

We are updating the Apple Bank Standard Competencies for 2021 to simplify the Performance Development Process by reducing the number of rated competencies and improving alignment to the business priorities, in particular our ongoing commitment to the customer experience. Much of the previous descriptions were incorporated to maintain continuity.

The revised competencies will be included in mid-year performance communications, workshops, and manager check-in conversations. The competencies will be assigned by job-title in ADP.

2020 Competencies	2021 Competencies
All Employees - 6 competencies	All Employees - 3 competencies
Risk Management	Risk Management/Judgement
Communication	Customer Focus (included communication competency)
Business Knowledge	Business Knowledge/Expertise
Expertise	
	All Managers of People - 5 competencies
People Development	People Development
Leadership	Leadership
	All Officers (Individual Contributors) - 4 competencies
	Leadership

ALL EMPLOYEES

RISK MANAGEMENT/JUDGMENT

Makes timely, informed decisions that take into account facts, goals, constraints, and risks.

- Strives to understand contributing factors, works to resolve complex situations.
- Earns others' trust and respect through consistent integrity and professionalism in all interactions.
- Is effective in creating positive outcomes for Apple Bank.
- Completes all assigned compliance training by required due date.

BUSINESS KNOWLEDGE/EXPERTISE

Demonstrates the functional and technical knowledge and skills to do the job at a high level of accomplishment.

- Has the requisite subject matter expertise, knowledge and executional ability to successfully perform the job.
- Is knowledgeable about Apple Bank, its competition, and the external market.
- Uses a diverse set of inputs to develop a broad perspective on business and people issues.

CUSTOMER FOCUS

Is dedicated to meeting the expectations and requirements of internal and external customers.

- Builds and maintains customer satisfaction with the products and services offered by the organization; gets first hand customer information and uses it for improvements in products and services.
- Builds collaborative relationships to advise, partner and negotiate change.
- Communicates well (written and verbal) and has good listening skills.
- Builds consensus among colleagues to embrace new ideas and concepts

ALL PEOPLE MANAGERS

PEOPLE DEVELOPMENT

Supports and develops the team, in ways that improve their ability to succeed on the job and optimizes talent at Apple Bank.

- Manages development of employees including their work activities and performance through frequent development discussions utilizing our performance system.
- Focuses on unlocking and channeling employees' potential.
- Creates a climate in which people want and are empowered to do their best.
- Utilizes effective interpersonal skills, provides feedback, facilitates learning, manages conflict, coaches and mentors employees, rewards & recognizes employees, challenges and develops employees, offers opportunity.

ALL PEOPLE MANAGERS & OFFICERS

LEADERSHIP

Promotes Apple Bank's purpose & goals, shows the way to achieve them, and helps others connect to the big picture

- Influences, inspires, and motivates others around them to participate and take action; acts as a role-model by demonstrating sound emotional competence.
- Sets appropriate direction and expectations for team, project(s), and department, creates a positive work environment focused on achieving results, while fostering teamwork.
- Possesses ability to grow and adapt to change, action oriented, builds trust in others, and assumes accountability for decisions.
- Thinks "outside of the box", takes calculated risks, and is a skilled decision maker that cultivates respect for new ideas, in addition to supporting diversity in the workplace.