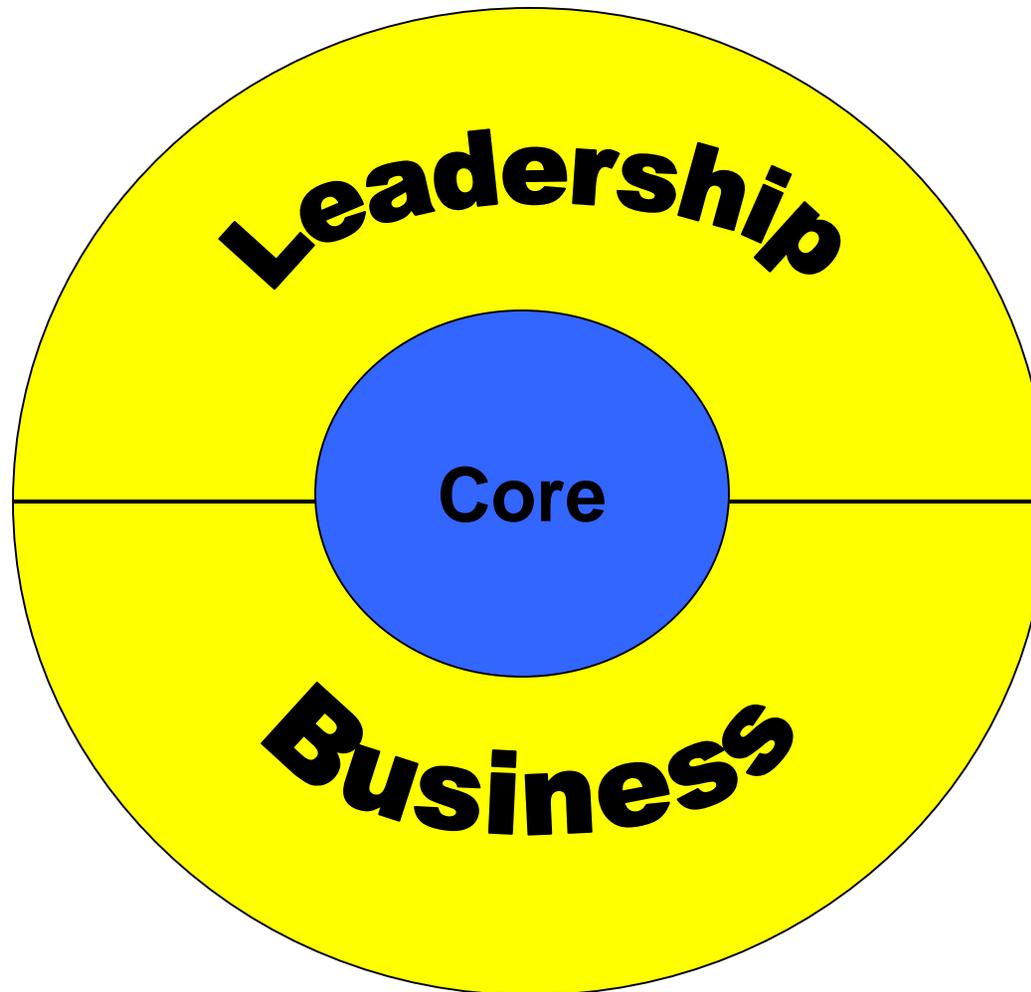

Competency Development Framework

There are three types of competencies targeted in the initiative.



Leadership Competencies

The following Leadership Competencies will be developed:

- **Coaching and Mentoring**
 - provides guidance and development opportunities to peers, co-workers, and subordinates
 - helps others through counseling and relationship-building
- **Project Management**
 - plans, prioritizes, and organizes one's own work, and/or the work of others, to complete tasks
 - meets colleagues' expectations regarding timing and quality of solutions
 - evaluates all available facts and information to make decisions
- **Effective Application of Best Practices**
 - understands and uses methodologies to efficiently improve the quality of work
 - enhances personal knowledge of current approaches and techniques
- **Knowledge Sharing**
 - leverages existing information and proactively shares results
 - keeps internal colleagues in the loop

Core Competencies

The following Core Competencies will be developed:

- **Integrity**
 - conducts open, honest relationships and interactions
 - takes responsibility for words and actions and consistently honors commitments
 - leads by example, valuing the opinion of others and encouraging honest feedback and candor in all interactions
- **Respect for the Individual**
 - respects personal priorities and the value of team members' time
 - communicates, accepts, and assimilates different perspectives, approaches, and backgrounds to reach goals
- **Effective Communications**
 - shares information, both formally and informally, and understands the views and feelings expressed by others
 - articulates and presents ideas using various methods, including facial expressions and voice pitch or tone
 - actively listens for the meaning and message of others
- **Collaboration and Teamwork**
 - relies on peers and co-workers to contribute to a "team" approach
 - partners effectively with peers, managers, and clients to shares ideas, convey information, and develop solutions
 - utilizes each person's attributes and contributions to achieve goals
- **Continuous Improvement**
 - seeks to enhance quality, suggests ways of improving performance, and challenges the status quo
- **Flexibility**
 - demonstrates a willingness to learn and to influence thinking
 - welcomes new ideas and ways of doing things
 - anticipates changes and tolerates a high degree of ambiguity and risk

Business Competencies

The following Business Competencies will be developed:

- **Client and Industry Acumen**
 - understands the client context, industry, and trends
 - develops and implements solutions based on opportunities, needs, and technology of the client
- **Engagement Awareness**
 - focuses internally, to learn more about the Modernization Partner team
 - thinks conceptually, to understand the modernization/transformation efforts
 - seeks an understanding of each team's activities
- **Team / Role Specific Skills and Knowledge**
 - maintains and develops skills and knowledge related to one's team, responsibility, or competency
 - seeks to enhance proficiency in assigned tasks