

Key Behavior Statements by Competency

for All Families

Accountability – Accepts responsibility for own actions and decisions and demonstrates commitment to accomplish work in an ethical, efficient and cost-effective manner.

- Accurately completes established protocols and adheres to schedules.
- Manages time effectively, meets deadlines, and achieves established goals and objectives.
- Assists in the establishment, accomplishment and continuous evaluation of goals.
- Assumes responsibility for the accuracy of work processes and flow of multiple tasks.
- Assesses multiple demands and competing priorities and identifies necessary resources to handle critical work demands.
- Assumes responsibility for the actions and decisions of staff.
- Interprets, designs and accepts responsibility for policies and processes.
- Removes obstacles to efficient use of resources.
- Sets and exemplifies high ethical standards and holds self and others accountable for conduct.

Adaptability – Adjusts planned work by gathering relevant information and applying critical thinking to address multiple demands and competing priorities in a changing environment.

- Seeks direction, responds positively and readily adapts to a change in the work environment.
- Changes behavior in response to feedback and learns from experience.
- Responds effectively to multiple demands.
- Functions effectively in uncertain or stressful situations.
- Balances and prioritizes competing needs and demonstrates/promotes flexibility in a changing environment.
- Anticipates and adjusts for environmental changes and emergent situations.
- Develops flexible resources to meet current and future needs.
- Acts as a change agent by promoting and embracing responsible change to further university mission.
- Balances university-wide initiatives with unit goals and provides direction for implementing necessary changes.
- Motivates staff to respond constructively to change.

Communication – Effectively conveys information and expresses thoughts and facts. Demonstrates effective use of listening skills and displays openness to other people's ideas and thoughts.

- Communicates in a clear and effective manner, using appropriate technology when applicable.
- Listens actively to evaluate situations and responds effectively and creatively.
- Listens and understands others, adjusting communication style to suit situation and audience.
- Assimilates information and communicates alternatives.
- Establishes contacts and works with them to assemble and disseminate information.
- Communicates to diverse constituents, ensuring that all forms of communication are clear, concise and accurate.
- Represents the university and department in fostering internal and external partnerships and alliances.
- Evaluates communication strategies and fosters improvement and growth.

Customer/Quality Focus – Anticipates and meets the needs of customers and responds to them in an appropriate manner. Demonstrates a personal commitment to identify customers' apparent and underlying needs and continually seeks to provide the highest quality service and product to all customers.

- Demonstrates consideration, cooperation and generosity in providing service.
- Comprehends customers' needs and works within appropriate guidelines and resources to meet those needs.
- Ensures quality of products and services provided.
- Anticipates internal and external customers' needs.
- Takes responsibility for addressing customer requests and follows through to resolution.
- Optimally addresses multiple and sometimes competing customer needs.
- Designs tools to evaluate quality of services.
- Reviews quality standards and recommends improvements accordingly.
- Anticipates issues and opportunities and acts as a resource for creative problem solving.
- Gathers input and analyzes, designs, evaluates and implements quality process changes.
- Establishes the service philosophy for the organization.

Inclusiveness – Interacts appropriately with all business and community partners and members of and visitors to the campus community, without regard to individual characteristics. Demonstrates a personal commitment to create a

hospitable and welcoming environment. Fosters respect for all individuals and points of view.

- Treats others with dignity and respect.
- Demonstrates a welcoming attitude at all times.
- Demonstrates sensitivity to the needs, concerns and opinions of others.
- Incorporates inclusiveness into work products/services.
- Cultivates a broad and diverse network to exchange ideas and make decisions.
- Models inclusive behavior when interacting with staff, students and the community.
- Values and promotes full utilization of workforce diversity.
- Successfully manages differences in primary language and culture.
- Encourages and promotes a work environment in which all individual differences are valued, respected and welcomed.
- Seeks or provides resources to promote and support inclusiveness.
- Resolves complex issues by balancing needs of diverse groups.

Occupational Knowledge/Technology Orientation – Demonstrates the appropriate level of proficiency in the principles and practices of one's field or profession. Demonstrates a commitment to continuous improvement, to include understanding and application of technology (hardware, software, equipment and processes).

- Attains and maintains appropriate licenses and certifications.
- Demonstrates proficiency in use of common tools and technology of profession.
- Seeks advice for development of additional skills.
- Independently and proficiently applies occupational knowledge and skills in area of expertise.
- Explores, implements and integrates new technologies.
- Demonstrates commitment to a continuing involvement in training, certification and professional organizational activities.
- Explores current and emerging practices, trends and theories in field through continuing education and involvement in professional organizations.
- Adopts technological advancements and facilitates mastery of occupational skills.
- Coordinates or acquires necessary resources to facilitate both short and long-term research goals.
- Provides leadership and expertise to unit, university and professional colleagues by promoting new ideas and technology that benefit customers or the unit.
- Furnishes opportunities and resources for training and developmental activities.

Team Focus – Works cooperatively and effectively with others to achieve common goals. Participates in building a group identity characterized by pride, trust and commitment.

- Understands how individual job tasks, responsibilities and projects relate to the departmental goals.
- Participates actively and contributes personal knowledge, skills and abilities to achieve team goals.
- Performs assigned duties and communicates status of progress to other team members.
- Respects contributions of all team members.
- Participates in the development of team goals.
- Cooperates with other units to attain common goals.
- Shares expertise and facilitates team interactions to achieve objectives.
- Assembles team based on strengths and talents of each individual.
- Rewards and recognizes the contributions of team members.
- Shifts team resources to optimize team performance.
- Commands resources necessary to perform team functions and accomplish goals while fostering an environment where teamwork is valued and rewarded.
- Considers university missions and strategies in developing and defining project objectives.

Leadership – Communicates personal vision and the university's vision in ways that gain the support of others. Mentors, motivates and guides others toward goals.

- Acts as a resource, coach and mentor.
- Serves as a role model, leading by example.
- Projects a positive image when representing the university.
- Sets appropriate personal and professional standards for self.
- Demonstrates ability to manage unit workload, employee relations and personnel functions.
- Identifies and removes barriers that reduce efficiency or effectiveness.
- Serves as an advocate for the interests and needs of the unit.
- Motivates others to accomplish unit goals.
- Recommends ways to integrate university's mission with unit services.
- Fosters an optimal working environment that recognizes and rewards success.
- Uses participatory decision making and encourages others to take initiative and reach their full potential.
- Monitors the unit's progress through competitive benchmarking.