

#### 1. Critical Thinking

Thinks clearly and rationally with an open mind to arrive at decisions or conclusions by examining evidence, analyzing relationships, and drawing conclusions from a variety of data.

#	Competency	Indicators
1.1	Observes critically.	<ul> <li>□ Sets purpose for observation and selects appropriate strategies, methods, and materials needed for observation.</li> <li>□ Selects and attends to important information and details while observing.</li> <li>□ Monitors observation and adjusts strategies, methods, and materials appropriately.</li> </ul>
1.2	Solves problems.	<ul> <li>□ Recognizes and accurately defines or describes the problem.</li> <li>□ Identifies possible causes and effects of the problem.</li> <li>□ Determines possible solutions to the problem.</li> <li>□ Uses prior knowledge, information gathered about the problem, and available resources to choose a problem-solving approach.</li> <li>□ Collects and allocates resources to creatively solve the problem.</li> </ul>
1.3	Makes decisions using reasoning.	<ul> <li>□ Identifies and analyzes circumstances leading up to or surrounding a situation.</li> <li>□ Compares and contrasts costs and benefits of various options to come to an informed decision.</li> <li>□ Determines when to make decisions independently and when to seek support from peers or supervisors.</li> <li>□ Supports final decision with reasons and evidence and evaluates the effectiveness of the decision.</li> </ul>
1.4	Processes and analyzes information.	<ul> <li>□ Examines situations and considers prior experience to predict possible outcomes.</li> <li>□ Identifies cause-and-effect relationships to predict outcomes and determine probability of meeting desired outcomes.</li> <li>□ Sustains focused attention and filters irrelevant information.</li> <li>□ Identifies missing information.</li> <li>□ Identifies urgency of situations and problems.</li> <li>□ Draws appropriate conclusions based on information gathered from multiple sources.</li> </ul>



#	Competency	Indicators
1.5	Recognizes bias, assumptions, and multiple perspectives.	<ul> <li>□ Considers personal bias and assumptions when communicating with others.</li> <li>□ Recognizes differences among team members and works collaboratively with others.</li> <li>□ Recognizes bias in materials, documents, and procedures.</li> <li>□ Seeks knowledge and information from multiple perspectives.</li> </ul>
1.6	Organizes, analyzes, and illustrates relationships.	<ul> <li>□ Integrates new information with prior knowledge to clearly illustrate relationships between actual items and ideas.</li> <li>□ Asks questions or uses resources to clarify information.</li> </ul>



### 2. Self-Management

Takes responsibility for one's own emotions, thoughts, and values and recognizes their impact on one's own and others' behavior in different situations.

#	Competency	Indicators
2.1	Anticipates change and adapts to new situations.	<ul> <li>□ Remains calm while processing information and problems.</li> <li>□ Identifies and uses support systems to alleviate stress.</li> <li>□ Adapts and shows flexibility when tasks, procedures, processes, or people change within the workplace.</li> </ul>
2.2	Demonstrates responsibility and self-discipline.	<ul> <li>□ Demonstrates promptness and avoids excessive absenteeism.</li> <li>□ Does not attend to personal business when on the job.</li> <li>□ Accepts responsibility for mistakes and develops plan to reduce future problems.</li> <li>□ Takes stock of emotions, thoughts, and values and recognizes the impact on one's behavior.</li> <li>□ Follows health and safety rules and procedures.</li> </ul>
2.3	Completes work independently and takes initiative.	☐ Sets goals, prioritizes tasks, and completes tasks in a timely manner. ☐ Takes responsibility for professional growth.
2.4	Demonstrates integrity.	<ul> <li>□ Maintains healthy lifestyle (e.g., no substance abuse).</li> <li>□ Follows rules, regulations, and instructions.</li> <li>□ Shows concern for quality in one's work.</li> </ul>
2.5	Demonstrates professionalism.	<ul> <li>□ Maintains appropriate grooming and hygiene.</li> <li>□ Dresses appropriately and adheres to established dress codes.</li> <li>□ Uses social media responsibly and represents oneself accordingly.</li> </ul>
2.6	Demonstrates a growth mindset.	<ul> <li>Demonstrates positive self-efficacy and works to build self-confidence to accomplish new and challenging tasks.</li> <li>Demonstrates a willingness to learn new things and accept new responsibilities.</li> <li>Accepts constructive criticism and overall supervision and strives to improve.</li> </ul>
2.7	Perseveres to accomplish goals.	<ul> <li>□ Perseveres when work is difficult and maintains positive attitude.</li> <li>□ Identifies and addresses personal barriers to success at work.</li> <li>□ Seeks help and support as needed to accomplish goals.</li> </ul>



### 3. Utilizing Resources

Identifies and measures effective resources and makes the most of available resources to achieve desired objectives.

