



Accountability

Definition: Takes ownership for actions for which they are directly responsible. Behaves in an honest, fair, transparent, and ethical manner.

Less Skilled:

- Fails to complete tasks on time; infrequently meets deadlines
- Inappropriately blames others and circumstances for not meeting performance expectations
- Only accepts responsibility for actions when approached

Competent:

- Fulfills all commitments made to peers, co-workers, and supervisor
- Acts as a good steward of resources
- Recognizes the interdependency of decisions and actions
- Acknowledges and learns from mistakes without blaming others
- Exemplifies high ethical standards and holds self and others responsible for conduct

Overused Skill:

- Assumes responsibilities of others; overloads oneself unnecessarily
- Is unable to move past mistakes made by self or others
- Redirects workflow to prevent holding others responsible



Collaboration

Definition: Builds partnerships and works respectfully with others to meet shared objectives.

Less Skilled:

- Unable or unwilling to engage others in work when necessary
- Does not proactively share information; is reluctant to share job knowledge and tasks with colleagues
- Does not seek out or welcome differing perspectives
- Uninterested in soliciting input from others

Competent:

- Understands how their work supports the mission of the University
- Demonstrates respect for the opinions of others
- Shares ideas, information, and expertise across organizational lines to accomplish group goals
- Encourages different perspectives
- Seeks solutions in which all parties can benefit

Overused Skill:

- Is unable or unwilling to work independently
- Is unable to make decisions or move work forward without consulting others
- Involves others unnecessarily



Communication

Definition: Exchanges information and ideas to ensure understanding in a timely and accurate manner.

Less Skilled:

- Ineffective in articulating one's thoughts or ideas verbally or in writing
- Talks over others or does not allow others to complete their thoughts
- Unwilling to engage in open dialogue regarding difficult topics
- Not asking questions; not demonstrating understanding of what the other is saying

Competent:

- Expresses oneself clearly and effectively.
- Listens and asks questions to ensure understanding
- Provides and encourages the expression of diverse ideas and opinions
- Engages in candid and constructive dialogue on difficult topics
- Respects each other's unique backgrounds and perspectives

Overused Skill:

- Asking unnecessary questions; spending too much time discussing issues that have already been resolved
- Lack of conciseness in written communication
- Pushing for dialogue or correspondence when not needed



Service Orientation

Definition: Demonstrates a personal commitment to provide the highest quality service to all community members.

Less Skilled:

- Defensive with customers or places blame of customer concern onto others.
- Does not interact with or make the time to get to know customers.
- Unwilling to listen to customer feedback or resolve their concerns.

Competent:

- Exhibits professional demeanor utilizing customer-focused communication.
- Demonstrates consideration and cooperation in providing service.
- Delivers on service commitments.
- Comprehends needs and works within appropriate guidelines and resources to meet those needs.
- Effectively solves problems or seeks out solutions.

Overused Skill:

- Responds too quickly; takes action before fully understanding a customer's request.
- Willing to change established procedures to respond to an unreasonable service request.
- Takes short cuts and does not follow appropriate protocol to meet customer requests.



Self-Development

Definition: Seeks and acquires new skills work methods, ideas, and information that will improve own efficiency and effectiveness on the job.

Less Skilled:

- Does not participate in professional associations or groups when possible.
- Only takes part in professional development when asked or told to.
- Does not ask for feedback; is defensive or dismissive when receiving feedback.

Competent:

- Seeks feedback from multiple sources
- Gains insights from mistakes, learns from past experiences, and applies to future situations.
- Continually builds knowledge, keeping up-to-date on technical or procedural aspects of the job
- Continually strives to upgrade the depth and breadth of technical and professional skills: makes time for appropriate training; keeps current on tools, technology, and information needed to meet job performance and challenges.

Overused Skill:

- Takes part in developmental opportunities without focus or a clear objective.
- Engages in development at the expense of other work responsibilities.
- Constantly changes approach to work in response to the latest industry trends.



Relationship Building

Definition: Initiates and develops professional working relationships in order to increase productivity and improve teamwork.

Less Skilled:

- Deliberate action that fails to acknowledge necessary and important working relationships
- Failure to acknowledge the interest/needs of others in single pursuit of their own interests
- Only develops camaraderie with colleagues that are like-minded

Competent:

- Quickly finds common ground and solves problems for the good of all
- Represents his/her own interests, yet is fair and respectful to others'
- Easily gains trust and support
- Interacts well with people who have different backgrounds and work styles
- Engages with colleagues across the organization

Overused Skill:

- Constantly acquiesce to the need/interests of others with complete disregard of their own interest/needs
- Places higher value of personal relationship over needs of the business and departmental commitments



Problem-Solving

Definition: Seeks to identify relevant issues and their root causes, generates potential solutions, and takes action.

Less Skilled:

- Ineffectively analyzes information or options
- Frequently bases conclusions on little or no input from others
- Fails to recognize when to escalate situations to the next level of expertise

Competent:

- Uses a balance of creativity and logic to solve difficult problems effectively
- Looks beyond the obvious, digs deeper to identify all issues, doesn't stop at the first answers
- Seeks to resolve problems individually; Considers, evaluates, and seeks others' opinions for alternative courses of action
- Is capable of unbiased analysis

Overused Skill:

- Often spends too much time trying to find the perfect solution
- Attempts to solve problems that are either beyond their scope or do not exist
- Does not take into account any factors beyond what is concrete or objective in all situations



Self-Awareness

Definition: Understands how one's values, emotions, and thoughts impact their behavior; reflects on their behavior and its impact on others.

