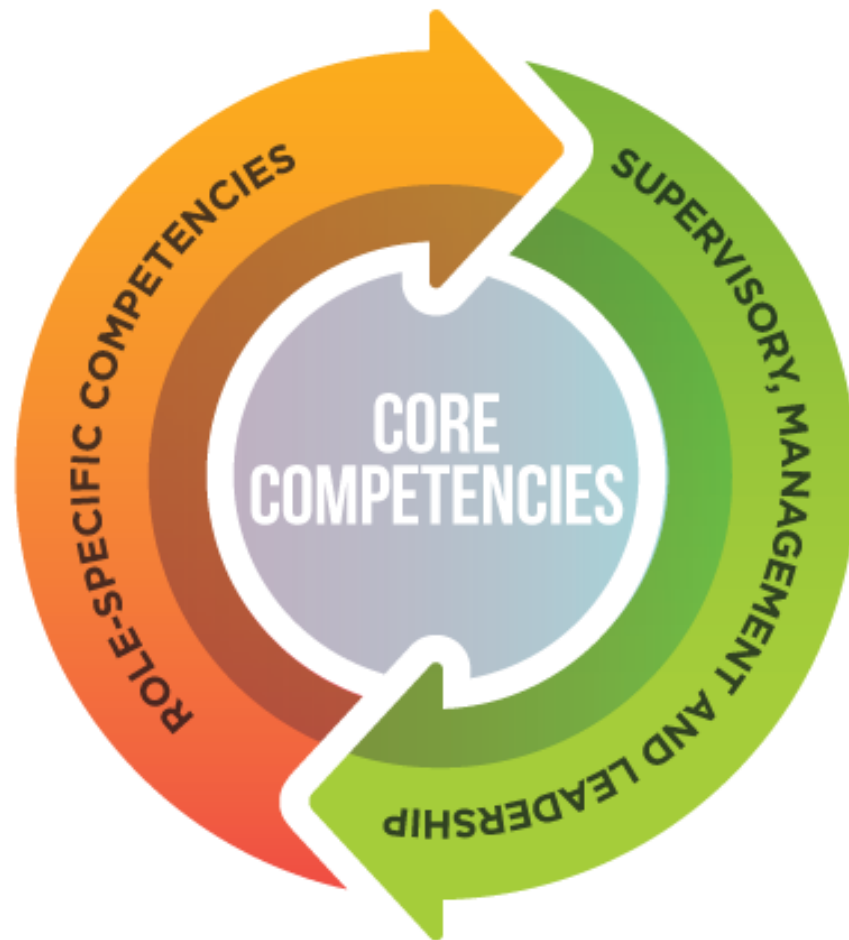


ELECTRIC COOPERATIVE EMPLOYEE COMPETENCIES

The knowledge, skills and behaviors
required for successful job performance



ROLE-SPECIFIC COMPETENCIES

- Administrative
- Finance and Accounting
- Human Resources
- Communication and Relationship Management
- Supply Chain Management and Procurement
- Safety/Loss Control
- Distribution Engineering

CORE COMPETENCIES

- Business Acumen
- Personal Effectiveness
- Interactions with Others
- Problem Solving

SUPERVISORY, MANAGEMENT AND LEADERSHIP

- Governance and Strategy
- External Leadership
- Getting Results
- Working with and through Others
- Doing the Right Thing



The knowledge, skills, and abilities that support successful performance for ALL cooperative employees, regardless of the individual's role or expertise.

BUSINESS ACUMEN

Integrates business, organizational and industry knowledge to one's own job performance.

Electric Cooperative Business Fundamentals

Integrates knowledge of internal and external cooperative business and industry principles, structures and processes into daily practice.

Technical Credibility

Keeps current in area of expertise and demonstrates competency within areas of functional responsibility.

Political Savvy

Understands the impacts of internal and external political dynamics.

Resource Management

Uses resources to accomplish objectives and goals.

Service and Community Orientation

Anticipates and meets the needs of internal and external customers and stakeholders.

Technology Management

Keeps current on developments and leverages technology to meet goals.

PERSONAL EFFECTIVENESS

Demonstrates a professional presence and a commitment to effective job performance.

Accountability and Dependability

Takes personal responsibility for the quality and timeliness of work and achieves results with little oversight.

