

**Oregon Procurement Body of Knowledge (OPBoK) - A listing of Competencies and corresponding KSAs for the Oregon Procurement** 5/23/2022

The Oregon Procurement Body of Knowledge (OPBoK) is a listing of the critical (Technical and Professional) competencies required for successful accomplishment of a specific job or task. Competencies consist of the observable and measurable knowledge, skills, abilities (KSA) and personal attributes that contribute to enhanced employee performance and ultimately result in organizational success.

The OPBoK serves many purposes, chief among them:

1. Assists managers in the management of the performance of their workers
2. Assists managers in the professional development of their workers
3. Lists the subject matter/topics trainings that qualify for Oregon Public Procurement Certification contact hours must have
4. Forms the basis for procurement Learning Event (LE) development

The OPBoK is a dynamic document and as such is subject to change based on regular review or emergent procurement legislation or rulemaking.

The OPBoK is divided into Technical and Professional competencies which are further subdivided into the following sections:

Domain - High level delineation of Tasks which corresponds to the 4 Stages of a Procurement as stated in the DAS Procurement Manual (Level xx-00-00)  
Competency - measurable pattern of knowledge, skills, abilities, behaviors, and other characteristics that an individual needs to perform work roles or occupational functions successfully (Level xx-xx-00)

Knowledge, Skill, Ability (KSA) - a list of directly observable and measurable, knowledge, skills, abilities and behaviors that an employee needs to possess for a particular job

Identifier	Domain/Competency	Knowledge, Skill, Ability	Certification Level
<b>Technical Competencies</b>			
<b>01-00-00</b>	<b>Planning</b>	<b>Stage Overview: The Plan stage encompasses several key processes in the</b>	
<b>01-01-00</b>	<b>Identify Need</b>		
01-01-01	Initiate a requisition upon receipt of a request from an end user to establish a contract for needed goods or services	01-01-01-01 Initiate a requisition for needed goods or services.	Basic
		01-01-01-02 List and briefly describe the different types of goods and services	Basic
01-01-02	Understand how Strategic sourcing is used in the procurement process	01-01-02-01 Explain how strategic sourcing is used in the state procurement process	Intermediate
		01-01-02-02 Develop and implement a strategic sourcing process in your Agency	Advanced
<b>01-02-00</b>	<b>Determine Authority</b>		
01-02-01	Utilize the applicable Oregon Revised Statute (ORS), Oregon Administrative Rule (DOJ Model Rules) and/or	01-02-01-01 Explain the hierarchy of laws, rules and policies.	Basic

	agency specific rules to govern your procurement	01-02-01-02 Identify and interpret the key statutes and rules governing procurements for agencies under DAS procurement authority	Basic
		01-02-01-03 Cite the Oregon Revised Statutes (ORS) and Administrative Rules (OAR) correctly.	Basic
01-02-02	Exercise the Procurement Authority granted/delegated to you or your agency per appropriate Oregon Revised Statute (ORS) or Oregon Administrative Rule	01-02-02-01 Locate and search applicable Statutes and Rules to determine procurement authority. 01-02-02-02 Describe procurement authority delegation and application	Basic
<b>01-03-00</b>	<b>Fair and open competition</b>		
01-03-01	Implement fair and open competition concepts	01-03-01-01 Identify and apply rules and actions that encourage fair and open competition 01-03-01-02 Describe prohibited anti-competitive behaviors and actions	All All
<b>01-04-00</b>	<b>Procurement Ethics</b>		
01-04-01	Conduct all procurement related functions and tasks in an ethical manner	01-04-01-01 Discuss the role ethical behavior plays in procurement. 01-04-01-02 Identify and interpret the key statutes and rules related to procurement ethics	Basic Basic
		01-04-01-03 Recognize areas in the procurement process posing high risks for ethical violations. 01-04-01-04 Deduce proper ways to respond when confronted with a potential unethical situation	Intermediate Intermediate
		01-01-01-05 Summarize ethical expectations of customers and suppliers	Basic
<b>01-05-00</b>	<b>Build Procurement Team</b>		
01-05-01	Put together a procurement team to ensure a successful procurement	01-05-01-01 Discuss the roles and responsibilities of the Procurement Team 01-05-01-02 Put together a procurement team to ensure a successful procurement	Intermediate Intermediate
<b>01-06-00</b>	<b>Define the Need</b>		
01-06-01	Collaborate with stakeholders to prepare a scope of work	01-06-01-01 Define Scope of Work, Statement of Work and Specification 01-06-01-02 Identify Critical Business requirements for the procurement	Basic Basic

		01-06-01-03 Consult and collaborate with identified stakeholders to develop the scope of work	Basic
		01-06-01-04 Prepare a scope of work	Basic
01-06-02	Design strategies to mitigate or avoid potential procurement risks and difficulties	01-06-02-01 Define and describe how risk influences purchasing decisions	Basic
		01-06-02-02 Develop and apply a risk management plan to identify, assess, and handle procurement-related risks.	Intermediate
		01-06-02-03 Use risk assessment insurance tool to calculate insurance requirements.	Basic
		01-06-02-04 Explain how diversifying purchase options can lower risk.	Basic
		01-06-02-05 Identify the components of the risk management process.	Basic
		01-06-02-06 Design strategies to mitigate or avoid potential procurement risks and difficulties to include Payment and Performance Bond requirements	Advanced
<b>01-07-00</b>	<b>Determine Procurement Method</b>		
01-07-01	Know the requirements of the following as defined in the appropriate Oregon Revised Statute (ORS) and/or Oregon Administrative Rule	01-07-01-01 Define procurement sources to include:	Basic
	• Interagency Agreement	• Interagency Agreement	Basic
	• Intergovernment Agreement	• Intergovernment Agreement	Basic
	• Cooperative procurement	• Cooperative procurement	Basic
	• ORS 190 Agreement	• ORS 190 Agreement	Basic
	• Buy Decision	• Buy Decision	Basic
	• Surplus Property	• Surplus Property	Basic
	• Certified QRF program vendors	• Certified QRF program vendors	Basic
	• Inmate labor	• Inmate labor	Basic
	• Statewide Price Agreement	• Statewide	Basic
	• COBID program vendors	• COBID program vendors	Basic
		01-07-01-02 Identify the key statutes and rules governing procurement sources	Basic
01-07-02	Know the requirements of the <u>preferred contract sources</u> defined in the appropriate Oregon Revised Statute (ORS) and Oregon Administrative Rule	01-07-01-01 Identify the key statutes and rules governing preferred contract sources	Basic

01-07-03	Know the requirements of the following <u>source selection methods</u> as defined in the appropriate Oregon Revised Statute (ORS) and Oregon Administrative Rule	01-07-03-01 Define source selection methods to include:	
	<ul style="list-style-type: none"> <li>•Competitive Sealed Bid</li> <li>•Competitive Sealed Proposal</li> <li>•SOTS card</li> <li>•Small procurement</li> <li>•Intermediate procurements</li> <li>•Sole source procurement</li> <li>•Special procurement</li> <li>•Emergency Procurement</li> <li>•Exemption</li> </ul>	<ul style="list-style-type: none"> <li>•Competitive Sealed Bid</li> <li>•Competitive Sealed Proposal</li> <li>•SOTS card</li> <li>•Small procurement</li> <li>•Intermediate procurements</li> <li>•Sole source procurement</li> <li>•Special procurement</li> <li>•Emergency Procurement</li> </ul>	<ul style="list-style-type: none"> <li>Basic</li> <li>Basic</li> <li>Basic</li> <li>Basic</li> <li>Basic</li> <li>Intermediate</li> <li>Intermediate</li> <li>Basic</li> <li>Basic</li> <li>Basic</li> <li>Basic</li> <li>Basic</li> <li>Basic</li> </ul>
		01-07-03-02 Identify the key statutes and rules governing source selection methods	Basic
		01-07-03-03 Explain the different procurement thresholds	Basic
		01-07-03-04 Identify the benefits and drawbacks to each of the procurement sources	Basic
		01-07-03-05 Outline a process for selecting an appropriate procurement method for a specific procurement	Basic
		01-07-03-06 Determine the appropriate procurement source	Basic
<b>01-08-00</b>	<b>Draft Procurement Plan</b>		
01-08-01	Develop and complete a procurement plan.	01-08-01-01 Define a procurement plan along with key components highlighting the benefits and drawbacks of each.	Intermediate
		01-08-01-02 Determine the importance of a drafting a detailed procurement plan.	Intermediate
01-08-02	Conduct procurements in a sustainable and green manner	01-08-01-03 Develop and complete a procurement plan.	Intermediate
		01-08-02-01 Conduct procurements in a sustainable and green manner	Intermediate
<b>01-09-00</b>	<b>Perform Market Research</b>		
01-09-01	Identify potential sources of supply which are capable of meeting the Purchasing Agency's critical business requirements	01-09-01-01 Define Market Research	Basic

