

Behavioral Competencies Matrix

	Unsatisfactory (U)	Improvement Needed (I)	Meets Expectations (ME)	Exceeds Expectations (EE)	Exceptional (E)
Safety Culture	Does not show a positive attitude towards risk management and safety culture. Relies on others to make decisions that support safe, reliable plant operation. Needs ongoing employee and safety development through coaching, mentoring, and training.	Follows the project's nuclear safety culture, but does not show leadership in this area. Understands safety standards and culture, but does not support a questioning attitude to challenge, investigate anomalies, and consider potential adverse consequences of planned actions.	Works safely and encourages safe work practices. Is committed to an incident and injury free workplace. Understands and applies safety standards; reports and corrects safety problems. Systematically and rigorously makes decisions that support safe, reliable plant operation.	Is committed to safe operations of the facilities. Recognizes the importance of safety and exhibits safe behaviors. Is responsible for their own safety and the safety of others. Continually works to provide a clean and efficient workplace, free of occupational injuries and illnesses. Ensures a safe and healthy workplace for all employees as well as protection of the public and the environment.	Addresses the nuclear safety culture principles and applies them to all work performed at site facilities. Promotes the project's core values and commitment to ensuring the safety and health of every worker, the public, and the environment. Establishes innovative practices that improve safety standards; mentors others in safety practices.
Integrity and Accountability	Finds fault with others or makes excuses for lack of accountability; hinders growth and progress of team. Quality and accountability is inconsistent or less than expected. Follows through on some commitments but may miss multiple targets. Wavers in taking ownership and accountability for own work and work of the team. Resists accepting consequences. Quality is not up to standard (frequent errors/rework).	Lacks accountability for work responsibilities and actions. Follows through on commitments but may miss target now and then. Usually takes ownership and accountability for own work and work of the team and accepts consequences. Quality is most often to standard (periodic errors/rework).	Consistently meets obligations and deadlines; promotes and contributes to team progress. Solid follow-through on commitments. Takes ownership and accountability for own work and work of the team and accepts consequences. Ensures quality is to standard and at times exceeds expected levels (occasional errors/rework) without negatively impacting quantity, cost or schedule.	Models accountability for one's own actions and inspires others to do the same. Solid follow-through on commitments. Takes ownership and accountability for own work and work of the team and accepts consequences. Ensures quality is to standard and consistently exceeds expected levels.	Models accountability; thinks of innovative ways to move project's forward to accomplish goals and achieve quality results. Commendable performance for quality and accountability. Outstanding follow-through on commitments. Takes ownership and accountability for own work and work of the team and accepts consequences. Ensures excellent quality work product with no errors.

Teamwork	Does not deliver results consistently or on time. Inflexible when presented with change or an ambiguous situation. Usually works alone when teamwork would be most effective. Takes credit for the work and accomplishments of others. Makes no effort to create an inclusive environment. Concerned only with personal agenda.	Have difficulty building strong, mutually beneficial, working relationships with others. Has difficulty collaborating with others; often prefers to work independently. Sometimes displays behaviors inconsistent with workplace courtesy and respect. Unable to resolve or constructively manage conflicts. Resistant to new challenges; seems disinterested in building skills and knowledge.	Contributes skills and capabilities to achieve the project's goals. Is receptive to new ideas, builds strong working relationships and values diversity. Encourages and gives credit to others for their contributions and puts the attainment of team's goals ahead of personal objectives.	Successfully builds productive, mutually beneficial relationships to solve problems and achieve common goals. Highly collaborative; seeks new alliances to expand sphere of influence and enhance quality of work. Promotes, supports, and influences a culture of respect and civility among team members. Manages conflict effectively.	Is sought out by others for professional advice. Excels in changing environments while handling multiple issues. Forms "team" relationships and resolves differences and conflicts among team members and affiliated organizations. Celebrates success and sincerely praises others' efforts and accomplishments. Creates an environment in which people from diverse backgrounds can succeed.
Managing People	Rarely engages with staff to observe and discuss performance and development goals. Does not understand or support continuous improvement; resistant to change. Does not coach for improved performance; believes employees should know what to do. Manages performance haphazardly; employee performance goals are unclear or unrealistic; appraisals are uneven and subjective. Focuses more on failure to achieve desired results; does not assume accountability for poor outcomes. Assigns work inappropriately.	Inconsistent in supporting staff to achieve defined goals. Needs to develop better understanding of high performance culture; has difficulty communicating long-term goals. Coaches intermittently; usually to correct mistakes or give negative feedback. Does not always follow performance management policies and practices. Infrequently recognizes and rewards success; doesn't interact with staff frequently enough to identify and recognize achievements. Doesn't effectively match work assignments to staff talent and proficiencies.	Encourages and supports employees to achieve performance and development goals. Understands and communicates Project's goals and initiatives; aligns employee performance with company initiatives. Coaches for improved performance; encourages 'outside the box' thinking. Establishes clear performance goals and expectations; manages performance to achieve goals. Fairly and consistently recognizes and rewards specific individual and team accomplishments. Thoughtfully delegates work to develop staff and achieve goals.	Encourages and engages staff to make optimal use of skills and knowledge. Creates a shared vision of organizational and operational excellence; connects department goals and individual contributions to vision. Hires and develops staff; recommends opportunities for staff to expand and enhance skills; encourages creative solutions. Thoughtfully and skillfully administers with the project's performance management policies and practices. Routinely recognizes and commends improved performance; celebrates successful completion of team efforts.	Leads and motivates by example; inspires staff to perform at their best. Effectively communicates the importance and benefits of a high performance culture; positions unit and team in collective company effort to achieve organizational excellence. Hires, coaches and develops staff to ensure optimal productivity; fosters a creative, innovative, supportive workplace. Consistently and effectively acknowledges the employee initiative to improve skills and enhance contributions. Effectively delegates work to: develop skills and knowledge.