Business Etiquette

Maintains a professional presence in business settings.

Ethics and Integrity

Adheres to professional standards and acts in an honest, fair and trustworthy manner.

Safety Focus

Adheres to all occupational safety laws, regulations, standards, and practices.

Self-Management

Manages own time, priorities, and resources to achieve goals.

Self-Awareness / Continual Learning

Displays an ongoing commitment to learning and self-improvement.

INTERACTIONS WITH OTHERS

Builds constructive working relationships characterized by a high level of acceptance, cooperation, and mutual respect.

Collaboration/Engagement

Develops networks and alliances to build strategic relationships and achieve common goals.

Interpersonal Skills

Treats others with courtesy, sensitivity, and respect.

Communication

Clearly and concisely conveying information and effectively listening and responding to others.

Negotiation and Conflict Management

Manages and resolves conflicts and disagreements in a constructive manner.

Cooperation and Teamwork

Works well with others and within teams to achieve goals.

Diversity Awareness

Considers, respects, and adapts individual differences.

PROBLEM-SOLVING

Exercises good judgment to make well-informed decisions and to develop and implement effective solutions.

Initiative

Is proactive and looks for opportunities to make a difference.

Critical Thinking and Decision Making

Uses knowledge, facts and data to effectively solve problems and make decisions.

Innovation/Creativity

Is able to be an original thinker and go beyond conventional approaches.

Resourceful/Achievement Oriented

Focuses on improving performance, meeting or surpassing goals, and producing results.

Flexibility

Remains open to new ideas, information, and approaches.



The knowledge, skills, and abilities needed for specific professional and technical roles.

ADMINISTRATIVE

Provides a wide variety of administrative and clerical support to the co-op's CEO, management team, and board members, enabling smooth daily operations at the co-op and adherence to the co-op's policies.

Management Support

Provides administrative and clerical support to management. Serves as liaison between manager and co-op staff.

Office Organization and Management

Ensures co-op staff has supplies and equipment needed to perform their daily work.

Project Management

Demonstrates knowledge of the steps required in starting, organizing, planning, and managing a project.

Information/Records Administration

Effectively compiles, organizes, analyzes, stores and retrieves printed and electronic information.

Financial/Budget Administration

Plans and monitors the use of expenditures to meet co-op or department objectives and compliance; prepares budget documents and reports.

Board Member and Board Meeting Support

Together with the management team, ensures the board members have the information and education they need to fulfill their roles at the co-op.

Event or Meeting Planning

Coordinates the logistical aspects of co-op member meetings, such as the co-op's Annual Meeting.

RELATED JOB TITLES

- Vice President/Senior Director of Administrative Services
- Office Manager
- Executive Assistant
- Administrative Assistant
- Facilities Manager
- Operations and Engineering Support

FINANCE AND ACCOUNTING

Analyzes and reporting of financial transactions that affect cash flow and long-term liability and equity.

Standards and Practices

Adheres to professional and industry-specific standards and practices.

Cooperative Finance and Governance

Regulatory Accounting for Electric Utilities

Financial Information Systems and Processes

Professional Ethics

Financial and Cost Accounting

Collects, analyzes, and prepares financial and non-financial information used for corporate finance planning and decision-making.

Bookkeeping and Transactional Accounting

Financial Statements and Reporting

Electric Rates

Corporate Finance

Performs assessment, planning, and oversight activities in support of the cooperative's strategic goals.

Asset and Capital Structure Management

Financial and Risk Forecasting

RELATED JOB TITLES

- VP Corporate Services; VP Finance and Accounting;
- Finance and Accounting Manager; Controller
- Financial Analyst; Budget and Report Analyst
- Bookkeeper; Accountant; Controller
- Director of Audits; Internal Auditor; Staff Auditor
- Billing Clerk; Billing Administrator

HUMAN RESOURCES

Guides and manages employee services, policies, and programs for the entire company enabling legal compliance and employee retention.

Compliance and Risk

Monitors compliance with laws and regulations; ensure a healthy, safe and secure work environment; and protects employee privacy.

Strategic HR Management

Identifies, develops, and executes human resource and organizational development strategies to support the cooperative's strategic business objectives.

Employee Relations

Evaluates the work environment and develops, implements and measures strategies to support positive employee and labor relations, balancing employee needs and rights with the organization's strategy and objectives.