Less Skilled:

- Displays inappropriate behavior or emotion
- Fails to recognize impact on others
- Approaches all situations in the same manner

Competent:

- Aware of personal strengths, weaknesses, opportunities, and limits and proactively addresses any known gaps in knowledge, skills, and abilities
- Understands different situations require different approaches
- Works to leverage known strengths
- Understands when to adapt personal, interpersonal, and managerial behavior quickly – changes accordingly
- Understand impact on others

Overused Skill:

- Focuses too much time on self-reflection and not enough time on meaningful behavior change
- Overanalyzes feedback
- Is overly self-critical



Trust & Integrity

Definition: Earns others' trust and respect through consistent honesty and professionalism in all interactions. Does the right thing, even when it's difficult; does not show bias or manipulate others.

Less Skilled:

- Demonstrates preferential treatment; treats others in an inconsistent manner.
- Does not take commitments seriously and lacks follow through.
- Has difficulty keeping confidences or communicates false information.
- Blames others for own errors.

Competent:

- Avoids situations and actions considered inappropriate or which present a conflict of interest.
- Does not misrepresent self or use position for personal gain.
- Demonstrates friendliness, honesty, integrity, and a positive outlook through interpersonal contact with all members of the campus community.
- Shows consistency in words and actions.
- Respects the confidentiality of information or concerns shared by others.

Overused Skill:

- May be too direct with honest truth towards others.
- Holds information in confidence that should be communicated.
- Comes across as disingenuous.



Embraces Diversity

Definition: Recognizes the inherent differences in all members of the University community and values their varied experiences, backgrounds, and perspectives.

Less Skilled:

- Participates in behavior that demeans or reduces the value of someone's beliefs, culture, and differences
- Shows impatience with those of different abilities
- Disengages from efforts to promote diversity, equity, and inclusion

Competent:

- Respects the beliefs, language, interpersonal styles and behaviors of all individuals
- Encourages and engages in continuous learning and improvement in diversity, inclusion, and cultural awareness.
- Demonstrates a working knowledge of the University's policy and philosophy toward diversity and inclusion.
- Treats all member of the University community equitably and fairly

Overused Skill:

- Laser focus on one form of diversity
- Is overly sensitive to different groups when communicating
- May make too many exceptions for members of a particular group



Flexibility & Adaptability

Definition: Willingly adjust to constantly changing circumstances while maintaining alignment with the University's mission and values.

Less Skilled:

- Unwilling to consider, learn, or adhere to new practices or procedures
- Continuously creates roadblocks or excuses that inhibit change
- Uses setbacks as weapons to justify resistance to doing things differently

Competent:

- Demonstrates openness to new organizational structures, procedures, and technology
- Demonstrates willingness to modify a strongly held position in the face of contrary evidence
- Responds positively to change, setting the example for others and embracing new practices to accomplish goals and solve problems
- Copes well and helps others deal with the ongoing demands of change
- Recovers quickly from setbacks, and finds alternative ways to reach goals or targets

Overused Skill:

- Falls behind on deliverables being too flexible with others' needs
- Inability to commit to decisions, practices or procedures for fear of seeming too rigid
- "Goes with the flow" without asking critical questions



Judgment & Decision-Making

Definition: Makes timely, informed decisions that consider the facts, goals, constraints, and risks.

Less Skilled:

- Does not make timely decisions
- Actions do not support decisions made (by self or others)
- Does not consider impacts or consequences of decisions made

Competent:

- Applies professional knowledge to analyze issues, clarify positions, and determine workable options
- Considers the impact(s) of decisions on others.
- Weighs the pros and cons of each option before making a decision and moving forward.
- Can explain the rationale for a decision and learns from the consequences of decisions.
- Maintains effective control over processes and keeps a steady focus on desired outcomes.
- Applies sound judgment in situations where there is conflicting information or there is a need to assess credibility.

Overused Skill:

- Makes decisions too hastily in order to move on to the next one
- Spends too much time exploring all sides of a given situation when a decision should be made
- Intrudes on others' decision-making to impart his/her own view of how it should be handled



Reliability

Definition: Demonstrates dependable and consistent behaviors aligned with established expectations.

Less Skilled:

- Demonstrates varying levels of quality in work; inconsistently meets deadlines
- Fails to follow established procedures and policies
- Regularly does not follow through on commitments

Competent:

- Maintains appropriate standards for attendance, punctuality
- Exhibits teamwork
- Contributes during meetings
- Responsive to requests and responds appropriately to written and verbal communications
- Follows instructions, policies, and procedures
- Meets productivity standards, deadlines, and work schedules

Overused Skill:

- Lacks flexibility in schedule or routine
- Regularly works beyond normal schedule unnecessarily or completes work for others



Creativity

Definition: Uses innovative thinking, shares ideas, and discovers new solutions to overcome challenges in order to achieve success.

Less Skilled:

- Over-relies on past and current ways of operating; does not look for new solutions.
- Tries to prevent or stop the sharing of new ideas.
- Not open or overly critical of new perspectives.

Competent:

- Proactively looks for new opportunities for improvement.
- Looks for efficiency in processes.
- Embraces different perspectives to promote innovation.
- Improves effectiveness through the implementation of new and unique ideas.

Overused Skill:

- Tries to implement too many new ideas at once.
- Does not relate well to others that are less creative.
- Provides unnecessary ideas that do not provide any improvement or solution to a current challenge.