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| **Shared Values** - required for all jobs | **Commitment to Excellence**             | * Demonstrates a commitment to competently perform his/her job duties and responsibilities within established time frames.  
* Continuously strives to improve work performance.  
* Accepts responsibility for his/her commitments to the university.  
* Contributes to the success of the university by consistently providing quality results in the performance of his/her job duties and responsibilities.  

**Respect and Cooperation** | * Treats others with courtesy, respect, and dignity in the workplace.  
* Promotes cooperation through open and honest communications and consideration of others ideas, thoughts, and opinions.  

**Integrity** | * Demonstrates high ethical standards of conduct in the performance of his/her job duties and responsibilities.  
* Accepts responsibility for his/her actions.  
* Respects and complies with department and university policies, procedures, and work rules.  

**Work Behaviors** - required for all jobs | **Proficiency** | * Possesses required job skills and knowledge.  
* Demonstrates the ability to apply those skills and knowledge to competently perform his/her job duties and assignments.  

**Dependability** | * Takes responsibility to accomplish job assignments within reasonable deadlines.  
* Willing to accept new projects and/or commitments.  
* Does due diligence to complete projects within specified timeframes and/or fulfill commitments.  
* Arrives to work on time prepared and ready to contribute.  

**Flexibility** | * Willingly adjusts to changing work assignments or conditions.  
* Open to changes in operational procedures, technology, and/or organizational structure.  
* Views changes as opportunities for learning and professional development.  
* Displays a positive attitude to encourage others.  
* Promptly responds to changes in work priorities and/or unexpected circumstances or situations.  

**Customer Service** - one of these four competencies is required for all jobs | **Customer Relations Management** | * Ensures customer’s needs and expectations are addressed within his/her department or section. (Customers can be students, external constituents, employees, or university guests.)  
* Mentors and guides department/section staff by sharing knowledge and best practices to appropriately respond to customer’s requests.  
* Monitors staff interactions with customers for professional conduct, consistent application of university policies and procedures, and follow up of outstanding requests.  
* Assumes responsibility for addressing complex or unusual requests.  

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|                               | **Student Advising/Assistance**   | * Demonstrates the ability to advise and assist university students and/or prospective students with academic plans and course selection, financial options, career plans, and/or student opportunities.  
* Shares relevant knowledge and insight to apprise students of the university’s programs and services.  
* Provides encouragement and guidance to foster student success.  
* Listens and responds to student requests and concerns with patience and understanding.  
* Treats students with respect. |
|                               | **Focus on Customer Service**      | * Focuses on customer’s needs and expectations. (Customers can be students, external constituents, employees, or university guests.)  
* Respectfully ascertains customer’s needs and determines appropriate response.  
* Promptly responds by providing requested information, takes appropriate action, or refers customer to appropriate individual or department.  
* If further actions need to be taken, advises customers of realistic timeframes for a response to their request.  
* Follows up with customers on outstanding requests in a timely manner.  
* Tactfully explains to customers why their needs and/or expectations cannot be met if the university does not provide the requested information or services. |
|                               | **Communicates Effectively**       | * Communicates clearly, concisely, and with courtesy.  
* Carefully listens to customer or thoroughly reads correspondence, and uses good judgment to respond appropriately. (Customers can be students, external constituents, employees, or university guests.)  
* Communicates requests for further action or resources to appropriate individuals with tact. |

**JOB SPECIFIC COMPETENCIES - 18 competencies specific to a group of jobs within 6 categories. Jobs may have at most one competency from each category.**