Talent Management

Ensures the skills, knowledge, abilities and performance of the workforce meet the current and future organizational and individual needs.

Workforce Planning; Recruiting

Onboarding / Off-boarding

Workforce Development & Retention

Performance Management

Compensation & Benefit Administration

Develops / selects, implements / administers, and evaluates compensation and benefits programs for all employee groups in order to support the organization's goals, objectives and values.

RELATED JOB TITLES

- Vice President/Director/Manager of Human Resources
- Benefits Specialist
- Training Specialist
- HR Manager
- HR Specialist
- Safety/Loss Control/Risk Management Director/Manager

COMMUNICATION AND RELATIONSHIP MANAGEMENT

Plans, implements, and monitors communications to position the cooperative as a good corporate citizen and to align with the cooperative's strategic goals.

Craft

Creates communication using the right mix of practical communication abilities to support the business goals and vision articulated in the communication plan.

Communication to Influence

Visual and Digital Media

Standards and Practices

Adheres to accepted standards of professional behavior.

Professional Ethics

Legal and Sourcing Issues

Message Development

Uses research, planning, and evaluation methodologies to develop and implement communication plans and programs that support the cooperatives strategic goals.

Research; Planning

Evaluation; Implementation

Marketing

Identifies and promotes products and services.

Member Services

Sales; Brand Management

Information/Channel Management

Relationship Management

Establishes and builds relationship with and between cooperative staff and key external stakeholders.

Employee Relations; Consulting and Coaching

Member and Community Relations; Government Relations

Media Relations

Issues Management

Identifies and analyzes potential issues important to the organization and manages communications.

Environmental Scan/Risk Management

Crisis Communication

Management Counsel

RELATED JOB TITLES

- Vice President/Senior Director of Marketing and Communications
- Vice President/Senior Director of Member Services
- Vice President/Senior Director of Business Development
- Communications Specialist/Assistant
- Marketing Specialist/Assistant

SUPPLY CHAIN MANAGEMENT AND PROCUREMENT

Manages the processes, activities, and networks needed to source, transport, warehouse, and deliver products and services.

Planning and Coordination

Implements and integrates practices throughout the supply chain.

Strategic Planning

Forecasting

Risk Management /Compliance

Assessment and Monitoring

Observes, records and collects data to evaluate conditions and support decision-making.

Department Assessment

Quality Control

Cost and Finance

Performs financial analysis to optimize business decisions.

Budgeting/Cost Management/Spend Profile

Cost/Benefit Analyses

Financing and Leveraging Strategies

Operations

Coordinates handling and processing of products and services.

Logistics

Materials & Inventory Management

Procurement

Obtains goods and services.

Procurement Policies and Standards

Contract Management and Negotiation

Strategic Sourcing

Vendor Management

RELATED JOB TITLES

- Vice President/Senior Director of Procurement
- Purchasing Manager; Purchasing Specialist
- Warehouse Supervisor/Materials Handler

SAFETY/LOSS CONTROL

Develops, implements, and assesses hazard control measures.

Environmental Protection

Characterizes and controls potentially harmful agents, wastes and other effluents in order to minimize their damage to the environment, ecological systems, and people.

Safety Hazard Management

The actions related to recognizing conditions or a set of circumstances that could cause occupational illness, physical harm, or damage to property and taking all practical steps to remove, minimize, mediate, or control the identified hazards.

Hazard Identification; Hazard Evaluation

Hazard Control Design; Hazard Control Verification

Safety Training/Education

Safety/Health Communication Troubleshooting

Safety Compliance

Adherence to workplace health and safety policies, rules, standards, and laws related to managing job site safety in order to protect employees from physical harm and illness while also safeguarding equipment, materials, and the environment.

Supervision of Other Safety Personnel

Electric Transmission and Distribution

Materials Handling

Safety Risk Management

A systematic approach to managing workplace safety involving observation, evaluation, analysis, and the implementation of controls to reduce risk while protecting employees, guests, the community, organizational assets, and the environment.

Safety/Health Program Evaluation

Program Design

Investigation and Statistical Reporting

Quality Control/Continuous Improvement

RELATED JOB TITLES

- Safety Education Coordinator; Safety Instructor; Operations Skills Development Coordinator
- Safety and Security Supervisor; Director of Job Training and Safety; Loss Control Manager
- Training Coordinator; Lineman and Apprentice Development Coordinator

DISTRIBUTION ENGINEERING

Deals with technical operation, design and utilization of the electric power system and the myriad of connected devices and systems.