		01-09-01-02 Identify potential sources of supply which are capable of meeting the Purchasing Agency's critical business requirements	Intermediate
		Able to conduct a market analysis that includes supplier capabilities, costs pricing, product and service trends, and overall supplier market dynamics	
		01-09-01-03 Document all market research activities	Basic
01-09-02	Process a Request for Information (RFI)	01-09-01-04 Perform a Best Value Analysis on a Price Agreement	Basic
		01-09-02-01 Recognize appropriate communication with vendors, suppliers and contractors.	Basic
01-09-03	Develop procurement strategies based on forecast data, market factors, and economic trends	01-09-02-02 - Execute a Request for Information (RFI)	Intermediate
01-09-04	Analyze contract spend (actual activity) and project future spend patterns by service or commodity areas.	01-09-03-01 Develop procurement strategies based on forecast data, market factors, and economic trends	Advanced
		01-09-04-01 Analyze contract spend (actual activity) and project future spend patterns by service or commodity areas.	Advanced
<b>01-10-00</b>	<b>Develop Cost Analysis / Feasibility of Procurement</b>		
01-10-01	Conduct a Feasibility of Procurement determination	01-10-01-01 Understand when a cost feasibility of procurement determination is required.	Basic
		01-10-01-02 Conduct a cost feasibility of procurement determination in writing when required.	Intermediate
01-10-02	Conduct a written cost analysis IAW ORS	01-10-02-01 Determine when a cost analysis is required.	Intermediate
		01-10-02-02 Identify the criteria used in a cost analysis.	Intermediate
		01-10-02-03 Develop a cost analysis based on identified criteria	Intermediate
		01-10-02-04 Understand how union contractual obligations effect the cost analysis process	Intermediate
<b>01-11-00</b>	<b>Determine Contract Type</b>		
01-11-01	Select the appropriate contract type	01-11-01-01 Describe the different types of contracts to include:	
		• Fixed price	Basic
		• Lump-sum	Basic
		• Cost Reimbursement	Basic
		• Time and Materials	Basic

		• Multiple Award	• Multiple Award	Basic
			01-11-01-02 Determine appropriate contract type	Basic
			01-11-01-03 Identify legal and regulatory restrictions that apply to contract type	Basic
			01-11-01-04 List the features needed in the solicitation documents for each type of contract	Basic
01-11-02	Process a Independent Contractors Services contract		01-11-02-01 Identify and interpret laws and rules on hiring independent contractors	Basic
<b>01-12-00</b>	<b>Develop Specifications/Statement of Work</b>			
01-12-01	Collaborate with stakeholders to develop statement of work		01-12-01-01 Create a Statement of Work utilizing the DAS-PS template	Basic
			01-12-01-02 Use effective business writing techniques	Basic
01-12-02	Collaborate with stakeholders to develop specifications		01-12-02-01 Collaborate with stakeholders to write a specification	Basic
<b>01-13-00</b>	<b>Develop Proposal Evaluation Strategy</b>			
01-13-01	Develop Bid or Proposal Evaluation Criteria		01-13-00-01 Identify stakeholders	Basic
			01-13-00-02 Identify and compose the evaluation criteria (from stakeholders)	Intermediate
			01-13-00-03 Research common evaluation criteria for comparable good/service	Intermediate
			01-13-00-04 Apply weighted rubric method to the evaluation criteria	Intermediate
			01-13-00-05 Assemble a draft list of an evaluation committee	Intermediate
<b>01-14-000</b>	<b>Update Procurement Plan / Establish Procurement File</b>			
01-14-01	Adhere to all Oregon Public Records Laws, statutes, rules		01-14-01-01 Identify and interpret laws and rules outlining the required records to be retained in the procurement file	Basic
01-14-02	Organize and maintain appropriate documentation that meet the auditing requirements		01-14-02-01 Organize and maintain appropriate documentation that meet the auditing requirements	Basic
01-14-03	Maintain records as required		01-14-03-01 Select type and location of procurement file	Basic
<b>02-00-00</b>	<b>Procure</b>		<b>State Overview: The Procure stage encompasses all process spanning the</b>	
<b>02-01-00</b>	<b>Develop Solicitation Document (ITB/RFP/RFO)</b>			
02-01-01	Develop or adapt solicitation documents for the following:		02-01-01-01 Use appropriate DOJ and DAS approved template to develop solicitation documents	
			• ITB	Basic

	<ul style="list-style-type: none"> <li>• RFP</li> <li>• RFQ</li> </ul>	<ul style="list-style-type: none"> <li>• RFP</li> <li>• RFQ</li> </ul>	Basic
		02-01-01-02 State the roles and responsibilities of stakeholders in developing the solicitation documents.	Basic
		02-01-01-03 Analyze the required content for solicitation documents	Basic
02-01-02	Read critically, understand, interpret and apply terms and conditions set forth in public contracts	02-01-02-01 Define contract terms and conditions	Basic
		02-01-02-02 Interpret and apply terms and conditions	Basic
		02-01-02-03 Understand the need for caution when negotiating terms and conditions	Basic
02-01-03	Consult with the Attorney General's Office to interpret regulations or to clarify issues about contract or agreement provisions and format changes.	02-01-03-01 Recognize when to contact the Attorney General's office for legal review	Basic
02-01-04	<b>Submit contract</b> to the Attorney General's Office to determine legal sufficiency	02-01-04-01 Explain the legal sufficiency process	Basic
02-01-05	Process Personal Services solicitations to include:	02-01-05-01 Create and publish a solicitation for Personal Services	Basic
	<ul style="list-style-type: none"> <li>• A&amp;E (architectural, engineering, photogrammetric mapping, transportation planning or land surveying)(<b>279C</b>)</li> </ul>	<ul style="list-style-type: none"> <li>• A&amp;E (architectural, engineering, photogrammetric mapping, transportation planning or land surveying)</li> </ul>	Intermediate
	<ul style="list-style-type: none"> <li>• A&amp;E related services (<b>279C</b>)</li> </ul>	<ul style="list-style-type: none"> <li>• A&amp;E related services</li> </ul>	Intermediate
	<ul style="list-style-type: none"> <li>• Those services as designated by the state contracting agencies as Personal Services(<b>279B</b>)</li> </ul>	<ul style="list-style-type: none"> <li>• Those services as designated by the state contracting agencies as Personal Services</li> </ul>	Basic
	<ul style="list-style-type: none"> <li>• Trade (<b>279B</b>)</li> </ul>	<ul style="list-style-type: none"> <li>• Trade</li> </ul>	Basic
02-01-06	Create and publish a Public Improvement solicitation	02-01-06-01 Create and publish a Public Improvement solicitation	Intermediate
02-01-07	Create and publish a construction contract other than public improvements such as Emergency work, Minor alteration or ordinary repair or maintenance necessary to preserve a public improvement	02-01-07-01 Create and publish a solicitation for construction services other than public improvements such as Emergency work, Minor alteration or ordinary repair or maintenance necessary to preserve a public improvement	Advanced
02-01-08	Contract for Construction Manager/General Contractor Services ("CM/GC Services")	02-01-08-01 Create and publish a solicitation for Construction Manager/General Contractor Services ("CM/GC Services")	Advanced
02-01-09	Create and publish a Design-Build Contract	02-01-09-01 Create and publish a Design-Build Solicitation	Advanced

