



HUMAN RESOURCES CAREER DEVELOPMENT COMPETENCY FACTORS

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1. ABILITY TO ANALYZE & LEARN

Assimilating/applying new, job-related information; relating and comparing data from different sources, identifying issues, securing information and identifying relationships; applying this information in a timely manner.

SAMPLE JOB ACTIVITIES:

- Actively does fact-finding.
- Associates seemingly unrelated information in order to analyze a situation.
- Attends training programs to enhance job performance.
- Identifies internal and external customer needs and/or causes of dissatisfaction.
- Learns new information regarding changing policy, procedure, operations.
- Assess unique job- and project-related vocabulary.
- Questions others to determine their objections to one's ideas.
- Recognizes symptoms which indicate more significant problems.
- Thoroughly reviews proposals submitted by direct reports for feasibility.
- Trouble-shoots problems using as many resources as is practical.
- When devising a plan, analyzes differing alternatives.

2. ADAPTABILITY & RESOURCEFULNESS

Maintains effectiveness in varying environments, with varying tasks, responsibilities and/or with various types of people; able to use the means at one's disposal to meet University/unit objectives.

Working effectively during periods of high activity and with varying personality styles and tasks; seeking out and utilizing available resources. Maintaining effectiveness during procedural/organizational changes and when dealing with people of various styles or backgrounds.

SAMPLE JOB ACTIVITIES:

- Accepts or gives direction depending upon the situation.
- Adapts oral/written communication style to fit different personality styles.
- Changes procedures and processes when environmental conditions change.
- Communicates ideas effectively to both individuals and groups.
- Finds ways to more effectively and efficiently utilize existing resources (people, equipment, money, and time) to accomplish goals.
- Maintains effectiveness during change and/or when assigned a variety of responsibilities.
- Modifies a strongly held opinion in response to contrary evidence.
- Reaches goals using a wide variety of means.
- Shifts temperament when work patterns require.
- Understands the inner-workings of the University; accomplishes tasks and builds relationships accordingly.
- Identifies various resources available and uses them to accomplish goals.
- Varies management style to fit particular individual or group situations.
- Works effectively with higher management.

3. CREATIVITY / INNOVATION

Recognizes and facilitates new concepts, imaginative/novel ideas, and resolutions in work related situations

SAMPLE JOB ACTIVITIES:

- Communicates that all ideas are valued.
- Creates a team atmosphere.
- Encourages a forum for questioning the status quo.
- Promotes trust and risk-taking in forming, sharing and trying new ideas.
- Offers credit to direct reports for their ideas and accomplishments.
- Makes efforts to recognize/reward new ideas.
- Provides challenging assignments and projects.
- Refrains from over-directing, over-observing and over-reporting.
- Respects differences in individuals.
- Responds more to the positive aspects of ideas rather than the negative. When refusal of an idea is warranted, encourages future idea generation.
- Utilizes brainstorming, using people from different backgrounds, where thinking is stimulated by planting ideas and deferring judgment.

4. FINANCIAL ACUMEN

Understands the philosophy, terminology and processes of planning, preparing and monitoring budgets, as well as, being able to understand and interpret other financial performance statements.

SAMPLE JOB ACTIVITIES:

- Accurately forecasts by incorporating present and future economic, demographic, technological and political factors.
- Analyzes and interprets monthly/quarterly/annual financial performance statements.
- Defines the level of risk that will be assumed with a chosen area of endeavor, assesses the expected returns in light of this risk, provides a plan of action managing the risk, realizes the expected returns and justifies the exposure to this risk.
- Handles the uncertainty associated with returns by stipulating a range of likely outcomes and projecting the expected benefits with the varying stipulations.
- Identifies likely excesses/shortages of funds when business conditions change.
- Justifies the feasibility of investment by projecting the return.
- Recognizes specific needs for budget dollars ensuring that one's budget covers all operating needs; anticipates potential budget problems.
- Responds appropriately to control budget variances.
- Understands the financial vocabulary associated with maintaining a budget.
- Understands the objectives and shapes his/her budget accordingly.
- Utilizes financial performance statements e.g. profit/loss statements, income statements, balance sheets, etc., to pinpoint weaknesses.

