LIST OF COMPETENCIES

**Accountability:** takes responsibility for all work activities and personal actions; follows through on commitments; implements decisions that have been agreed upon; maintains confidentiality with sensitive information; acknowledges and learns from mistakes without blaming others; recognizes the impact of one’s behavior on others.

**Adaptability:** responds to changing circumstances by being innovative and altering behavior to better fit different situations; consistently exhibits optimism and energy; learns new skills, performs work in different ways; successfully works with new colleagues; professionally deals with personal discomfort in a changing work environment; willing to be flexible; remains calm in stressful situations.

**Clear Communication:** expresses oneself clearly and effectively when speaking and/or writing to individuals or groups; listens attentively; ensures that information is understood by all parties; shares information in a timely manner using the most appropriate method; presents well-organized information in a group setting.

**Initiative:** takes action to improve a situation without waiting for explicit instructions; understands how one’s own actions relate to the University’s and department’s strategic goals; recognizes and responds to opportunities in order to reach a goal; seeks new and improved techniques, solutions, and approaches to completing assignments.

**Managing Resources:** allocates time and resources efficiently and effectively; prioritizes work and delegate as appropriate; works to minimize institutional risk by acting as a responsible steward for the University.

**Organization/Project Management:** organizes large amounts of information by creating and maintaining well organized systems; follows logical approaches to completing work; brings a project from inception to successful completion; translates strategies into step-by-step plans for action; monitors work progress to completion; effectively prioritizes; pays close attention to detail.

**Problem Solving:** generates creative approaches to addressing problems and opportunities; identifies and weights options, makes sound decisions after reviewing all relevant information; anticipates and plans for potential problems; takes calculated risks; recognizes impact of solutions.

**Service Orientation:** acts professionally and calmly at all times when interacting with others; consistently demonstrates concern and courtesy towards colleagues and customers; treats all people respectfully; takes personal responsibility for correcting problems; follows up with individuals to ensure satisfaction with the level of service they have received.

**Technology/Specialized Knowledge:** demonstrates ability to use technology effectively and productively; continually updates skills and knowledge; addresses problems as they arise or seeks help as appropriate.

**Valuing Diversity:** treats all individuals fairly and respectfully, works effectively with others, regardless of their background, position, or status; ensures that opportunities are equally available to all; respects different values and viewpoints.
**Working Collaboratively:** works collegially with others, cooperating in both interpersonal and team relationships; fosters enthusiasm and maintains mutual trust, candor and respect. If applicable, manages groups effectively and builds partnerships with others.

**Additional Competencies For Those Who Supervise Others:**

The competencies below are provided as a guide to help measure management effectiveness. This includes the ability to lead, manage and develop others, articulate a vision that inspires commitment from others, all in a supportive environment.

**Leadership:** creates a vision or goal for one’s work unit and communicates it in a way that motivates others to implement it; understands and leverages the organization’s structure and relationships; pursues organization support and resources; develops strategies to include divergent opinions and overcome adversity; moves plans forward toward a specific course of action.

**Managing Conflict:** ensures productive resolution of conflict; recognizes different viewpoints; brings conflict into the open, and encourages those involved to find appropriate solutions.

**Managing Performance:** sets clear goals and expectations for staff; follows progress against goals; provides regular feedback; addresses performance issues promptly; fosters learning and development; provides public recognition of staff accomplishments.