02-01-10	Create and publish a Public Works Contract	02-01-10-01 Create and publish a Public Works Solicitation	Intermediate
02-01-11	Conduct Multiple-Tiered and Multistep Solicitations	02-01-11-01 Conduct Multiple-Tiered and Multistep Solicitations	Advanced
02-01-12	Process a Request for Qualification (RFQ)	02-01-12-01 Create and publish a request for qualification.	Intermediate
<b>02-02-00</b>	<b>Posting Solicitation/Public Notice</b>		
02-02-01	Post Solicitation Public Notices	02-02-01-01 Identify and apply the posting requirements for each solicitation	Basic
02-02-02	Document procurement functions in ORPIN	02-02-02-01 Document procurement functions in ORPIN	Basic
<b>02-03-00</b>	<b>Manage Solicitation</b>		
02-03-01	Hold pre-Offer conferences with prospective Offerors prior to Closing	02-03-01-01 Organize and facilitate a pre-offer conference	Intermediate
02-03-03	Define and develop addendums	02-03-02-01 Identify and apply statutes and rules regulating communications during the comment period 02-04-03-01 Define addendums	Intermediate
<b>02-04-00</b>	<b>Receive Responses</b>		
02-04-01	Identify how ORS and OAR govern the management of receiving, opening and recording sealed offer responses.	02-04-01-01 Describe the process offerors are required to follow when submitting offers	ALL
02-04-02	Respond to a procurement protest	02-04-01-02 Explain how to handle late offers, modifications and withdrawals 02-04-02-01 Describe the protest process	ALL
<b>02-05-00</b>	<b>Open Responses</b>		
02-05-01	Identify how ORS and OAR govern the management of receiving, opening and recording sealed responses.	02-04-02-02 Respond to a protest	Intermediate
02-05-02	How to properly view and acknowledge written or electronic responses	02-05-01-01 Identify and interpret statutes and rules governing the receiving, opening and recoding of sealed responses.	Basic
02-05-03	Determining and handling of confidential information.	02-05-01-02 Explain the difference between responsive and responsible 02-05-01-03 Determine responsiveness	Basic
<b>02-06-00</b>	<b>Evaluate Responses</b>		
02-06-01	Evaluate an Offer	02-05-02-01 Respond to late offers, modification and withdrawals 02-05-03-01 Define and manage confidential information 02-05-03-02 Identify and apply the statutes and rules on appropriate communication with suppliers during comment period 02-06-01-01 Determine offeror is responsible	Basic



		02-06-01-02 Describe the role of the evaluation committee.	Basic
		02-06-01-03 Explain the responsibilities of an evaluation committee member.	Basic
		02-06-01-04 Give examples for facilitating evaluation committee meetings.	Intermediate
		02-06-01-05 Plan all components of an effective evaluation committee	Intermediate
		02-06-01-06 Explain how to obtain clarification of bids or proposals.	Basic
		02-06-01-07 List all appropriate activities which may be performed during the evaluation process.	Intermediate
		02-06-01-08 Describe how to determine Competitive Range	Intermediate
		02-06-01-09 Discuss Preferential & Reciprocal Preferences	Intermediate
		02-06-01-10 Define and explain how to determine whether a contractor is debarred	Basic
		02-06-01-11 Define and explain steps to debar a supplier (how to determine whether a contractor is debarred)	Intermediate
02-06-02	Perform value analysis to select the best supplier	02-06-02-01 Perform an evaluation over all offeror responses appropriate to the procurement method	Intermediate
<b>02-07-00</b>	<b>Perform Price Analysis</b>		
02-07-01	Conduct a analysis to insure best or optimal value	02-07-01-01 Define and examine life cycle costing methods.	Intermediate
02-07-02	Perform Life Cycle Cost Analysis	02-07-02-01 Analyze techniques to evaluate price and life cycle cost data.	Intermediate
02-07-03	Utilize total cost of ownership concepts	02-07-03-01 Analyze and compare offerors' bids or proposals to determine best value.	Intermediate
<b>02-08-00</b>	<b>Plan &amp; Execute Negotiations</b>		
02-08-01	Devise and implement negotiating strategies to achieve best results for the State	02-08-01-01 Describe effective contract negotiation strategies to maximize performance and minimize risk.	Basic
		02-08-01-02 Identify and interpret statutes and laws around procurement negotiation.	Basic
		02-08-01-03 Practice negotiating contracts.	Intermediate

		02-08-01-04 Differentiate between what can and cannot be negotiated under the Constitution, the statutes, rules, and policies of Oregon	Intermediate
		02-08-01-05 Explain roles and responsibilities of a negotiation team.	Intermediate
		02-08-01-06 Develop a negotiation plan/strategy.	Intermediate
		02-08-01-07 Give examples of documenting negotiation details in accordance with public contracting code.	Intermediate
<b>02-09-00</b>	<b>Develop Award Determination</b>		
02-09-01	Award a Contract	02-09-01-01 Discuss the need for Additional rounds	Intermediate
		02-09-01-02 Explain the process of documenting an award determination.	Basic
<b>02-10-00</b>	<b>Issue Notice of Intent to Award &amp; Post Award</b>		
02-10-01	Issue Notice of Intent to Award	02-10-01-01 Discuss the process for issuing a notice of intent to award.	Basic
		02-10-01-02 State the requirements of public access to procurement files.	Basic
		02-10-01-03 Define and explain protesting period revisions and handling of protests.	Basic
		02-10-01-04 Discuss best practices to minimize a protest.	Intermediate
02-10-02	Post Award	02-10-02-01 Perform posting an award.	Basic
<b>02-11-00</b>	<b>Execute Contract</b>		
02-11-01	Utilize Ordering Instruments to include Purchase Orders, Work Orders	02-11-01-01 Utilize Ordering Instruments to include Purchase Orders, Work Orders	Basic
02-11-02	Process Personal Services contracts to include:	02-11-02-01 Process Personal Services contracts to include:	
	•A&E (architectural, engineering, photogrammetric mapping, transportation planning or land surveying)	•A&E (architectural, engineering, photogrammetric mapping, transportation planning or land surveying)	Intermediate
	•A&E related services	•A&E related services	Intermediate
	•Those services as designated by the state contracting agencies as Personal Services	•Those services as designated by the state contracting agencies as Personal Services	Basic
	•Trade	•Trade	Intermediate
02-11-03	Create and execute the following contracts:	02-11-03-01 Create and execute the following contracts:	
	•Construction contract other than public improvements such as Emergency work, Minor alteration or ordinary repair or maintenance necessary to preserve a public improvement	•Construction contract other than public improvements such as Emergency work, Minor alteration or ordinary repair or maintenance necessary to preserve a public improvement	Intermediate