Professional Engineering Practice

Applies engineering principles and practices.

Mathematics and Science

Professional Ethics

Regulations and Standards

Planning and Design

Devises a system, component, or process to meet desired needs.

Tools and Technology

Engineering Economics/Project Management

Risk, Reliability and Uncertainty

System Planning

Design Engineering

Quality Control and Quality Assurance

Operations and Maintenance

The setup, operation, control, maintenance and improvement of power delivery systems.

Construction Equipment and Methods

Maintenance, Installation, and Repair

RELATED JOB TITLES

- Vice President/Director/Manager/Supervisor of Engineering
- Engineer Distribution
- Systems Operations Manager

The knowledge, skills, and abilities needed to promote the qualities needed to engage and lead individuals and high performing teams and affect organizational results.

GOVERNANCE AND STRATEGY

Focus on the long-term needs of the organization and its business structure.

Board Focus

Focuses on the needs of the Board and improving the effectiveness of the Board.

Key Behaviors: Supervisors and Managers

- Educates and fosters good working knowledge of cooperative business model, values, principles, and systems.
- Understands board roles and fosters positive dialogue regarding board policies and direction.
- Executes and directs implementation of the policies and plans of the Board.
- Supports executive level board relations by providing reports and information relevant to policies, governance and business results.

Key Behaviors: CEO and Senior Leadership

- **Has Basic Understanding of Co-op Business Model and Systems:** Demonstrates good working knowledge of Co-op business model, values, principles, and systems, such as financial, legal, human, environmental, and technical areas involved in running a cooperative.*
- **Builds Trust with Board:** Builds a trusting and open relationship with each member of the board by gaining an understanding of their unique needs and expectations.*
- **Provides Guidance and Information to Board:** Shares information, communicates roles and responsibilities, shares best practices, supports board in making decisions.*
- **Partners with Board to Build the Cooperative's Reputation:** Partners with the board members to build the cooperative's reputation within the community, and help the cooperative be seen in a positive light by the members.*
- **Collaborates with the Board to Maintain a Strategic Focus:** Encourages the Board to contribute in a substantial manner to development of the cooperative's long-term vision and strategic goals.*

* Denotes CEO-specific competencies.

GOVERNANCE AND STRATEGY, *Continued*

Vision and Strategic Orientation

Takes a broad, long-term view, focusing on the future needs of the organization and its member.

Key Behaviors: Supervisors and Managers

- Aligns personnel and other resources in a manner consistent with organizational vision and objectives.
- Sets goals in alignment with strategic priorities.

Key Behaviors: CEO and Senior Leadership

- Generates a Compelling Vision for the Future: Generates a new and compelling vision, and is not constrained by traditional views of running the cooperative.*
- Understands Larger Business Environment and Better Positions Cooperative: Understands how the cooperative impacts or is impacted by the larger business environment, and incorporates best practices to better position the cooperative.*
- Clarifies and Applies Complex Concepts: Successfully integrates the tactical needs of the membership with the strategic needs of the cooperative, region and the industry by making complex ideas or situations understandable to all key stakeholders.*
- Thinks Strategically About Improving Position of the Cooperative: Proactively improves the position of the cooperative by maintaining focus on the future and the constantly changing environment of the cooperative.*

Organizational Design

Builds an organizational structure that aligns roles and responsibilities with the values and strategic priorities of the organization.

Key Behaviors: Supervisors and Managers

- Understands the importance of aligning organizational structure and strategy with work processes.
- Identifies key skills within the work unit and determines how to best organize the work (e.g., grouping responsibilities, establishing linkages) to enhance efficiency and coordination.
- Continuously works to improve the organizational effectiveness through work, technology, and structure alignment.

Key Behaviors: CEO and Senior Leadership

- Applies Business Model and Knowledge to Improve Cooperative: Applies knowledge of the cooperative business model, principles, values and systems to improve the cooperative (e.g., physical plant, financial status, staff development).*
- Collects feedback from employees at all levels to understand what is working and what could be improved related to existing systems and structure.
- Creates clear descriptions of the work, roles, and responsibilities.
- Reviews organizational structure, systems, technologies and processes to ensure they support strategic initiatives.
- Works to integrate what will be, with the organizational structure, and people talents and strategies and resources.

