PERSONAL COMPETENCIES DICTIONARY

Attention to Detail

Definition
Achieves thoroughness and accuracy when accomplishing a task through concern for all the areas involved.

Behavioral Indicators
- Provides accurate, consistent numbers on all paperwork
- Provides information in a usable form and on a timely basis to others who need to act on it
- Maintains a checklist, schedule, calendar, etc. to ensure that small details are not overlooked
- Follows policies, procedure, safety and security measures in using various equipment
- Work requires little or no checking
- Writes down important details in messages or communications so the details are not lost or forgotten

Coaching

Definition
Work to improve the immediate performance of others; facilitates their skill development; and gives feedback in a manner that facilitates confidence and maintains self-esteem.

Behavioral Indicators
- Reinforces effective behaviors or results through acknowledgement, recognition and/or feedback in a timely manner
- Clearly states actual performance compared to expected or desired performance
- Devotes time to providing task-related help to others
- Asks questions that help other people recognize the need for performance improvement
- Expresses confidence in an individual’s ability to meet or exceed expectations
- Takes time to listen to other’s issues and concerns
- Discusses problems immediately, before they are forgotten or out of control
- Encourages others to voice their concerns and constructive criticism
PERSONAL COMPETENCIES DICTIONARY

Communication Skills - Oral

Definition
Demonstrates the ability to convey thoughts and express ideas effectively using speech in individual or group situations; attends to and fully comprehends what others are saying.

Behavioral Indicators
- Is clear and articulate when speaking with an individual or before a group
- Uses examples and paraphrasing in speech, as necessary, to clarify ideas and concepts
- Uses vocabulary appropriate to the audience
- Checks for understanding of the communication by asking open-ended questions that draw out the listener’s understanding
- Thinks through what is to be communicated and organizes thoughts and ideas effectively
- Demonstrates effective listening by providing feedback to the speaker in such a way that it is clear that the message was understood

Communication Skills – Written

Definition
Demonstrates the ability to express ideas, thought and concepts clearly in writing, using correct and appropriate grammar, organization and structure.

Behavioral Indicators
- Organizes written work in a manner that is clear and easy to follow
- Produces written material that is understandable, as evidenced by the reactions of the recipients
- Keeps written material concise and relevant.
- Uses proper grammar, spelling and punctuation and paragraph structure
- Writes in a manner that commands attention and achieves desired results
PERSONAL COMPETENCIES DICTIONARY

Continuous Improvement Orientation

Definition
Looks for incremental improvements in work processes and results

Behavioral Indicators
− Pays attention to processes or steps leading to the accomplishment of results, looking for ways to improve quality, efficiency and/or effectiveness
− Looks for ways to eliminate redundancy or in processes, for example repetition of steps in a process that provide no value-add
− Looks for ways to streamline work processes, for example eliminating steps that do not add value or rearranging the steps in a process to facilitate workflow
− Looks for ways to reduce rework; rework being anything that requires additional effort and attention to “fix” before the process can be successfully completed
− Looks beyond symptoms to uncover root causes of problems
− Looks for ways to reduce duplication of effort in and between departments
− Questions “the way things have always been done around here” to ensure that processes and results continue to be relevant and add value

Creativity

Definition
Generates novel and valuable ideas, using these ideas to development new or improved processes, methods, systems, or services or products.

Behavioral Indicators
− Tries new methods for completing required tasks, eventually finding a “better way”
− Challenges conventional practices in a constructive manner
− Devises new ways to approach existing issues to add value through efficiency, effectiveness or customer satisfaction
− Displays a high level of curiosity and translates it into new approaches to problem identification and solution
− Turns “lemons” into “lemonade”
PERSONAL COMPETENCIES DICTIONARY

Customer Service Orientation

Definition
Demonstrates concern for meeting internal and external customers’ needs in a manner that provides satisfaction for the customer within the resources that can be made available.

Behavioral Indicators
− Asks questions to identify customer’s needs or expectations or to determine customer’s awareness of the full range of available services.
− Involves stakeholders in the decision-making or problem-solving process as early as possible
− Takes a variety of actions to fully understand and meet a customer’s needs
− Monitors customer satisfaction regularly
− Responds to customers with an appropriate level of urgency
− Looks for ways to continuously improve results or outcomes to increase customer satisfaction
− Works with customers to develop realistic objectives or time frames

Initiative

Definition
Evaluates, selects and acts on various methods and strategies for solving problems and meeting objectives before being asked or required to do so

Behavioral Indicators
− Recognizes and acts on opportunities
− Digs beneath the obvious to get at the facts, even when not asked to do so
− Creates opportunities or minimizes potential problems by anticipating and preparing for these in advance
− Anticipates needs in different situations and takes appropriate action
− Requires minimum supervision and is self-directed within the scope of his/her accountabilities
PERSONAL COMPETENCIES DICTIONARY

Judgment

Definition
Demonstrates the ability to make decisional authoritatively and wisely, after adequately considering various available courses of action.