	<ul style="list-style-type: none"> <li>Construction Manager/General Contractor Services ("CM/GC Services")</li> <li>Design-Build Contract</li> <li>Public Works Contract</li> <li>Direct Appointment</li> <li>Direct Award</li> </ul>	<ul style="list-style-type: none"> <li>Construction Manager/General Contractor Services ("CM/GC Services")</li> <li>Design-Build Contract</li> <li>Public Works Contract</li> <li>Direct Appointment</li> <li>Direct Award</li> </ul>	Advanced
02-11-04	Read and understand all advice and recommendations that DAS and DOJ or other legal counsel gave to the state contracting agency with respect to the public contract and Plan an effective kickoff meeting.	02-11-04-01 Explain the process for signature authority. 02-11-04-02 Interpret advice, recommendations and legal counsel that resulted in a public contract.	Basic Intermediate
02-11-05		02-11-05-01 Plan an effective kickoff meeting. 02-11-05-02 Design the communication plan for the contract and contract users. 02-11-05-03 Design a performance management plan to evaluate vendor performance.	Basic Intermediate Intermediate
<b>03-00-00</b>	<b>Manage</b>	<b>Stage Overview: The Manage stage encompasses all contract administration</b>	
<b>03-01-00</b>	<b>Develop Contract Administration Plan</b>		
03-01-01	Conduct a Contract/Project Startup Meeting	03-01-01-01 Identify stakeholders to include in a kickoff meeting. 03-01-01-02 Identify materials necessary for a successful kickoff meeting.	Basic Basic
03-01-02	Develop and implement a Contract Administration Plan (CAP)	03-01-02-01 Describe elements of a CAP.	Basic
		03-01-02-02 Relate and interpret elements of CAP to stakeholders.	Basic
		03-01-02-03 Integrate risk management practices into contract administration.	Intermediate
		03-01-02-04 Translate contract expectations into evaluation criteria.	Intermediate
		03-01-02-05 Define completion and acceptance criteria.	Intermediate
		03-01-02-06 Propose schedule/timeline to complete milestones and deliverables.	Intermediate
<b>03-02-00</b>	<b>Manage Contract/ Vendor</b>		
03-02-01	Issue a notice to proceed	03-01-02-01 Use appropriate forms/templates to issue notice to proceed. 03-01-02-02 Follow CAP to determine next steps in contract completion..	Basic Intermediate

03-02-01	Decide need for and prepare amendments	03-02-01-01 Identify the need for an amendment 03-02-01-02 Draft an amendment 03-02-01-03 Explain the difference between amendment, change order and addendum.	Basic Basic Basic
03-02-02	Decide need for and prepare change orders	03-02-02-01 Define and identify the need for change orders	Basic
03-02-03	Evaluate contractor/supplier performance	03-02-02-02 Develop change orders for contracts. 03-02-03-01 Develop and execute a plan which evaluates contractor performance. 03-02-03-02 Institute appropriate remedies when an issue is identified. 03-02-03-03 Explain the remedy process to handle a performance deficiency. 03-02-03-04 Describe and apply dispute resolution methods.	Intermediate Intermediate Advanced
		03-02-03-05 List all statutory requirements and monitor contractor compliance. 03-02-03-06 Act as liaison between contractor and agency representatives.	Intermediate Intermediate
03-02-04	Meet periodically with consultants, general contractors and customer representatives to review project progress or identify and solve problems.	03-02-04-01 Implement communication plan with contractor.	Intermediate
03-02-05	Monitor a contractor's performance under a public contract to ensure that the contractor performs services, provides goods or supplies materials according to the schedule, pricing, specifications and terms and conditions set forth in the public contract	03-02-04-01 Represent agencies in vendor disputes. 03-02-05-01 Identify differences between contractor performance and contract terms and conditions.	Intermediate
		03-02-05-02 Research alleged contract violations and facilitate their resolution.	
03-02-06	Monitor program budget expenditures	03-02-06-01 Monitor program budget expenditures 03-02-06-02 Describe process to respond to budget irregularity	Intermediate Intermediate
03-02-07	Recognize and investigate emerging disputes or other risks, unique requirements, unusual situations or other issues that arise in connection with a procurement and formulate appropriate responses and resolutions, seeking advice	03-02-07-01 Recognize emerging problems in a public contract. 03-02-07-02 Identify areas of risk that need additional focus and attention.	Intermediate Intermediate

	from legal counsel, risk management personnel or other persons when necessary	03-02-07-03 Recommend solutions to disputes, problems, and risks in a public contract.	Intermediate
		03-02-07-04 Translate legal advice into actions and solutions to correct a contractor executing a public contract.	Advanced
		03-02-07-05 Compose documents designed to correct actions and/or respond to issues.	Advanced
03-02-08	Terminate contracts	03-02-08-01 Interpret the contract terms and conditions to terminate a contract.	Advanced
		03-02-08-02 Recognize when and how to terminate a contract.	Basic
		03-02-08-03 Compose appropriate documentation to successfully terminate a public contract.	Advanced
03-02-10	Maintain Contractor's Independent Contractor Status (through appropriate treatment of Contractor.)	03-02-10-04 Maintain Contractor's Independent status	Basic
<b>03-03-00</b>	<b>Receive Goods/ Services</b>		
03-03-01	Conduct inspections and acceptance/ rejection of deliverables as appropriate.	03-03-01-01 Conduct inspections and accept or reject deliverables.	Basic
<b>03-04-00</b>	<b>Pay Contractor/Maintain Payment Log</b>		
03-04-01	Approve contractor or vendor invoices for payment.	03-04-01-01 Analyze invoices for accuracy and errors per contract terms	Basic
		03-04-01-02 Explain invoice payment process	Basic
03-04-02	Ensure payment for Accepted Goods and Services	03-04-02-01 Monitor budget with a payment log.	Basic
<b>03-05-00</b>	<b>Audit</b>		
03-05-01	Perform an audit to substantiate contractor's cost data	03-05-01-01 Recognize items subject to audit and review.	Basic
		03-05-01-02 Collect and organize necessary documentation for a financial audit.	Intermediate
03-05-02	Audit contracts to identify areas of noncompliance with regulations and policies	03-05-02-01 Compare contract progress against contract schedule.	Intermediate
		03-05-02-02 Interpret contract terms and conditions regarding contract compliance.	Intermediate
		03-05-02-03 Interpret Rules and Regulation as they pertain to contract T's & C's.	Intermediate

<b>04-00-00</b>	<b>Closeout Contract</b>	<b>Stage Overview: This section describes closeout process, which verifies that both parties to the contract have fulfilled their contractual obligations, including final receipt, acceptance, and payment, and that there are no responsibilities remaining.</b>
<b>04-01-00</b>	<b>Verify Receipt of Final Deliverable/ Milestone</b>	
04-01-01	Verify completion of all contractual services, deliveries and actions	04-01-01-01 Compare contractor report to deliverables completed. 04-01-01-02 Verify project completion using CAP, punch list, or similar process. 04-01-01-03 Translate contract expectations into evaluation criteria.
04-01-02	Maintain records as required	04-01-02-01 Determine storage method/location. 04-01-02-02 Retain all contract documents including communication with contractors, amendments, disciplinary actions, etc. 04-02-01-03 Know the retention schedule for your contract files.
<b>04-02-00</b>	<b>Closeout Contract</b>	
04-02-01	Close Out the Contract	04-02-01-01 Conduct closeout meeting/debriefing meeting. 04-02-01-02 Ensure all property is returned. 04-02-01-03 Make final payment and collect any signatures required. 04-02-01-04 Assemble complete contract document file for final review and retention.
<b>04-03-00</b>	<b>Perform Lessons Learned Review</b>	
04-03-01	Perform Lessons Learned Review	04-03-01-01 Identify areas for improved contract administration. 04-03-01-02 Summarize practices that were effective for contract administration. 04-03-01-03 Compile findings for contract file. 04-03-01-04 Contrast contract goals with contract outcomes. 04-03-01-05 Explain ending process in closeout meeting.
<b>05-01-00</b>	<b>IT</b>	