#	Competency	Indicators
3.1	Uses time effectively.	<ul> <li>Organizes, plans, and completes individual activities in a timely manner.</li> <li>Organizes and plans within a team to create action steps and complete tasks on or before expected deadlines.</li> </ul>
3.2	Manages money.	<ul> <li>□ Appropriately allocates funds to stay within a budget.</li> <li>□ Determines ways to reduce costs, save resources, and increase profits.</li> <li>□ Determines when it is appropriate to estimate and when a precise calculation must be done.</li> </ul>
3.3	Selects and uses appropriate tools and materials for tasks.	<ul> <li>□ Considers costs and benefits when selecting materials and tools for tasks.</li> <li>□ Chooses and uses appropriate communication methods for tasks that involve internal and/or external customers.</li> <li>□ Seeks feedback from others to determine reliability of resources.</li> </ul>
3.4	Thinks creatively.	<ul> <li>□ Identifies new ways to use resources to increase efficiency, reduce costs, or improve product or process.</li> <li>□ Analyzes relationships between resources and then develops and shares new ideas related to the resources with others.</li> </ul>



# 4. Using Information

Uses observations, experiential information, and data to communicate and support the decision-making process.

#	Competency	Indicators
4.1	Locates information.	<ul> <li>☐ Identifies purpose and need for information.</li> <li>☐ Uses analytical strategies to determine the best medium for finding necessary information.</li> </ul>
4.2	Organizes and uses information.	<ul> <li>Uses graphic organizers, charts, spreadsheets, and other software to organize and sort data.</li> <li>Prioritizes resources based on task, purpose, complexity, and time factors.</li> <li>Determines amount and variety of information necessary to effectively complete task.</li> </ul>
4.3	Analyzes information.	<ul> <li>□ Assesses information and determines relevance to current and future situations.</li> <li>□ Seeks feedback from others, as necessary, about reliability of information received.</li> <li>□ Assesses and reflects on the results of analysis.</li> </ul>
4.4	Communicates information securely and effectively to others.	<ul> <li>□ Summarizes and distributes information to others following expected procedures within the workplace.</li> <li>□ Composes written or oral presentations that use appropriate language, eliminate personal biases, and use vocabulary appropriate for the audience.</li> </ul>



### 5. Working with Others

Interacts, cooperates, collaborates, and manages conflicts with other people within a team or organization to complete tasks and achieve shared goals.

#	Competency	Indicators
5.1	Works effectively in teams.	<ul> <li>□ Understands personal roles and responsibilities when collaborating as a team.</li> <li>□ Demonstrates when and how to seek feedback from team members.</li> <li>□ Listens attentively, considers different viewpoints, and responds respectfully to team members.</li> <li>□ Interprets verbal and nonverbal communication efforts of others correctly.</li> <li>□ Avoids use of stereotypical language and comments.</li> </ul>
5.2	Works within organizational structure and culture.	<ul> <li>□ Knows how one's work unit is connected to other work units within organization.</li> <li>□ Adapts to organizational change as it occurs.</li> </ul>
5.3	Uses leadership skills to take initiative.	<ul> <li>□ Displays a positive attitude and sense of self-worth.</li> <li>□ Manages time, money, and resources effectively to meet team goals and objectives.</li> <li>□ Organizes work to meet project goals and team roles.</li> </ul>
5.4	Resolves conflicts through negotiation.	<ul> <li>☐ Knows organization's steps for grievance or dispute resolution.</li> <li>☐ Controls volume, pitch, and body language to convey message effectively to others with differing viewpoints.</li> </ul>
5.5	Respects differences and diversity.	<ul> <li>Demonstrates respect for individual differences (e.g., age, race, culture, gender, and abilities).</li> <li>Considers personal bias and assumptions when communicating with others.</li> <li>Helps coworkers understand tasks, find resources, and fulfill assigned roles.</li> <li>Uses appropriate digital platforms, multimedia tools, and visuals (e.g., large print or closed captioning) to be inclusive and meet the needs of all members of the team.</li> </ul>



#	Competency	Indicators
5.6	Engages positively with customers and stakeholders.	<ul> <li>□ Aligns behaviors to match organization's mission and vision.</li> <li>□ Uses appropriate language and communication styles when communicating with others inside and outside of the organization.</li> <li>□ Demonstrates empathy, a positive attitude, honesty, patience, diplomacy, and leadership when engaging with customers and stakeholders.</li> <li>□ Displays flexibility.</li> </ul>
5.7	Seeks information and assistance appropriately from others.	<ul> <li>□ Identifies communication channels within organization and communicates problems to appropriate people.</li> <li>□ Recognizes strengths and assets of other team members.</li> </ul>



#### 6. Understanding Systems

Navigates within the organizational structures that are part of 21st-century communities, workplaces, and schools and knows how these components interact and interconnect to influence one another as a whole.

