



Professional Competencies

Teamwork & Customer/ Interpersonal Relations *Performance Benchmarks*

The ability to interact effectively and cooperatively with others in the workplace, including team members, vendors, and all who rely on the University for information or services.

Work Examples:

- Fosters cooperative and positive work relationships inside and/or outside the organization
- Effectively works with people who have diverse ideas, perspectives and values
- Collaborates with other employees and/or customers to achieve goals as a group
- Helps, advises, and encourages people who are new to the organization or to a particular position
- Recognizes, empathizes with, and responds to the needs of employees and/or customers and provides help and assistance
- Maintains composure in stressful or personally unpleasant situations with employees, managers, customers, or persons from outside the organization
- Addresses the objections, disagreements, or emotional reactions of others in an effective manner
- Maintains regular customer/supplier contact
- Informs customers/ suppliers and management in a timely manner when a problem or potential problem arises in service delivery
- Meets service expectations and satisfies customers

Analysis, Problem Solving, & Decision Making *Performance Benchmarks*

The ability to acknowledge issues and develop potential solutions consistent with departmental objectives.

Work Examples:

- Recognizes the existence of problems and their primary and contributory causes
- Gathers an appropriate level of information to guide decision making
- Analyzes and integrates information from several sources to arrive at and support a conclusion or recommendation
- Considers the advantages, disadvantages, and possible adverse consequences of alternative solutions/decisions
- Uses the concept of materiality (i.e., relevance/ importance) when making decisions
- Arrives at sound and timely decisions when dealing with structured and unstructured problems
- Makes decisions consistent with authority
- Makes decisions that are consistent with corporate objectives
- Defends recommended solutions/decisions with facts, rationale, and supporting documentation
- Monitors the implementation of solutions to ensure that they work
- Accepts responsibility/ accountability for errors, counterproductive actions, or unintended effects of actions

Quality & Detail Orientation *Performance Benchmarks*

The ability to provide quality work and to proactively explore elements of duties and issues of job performance and to consider and address all issues that may impact the quality of work.

Work Examples:

- Shows attention to detail in terms of quality of work
- Produces high quality of work that is consistently accurate, complete and well- documented
- Improves the excellence of work
- Accurately checks processes and tasks
- Considers and addresses all issues that may impact or limit the quality of the work

Adaptability & Innovation *Performance Benchmarks*

The ability to adjust to changes in the workplace and apply original thinking in approaching job responsibilities.

Work Examples:

- Modifies one's behavior to deal with change
- Adjusts work pace and shifts attention between multiple activities to keep up with rapidly changing and competing demands
- Maintains effective performance in the face of a changing/stressful work environment
- Pursues continuous learning (formal or informal) to adapt to changes in the job
- Accepts criticism without overreacting or becoming defensive
- Pursues learning/training to improve performance
- Finds new and better ways of doing things
- Open to new ideas

Project Leadership: Planning, Organizing, & Scheduling *Performance Benchmarks*

The ability to develop plans with clearly defined steps for completion.

Work Examples:

- Establishes project/activity objectives, goals and priority
- Involves others who will work on the project/activity or be impacted by it in the planning, organizing, and scheduling process
- Develops plans that clearly define the required schedules, parameters, action steps and resources
- When leading a team effort, gives effective direction, feedback and recognition to other team members
- Modifies plans to adjust for changes and to avoid or minimize delays

- Monitors progress, anticipating bottlenecks and road blocks, and resolves any issues to ensure objectives, deadlines, and commitments are met
- Schedules and structures meetings/briefings effectively
- Keeps management updated on the progress of the project/activity

Work Ethic & Initiative *Performance Benchmarks*

The ability to utilize moral principles to proactively complete required duties.

Work Examples:

- Follows through on commitments
- Remains persistent in the face of obstacles
- Acts in a reliable and dependable manner
- Reflects a proactive desire to improve performance and quality
- Demonstrates the initiative, readiness and competency to act and assumes ownership for work
- Proactively looks for things that need to be done and does them without waiting for instructions
- Achieves results without regular supervision

Quantity of Results *Performance Benchmarks*

The ability to deliver work on schedule and evaluate one's own productivity.

Work Examples:

- Completes the required volume of work needed to support workgroup/ departmental goals
- Completes the required volume of work on schedule and without missed deadlines
- Finds ways to increase own productivity in order to take on added projects/assignments or assist others with critical work

Oral & Written Communication *Performance Benchmarks*

The ability to use appropriate verbal, nonverbal, written, and electronic methods of communication that are concise, complete, and tailored to the intended audience.