05-01-01	Understand what purchases are considered Information Technology		Basic
05-01-02	Recognize when IT purchases must be treated differently than other procurements		Intermediate
05-01-03	Discern which oversight process should be used in common types of IT purchases		Intermediate
05-01-04	Know how to find or negotiate software licenses		Intermediate
05-01-05	Know when and how to contact OSCIO and DAS Procurement Services		Advanced
05-01-06	Reference web or print resources to aid in IT procurements		Intermediate
05-01-07	Utilize applicable statute/rules to guide IT Procurements		Intermediate
<b>Professional Competency's</b>			
<b>06-00-00</b>	<b>Communication</b>	<b>Develops and delivers multi-mode communications that convey a clear understanding of the unique needs of different audiences</b>	
06-00-01		Oral – express information to individuals or groups effectively, asks and answers questions, practices active listening, recognize non-verbal cues.	Basic
06-00-02		Written - recognize or use correct English grammar, punctuation, and spelling; communicate information in a clear, accurate, succinct and organized manner.	Basic
06-00-03		Reading - Understand and interpret written material, including technical material, rules, regulations, instructions, manuals, reports, charts, graphs, or tables; apply what is learned from written material to specific situations.	Basic
06-00-04		Interpersonal – develop and maintain effective relationships with others, relate well to people from varied backgrounds, situations, cultures, ethnicities, gender, and disabilities, show understanding friendliness, and sociability, effectively deal with difficult individuals.	Basic
06-00-05		Develop effective communication strategies for different audiences.	Intermediate
06-00-06		Listen attentively and clarify information when necessary.	Basic

06-00-07	Share information with others and facilitate the open exchange of ideas and information; is open, honest, and straightforward with others.	Basic
06-00-08	Provide a complete and timely explanation of issues and decisions in a manner appropriate for the audience; and present information and material in a manner which gains the agreement of others.	Basic
06-00-09	Contact expert sources to seek advice, obtain interpretation or clarification of rules or coordinate purchases.	Basic
06-00-10	Enter, record, store and maintain information in written and electronic formats	Basic
06-00-11	Verify maintenance and retention of contract records by applying administrative rules and schedules.	Basic
06-00-12	Train state agency and public purchasing staff on the procurement process.	Intermediate
<b>07-00-00</b>	<b>Analytical</b>	<b>Using a logical reasoning process to break down and work through a situation or problem to arrive at an outcome.</b>
07-00-01	Identify, sort and categorize source materials to deliver most pertinent and needed information.	Basic
07-00-02	Develop a process of information and data collection and analysis for integration purposes.	Basic
07-00-03	Identify and make sets of information and determine their relationships.	Basic
07-00-04	Identify the logical, factual outcomes based on the data, information and analyses conducted.	Basic
07-00-05	Collect all the relevant information and data needed to address the problem.	Basic
07-00-06	Uses resourcefulness to tap as-yet-unknown sources.	Intermediate
07-00-07	Critically examines issues by breaking them down into manageable parts.	Intermediate
07-00-08	Analyze data to detect trends and issues in the data and information in a logical and factual manner.	Intermediate



07-00-09		Collect, integrate and analyse all relevant data and information and reduce that information down to manageable components and/or charts, diagrams or graphs.	Intermediate
07-00-10		Draw logical and objective conclusions from the data and validate them as the prime cause and contributing causes.	Intermediate
07-00-11		Identify solutions to the problem by identifying and evaluating the various options developed and select the most effective solution.	Intermediate
07-00-12		Identify action to prevent the problem from occurring partially or totally.	Advanced
07-00-13		Identify a number of solutions to complex problems integrating findings from several different disciplines, identify and evaluate the various options developed and select the most effective solution.	Advanced
07-00-14		Go beyond analyzing factual information to develop a conceptual understanding of the meaning of a range of information. Integrate diverse themes and lines of reasoning to create new insights or levels of understanding for the issue at hand. Think in terms of generalized models rather than concrete details.	Advanced
07-00-15		Apply logic and complex layers of rules to analyze and categorize complicated information. See relationships between information in varied forms and from varied sources.	Advanced
07-00-16		Break down complex information into component parts. Sort and group data, and apply causal relationships. See underlying principles, patterns, or themes in an array of related information.	Advanced
07-00-17		Develop recommendations, develop and evaluate alternative courses of action, select courses of action, and follow up.	Advanced
08-00-00	<b>Business Acumen and Financial Analysis</b>	<b>An understanding of how to analyze and synthesize market and competitive data; a deep understanding of the customer's business objectives and purchasing criteria;</b>	

08-00-01	Demonstrate a basic knowledge of the budgeting process as it relates to the program being managed	Basic
08-00-02	Understand financial environment that affects program being managed	Basic
08-00-03	Demonstrate an extensive knowledge of the budgeting process as it relates to the program being managed	Intermediate
08-00-04	Provide input into budgeting process and provides service within budgeted resources	Advanced
08-00-05	Understand spend analysis. Including past, current and future projected spending	Advanced
08-00-06	Understand cost and price strategies and how they are influenced by requirements	Advanced
<b>09-00-00</b>	<b>Change Management</b>	
	<b>Facilitates the orderly implementation and timely acceptance of workplace innovations and improvements by planning and overseeing the execution of structured transition processes and clearly communicating transition goals and strategies.</b>	
09-00-01	Personally supports organizational direction and changes.	Basic
09-00-02	Ability to adapt and use alternative techniques to achieve organizational goals.	Basic
09-00-03	Can effectively cope with change.	Basic
09-00-04	Can shift gears comfortably.	Basic
09-00-05	Can comfortably handle risk and uncertainty.	Basic
09-00-06	Open to new ways of doing things.	Basic
09-00-07	Seeks understanding and clarification on change rationale and shares appropriately.	Intermediate
09-00-08	Guides team toward successful implementation of change initiatives.	Intermediate
09-00-09	Seeks, evaluates and implements alternative solutions.	Intermediate
09-00-10	Encourages others to appreciate connections within complex issues.	Intermediate
09-00-11	Supports others through change and challenging times.	Intermediate
09-00-12	Focuses on achieving results, rather than activities that may not add value.	Intermediate
09-00-13	Envisions and advocates positive change.	Advanced
09-00-14	Recognizes the impact of decisions on organizational outcomes.	Advanced

09-00-15	Initiates change instead of reacting to external pressures for change.	Advanced
09-00-16	Leads a team through uncertainty or ambiguity to achieve a positive and beneficial outcome for the team.	Advanced
09-00-17	Resolves conflicts among goals and sets priorities.	Advanced
09-00-18	Uses knowledge and experience to analyze issues and factors which influence or constrain organizational priorities, goals and results.	Advanced
09-00-19	Champions the organization's vision.	Advanced
09-00-20	Uses personal knowledge and professional experience to envision the future, anticipate change, capitalize on opportunities and develop innovative options that further the strategic direction of the organization.	Advanced
09-00-21	Understand that each change is different, and develops an approach and plans to suit the particular situation	Advanced
09-00-22	Understand and apply the principles, types and stages of change and develops approaches to suit the situation	Advanced
<b>10-00-00</b>	<b>The practice of recognizing and dealing with disputes in a rational, balanced and effective way.</b>	<b>The practice of recognizing and dealing with disputes in a rational, balanced and effective way.</b>
10-00-01	Manage and resolve conflicts, grievances, confrontations, or disagreements in a constructive manner to minimize negative personal impact; collaborate with others to encourage cooperation and teaming.	Basic
10-00-02	Maintain an objective, neutral stance. Show respect for the needs and perspectives of all sides in the dispute.	Basic
10-00-03	Clarify the issues, interests, and objectives of each party. Help parties see things from each others' perspectives.	Basic
10-00-04	Recognize when parties have become more willing to compromise. Help others find common ground and viable solutions that meet their needs.	Basic
10-00-05	See when parties are so entrenched that the mediation process is not progressing. Seek additional resources or moves to a different strategy for resolving the issues.	Basic
<b>11-00-00</b>	<b>Critical Thinking</b>	<b>The process of actively and skillfully using a set of core skills—analysis, evaluation, inference, deductive reasoning, and inductive reasoning—to process and generate information and beliefs.</b>

