



## The Nickols Competency Hierarchy

<b>Category</b>	<b>Description</b>
<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.*