5. FOSTERS TEAMWORK

Accomplishes tasks through working with others, building effective teams committed to organization goals; fosters collaboration among team members and among teams; is a good team player, makes an efforts to facilitate work group effectiveness.

SAMPLE JOB ACTIVITIES:

- Accomplishes his/her managerial job through a team of strong direct reports and working with other departments.
- Cross-utilizes resources between and within operating units in accomplishing project tasks.
- Does a job for which he/she is not principally responsible to help organization.
- Ascertains group / team members understand and agree upon goals and objectives.
- Ensures that team members are fully recognized and utilized.
- Establishes procedures that enhance team functioning to encourage trust, open communication, participation and discourage conflict.
- Identifies where others stand on issues.
- Recognizes how decisions made affect others.
- Recognizes how viewed by others; adjust work interactions accordingly.
- Works with peers, direct reports and superiors as part of a team.

6. IMPACT

Creates a positive impression on others; gains their respect and confidence; displays a positive and professional image.

SAMPLE JOB ACTIVITIES:

- Gains immediate attention and respect of others when receiving visitors or dealing with telephone inquiries.
- Represents the organization well when dealing with others.
- Displays confidence when dealing with others.

7. INITIATIVE

Sets high goals/standards of performance for self and/or others; actively attempts to influence events; takes action beyond explicit job responsibilities; strives for superior performance; originates action rather than only responding to the action of others.

Individual is a self-starter in influencing events and achieving job goals; takes action beyond explicit job responsibilities; sets high performance goals and originates action rather than just responding to the action of others.

SAMPLE JOB ACTIVITIES:

- Collects extra information for reports or meetings anticipating that it may be useful.
- Does far more than is minimally required in a project or task.
- Initiates discussions about career advancement.
- Investigates alternatives before deciding upon one approach; digs beneath the obvious to get at the facts.
- Makes self-development efforts.
- Makes suggestions without being asked; when identifying a problem also offers potential solutions; questions the way a process is done; suggests changes or new programs; identifies innovative ways to improve effectiveness.
- Shows interest in learning about programs not in his/her area of responsibility.
- Takes a stand on potentially unpopular issues.
- Moves forward on a project without waiting to be asked to do so.
- Foresees potential problems and takes pro-actively action to overcome obstacles and achieve goals.
- Assumes personal responsibility for producing/delivering new programs.

8. JUDGMENT

Makes timely and sound decisions based upon logical presumptions and which reflect factual information; understands the short- and long-term consequences when making decisions; commits to taking action in a timely manner when necessary.

Utilizes logic and information to develop alternative courses of action and deciding on the best strategy for a given situation; takes action in a timely manner. Judgment reflects the degree to which people effectively use the information they have, develop alternative possibilities, explore the pros and cons of each and choose the most appropriate path. Decisiveness involves those decisions which must be made in a timely manner, requiring individuals who, given the facts available, can and does make sound decisions

SAMPLE JOB ACTIVITIES:

- Approves expenditures within scope of authority.
- Balances information-gathering with action-taking.
- Considers confidentiality of information before sharing with others.
- Determines the degree of direct report participation in making decisions.
- Establishes whether an idea or program should be rejected or accepted.
- Informs senior people of important work or emergencies.
- Knows which decisions can be made alone and which require consultation with others; acts accordingly.
- Formulates effective hiring, promotion, transfer, disciplinary and termination decisions.
- Makes quick decisions when necessary, utilizing the information available.
- Obtains as much information as possible before making a decision.
- Prioritizes work tasks, goals and objectives.
- Responds to internal/external customer concerns.
- Seeks counsel as appropriate; makes decisions, if necessary, for one's boss in his or her absence.
- Sets own priorities.