11-00-01	Use knowledge, facts and data to solve problems and make decisions	Basic
11-00-02	Generates simple ideas	Basic
11-00-03	Solutions are limited in scope	Basic
11-00-04	May produce useful ideas or explanations for circumstances but lack in identifying or including cause and effect.	Basic
11-00-05	Undertakes a complex task by breaking it down into manageable parts in a systemic, detailed way.	Basic
11-00-06	Introduces new approaches that may have been tried elsewhere.	Intermediate
11-00-07	Examines situations from multiple or different perspectives.	Intermediate
11-00-08	Recognizes points for improvement and uses imagination to solve problems	Intermediate
11-00-09	Critically compare different points of view	Intermediate
11-00-10	Identifies linkage of actions to achieving outcomes.	Intermediate
11-00-11	Applies formal methods and strategies to enhance creative thought	Advanced
11-00-12	Evaluates the quality of evidence and reasoning	Advanced
11-00-13	Effectively analyzes the situation, collects input to make informed decision	Advanced
11-00-14	Demonstrates critical thinking skills while considering the big picture and impact on results.	Advanced
11-00-15	Demonstrates in-depth knowledge of the holistic framework that component parts of a system can be understood in the context of relationships with others within the University rather than in isolation	Advanced
<b>12-00-00</b>	<b>Building strong internal and external customer relationships and delivering customer-centric solutions</b>	
12-00-01	Work and communicate with internal and external customers to assess needs, provide information/assistance, and resolve problems.	Basic
12-00-02	Describe customers' business expectations. Show interest in, anticipate, and respond in a timely to customer needs.	Basic

12-00-03		Focus on the customer's business results, rather than own. Go beyond basic service expectations to help customers implement complete solutions.	Basic
12-00-04		Deliver products and services when and where the customer needs them. Explore options when unable to deliver a requested product or service, and pursues solutions until the customer is satisfied.	Basic
12-00-05		Provide to customers status reports and progress updates. Seek customer feedback and ensures needs have been fully met.	Basic
12-00-06		Consistently exhibit professional demeanor with internal and external customers and peers through verbal and written customer focused communication. This includes listening, understanding customer expectations/perspective and acknowledging and responding to concerns in a timely and helpful manner.	Basic
12-00-07		Demonstrate commitment to exceptional service, timely problem resolution.	Basic
<b>13-00-00</b>	<b>Decision Making</b>	<b>Deliberation to determine action to be taken and alternatives to be dismissed.</b>	
13-00-01		Make decisions based on relevant information.	Basic
13-00-02		Compare data from different sources to draw conclusions.	Basic
13-00-03		Make decisions and takes actions that support department and organizational goals.	Basic
13-00-04		Make timely decisions with quality outcomes.	Basic
13-00-05		Gather information on an issue, impartially considering all sides and makes logical decisions that are clear.	Basic
13-00-06		Evaluate positive and negative alternatives within time and resource constraints.	Basic
13-00-07		Use sound judgment and integrity to make clear, transparent decisions.	Intermediate
13-00-08		Delegate decision-making responsibility when appropriate.	Intermediate
13-00-09		Always have 'big picture' in mind and helps others see it.	Intermediate
13-00-10		Keep the department's long-term goals in mind when addressing short-term issues and problems.	Intermediate

13-00-11	Model the use of sound judgment and integrity to make clear, transparent and timely decisions regarding complex and or sensitive issues or materials.	Intermediate
13-00-12	Make independent, critical decisions based on relevant information.	Intermediate
13-00-13	Considers the total organization when making decisions.	Intermediate
13-00-14	Strike a balance between being participative, i.e., involving team members in decisions and being directive, depending on the needs of the team and the situation.	Intermediate
13-00-15	Consistently and effectively seek input from unit and profession partners; is nimble and decisive.	Intermediate
13-00-16	Anticipate and seek an understanding of the impact and implications of decisions on planned outcome or results.	Intermediate
13-00-17	Gather data and others' input when making decisions. Consider lessons learned from experience, differing needs, and the impact of the decision on others.	Advanced
13-00-18	Balance analysis, wisdom, experience, and perspective when making decisions.	Advanced
13-00-19	Find solutions that are acceptable to diverse groups with conflicting interests and needs.	Advanced
13-00-20	Weigh the pros and cons of each option before making a decision and moving forward.	Advanced
13-00-21	Learn from the consequences of decisions.	Advanced
<b>14-00-00</b>	<b>Achieves thoroughness and accuracy when accomplishing a task through concern for all the areas</b>	
14-00-01	Check work to ensure accuracy and completeness.	Basic
14-00-02	Compare observations or finished work to what is expected to find inconsistencies.	Basic
14-00-03	Remain aware and takes care of details that are easy to overlook or dismiss as insignificant.	Basic
<b>15-00-00</b>	<b>The ability to inspire a team to achieve a certain goal.</b>	
15-00-01	Understand and support organizational goals.	Basic
15-00-02	Assist others in developing skills and knowledge.	Basic
15-00-03	Create the conditions that enable the team to perform at its best (e.g. setting clear direction, providing appropriate structures, getting the right people).	Basic

15-00-04	Set a good example by personally modeling desired behavior.	Basic
15-00-05	Express positive attitudes and expectations of the team and team members.	Basic
15-00-06	Display willingness to learn from others, including subordinates and peers.	Basic
15-00-07	Solicit ideas and opinions to help form specific decisions and plans.	Basic
15-00-08	Provide the resources and tools for teams to complete their tasks.	Basic
15-00-09	Directly influence decisions and actions that support department and organizational goals.	Basic
15-00-10	Effectively contributes to team efforts; produce work that is professional and high quality.	Basic
15-00-11	Act to build team spirit for purposes of promoting the effectiveness of the group or business process.	Basic
15-00-12	Understand and communicate the vision and mission, role and objectives of the department and work-unit.	Basic
15-00-13	Help provide a clear customer-focused sense of direction for the team and co-workers to support the department's vision.	Basic
15-00-14	Personally models DAS PS's values, behaviors, and work practices.	Basic
15-00-15	Create an environment that encourages open communication amongst team members.	Basic
15-00-16	Influence the culture in ways that value and support diversity.	Basic
15-00-17	Implement any changes required in work-unit's services resulting from changes in strategy or strategic priorities.	Basic
15-00-18	Understand how organizations work and ably maneuvers and executes within the organizational structure and networks.	Intermediate
15-00-19	Understands and supports organizational policies, procedures and systems, reconciling ambiguities and deficiencies.	Intermediate
15-00-20	Build trust through straightforwardness and consistency.	Intermediate

15-00-21		Respects hierarchy and exhibits appropriate diplomacy dealing with official or bureaucratic networks.	Intermediate
15-00-22		Stay informed and knowledgeable about industry trends and organizational initiatives; appropriately align skills with organizational initiatives.	Intermediate
15-00-23		Create an environment that encourage collective problem solving amongst the team members.	Intermediate
15-00-24		Identify the things that are hindering the group and its individuals from reaching its full potential and help to remove them.	Intermediate
15-00-25		Inspire employees to perform at their best.	Intermediate
15-00-26		Enable others to accept responsibility for their own work and creates a culture of accountability.	Intermediate
15-00-27		Develop and or explain strategic action plans for practical use.	Intermediate
15-00-28		Analyse whether a change in strategic direction will impact existing service and products provided.	Intermediate
15-00-29		Understand formal and informal power and influence structure within the organization and successfully achieve positive, desired outcomes.	Advanced
15-00-30		Maintains composure and focus working with prominent persons or senior management.	Advanced
15-00-31		Seek consensus among diverse viewpoints as a means of building group commitment.	Advanced
15-00-32		Incorporate a long-term perspective and broader organizational implication in planning, decision-making and problem solving.	Advanced
15-00-33		Inspire and energize others to commit to vision.	Advanced
15-00-34		Build a wide sphere of influence to enhance individual and organizational effectiveness.	Advanced
15-00-35		Promote systems and processes that encourage and reward the development of people at all levels of the organization.	Advanced
15-00-36		Employ a leadership style based on assessing the needs of individuals and adjusting to meet their needs.	Advanced



