

Competency Guide

Competencies are comprised of defined knowledge, skills, and behaviors needed to be effective in an employee's job and organization.

When writing your narrative, consider the following competencies that are commonly applied in the workplace.

- Which of the competencies were most relevant to the employee's job, project and/or goals? (Select 2-3 on which to focus.)
 - How well did the employee demonstrate the competencies you identified this year?
 - Did they consistently meet or not meet the expectations?
- Which competencies are areas of strength that the employee should focus on maintaining?
- Which competencies are areas of opportunity that the employee should focus on addressing?

Below is a list of competencies intended to be useful as a reference, but is not all-inclusive. The competencies and descriptions listed are to be used to generate thought about how the competency is displayed when performed well on the job.

Competency	Competency Description
Communication	Clearly conveying information and ideas through a variety of media in a manner that engages the audience and helps them understand and retain the message.
Problem Solving	Identifying problems and seeking the best solutions.
Job Knowledge	Exhibiting job-relevant knowledge and skills needed to perform the duties and requirements of the position.
Adaptability	Maintaining effectiveness and/or adjusting effectively to work within new work structures, processes, requirements, or cultures.
Reliability/Dependability/Accountability	Willingness to take on responsibilities and to be accountable for them.
Initiative and Resourcefulness	Proactively addressing issues and opportunities.
Judgement and Compliance	Evaluating situations and makes sound decisions.
Interpersonal Relations/Teamwork/Collaboration	Working effectively and cooperatively with others; establishing and maintaining good working relationships.

Here are some core competencies along with performance and behavior that meets or does not meet expectation:

<p>Communication: Clearly conveying information and ideas through a variety of media in a manner that engages the audience and helps them understand and retain the message.</p>	
<p>Does Not Meet Expectations</p> <ul style="list-style-type: none"> • Is unclear in written and verbal communication • Doesn't adjust approach to fit audience needs • Doesn't listen well to thoughts and ideas of those around them • Withholds information and/or is not timely with information they share 	<p>Meets Expectations</p> <ul style="list-style-type: none"> • Writes, speaks and presents clearly, succinctly and effectively • Exhibits fairness and effectiveness in communicating and negotiating with clients. • Fosters an atmosphere of openness and respect that encourages feedback and conversation. • Listens carefully and responds appropriately to others.
<p>Problem Solving: Identifying problems and seeking the best solutions.</p>	
<p>Does Not Meet Expectations</p> <ul style="list-style-type: none"> • Gives up too quickly • Continues to use workarounds without identifying the root cause of an issue 	<p>Meets Expectations</p> <ul style="list-style-type: none"> • Offers solutions and suggestions that generally turn out to be appropriate. • Persists in meeting objectives despite challenges and setbacks along the way. • Is innovative in applying ideas to meet challenges and realizes opportunities.
<p>Job Knowledge: Exhibiting job-relevant knowledge and skills needed to perform the duties and requirements of the position.</p>	
<p>Does Not Meet Expectations</p> <ul style="list-style-type: none"> • Fails to seek out the resources to develop in their role • Is not up-to-date on trends or issues affecting the University or their area of specialty • Is unaware of how his or her role, team or department fit into the overall organization. 	<p>Meets Expectations</p> <ul style="list-style-type: none"> • Displays knowledge of the methods and equipment needed to do the job. • Understands the functions of the work unit and fit in the total organization. • Keeps abreast of new developments and major issues in the field. • Consulted by others for guidance.

Adaptability: Maintaining effectiveness and/or adjusting effectively to work within new work structures, processes, requirements, or cultures.

Does Not Meet Expectations

- Struggles to get back on track after experiencing setbacks
- Becomes disengaged when faced with roadblocks
- Gets easily stressed and frustrated when faced with uncertainty
- Delays moving forward until all details are known

Meets Expectations

- Willingness to learn quickly and adapt to changes in job assignments, methods, personnel, or surroundings.
- Initiates or recommends beneficial changes in work procedures.
- Pursues new learning to adapt to changes.
- Open to new ideas and willing to act upon new information.

Reliability/Dependability/Accountability: Willingness to take on responsibilities and to be accountable for them.

Does Not Meet Expectations

- Doesn't give credit to others
- Doesn't accept personal responsibility for actions
- Doesn't proactively seek feedback
- Doesn't arrive to scheduled appointments, meetings and events on-time

Meets Expectations

- Follows through on responsibilities and commitments while taking ownership of actions
- Exhibits progressively lower degrees of required supervision.
- Acknowledges mistakes and gains insight from them.
- Arrives to scheduled appointments, meetings and events on-time

Initiative and Resourcefulness: Proactively addressing issues and opportunities.

Does Not Meet Expectations

- Is content with the status quo.
- Doesn't understand how to navigate internal University structures to meet objectives.
- Takes too long to act on a problem
- Hesitates to take action when faced with a challenge

Meets Expectations

- Seeks out new assignments and assumes additional responsibility when appropriate.
- Builds support and enlists cooperation of others.
- Demonstrates a positive, can-do attitude when faced with challenges

Judgement and Compliance: Evaluating situations and makes sound decisions.

Does Not Meet Expectations

- Makes decisions without obtaining or considering all available data
- Decisions are short-sighted, lacking a long-term or University-wide view
- Comes to conclusions hastily without considering diverse perspectives.

Meets Expectations

- Uses reasoning to identify, solve, and prevent problems.
- Exhibits knowledge of the University's policies and procedures applicable to his/her assignment.
- Compares data from different sources to draw conclusions
- Takes action consistent with available facts, constraints and consequences.

Interpersonal Relations/Teamwork/Collaboration: Working effectively and cooperatively with others; establishing and maintaining good working relationships.

Does Not Meet Expectations

- Overlooks or shies away from opportunities to collaborate with others.
- Expresses thoughts in an overly direct or rude manner.
- Doesn't make time to listen to the needs of others
- Prioritizes personal interests and objectives over the needs of the University community

Meets Expectations

- Easily builds rapport in an open and friendly manner.
- Contributes to the success of a group by sharing knowledge and working harmoniously.
- Displays appropriate supportive behavior toward the University and its customers/clients.
- Effectively interfaces with a diverse community.

Supervisory/Leadership Skills (if applicable)

Does Not Meet Expectations

- Demonstrates poor hiring practices by hiring hastily, or only recruiting people "like them"
- Delegates work without providing adequate instruction
- Doesn't take time to develop others
- Doesn't take time to recognize the accomplishments of their team
- Fails to recognize the personal motives and drivers of individual team members.

Meets Expectations

- Recruits high quality, diverse staff.
- Establishes and communicates measurable, achievable goals.
- Provides frequent positive and constructive feedback
- Develops others and improves performance through coaching
- Acts as an effective role model for those supervised.
- Makes the most effective use of available department and human resources to achieve team goals
- Encourages collaboration among the team
- Can get the work done while being sensitive to the morale and satisfaction of those doing the work
- Has the ability to create a climate of openness and inclusiveness while respecting and valuing individual differences.