* Denotes CEO-specific competencies.

GOVERNANCE AND STRATEGY, *Continued*

Lead Change and Manage Risk

Identifies and actively manages change and risk in a Volatile, Uncertain, Complex and Ambiguous (VUCA) environment.

Key Behaviors: Supervisors and Managers

- Understands and anticipates the primary drivers of change and risk that can impact the cooperative.
- Manages all phases of the planned change.
- Ensures that daily work is aligned with strategic directions and change initiatives.
- Maintains and reports appropriate data regarding risk and activities.
- Coaches others to adapt, think critically, innovate and implement change.
- Works with agility in a collaborative way to address changing conditions.

Key Behaviors: CEO and Senior Leadership

- Facilitates and leads change.
- Anticipates Future Business and Technology Trends to Leading the Cooperative: Anticipates future trends and changes, and determines how the cooperative can best position itself to work with network partners to add value to the public in the long term.*
- Manages and advocates for cybersecurity practices that minimizes risks to the cooperative's cyberspace and prevents cybersecurity incidents.*
- Demonstrates commitment to supporting a safety culture and acts to motivate others to work towards achieving safety goals.*
- Facilitates and leads change.
- Creates a culture that focuses on operational agility.
- Takes calculated risks and acts decisively despite imperfect direction or lack of predictability.
- Is resilient and provides clarity for others in complex, confusing and chaotic times.

* Denotes CEO-specific competencies.

EXTERNAL LEADERSHIP

Focuses outside the cooperative to better the organization and the community.

Industry Influence

Has extensive knowledge of the industry and uses this knowledge to impact the future direction of the industry.

Key Behaviors: Supervisors and Managers

- Contributes own expertise and is actively involved in affiliated and industry-related organizations and committees.
- Brings new knowledge and feedback gained from industry activities back to the cooperative.
- Presents oneself in a professional manner to maintain image and credibility.

Key Behaviors: CEO and Senior Leadership

- Serves as a Leader in the Industry: Serves as a leader in local, state, regional and/or national levels.*
- Is Involved in Industry: Is involved and engaged in affiliated organizations (e.g., statewide, regional, material supply organizations, NRECA) as well as economic development organizations (e.g., Chamber of Commerce).*
- Advances State of Industry: Actively contributes to advancing the current state of the industry by keeping abreast of the changing times and where appropriate being an advocate for change.*
- Publicly Represents Industry: Represents the industry in political forums and works to influence and educate the political environment for the good of the industry.*

Community Engagement

Places the cooperative in a collaborative position for maintaining and growing healthy communities.

Key Behaviors: Supervisors and Managers

- Provides appropriate leadership to community efforts.
- Matches organizational strengths and resources to community needs.
- Encourages staff to identify community development needs and engage in community improvement activities and organizations.

Key Behaviors: CEO and Senior Leadership

- Is Actively Involved in Community/Industry: Puts self in position to meet others through active involvement in community (e.g., local clubs, church, business associations) and industry events (e.g., NRECA meetings/conferences, statewide/local associations).*
- Collaborates to position the cooperative as a community leader/facilitator.
- Communicates purposes for the cooperative's engagement with the community.

* Denotes CEO-specific competencies.

EXTERNAL LEADERSHIP, *Continued*

Member Focus

Focuses self and the cooperative on the needs of members.

Key Behaviors: Supervisors and Managers

- Treats and views members as owners, and is proactive in anticipating their current and potential future needs.
- Recognizes member diversity and includes all member perspectives in decisions.
- Seeks opportunities to engage members.
- Anticipates current and future needs.
- Makes decisions based on impact to members.
- Coaches and empowers employees to provide the highest level of service to members.

Key Behaviors: CEO and Senior Leadership

- **Is Responsive to Member and Community Requests:** Is responsive to member/community requests; is available, and has an “open door policy” for members.*
- **Solicits and Understands Members Points of View:** Solicits and understands members’ point of view and makes decisions based on impact on the members/community.*
- **Takes Actions to Address Member and Community Needs:** Takes action to add value to members and the community (e.g., work to improve community infrastructure, school systems, etc.).*
- **Treats Members as Owners and Anticipates Needs:** Treats and views members as owners, and is proactive in anticipating their current and potential needs.*

GETTING RESULTS

Establishes and achieves challenging goals.