15-00-37		Understand agendas and perspectives of others, recognizing and effectively balancing the interests and needs of one's own group with those of the broader organization.	Advanced
15-00-38		Able to maneuver and achieve goals within politically charged environments.	Advanced
15-00-39		Develop and refine vision to reflect constant and accelerating change impacting UB.	Advanced
15-00-40		Ability to make right decisions based on perceptive and analytical processes. Practices good judgment in gray areas. Acts decisively.	Advanced
15-00-41		Establish work standards and expectations for yourself and others. Appropriately assigns/delegates work and authority to others in the accomplishment of goals. Keeps goals and objectives in sight at all times, monitors progress toward goals, and works to overcome barriers and obstacles.	Advanced
15-00-42		Provide coaching, advice, and assistance as required; e.g., helps subordinates overcome obstacles and deal with problems.	Advanced
15-00-43		Appropriately assess contributions and performance of employees; provides appropriate recognition, and deals with problems as they arise. Instills in others a sense of pride in the job at hand.	Advanced
15-00-44		Inspire and persuade others to voluntarily follow direction, pursue and achieve goals, and adopt new positions or opinions.	Advanced
15-00-45		Promote the creation of shared mission, vision, and values, and uses those principles to guide actions.	Advanced
15-00-46		Display a positive attitude about the work to be done, co-workers, customers, management, and employer policies.	Advanced
15-00-47		Address issues in an open, constructive, professional manner, and persuades others to approach issues in the same manner.	Advanced

15-00-48	Lead by example and sets standards for professional behavior. Helps those in need of assistance, regardless of rank.	Advanced
15-00-49	Show dedication in completing the work that must be done.	Advanced
15-00-50	Create a positive work environment where all staff are motivated to do their best.	Advanced
15-00-51	Convey confidence in a group's ability to prevail over challenges to reach its goals.	Advanced
15-00-52	Link mission, vision, values, goals, and strategies to everyday work.	Advanced
15-00-53	See the potential in others and takes opportunities to apply and develop that potential.	Advanced
15-00-54	Take calculated risks to improve performance, try a fresh approach, or reach a challenging goal.	Advanced
15-00-55	Set clear, meaningful, challenging, and attainable group goals and expectations that are aligned with those of the organization.	Advanced
15-00-56	Suggest and asks for others' ideas to improve quality, efficiency, and effectiveness.	Advanced
<b>16-00-00</b>	<b>Support the organization in meeting its business deliverables through its employees.</b>	
16-00-01	Establish courses of action for self to accomplish specific goals (e.g., establishes action plans). Identify need, arranges for, and obtains resources needed to accomplish own goals and objectives.	Basic
16-00-02	Develop and use tracking systems for monitoring own work progress. Effectively use resources such as time and information.	Basic
16-00-03	Identify the sequence of tasks and the resources needed to achieve a goal, and prioritize key action steps. Anticipate the impacts and risks of decisions and actions.	Basic
16-00-04	Set short-term and longer-term business plans and goals and cascades it to the work-team	Basic
16-00-05	Translate objectives into specific plans.	Basic
16-00-06	Measure progress and monitor performance and results.	Basic

16-00-07	Achieve goals in a timely manner, despite obstacles encountered, by organizing, re-prioritizing and replanning.	Basic
16-00-08	Create realistic schedules for projects and follows them. Evaluate progress against schedule and goal.	Basic
16-00-09	Seek and use others' input about critical actions, timelines, sequencing, scope, methodology, expected outcomes, and priorities. See potential challenges and opportunities, and adjusts plans based on input.	Intermediate
16-00-10	Prepare clear plans and a strategic focus before starting to work on projects or implement initiatives.	Intermediate
16-00-11	Evaluate proposed actions and timelines against organizational mission and values. Integrates the current plan with other plans as needed to achieve the overall mission.	Intermediate
16-00-12	Set goals and objectives relevant to the function and focuses on the customer's needs.	Intermediate
16-00-13	Attend to and manages multiple tasks and details by focusing on key priorities and delegation to others.	Intermediate
16-00-14	Identify and allocate resources.	Intermediate
16-00-15	Develop contingency plans for potential problems.	Intermediate
16-00-16	Co-ordinate work efforts when necessary to produce deliverables.	Intermediate
16-00-17	Tap into the resources of other work-units and departments, employing methods such as cross-functional teams to achieve results.	Advanced
16-00-18	Utilize all departmental tools and "best practices" to enhance effectiveness and efficiency.	Advanced
16-00-19	Attend to and manage multiple tasks and projects by focusing on key priorities and delegating to others	Advanced
16-00-20	Assist others to plan and organize their work.	Advanced
16-00-21	Identify and act on opportunities to partner with other units in the Department to achieve desired results	Advanced
16-00-22	Monitor and evaluate fiscal and political trends that affect the plan. Prepare strategies to deal with problems or drastic changes.	Advanced

17-00-00	Problem Solving	Ensuring that decisions are made based on policies, rules and organizational directives and solving the emerging problems	
17-00-01		Formulate alternative or creative solutions to problems.	Basic
17-00-02		Provide advice and or information to individuals and teams in a timely manner.	Basic
17-00-03		Apply appropriate level of analysis to the problem.	Basic
17-00-04		Make creative use of resources.	Basic
17-00-05		Utilize brainstorming to identify solutions.	Basic
17-00-06		Analyze and prioritize situations to identify and solve problems.	Basic
17-00-07		Devise workable solutions or consults with secondary resources to devise solutions.	Basic
17-00-08		Take time to identify and clarify the problem.	Basic
17-00-09		Suggest use of additional resources when needed.	Basic
17-00-10		Know how to research the problem, e.g. where to obtain relevant information.	Basic
17-00-11		Develop solutions to effectively address issues that are easily sustainable.	Basic
17-00-12		Collaborate effectively with others to solve problems and make decisions.	Basic
17-00-13		Identify the specific cause of a problem/issue.	Basic
17-00-14		Objectively evaluate relevant information about the problem/issue.	Basic
17-00-15		Identify existing and potential problems/issues.	Basic
17-00-16		Obtain relevant information about the problem/issue, including recognizing whether or not more information is needed.	Basic
17-00-17		Identify existing and potential problems/issues.	Basic
17-00-18		Obtain relevant information about the problem/issue, including recognizing whether or not more information is needed.	Basic
17-00-19		Objectively evaluate relevant information about the problem/issue.	Basic
17-00-20		Identify the specific cause of the problem/issue.	Basic

17-00-21	Develop recommendations, develops and evaluates alternative course of action, selects courses of action, and follows up.	Basic
17-00-22	Understand the organization and the affect decisions have on other parts of the organization.	Intermediate
17-00-23	Seek out and takes account of relevant inputs from others.	Intermediate
17-00-24	Determine criteria for decision making.	Intermediate
17-00-25	Develop solution that increase efficiency and improve quality.	Intermediate
17-00-26	Proactively implement fixes and changes as needed to keep small problems from becoming big problems.	Intermediate
17-00-27	Able to anticipate immediate consequences.	Advanced
17-00-28	Strike a balance between being participative, i.e., involving team members in decisions and being directive, depending on the needs of the team and the situation.	Advanced
17-00-29	Seek involvement from diverse perspectives and areas of the department and or University to solve problems.	Advanced
17-00-30	Proactively anticipate and address concerns of employees, peers, upper management and customers.	Advanced
<b>18-00-00</b>	<b>Project / Task Management</b>	<b>Planning, organizing, and managing resources to bring about the successful completion of a specific project.</b>
18-00-01	Collaborate effectively with others to solve problems and make decisions.	Basic
18-00-02	Gather and analyze relevant information to plan a course of action.	Basic
18-00-03	Alert appropriate parties immediately about potential problems.	Basic
18-00-04	Document project progress, changes, decision points as necessary.	Basic
18-00-05	Convey information to all stakeholders in both written and verbal formats.	Basic
18-00-06	Ensure deadlines are met and keeps stakeholders informed of project/program status.	Basic
18-00-07	Anticipate obstacles and develops contingency plans.	Intermediate
18-00-08	Monitor and track project plan implementation to ensure timely completion.	Intermediate

