

## Core Competencies

Competency	Descriptor (Proficient level)
<p><b>Commitment to Diversity, Belonging, Inclusion, and Equity</b>  <i>Actively welcome diverse perspectives, center equity in decision-making, foster authentic and inclusive relationships that promote a sense of belonging, confront biases to build understanding, and continuously build knowledge of systemic inequities to inform behaviors that lead to an inclusive organizational culture</i></p>	<ul style="list-style-type: none"> <li>Proactively considers ways to collaborate with diverse perspectives in order to design more equitable solutions</li> <li>Ensures that those who are closest to/most affected by an issue are centered in the work and decision-making processes</li> <li>Challenges personal biases and seeks to understand the impact of words and actions</li> <li>Builds relationships that celebrate each individual's lived experience to contribute to a collaborative, inclusive, and supportive team and organizational culture</li> <li>Engages in and encourages productive dissent to ensure there is space for all voices</li> <li>Deepens personal knowledge of systemic inequities in order to understand the context that shapes people's lives and actions</li> </ul>
<p><b>Accountability</b>  <i>Proficiently organize projects aligned with overarching objectives while proactively addressing challenges; ensure timely and high-quality fulfillment of responsibilities</i></p>	<ul style="list-style-type: none"> <li>Plans and effectively organizes projects and tasks that are aligned to broader priorities or goals</li> <li>Proactively identifies, communicates, and solicits input about challenges, roadblocks, and potential solutions</li> <li>Takes pride in delivering high-quality work products and iterates to further improve areas of opportunity</li> <li>Develops ambitious and appropriate work plans; delivers in a timely fashion</li> </ul>
<p><b>Communication</b>  <i>Effectively engage stakeholders, actively listen to others, convey information for desired results, and adapt style to foster relationships and trust</i></p>	<ul style="list-style-type: none"> <li>Identifies and leverages internal stakeholders (e.g., those most affected by an issue) in order to drive results</li> <li>Demonstrates care and respect through active listening and seeking to understand.</li> <li>Conveys information in a way that leads to the intended outcomes or actions</li> <li>Adapts communication style and tone to the audience; builds relationships and trust</li> </ul>
<p><b>Continuous Improvement</b>  <i>Consistently reflect, seek feedback, and apply new insights; identify and implement solutions that enhance individual, team, and overall performance</i></p>	<ul style="list-style-type: none"> <li>Regularly reflects on opportunities to improve work and generates possible solutions</li> <li>Requests feedback and encourages others to share their point of view</li> <li>Reflects on individual and/or team performance and provides actionable feedback to others</li> <li>Puts new information, experiences, and feedback into practice to identify opportunities to adjust or strengthen practices</li> </ul>

<p><b>Core Expertise</b>  <i>Possess skills, knowledge, and abilities to perform essential duties; keeps knowledge current; utilize multiple points of view to achieve goals and is a subject matter resource for others</i></p>	<ul style="list-style-type: none"> <li>● Develops within role and continues to adapt and improve to meet role-specific expectations</li> <li>● Seeks opportunities to expand knowledge and expertise in the field by staying current with research, evidence, and best practices</li> <li>● Shares expertise or skills without prompting; able to explain core principles and trends in the field/area of focus</li> <li>● Creates and/or employs systems or processes to use multiple types of inputs (research, data analysis, stakeholder perspectives) to identify opportunities and improve ability to achieve goals</li> </ul>
<p><b>Organizational Stewardship</b>  <i>Cultivate external relationships, uphold policies, leverage historical insights, actively participate in organizational improvement, and adapt to align with the needs of the organization</i></p>	<ul style="list-style-type: none"> <li>● Builds and maintains relationships with external stakeholders and represents the EdReports brand to further the mission.</li> <li>● Consistently adheres to policies and practices that exist to protect the organization, its culture, and finances</li> <li>● Builds historical knowledge of the organization and the needs of communities served in order to better contribute to solutions</li> <li>● Engages in activities (e.g. participating in discussions, serving on committees, etc.) to support organizational health and betterment</li> <li>● Demonstrates flexibility and can adjust to meet the needs of the organization</li> </ul>

## Manager Competencies

Competency	Descriptor (Proficient level)
<p><b>Empathetic Leadership</b>  <i>Cultivate and lead an environment of reflection, feedback, clear expectations, and support that drives individual and team excellence; manage with compassion and kindness by adapting leadership style to meet an individual's needs</i></p>	<ul style="list-style-type: none"> <li>● Holds self accountable by modeling regular reflection and vulnerability; solicits and responds to feedback on personal behaviors, beliefs, and assumptions</li> <li>● Drives team results through clear expectations, actionable + timely feedback, coaching, modeling, and thought partnership</li> <li>● Understands the backgrounds, experiences, and challenges faced by team members and shows genuine interest in their personal and professional development</li> <li>● Demonstrates a consistent willingness to meet people where they are and offer support; leads with kindness and compassion in all interactions</li> <li>● Adapts management style to best support an individual on the team</li> <li>● Models courageous conversations in order to interrupt inequities or to address behaviors or beliefs that are barriers to equity; coaches and supports direct reports to do the same</li> </ul>
<p><b>Strategic Management</b>  <i>Adeptly address complex issues, engage others in decision-making and change initiatives; skillfully communicate information to foster team success; inspire momentum through purposeful direction</i></p>	<ul style="list-style-type: none"> <li>● Recognizes and anticipates problems impacting the team, sorts through complex issues to identify root causes, and responds appropriately</li> <li>● Engages others when navigating challenges in order to make difficult decisions</li> <li>● Facilitates, plans, and implements change by considering broad implications (e.g. opportunities, risks, limitations) with the goal of improving the team's/organization's ability to achieve goals</li> <li>● Creates a sense of direction and purpose to build momentum and enthusiasm around change initiatives</li> <li>● Exercises discernment around when and how to share information, including rationale and impact of decisions, to best support the team</li> </ul>
<p><b>Resource Management</b>  <i>Thoughtfully allocate, monitor, and reflect to optimize resource utilization and enhance overall effectiveness</i></p>	<ul style="list-style-type: none"> <li>● Responsibly allocates organizational resources such as budget, staff, time, and materials in alignment with team and organizational goals.</li> <li>● Regularly monitors and reflects on the use of resources, including investments of manager/staff time, budget, and materials</li> <li>● Delegates tasks or projects (with appropriate modeling and feedback) in order to distribute staff time and responsibilities and to build capacity in others</li> </ul>

## **Ratings**

<b>Advanced</b>	Consistently delivers exceptional results; is a model for others to follow; engages in ongoing coaching conversations, thought partnership, and collaboration with manager.
<b>Proficient</b>	Consistently meets expectations in all areas; consults with manager or peers as a thought partner; occasionally requires direct supervision in this area.
<b>Emerging</b>	Reflects potential in developing key skills to address areas of opportunity in performance; should continue regular thought partnership with manager and peers as well as regular, direct performance-related coaching.
<b>Intensive Support Needed</b>	Needs significant support quickly to target gaps in performance; requires consistent and direct supervision to meet expectations in this area.