| Administrative | Organizational Management | * Manages department or section planning and assessment consistent with the university's goals and objectives and executive management’s directives.  
* Develops and oversees administration of the department/section budget to ensure effective utilization of financial resources and appropriate disbursement of funds.  
* Fosters a cooperative and productive work environment that advances department/section operations and initiatives through motivation, encouragement, and professional development of staff.  
* Develops department/section procedures and work rules for compliance with government regulations and university policies; participates in the development and revision of applicable university policies.  
* Competently represents the department/section through interactions with the university community and/or external constituents. |
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<td>* Manages department or section operations consistent with department/section goals and objectives.  &lt;br&gt; * Administers the department/section budget ensuring effective utilization of financial resources and appropriate disbursement of funds.  &lt;br&gt; * Fosters a cooperative and productive work environment through motivation, encouragement, and mentorship of staff.  &lt;br&gt; * Ensures department/section compliance with university and department policies, procedures, and work rules.  &lt;br&gt; * Keeps management apprised of department/section activities and issues requiring senior management input.</td>
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<tr>
<td><strong>Financial Management</strong></td>
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<td>* Manages assigned financial resources in compliance with federal, State, and university policies and procedures.  &lt;br&gt; * Monitors expenditures to ensure they are authorized and within approved budget.  &lt;br&gt; * Reports accurate and reliable data of financial transactions and resources.  &lt;br&gt; * Promptly notifies management of budget issues and/or discrepancies.</td>
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<td><strong>Project Management</strong></td>
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<td>* Manages project stages from proposal to completion ensuring project objectives are met within project budget and projected time frames.  &lt;br&gt; * Clearly defines roles and responsibilities of project team; ascertains and secures necessary resources; and monitors project performance.  &lt;br&gt; * Keeps management apprised of project status.</td>
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<tr>
<td><strong>People Management</strong></td>
<td><strong>Supervision</strong></td>
<td>* Supervises the work of staff employees.  &lt;br&gt; * Sets clear goals and expectations within reasonable timeframes.  &lt;br&gt; * Motivates staff through constructive feedback, challenging assignments, and recognition of achievements.  &lt;br&gt; * Provides mentorship and guidance by sharing expertise and best practices.  &lt;br&gt; * Supports staff by providing essential resources, professional development opportunities, and open communication.  &lt;br&gt; * Promptly addresses performance issues with appropriate measures and discretion.</td>
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<td><strong>Work Leadership</strong></td>
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<td>* Leads the work of assigned staff.  &lt;br&gt; * Assigns projects and tasks with clear instructions and understanding of work to be performed.  &lt;br&gt; * Mentors and guides by sharing expertise, knowledge of work rules and procedures, and best practices.  &lt;br&gt; * Follows up to ensure tasks and projects are completed within reasonable timeframes.</td>
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<td><strong>Analytical</strong></td>
<td><strong>Decision Making</strong></td>
<td>* Demonstrates the ability to make informed decisions in a timely manner.  &lt;br&gt; * Assimilates and/or secures relevant information to assess the risks and benefits of alternatives.  &lt;br&gt; * Considers impact of decision in the long and short term.</td>
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|                          | **Problem Solving**                       | * Formulates plans and strategies to proactively resolve anticipated problems.  
* Prudently responds to unforeseen problems through careful consideration and analysis of problem and relevant information and circumstances.  
* Recognizes and apprises appropriate university administrator when resolution requires senior management input and/or approval.                                                                                         |
|                          | **Research and Analysis**                 | * Applies knowledge and skills to collect and analyze relevant data and information.  
* Assesses benefits and risks, and prepares comprehensive reports of findings.  
* Submits recommendations for management’s review and evaluation.                                                                                                                                                                                                               |
| Communications           | **Building External Relationships**       | * Demonstrates the ability to build rapport and develop relationships with external constituents.  
* Displays a genuine interest in constituents’ ideas and concerns, and pursues mutual interests and aspirations between the university and external constituents.  
* Builds trust and forms alliances through shared respect and cooperation.                                                                                                                                                    |
| Instruction/Training     | **Instruction/Training**                 | * Demonstrates the ability to orally convey subject or message clearly and concisely to the intended audience.  
* Generates interest and enthusiasm in the subject or message from the participants.  
* Responds to participants’ reactions or comments, and adjusts delivery style and/or format of presentation as needed.  
* Possesses a thorough understanding of the subject or topic to provide practical responses to questions or issues.  
* Displays applicable visuals and provides appropriate written materials to support the presentation.                                                                                                                      |
| Writing Proficiency      | **Writing Proficiency**                   | * Demonstrates the ability to express information clearly and concisely in writing.  
* Formulates and writes information to effectively communicate messages, ideas, and/or concepts for the intended recipient or audience.  
* Uses appropriate words and tone, and correct grammar.                                                                                                                                                                                                                     |
| Operational              | **Computer/Automated System Proficiency** | * Proficient in the use of university applications or automated systems to perform job duties.  
* Complies with related policies, procedures, and work rules to maintain system security and data integrity.                                                                                                                                                                                              |
|                          | **Equipment Operation**                   | * Demonstrates the essential skills required to use equipment and tools needed to perform job duties and responsibilities.  
* Follows maintenance and operation procedures and safety rules to minimize equipment malfunctions and prevent personal injuries.                                                                                                                                                  |
| Public Safety            | **Public Safety**                         | * Recognizes and immediately reacts to potential danger.  
* Uses sound judgment to protect co-workers, students, and citizens; enforce laws and ordinances; and diffuse threatening situations.  
* Complies with police rules and regulations.  
* Prepares clear and concise offense reports in a timely manner.                                                                                                                                                                                                elper

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| Technical     | Technical Expertise    | * Possesses comprehensive knowledge and skills in a technical area.  
* Effectively applies expertise to troubleshoot existing systems and develop solutions with existing technology.  
* Competent to learn new technologies and integrate them with existing technology.  
* Willing to share expertise and provide technical assistance to others.  |
|               | Functional Expertise   | * Possesses comprehensive knowledge and skills in one or more functional areas.  
* Effectively applies expertise to identify user issues with existing systems and coordinate resolution with technical staff.  
* Understands business processes to successfully integrate them with existing and new systems.  
* Competent to coordinate requests for system modifications with technical staff.  
* Willing to share expertise and provide functional assistance to others.  |
|               | Support Proficiency    | * Possesses comprehensive knowledge and skills with multiple hardware and software systems.  
* Effectively applies expertise to identify and troubleshoot user issues.  
* Competent to install and configure new systems.  
* Willing to share expertise and provide technical support to others.  |