their role, contributing significantly to team and organizational goals. There is evidence of going above and beyond the normal expectations with a positive impact.

Successful Performance:
Reliably demonstrates behaviors expected across competency areas and shows a solid understanding and application of the necessary skills, behaviors, and attitudes for effective performance. Consistently performs duties effectively, though there may be room for further development and excellence.

Inconsistent Performance:
Demonstrates variability in demonstrating behaviors expected across competency areas. Shows potential in certain areas but lacks consistency in performance. Further development and focus are needed to achieve reliable and steady performance across all required areas.

Unsatisfactory Performance:
Does not meet the minimum standards required for the competencies. There is a significant gap in displaying the necessary skills, behaviors, and attitudes expected for the role. Immediate improvement is required, and specific development actions must be taken to address these deficiencies.