Process Management

Develops and monitors processes and organizes resources to achieve desired results.

Key Behaviors: Supervisors and Managers

- Establishes clear, well-defined processes.
- Organizes and coordinates people, resources, and activities to support desired results.
- Identifies and addresses process problems promptly and effectively.
- Evaluates efficiency and effectiveness of processes and resources.

Key Behaviors: CEO and Senior Leadership

- Delineates complex process into sub-processes and functions.
- Identifies and takes advantage of opportunities to accomplish multiple objectives.
- Understands and manages resources shared by multiple processes to integrate them into organizational systems.

* Denotes CEO-specific competencies.

GETTING RESULTS, *Continued*

Program/Project Management

Designs, implements and manages programs/projects, and directs the related resources, personnel and activities to successful completion.

Key Behaviors: Supervisors and Managers

- Develops and manages activities and metrics needed to ensure quality and oversight.
- Coordinates and supervises program personnel.
- Develops risk assessment and strategies to reduce or eliminate identified risks.
- Monitors project and makes adjustments as needed.

Key Behaviors: CEO and Senior Leadership

- Serves as a sponsor for a project; articulates the purpose, processes, resources available, expected results and organizational impact.
- Works with individuals internally and across other organizations to ensure project execution.
- Identifies and analyzes organizational influences impacting a project.
- Helps to reduce or eliminate high-impact risks and alerts others to risks and their impact on the organization.

Results Driven

Achieves results by establishing and maintaining focus on challenging goals and measuring organizational performance against those goals and standards.

Key Behaviors: Supervisors and Managers

- Clearly articulates goals and expectations.
- Ensures availability of resources.
- Shows dedication in completing the work.
- Develops and uses measures to assess goal attainment and outcome achievement.
- Holds others accountable; recognizes results.

Key Behaviors: CEO and Senior Leadership

- Continually Seeks to Improve Performance: Seeks to continually improve performance based on internal/member surveys, external benchmarking, analysis of financial results, etc.*
- Sets Challenging Performance Goals: Sets clear, concise, and challenging performance goals consistent with the cooperative's vision.*
- Takes Calculated Risk to Better Meet Members' Needs: Makes decisions and sets priorities based on calculated risks to "do the right thing" for the members, ensuring alignment with cooperative values.*

GETTING RESULTS, *Continued*

Analytical Thinking and Decision Making

Thinks systematically, conceptually, and analytically to determine effective solutions that will enable the cooperative to achieve desired goals.

Key Behaviors: Supervisors and Managers

- Objectively integrates previously learned information and distinguishes between relevant and irrelevant information.
- Commits to a solution in a timely manner and develops a realistic approach for implementing the chosen solution.
- Uses consensus when appropriate and follows up to determine results of decisions.
- Demonstrates resourcefulness by assembling problem solving teams.

Key Behaviors: CEO and Senior Leadership

- Solves Routine Problems: Understand how each part of an issue affects another and uses this information to solve routine problems and issues.*
- Seeks out information on issues that will require decisions important to the long-term success of the organization.
- Analyzes Complex Problems and Proposes Solutions: Analyzes complex or large amounts of information and identifies potential solutions.*
- Analyzes options and approaches taking into account the interactions and perspectives of all systems and organizational entities and various stakeholders.
- Anticipates and Prevents Problems: Identifies potential organizational and regional challenges and builds in contingencies where appropriate.*
- Maintains awareness of the organization's values and goals while facilitating discussion regarding actions or decisions.
- Redesigns Systems and Processes to Prevent Problems: Identifies root causes of problems and redesigns systems and processes to prevent future problems.*
- Articulates the decision making situation.
- Holds themselves and others accountable to the same standards of analysis, results, and consequences to ensure consistency.

Innovation

Develops new insights into situations and applies different and novel solutions to make improvements.

Key Behaviors: Supervisors and Managers

- Combines ideas in unique ways or makes connections between disparate ideas.
- Views situations from multiple perspectives.
- Creates a work environment that encourages creative thinking and innovation.

