



The Nickols Competency Hierarchy

| Category | Description |
|-------------------|---|
| <i>Novice</i> | A beginner, a tyro; an amateur; a “newby” – someone new to the work and who requires considerable and close supervision on all tasks. |
| <i>Apprentice</i> | One who is learning by practical experience under the direction of skilled, competent workers or members of a profession; requires a moderate amount of supervision but can perform some tasks satisfactorily with little or no supervision. |
| <i>Journeyman</i> | A person who has mastered most of the knowledge, skills and standards associated with a trade or profession and who works for another; an experienced, reliable worker or performer, capable of working most of the time with little or no supervision. |
| <i>Master</i> | A worker or artisan whose performance is exemplary in all areas and who is able to teach the less qualified; an artist, performer or player of consummate skill and knowledge; a person whose work serves as a model or ideal for others to emulate. |
| <i>Magician</i> | Someone whose performance consistently exceeds that of an expert and whose work also defies explanation using commonly accepted views, notions and beliefs about best practices. |
| <i>Wizard</i> | Someone whose performance baffles everyone, including the magicians. |

Note: Thanks to Dick Webster for some helpful editing.