18-00-09	Meet project management commitments with minimal supervision.	Intermediate
18-00-10	Understand and integrate appropriate project management tools and processes.	Intermediate
18-00-11	Understand the impact of a project directly to and across various functions.	Intermediate
18-00-12	Make timely decisions based on facts, circumstances and needs.	Intermediate
18-00-13	Ensure the project's or program's goals, purpose, and criteria for success are clear defined. Clarifies the related roles and responsibilities, deliverables, milestones, limits for independent decision-making, and needs and desires of the primary customers.	Intermediate
18-00-14	Ensure needed resources and skill sets among staff are available. Averts scope creep.	Intermediate
18-00-15	Develop reasonable performance standards and ways of evaluating outcome quality.	Intermediate
18-00-16	Integrate the ideas and needs of others in developing feasible strategies to achieve goals. Obtains stakeholder acceptance of and support for those strategies.	Intermediate
18-00-17	Evaluate progress and success against performance standards. Appraises and resolves deficiencies and challenges.	Intermediate
18-00-18	Organize and govern project team.	Advanced
18-00-19	Integrate business goals into the scope and deliverables.	Advanced
18-00-20	Mentor project team members.	Advanced
18-00-21	Respond in a politically astute manner.	Advanced
18-00-22	Determine the validity of project progress.	Advanced
18-00-23	Integrate the project with cross-functional objectives.	Advanced
<b>19-00-00</b>	<b>Stakeholder Engagement</b>	<b>Mobilizing people, organizations and partners in developing goals, executing plans and delivering results.</b>
19-00-01	Collaborate with internal customers to determine their needs and desired outcomes	Basic
19-00-02	Effectively structure requirements for solicitations and contracts to support overall mission	Intermediate

19-00-03		Define and shapes procurement strategy to obtain buy-in across groups	Intermediate
<b>20-00-00</b>	<b>Strategic Thought</b>	<b>Seeing ahead to future possibilities and translating them into breakthrough strategies</b>	
20-00-01		Align priorities with goals.	Basic
20-00-02		Measure outcomes.	Basic
20-00-03		Organize projects and associated time and priorities.	Basic
20-00-04		Analyzes goal and schedules related tasks accordingly.	Basic
20-00-05		Sets goal and objective relevant to the function and focuses on the customer's needs.	Basic
20-00-06		Seek input from a variety of constituencies.	Basic
20-00-07		Understand the "big picture" and vision of the organization.	Basic
20-00-08		Establish priorities and ensures their alignment with goals.	Basic
20-00-09		Develop annual plans for the work unit.	Intermediate
20-00-10		Develop and implements metrics to measure results.	Intermediate
20-00-11		Understand and communicate strategic goals and plans to achieve them.	Intermediate
20-00-12		Oversee project management and implements strategies.	Intermediate
20-00-13		Establish methodology for measuring outcomes; communicates results.	Intermediate
20-00-14		Seek, evaluate and implement alternative solutions.	Intermediate
20-00-15		Organize and prioritize tasks so they can be performed within the budget and to achieve the most efficient use of resources.	Intermediate
20-00-16		Champion the organization's vision.	Advanced
20-00-17		Seek input from a variety of constituencies and uses the feedback to redirect efforts as needed.	Advanced
20-00-18		Comprehend connections within complex issues.	Advanced
20-00-19		Encourage others to appreciate connections within complex issues.	Advanced
20-00-20		Create effective plans: define purpose and outcomes; break complex tasks into process steps, prioritizes activities, itemizes resources and estimates costs.	Advanced
20-00-21		Develop contingency plans for potential problems.	Advanced

20-00-22		Mobilize resources to achieve shared strategic vision and goals.	Advanced
20-00-23		See where current trends will lead, and how they may influence the organization's direction. Foresees opportunities that will come and go.	Advanced
20-00-24		Form and articulates a clear picture of the future the organization should strive for.	Advanced
20-00-25		Explain why that future is important and how current decisions make or break the chance to reach it.	Advanced
20-00-26		Using a global perspective, reliably forecasts future needs and devises plans to meet those needs.	Advanced
20-00-27		Analyze options and decisions based on long-term pay-offs or outcomes.	Advanced
20-00-28		Translate the vision for a program or organization into clear strategies.	Advanced
<b>21-00-00</b>		<b>Supplier Engagement</b>	
21-00-01		Partner with suppliers throughout the procurement process	Basic
21-00-02		Provide ongoing management of relationships with suppliers	Basic
21-00-03		Ensure supplier performance meets requirements and aligns with broader mission goals	Basic
<b>22-00-00</b>		<b>Team Orientation</b>	
22-00-01		Know and supports teammates' work and deliverables. Helps teammates who need or ask for support or assistance.	Intermediate
22-00-02		Acknowledge and celebrate the achievements of teammates. Praises the team and its achievement to others.	Intermediate
22-00-03		Work effectively and cooperatively with others.	Basic
22-00-04		Work well in teams comprising members of one's own work unit or discipline.	Basic
22-00-05		Provide team members with information when requested or as the need arises.	Basic
22-00-06		Support teams who provide information and contributions deemed to be important by oneself.	Basic



22-00-07		Treat others with respect; encourages and appreciates individual contributions.	Basic
22-00-08		Can be relied upon to make contributions of value to the team.	Basic
22-00-09		Work well with diverse workforce.	Basic
22-00-10		Accept accountability for their agreed contribution to team goals.	Basic
22-00-11		Recognize the contributions of others.	Basic
22-00-12		Openly shares information, knowledge and expertise with the team and co-workers.	Basic
22-00-13		Keep team members abreast of individual progress.	Basic
22-00-14		Cooperate with other members to achieve the workgroup's goals.	Intermediate
22-00-15		Build and maintains effective working relationships with peers and campus partners.	Intermediate
22-00-16		Share accountability in team situations.	Intermediate
22-00-17		Assist others, voluntarily, positively, and without controlling or dominating.	Intermediate
22-00-18		Actively participate in team meeting and contributes to team decision making.	Intermediate
22-00-19		Encourage team or group participation in projects.	Intermediate
22-00-20		Demonstrate flexibility and willingness to step out of comfort zone to support team and goals.	Intermediate
22-00-21		Work effectively with others to resolve conflict.	Intermediate
22-00-22		Supports team members by encouraging participation and listening to other's ideas.	Intermediate
22-00-23		Participate in the development of team goals and plans.	Intermediate
22-00-24		Appropriately give and is open to feedback from team and coworkers.	Intermediate
22-00-25		Balance individual and team goals.	Intermediate
22-00-26		Embrace a shared understanding of team participation roles, responsibilities, and decision making.	Intermediate
22-00-27		Maintain or enhances self-esteem of others in all communications with team members.	Advanced
22-00-28		Actively work to remove barriers to team effectiveness.	Advanced

22-00-29	Be flexible and work with a wide variety of different people on different tasks.	Advanced
22-00-30	Foster cooperation and collaboration in others through trust-building and relationships.	Advanced
22-00-31	Encourage and enable flexibility.	Advanced
22-00-32	Encourage other team members to participate and facilitates when appropriate.	Advanced
22-00-33	Facilitate team activities that promote effective peer and work relationships.	Advanced
22-00-34	Foster team communication and dialogue, identifies opportunities to gain consensus for team options, decision and outcomes.	Advanced
22-00-35	Facilitates and models teamwork across the organization.	Advanced
22-00-36	Create a culture of accountability.	Advanced
22-00-37	Utilize team members' skills to accomplish goals.	Advanced
22-00-38	Foster partnerships towards a shared vision.	Advanced
22-00-39	Build effective teams across organizations and levels, inside and outside own organization.	Advanced