Key Behaviors: CEO and Senior Leadership

- Sees Trends in Business, Industry and Technology: Scans environment for trends in business, industry, and competitive environment.*
- Introduces new concepts or strategies that significantly improve or revise the way business is done.
- Fosters an environment that encourages people to challenge conventional ideas, perspectives, and methods.

- Encourages creativity by absorbing risks, listening, and committing resources.

WORKING THROUGH OTHERS

Respectfully interacts with different individuals and groups, being mindful of the lasting impact of words and actions.

Interpersonal Communications

Listens, relates and expresses oneself in a manner that is effective while supporting mutual understanding.

Key Behaviors: Supervisors and Managers

- Communicates strategically across the organization using a variety of methods to ensure accessibility.
- Demonstrates commitment to information sharing and a culture of feedback.
- Communicates appropriately up and across the organization.
- Makes sensitive or complex ideas or situations understandable to all key stakeholders.

Key Behaviors: CEO and Senior Leadership

- **Actively Listens to Verbal and Nonverbal Cues:** Accurately reads what people are saying as well as their moods, feelings and nonverbal cues.*
- **Articulates Ideas Clearly:** Clearly articulates complex ideas – either verbally or in writing – in a way that is understandable and engages others.*
- **Sees Others’ Perspectives and Adjusts Communications to Audience:** Encourages others to give their ideas and opinions, remains calm in responding to those opinions, and adjusts communications to deal with a wide variety of stakeholders.*
- **Uses Communications Strategically:** Confidently uses communication in a strategic manner to communicate the vision and strategy to a wide variety of stakeholder groups.*
- Demonstrates confidence and executive presence.
- Uses personal and impactful examples and stories to create a connection with audiences and develop a “call to action.”
- Understands the weight others tie to messages from the executive level and plans communication accordingly.
- Approves and signs off on internal and external communications requiring the highest level of review.

* Denotes CEO-specific competencies.

WORKING THROUGH OTHERS, *Continued*

Influence Others

Persuades and motivates others towards an outcome consistent with the organization's mission, vision, and values.

Key Behaviors: Supervisors and Managers

- Identifies opportunities to positively influence others.
- Uses expertise and business experience to influence and maximize outcomes.
- Articulates the desired course of action in a way that inspires others to support decisions or actions by using facts, logic, and emotional factors.
- Maintains composure at all times.
- Listens to constructive feedback and incorporates suggestions to achieve collective objectives.
- Leads by example and sets standards for professional behavior.

Key Behaviors: CEO and Senior Leadership

- Uses Networks to Strengthen Internal and External Cooperative Support: Strategically uses a network of relationships to identify member/regional needs, create opportunities and ensure success of cooperative's long range goals.*
- Promotes Collaboration Across the Cooperative Network: Works to build collaboration and commitment across the cooperative network in order to build success beyond their own organization.*
- Actively Looks for Ways to Help Other Parts of the Cooperative Network: Is proactive in identifying opportunities to collaborate and participate in building the strength of the cooperative network.*
- Inspires and persuades others to follow direction, pursue and achieve goals, and adopt new positions or opinions.
- Uses deep domain expertise and business experience to influence and persuade a wide range of audiences on issues important to organization and industry.

* Denotes CEO-specific competencies.

WORKING THROUGH OTHERS, *Continued*

Performance Management

Develops and empowers staff to achieve by championing and applying a systematic performance management process and coaching strategies.

Key Behaviors: Supervisors and Managers

- Collaborates with human resources to recruit, select, and retain staff.
- Holds self and others accountable for complying with performance management policy and procedures.
- Sets clear, well-defined performance outcomes, tracks progress, and appropriately acknowledges accomplishments.
- Translates organizational and departmental goals into individual actionable goals.
- Provides prompt, regular, on-going performance feedback.
- Makes learning and development part of the job.
- Ensures that staff has the opportunities and resources to develop new skills.
- Seeks performance feedback from multiple perspectives – managers, peers, subordinates, and external sources.
- Coaches and mentors others.

Key Behaviors: CEO and Senior Leadership

- Holds People Accountable and Recognizes Others for Exceeding Results: Communicates clear, concise, and challenging goals and expectations, and holds staff accountable for meeting/ exceeding goals.*
- Champions the performance management process.
- Creates a development-oriented organizational environment.
- Customizes an organizational approach to performance management by balancing the organization's unique cultural characteristics and constraints with performance management policy.