Work Examples:

- Selects words that convey intentions precisely, without ambiguity, and that present ideas in an order or arrangement that is meaningful
- Uses the most effective communication channel (e.g., face-to-face, phone, e-mail, memo) given the intended audience and the message
- Tailors written and oral communications to the interests and knowledge level of the intended audience
- Produces and delivers effective presentations
- Responds effectively to questions during presentations and project reviews

- Actively listens (e.g., uses questions or summarizes what was heard in order to confirm understanding)
- Accurately and completely summarizes the comments, observations, activities, and opinions of others
- Produces written material that is concise, complete, and easily followed and understood
- Provides input and opinions when appropriate

Technical & Professional Proficiency *Performance Benchmarks*

The ability to apply sound technical and professional concepts to business issues.

Work Examples:

- Applies sound technical and professional concepts, principles, and methods to business issues
- Recognizes and readily communicates the limits of his/her own professional and technical knowledge and expertise
- Handles technical problems successfully
- Stays current with the latest developments in his/her technical or professional areas of expertise
- Uses pre-packaged software and company information systems/applications necessary to perform job functions
- Reviews, analyzes, and interprets laws and government/industry regulations and standards for their application to company business

Business Planning, Organizing & Scheduling, Strategy & Execution (Supervisors/Managers only) *Performance Benchmarks*

The ability to develop, communicate and manage projects in a manner that aligns with the strategic plan and mission of the University.

Work Examples:

- Develops, maintains, and modifies plans for work group operations
- Manages multiple activities, assignments, competing priorities and/or projects to ensure efficient use of time and resources and goal or deadline achievement
- Establishes work objectives, goals, and priorities
- Establishes and updates schedule to complete required tasks on time
- Ensures project plans are developed that clearly define schedules, objectives, parameters, action steps and resources required for the project
- Execute plans and activities appropriately
- Anticipates and resolves bottlenecks and roadblocks
- Follows-up/monitors progress of projects to ensure time frames and objectives are met
- Understand the organization's mission and strategies
- Integrate big picture concerns with daily activities
- Demonstrates a sound understanding of technical/professional concepts, principles, and methods

Leadership, Employee Direction, & Developing Organizational Talent (Supervisors/Managers only) Performance Benchmarks

The ability to create and maintain an environment that promotes high levels of performance and to influence employees to help accomplish organizational goals.

Work Examples:

- Establishes group goals that are aligned with tactical and strategic objectives w/in the department, division, and corporation
- Clarifies/communicates the relationship between subordinates' goals and the goals of the department, division, and corporation
- Matches work assignments with the skill sets, interests, and developmental needs/goals of employees
- Delegates work activities and the corresponding level of authority Establishes and communicates performance expectations for subordinates
- Helps subordinates with anticipating and overcoming obstacles to effective performance
- Gives effective feedback and recognition to subordinates
- Coaches and develops subordinates
- Addresses issues or concerns affecting individual employee or group morale
- Presents negative or unpopular information in a positive and persuasive manner
- Involves subordinates in the planning/decision-making process as appropriate
- Selects/hires applicants who are well suited for their positions
- Applies appropriate discipline given policy, the performance or behavior problem, and the specifics of the situation

Influence Skills and Avoiding/Resolving Conflict (Supervisors/Managers only) Performance Benchmarks

The ability to utilize conflict resolution and persuasion strategies to influence team members for constructive results.

Work Examples:

- Influences others using logical argument, negotiation, and other forms of tactful persuasion
- Presents compelling arguments to support position
- Responds appropriately to objections
- Chooses an appropriate approach to gain agreement to an idea or course of action
- Relates the benefits of ideas or recommendations to individuals
- Persuades individuals or departments to meet commitments or take action
- Settles conflicts constructively with others.
- Determines the nature of the conflict
- Mediates conflicts
- Keeps arguments issue- oriented
- Reaches agreements through compromise.
- Seeks a win-win solution.
- Avoids allowing conflicts to escalate to higher levels

Diversity, Equity and Inclusion *Performance Benchmarks*

The ability to understand and apply concepts of diversity, equity and inclusion in the workplace.

Work Examples:

- Envisions and conceptualizes the institutional mission through a broad and inclusive definition of diversity
- Understands the importance of equity, inclusion and diversity to the broader educational mission of the institution
- Understands the contexts, cultures, and politics that impact the implementation and management of effective diversity change efforts
- Has knowledge and understanding of the educational benefits to students through diversity, inclusion and equity
- Understands how diversity education efforts may be used to advance the diversity mission of the institution
- Understands how institutional programming may be used to advance the diversity mission of the institution
- Understands the procedure for responding to bias incidents when they occur on campus
- Has basic knowledge of how various forms of institutional data may be used to benchmark and measure outcomes to support the diversity mission of the institution
- Has an understanding of the importance of campus climate in supporting the diversity mission of the institution
- Broadly understands the diversity-related issues facing faculty recruitment and retention
- Understands federal laws and regulations regarding nondiscrimination, access and equity in higher education
- Has current knowledge related to various institutional policies and procedures related to equity, diversity and inclusion