

## **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 useable 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 and 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 abroad 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