

# Competencies for ALL Employees

## Professionalism

- Leads by demonstrating skill, good judgment, integrity and trustworthy behavior
- Contributes to creating a healthy and positive work environment
- Works to achieve quality results within one's area of responsibility while striving for excellence

## Managing Work

- Effectively organizes and carries out work processes to achieve individual and organizational goals
- Sets priorities and makes appropriate decisions to complete assigned tasks and solve problems efficiently
- Carefully and thoughtfully practices stewardship of public resources

## Continuous Improvement

- Identifies and understands issues, challenges and learning opportunities in self, department, or College
- Supports innovations in departmental and/or College continuous improvement initiatives
- Adapts to new work structures, processes, requirements or cultures

## Customer/Student/Employee Focus

- Makes internal and external stakeholders' needs a primary focus to facilitate Customer/Student/ Employee success
- Responds in a timely and appropriate manner
- Takes ownership in addressing the needs of customers, students and/or employees using effective approaches or developing appropriate solutions

## Collaboration

- Actively participates as a member of a team to move the team towards the completion of shared goals
- Engages colleagues through sharing information with direct reports, other coworkers or stakeholders
- Establishes and maintains collegiality and cooperative working relationships with internal and external partners

## Inclusive Diversity

- Educates oneself about current and historical barriers to educational attainment.
- Examines college policies, practices, systems, and culture to identify potential barriers to educational attainment.
- Fosters, through one's work and relationships with students and colleagues, a welcoming and inclusive environment conducive to educational and workplace success and feelings of belonging.

# Additional Competencies for Managers

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## Managing People

- Sets clear expectations, gives active and concrete assistance and instructions, and provides effective and timely feedback/coaching
- Demonstrates fairness and deals firmly, swiftly and appropriately with performance problems or conflict situations
- Encourages, supports and celebrates achievements
- Challenges, develops, enables and allows the contributions and growth of team members
- Listens to, builds consensus, inspires a shared vision and motivates action in others within an inclusive environment
- Delegates work and allocates decision making authority and/or task responsibility to appropriate others to maximize the organization's and individual's effectiveness

## Leadership

- Keeps current on local, national and international trends (including technology) and shares knowledge
- Anticipates and makes plans for future organizational change
- Makes solid business decisions, takes appropriate risks, sets achievable goals and is accountable for financial impact/stewardship
- Performs under pressure, recovers well from mistakes, accepts appropriate responsibility
- Sets a genuine example, follows through on commitments made and listens to diverse points of view
- Builds trust and creates a safe space for courageous conversations