* Denotes CEO-specific competencies.

WORKING THROUGH OTHERS, *Continued*

Relationship and Team Building

Creates and fosters constructive working relationships and cohesive teams.

Key Behaviors: Supervisors and Managers

- Builds and maintains a positive, purposeful work culture.
- Ensures that all members agree on a common team mission and goals.
- Develops networks and alliances with others outside immediate work group.
- Determines own conflict management style and adapts it appropriately to resolve team issues.
- Recognizes team achievement to encourage continued effort.
- Easily shifts between team leader and individual contributor roles.

Key Behaviors: CEO and Senior Leadership

- Fosters Collaboration: Fosters collaboration through sharing information, doing one's share of the work, and ensuring all team members have relevant information.*
- Encourages Participation and Collaboration Across the Organization: Demonstrates teamwork through proactively soliciting ideas, building on others ideas, and helping the group come to consensus.*
- Builds and Maintains Rapport and Trust: Builds and maintains close personal friendships with members, community leaders, industry contacts, etc.*
- Motivates others to work collectively by role modeling collaborative behaviors and highlighting the positive results.
- Develops Networks and Builds Alliances: Actively develops and maintains positive relationships and builds key alliances with key individuals in the community and industry.*
- Encourages dialogue and develops coalitions outside their immediate area of responsibility.
- Seeks out opportunities to participate in, or lead collaborative activities within the organization and across the co-op network.
- Actively looks for ways to help other parts of the cooperative network by appropriately sharing their organizational successes and shortcomings.
- Fosters an environment conducive to open, transparent communications among all levels.
- Identifies and explains situations where collaboration and teamwork are likely to yield greater results for the organization.

Diversity and Inclusion

Develops and nurtures an inclusive workplace that leverages the talents of each person and promotes cultural awareness among members.

Key Behaviors: Supervisors and Managers

- Helps others increase their awareness and acceptance of individual differences.
- Engages in collaborative and mutually beneficial working relationships with people regardless of their individual differences.
- Builds teams that leverage the inherent diversity and strengths of individuals.
- Modifies communication and behavior based on an understanding of individual differences.
- Recognizes and communicates the value of diverse perspectives.

Key Behaviors: CEO and Senior Leadership

- Establishes equitable organizational policies and procedures that support the recruitment, development, and retention of a diverse, high quality workforce.

- Champions policies, procedures and values that encourage awareness and acceptance of diversity.
- Fosters an environment of inclusion, where diverse thoughts are freely shared, respected and integrated.

DOING THE RIGHT THING

Is principle centered and displays strong character.

Commitment to Cooperative Values

Acts in ways that put the cooperative's values and principles above one's personal needs and goals.

Key Behaviors: Supervisors and Managers; CEO and Senior Leadership

- Models Loyalty: Models cooperative principles and values inside and outside the organization.*
- Champions the Cooperative's Reputation: Defends and stands up for the cooperative's values, vision and objectives.*
- Achieves Results While Maintaining the Balance Between Work and Personal Life: Makes choices and sets priorities to achieve the cooperative's goals while maintaining the balance between work and personal life.*
- Puts Cooperative Above Personal Identity: Displays personal humility and promotes the success of the cooperative above promoting self.*

Integrity and Courage

Makes decisions and acts consistently with values, professional standards, and the broader interests of the cooperative.

Key Behaviors: Supervisors and Managers; CEO and Senior Leadership

- Is Open and Honest: Is honest in dealing with others, even when the message may not be welcome, and acts consistently and fairly.*
- Presents truthful information in an appropriate and helpful way.
- Acts Consistent with Statements, Values and Beliefs: Walks the talk, even when no one is watching.*
- Has self-awareness into own emotional strengths, weaknesses, and maintains self-confidence and persistence.
- Is trusted to keep confidences.
- Leads by example.
- Promotes the values of trust, integrity and courage throughout the organization.
- Stands Up for What is Right: Publicly stands up for what is right and will take personal responsibility for mistakes.*
- Makes the Tough Decisions: Is willing to make the tough decisions and act on values, even when there is significant personal cost.*
- Consistently applies personal values to address difficult situations and make tough decisions.

* Denotes CEO-specific competencies.