Behavioral Indicators
− Weights a considers alternative available actions before selecting a method for accomplishing a task or project
− Refrains from ‘jumping to conclusions’ based on no or minimal fact-based or data-based information; takes time to collect facts before decision-making
− Balances needs and desires with available resources and constraints
− Recognizes when to escalate appropriate or specific situations to the next higher level of expertise
− Considers the impact of an action or decision on customers and the institution
− Listens to both sides of any story before making a commitment or taking action

Leadership

Definition
Develops and uses effective strategies, change management and interpersonal skills to influence others toward the accomplishment of identified objectives

Behavioral Indicators
− Solicits input of others who are affected by plans, actions or proposed changes
− Develops and uses subtle, positive approaches or strategies to influence others
− Serves as a role model to others, demonstrating commitment and a vision of challenging goals and objectives
− Is approachable and establishes rapport with employees
− Establishes measurable and achievable results expectations
− Holds self and others accountable for achieving established performance expectations
− Communicates a vision to pull others through a changing environment effectively
PERSONAL COMPETENCIES DICTIONARY

Planning/Organizing

Definition
Establishes a systematic course of action for oneself or others to ensure accomplishment of a specific objective. Determines priorities and allocates time and resources effectively.

Behavioral Indicators
− Sets priorities with an appropriate sense of what is most important
− Realistically anticipates obstacles when planning
− Tracks progress and completion of activities to accomplish stated objectives
− Manages time effectively to accomplish what needs to get done
− Works effectively under short deadlines
− Modifies planned actions when necessary to achieve desired results
− Plans with an appropriate and realistic sense of the time demand involved
− Converts or translates objectives into workable activities
− Develops systems to organize workflow to ensure quality, precision and timeliness of outputs.

Professional/Technical Expertise

Definition
Acquires and uses technical and professional knowledge, skills and judgment to accomplish results and serve customers effectively.

Behavioral Indicators
− Understands technical aspects of own job
− Makes self available to others to help solve professional and technical problems or issues
− Keeps up-to-date on the professional and technical aspects of the job
− Applies university policies and procedures in a correct and timely manner
− Keeps up-to-date on resources available to serve the needs of customers
− Keeps up-to-date on current research and technology in education and in one’s own professional field
− Recognizes trends in theory and practice of one’s own professional or technical field and effectively prepares for anticipated changes
PERSONAL COMPETENCIES DICTIONARY

Relationship Building

Definition
Established rapport with people easily, developing and maintaining a network of contacts that can provide information, help and access to others.

Behavioral Indicators
- Takes appropriate action to gain cooperation and build consensus
- Develops and maintains positive working relationships with co-workers and customers by being timely and maintaining a pleasant, positive attitude
- Understands how he/she is perceived by others
- Is aware of the differences in style among people and adapts one’s own style to better work with others with differing styles
- Uses different behaviors depending on the situation at hand to achieve desired outcomes
- Works to make a particular impression on others to help achieve a work-related objective
- Develops and proactively uses networks, both inside and outside the college to build rapport and seek or provide help
- Establishes a climate of trust, confidence and mutual respect
- Takes actions to improve relationships between others

Sponsored Research Program Development

Definition
Generates new and/or maintains existing revenue streams of sponsored research to enhance the University’s ability to build its prestige and value to the greater community

Behavioral Indicators
- Identifies sponsors and makes appropriate contacts
- Responds to customer announcements of opportunities
- Issues white papers in support of new or existing opportunities
- Demonstrates the ability to define and develop new markets
- Anticipates and responds to changing sponsor needs
- Turns proposals in actual contracts
- Keeps sponsors interested and maintain customer satisfaction, resulting in follow-on work
PERSONAL COMPETENCIES DICTIONARY

Teamwork

Definition
Willingly cooperates and works collaboratively toward solutions that generally benefit all involved parties and accomplish group objectives

Behavioral Indicators
- Asks for the input of group members and encourages the participation of all
- Gives credit and recognition to those who have contributed
- Demonstrates interest in helping others solve problems and accomplish work objectives
- Follows up on inquiries and requests from peers and co-workers
- Participates actively in accomplishing group goals, doing his or her share willingly
- Shares information and own expertise with others to enable them to accomplish group goals
- Works to develop consensus in pursuit of group goals
- Acknowledges and works through conflict in a productive way; shares concerns and differing opinions in a constructive, positive way
- Respects and is tolerant of differing opinions and those who hold them
- Obtains cooperation of others for whom one has no direct supervisory responsibility
PERSONAL COMPETENCIES DICTIONARY

Valuing Diversity

Definition
Creates an atmosphere of valuing and accepting others

Behavioral Indicators
− Gets insight from others about issues and opportunities before making decisions
− Directly confronts any prejudicial or disrespectful behavior or comments
− Helps to identify and works to change organizational policies that may be contrary to the University’s statement on diversity
− Pursues inclusion of those with different backgrounds in day-to-day interactions within the University community
− Examines one’s own thought and language for assumptions and stereotypical responses
− Establishes relationships with people who are different from oneself
− Seeks to understand the individual person rather than seeing the person as a representative of a group
− Values the involvement of employees who have a broad base of experience and backgrounds as an asset to the University
− Networks in the local and professional communities to attract to the University diverse people who share common values
− Gives feedback openly and respectfully to others whose different behaviors and values affect their credibility and effectiveness, identifying alternatives to help people use their differences effectively and not alienate others
− Accommodates different personal styles that are effective in accomplishing desired outcomes
− Demonstrates support of organizational policies and practices that enhance diversity within the University