QinetiQ North America has standardized the Performance Review process and all employees will be evaluated on both their work accomplishments and their skills and behaviors exhibited while performing their work. Twenty competencies (skills and behaviors) have been identified as being important to creating a successful work environment for our Company.

The competencies have been grouped into three categories as listed below. As you view your performance review form, you will see many, but not all, of these competencies. Several of the competencies are specific to certain groups of employees such as managers. Those that are applicable to all employees are italicized.

### Operational Competencies

<table>
<thead>
<tr>
<th>Competency</th>
<th>Description</th>
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</thead>
<tbody>
<tr>
<td>Budget/Cost Control</td>
<td>As applicable, plans for and uses resources efficiently, always looks for ways to reduce cost, creates accurate and realistic budgets, tracks and adjusts budgets, contributes to budget planning.</td>
</tr>
<tr>
<td>Job Knowledge</td>
<td>Understands duties and responsibilities, has necessary job knowledge, has necessary technical skills, understands company mission/values, keeps job knowledge current, is in command of critical issues.</td>
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<tr>
<td>People Management</td>
<td>Defines roles and responsibilities, motivates, challenges and develops employees, delegates effectively, provides feedback and coaching, rewards contributions, manages collaboratively, takes a mentoring role.</td>
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<tr>
<td>Productivity</td>
<td>Manages a fair workload, volunteers for additional work, prioritizes tasks, develops good work procedures, manages time well, handles information flow.</td>
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<tr>
<td>Project Management</td>
<td>As applicable, establishes project goals, milestones, and procedures, defines roles and responsibilities, acquires project resources, coordinates projects throughout company, monitors project progress, manages multiple projects.</td>
</tr>
<tr>
<td>Quality</td>
<td>Is attentive to detail and accuracy, is committed to excellence, looks for improvements continuously, monitors quality levels, finds root cause of quality problems, owns/acts on quality problems.</td>
</tr>
<tr>
<td>Results Focus</td>
<td>Targets and achieves results, sets challenging goals, prioritizes tasks, overcomes obstacles, accepts accountability, sets team standards and responsibilities, provides leadership/motivation.</td>
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<tr>
<td>Work/Environment Safety</td>
<td>Promotes mutual respect, keeps workplace clean and safe, supports safety programs.</td>
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### Personal Competencies

<table>
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<tr>
<th>Competency</th>
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<tbody>
<tr>
<td>Adaptability/Flexibility</td>
<td>Adapts to change, is open to new ideas, takes on new responsibilities, handles pressure, adjusts plans to meet changing needs.</td>
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<td>Description</td>
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<tr>
<td><strong>Communication</strong></td>
<td>Communicates well both verbally and in writing, shares information and ideas with others, has good listening skills; as applicable, creates accurate and punctual reports, delivers presentations effectively.</td>
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<tr>
<td><strong>Customer Focus</strong></td>
<td>Builds customer confidence, is committed to increasing customer satisfaction, sets achievable customer expectations, assumes responsibility for solving customer problems, ensures commitments to customers are met, solicits opinions and ideas from customers, responds to internal customers.</td>
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<tr>
<td><strong>Dependability</strong></td>
<td>Meets commitments, accepts accountability, handles change, sets personal standards, stays focused under pressure, meets attendance/punctuality requirements.</td>
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<tr>
<td><strong>Initiative</strong></td>
<td>Tackles problems and takes independent action, challenges the status quo, seeks out new responsibilities, acts on opportunities, encourages innovation, solves problems creatively, generates new ideas, practices self-development.</td>
</tr>
<tr>
<td><strong>Integrity/Ethics</strong></td>
<td>Deals with others in a straightforward and honest manner, is accountable for actions, maintains confidentiality, supports company values, conveys good news and bad.</td>
</tr>
<tr>
<td><strong>Teamwork</strong></td>
<td>Meets all team deadlines and responsibilities, listens to others and values their opinions, helps team leader to meet goals, welcomes newcomers and promotes a team atmosphere.</td>
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<tr>
<td><strong>Strategic Competencies</strong></td>
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<tr>
<td><strong>Decision Making/Judgment</strong></td>
<td>Recognizes problems and responds, systematically gathers information, seeks input from others, addresses root cause of issues, makes timely decisions, uses consensus when possible, communicates decisions to others: where applicable, sorts through complex issues, can make difficult decisions.</td>
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<tr>
<td><strong>Leadership</strong></td>
<td>Leads through change and adversity, makes the tough call when needed, builds consensus when appropriate, motivates and encourages others.</td>
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<tr>
<td><strong>Organizational Savvy</strong></td>
<td>Operates within the organization's formal and informal structures, builds allies and relationships across departments, uses allies to build consensus and create results, is appropriately diplomatic, understands others' roles and perspectives, can sell projects and ideas across the organization.</td>
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<tr>
<td><strong>Problem Solving/Analysis</strong></td>
<td>Breaks down problems into smaller components, understands underlying issues, can simplify and process complex issues, understands the difference between critical details and unimportant facts.</td>
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<tr>
<td><strong>Strategic Thinking</strong></td>
<td>Creates and communicates a long-term vision, balances short and long term goals, keeps own and team's work aligned with overall goals, understands the market and can predict change, understands the industry and the competition, creates and adjusts strategic plans.</td>
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