



Performance Management Program

Competencies for VP's, Deans and Directors

The competencies used in the University's Performance Management Program have been revised for the 2013 – 2018 Strategic Plan to emphasize characteristics that are important to how each University Professional and Administrative Support Staff member performs in his or her role. Below are the competency definitions and examples of behaviors associated with each competency. The examples listed below should be used as guides when evaluating employees on the respective competency.

Executes Vision and Direction:

Demonstrates ability to develop, communicate, and align others around a vision and strategy for the future.

Examples of behaviors associated with this competency include, but are not limited to:

- Creates plans and initiatives that ensure the understanding and commitment of others to achieve the vision
- Sets a direction and allows others to take the lead in achieving that vision and involves others in identifying and achieving common goals and priorities
- Assesses current internal and external conditions and develops strategies that meet the long-term interests of the University
- Welcomes and communicates enthusiasm for new organizational initiatives and unique ideas

Leadership:

Provides direction, motivation and sets an example through open communication and modeling best practices.

Examples of behaviors associated with this competency include, but are not limited to:

- Supports and fosters a climate of inclusion where diverse thoughts are shared and integrated to develop plans and solutions
 - Recognizes strategic opportunities to enhance University success and fosters the development of compelling messages, a common vision and priorities that guide and focus efforts
 - Clearly defines standards and expectations and recognizes the achievements of employees and champions recognition and reward
 - Supports fair treatment and equal opportunity for all and empowers employee performance by providing resources, support and direction
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Change Management and Innovation:

Uses knowledge and professional experience to envision the future needs, anticipate change, capitalize on opportunities and develop innovative options that further the strategic direction of the organization.

Examples of behaviors associated with this competency include, but are not limited to:

- Recognizes when there is a need for change and effectively manages both the areas that remain stable and those that are changing
- Creates a shared responsibility among team members by involving them in critical deliberations and decisions as appropriate
- Foresees the impact of emerging technologies and integrates these technologies within changing organizational processes
- Communicates to those stakeholders affected by changes and addresses their questions, concerns and need for information

Coaching and Development:

Leads and engages to maximize individual performance through alignment with departmental goals and the University's mission and strategic goals.

Examples of behaviors associated with this competency include, but are not limited to:

- Recognizes when there is a need for change and effectively manages both the areas that remain stable and those that are changing
- Creates a shared responsibility among team members by involving them in critical deliberations and decisions as appropriate
- Foresees the impact of emerging technologies and integrates these technologies within changing organizational processes
- Communicates to those stakeholders affected by changes and addresses their questions, concerns and need for information

Planning and Organizing:

Demonstrates an awareness of business issues, processes and outcomes as they impact internal and external clients of the University.

Examples of behaviors associated with this competency include, but are not limited to:

- Continually seeks to improve processes and embraces institution and industry wide best practices
 - Anticipates needs, monitors progress toward objectives and adjust actions as necessary
 - Outlines project goals and timelines and review progress at defined intervals
 - Proactive in planning actions to align with organizations strategic goals and to meet external events
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Team Work/Collaboration:

Encourages cooperation, collaboration and partnerships and works cooperatively with others to achieve set goals and/or implement department and strategic goals.

Examples of behaviors associated with this competency include:

- Respects diverse thoughts, views and approaches and fosters cooperation and collaboration in others through trust-building and relationships
- Collaborate with others to promote University services and resources to meet the needs of staff, students and faculty
- Facilitates and models teamwork across the University and creates a culture of transparency and trust
- Builds effective teams within their respective departments and with internal and external clients of the University

Client Service/Commitment to Service:

Ability to meet/exceed client service needs and expectations and provide excellent service in a direct or indirect manner.

Examples of behaviors associated with this competency include, but are not limited to:

- Recognizes "who" the client is and seeks to identify ways to increase satisfaction
- Acts as a role model in demonstrating service culture
- Seeks input, meets expectations, maintains communication and follows –up with the client
- Demonstrates genuine caring and empathy through personal demeanor and approach

Accountability:

Takes personal responsibility for conduct and the quality and timeliness of work.

Examples of behaviors associated with this competency include, but are not limited to:

- Follows University and department policies and procedures, meets productivity standards, deadlines, and work schedules
- Acknowledges and corrects mistakes timely and directly and conducts activities in an ethical and dependable manner
- Sets high professional performance standards for quality and evaluates performance against those standards
- Assumes responsibility to ensure issues/concerns will be addressed and monitors them through conclusion



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Fiscal and Resource /Management:

Demonstrates integrity, accountability and efficient stewardship of resources in a manner consistent with University policies and standards.

Examples of behaviors associated with this competency include, but are not limited to:

- Analyzes and uses fiscal data to make informed business decisions
- Prepares, justifies, and/or administers the budget; uses cost benefit thinking to set priorities; monitors expenditures in support of programs and policies
- Demonstrates broad understanding of principles of financial management necessary to ensure the appropriate stewardship of University resources

Judgment/Decision Making:

Makes timely, informed decisions using judgment and taking into account the facts, goals, constraints, and risks.

Examples of behaviors associated with this competency include, but are not limited to:

- Keeps appropriate professional and personal confidences
- Distinguishes relevant from irrelevant information
- Makes decisions independently based on relevant information by identifying, defining and analyzing the situation and available information before recommending a course of action
- Uses sound judgment and integrity to make clear transparent decisions regarding complex and/or sensitive issues

Communication:

Ability to convey information verbally and in writing to foster, encourage and facilitate open communication.

Examples of behaviors associated with this competency include, but are not limited to:

- Speaks to internal and external clients and colleagues in a respectful manner
 - Develops written communications and uses them appropriately
 - Expresses information clearly in one-on-one conversations and groups and accurately interprets information
 - Fosters, encourages and facilitates open communication and creates an atmosphere of open expression
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Job Knowledge and Skill Application:

Demonstrates an understanding of knowledge specific to a technical, professional, or administrative field of work through the application of related skills

Examples of behaviors associated with this competency include, but are not limited to:

- Demonstrates a thorough understanding of the practices or concepts associated with the field of work and applies appropriately depending on the assignment or issue
 - Seeks out and effectively utilizes available resources when completing work assignments
 - Works within available guidelines or approaches, but knows how to adjust or adapt methods depending on the result required
 - Keeps abreast of current developments and demonstrates an awareness of new practices and approaches by utilizing this knowledge in related work activities
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