#	Competency	Indicators
6.1	Understands process and product.	<ul> <li>□ Explains personal role in contributing to quality.</li> <li>□ Explains personal responsibilities related to production or provision of services.</li> </ul>
6.2	Engages in sustainable practices.	<ul> <li>□ Helps reduce waste and overhead costs by proactively adjusting the use of materials and resources to complete a task.</li> <li>□ Recognizes unsafe or unhealthy practices and addresses concerns using proper procedures.</li> <li>□ Establishes efficient system for monitoring effective use of resources.</li> </ul>
6.3	Demonstrates fiscal responsibility.	<ul> <li>Explains the purpose for each payroll deduction.</li> <li>Describes the worth of benefits.</li> <li>Identifies organization's revenue sources and expenditures.</li> <li>Explains parts of a profit and loss statement.</li> <li>Explains how quality and customer satisfaction affect profit.</li> </ul>
6.4	Navigates systems.	<ul> <li>□ Differentiates roles and responsibilities when navigating workplace, family, education, and community tasks.</li> <li>□ Understands one's work responsibilities and how one's performance can impact other departments and overall organizational success.</li> <li>□ Uses appropriate resources to improve skills and knowledge to progress along a career pathway.</li> </ul>
6.5	Monitors systems.	<ul> <li>□ Helps devise methods to assess team (system) progress.</li> <li>□ Negotiates corrections and adaptations to team (system) tasks, if necessary.</li> </ul>
6.6	Improves systems.	<ul> <li>□ Participates in continuous improvement activities.</li> <li>□ Recognizes previous mistakes made individually or by a team and provides possible solutions for future success.</li> </ul>



#	Competency	Indicators
6.7	Demonstrates quality consciousness.	<ul> <li>□ Takes responsibility for completion and quality of work.</li> <li>□ Treats work assignments with respect in that work is either original or credited correctly.</li> </ul>
6.8	Understands and follows rules, policies, and procedures.	<ul> <li>Use appropriate resources (e.g., work plans, job aids, or standard operating procedures (SOPs) to complete work tasks.</li> <li>Uses approved digital technologies for calculating, collecting and displaying data, conducting research, creating presentations, and writing work-related reports.</li> </ul>



#### 7. Transition Skills

Navigates change in personal and professional environments while remaining flexible and adaptable.

#	Competency	Indicators
7.1	Evaluates personal skills, strengths, values, and beliefs to inform decisions.	<ul> <li>□ Identifies and works to remove personal barriers to learning new things.</li> <li>□ Demonstrates an interest in (and pursues) continuing education.</li> <li>□ Recognizes and adjusts to changes that cause an increase in stress on the job.</li> </ul>
7.2	Uses problem solving skills to evaluate and eliminate options.	<ul> <li>Seeks clarification and understanding, when needed.</li> <li>Makes wise self-directed learning choices.</li> <li>Negotiates pros and cons of ideas, approaches, and solutions and analyzes options using "if-then" rationale.</li> </ul>
7.3	Applies skills in new contexts.	<ul> <li>□ Works with coworkers to apply new skills and knowledge on the job.</li> <li>□ Reflects on using skills in new contexts and determines additional knowledge needs.</li> <li>□ Accepts new or changed job responsibilities and uses appropriate skills with new duties.</li> </ul>
7.4	Develops plan.	<ul> <li>□ Identifies career pathway options within current organization.</li> <li>□ Assesses one's strengths and limitations while maintaining a growth mindset to effectively determine goals and action steps.</li> <li>□ Determines steps, procedures, and/or approaches for addressing tasks.</li> </ul>
7.5	Implements plan.	<ul> <li>□ Creates and implements plan to increase skills and knowledge to progress along career pathway.</li> <li>□ Demonstrates growth mindset by persevering to accomplish tasks that are difficult.</li> </ul>
7.6	Evaluates plan.	<ul> <li>□ Devises methods to evaluate personal performance.</li> <li>□ Uses data to inform decisions and create new goals and action steps.</li> </ul>



#### References

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