9. MANAGES EXECUTION / DELEGATION

Allocates decision-making and other responsibilities to the appropriate direct reports; consideration is given to the target person's capabilities when delegation of responsibility, authority or data gathering is contemplated.

SAMPLE JOB ACTIVITIES:

- Assigns important projects and decisions to direct reports.
- Ensures direct reports are capable of handling the work being delegated.
- Makes efforts to increase direct reports' ability to handle delegated responsibilities, e.g. reduction in routine work assignments or increased authority.
- Matches the delegated responsibility with the appropriate direct reports for reasons of efficiency, individual growth and fair distribution.
- When presenting newly delegated responsibility to direct reports, asks for questions, suggestions, reaction or problems. Outlines requirements of newly delegated responsibilities.

10. NEGOTIATION

Understanding of appropriate communication needed to gain agreement and/or acceptance.

SAMPLE JOB ACTIVITIES:

- Identifies shared objectives to resolve negotiating dilemmas.
- Opens negotiations to set the proper tone; closes to define the agreement.
- Reaches agreements by focusing upon meeting all parties' legitimate interests (to the extent possible), rather than focusing only upon winning one's own position.
- Recognizes that both parties must be satisfied for a successful outcome.
- Resolves conflicting interests fairly.
- Separates the people from the negotiating problem to preserve the relationship.
- Understands the use of good timing when negotiating; makes points diplomatically.

11. ORAL COMMUNICATION

Effectively gives and receives information; clearly presents ideas/tasks to groups or individuals; actively listens to others demonstrating attention to and understanding of others comments and concerns.

SAMPLE JOB ACTIVITIES:

COMMUNICATING WITH OTHERS -

- Attempts to understand the situation from all points of view.
- Checks own understanding of what others are saying e.g. paraphrasing.
- Creates an atmosphere in which timely and high quality information flows smoothly between self and others; encourages open expression of ideas and opinions.
- Encourages horizontal and vertical communication.
- Focuses upon facts rather than interpretations or inferences.
- Gives conscious attention to the dissemination of information to direct reports.
- Is sensitive to nonverbal communication, choice of words and use of physical space.
- Maintains a balance between telling and listening.
- Suspends judgment until all points of view are fully explained / understood.

PARTICIPATING IN MEETINGS -

- Is prepared, submits ideas for consideration, clearly states opinions, seeks clarification, listens attentively, and notes actions to be completed after the meeting.

CONDUCTING MEETINGS -

- Determines the meeting purpose/objective in advance, opens with a summary of what will happen and what is expected, invites participation by active listening and by sharing leadership.

PRESENTATIONS -

- Analyzes the audience in advance and determines primary interest.
- Determines the purpose/objective of the presentation and the desired result.
- Facilitates questions and answers.
- Gathers sufficient information on the he subject and generates key ideas.
- Properly utilizes personal experience(s), analogies and statistics / facts to be persuasive.
- Provides a conclusion which ties the presentation together.
- Rehearses; appropriately utilizes visual aids.
- Uses effective gestures, body language and voice tone.
- When necessary, is able to speak extemporaneously.

12. PERFORMANCE PLANNING & MANAGEMENT

Provides clear direction and priorities; consistently measures results; gives timely, specific feedback and helpful coaching.

SAMPLE JOB ACTIVITIES:

- Clarifies direct report duties, performance standards and evaluation criteria.
- Conducts periodic performance evaluations/reviews to ascertain progress toward goal accomplishment, provide detailed feedback based upon accurate information collected through observations, reports and records.
- Deals decisively with poor performance.
- Encourages involvement, ownership, collaboration, establishing a partnership environment.
- Establishes a developmental climate, e.g. encourages growth, provides challenge/opportunity, rewards hard work /dedication, communicates trust, helps direct reports learn from their mistakes and delegates for development.
- Gains agreement with direct reports that a problem exists; allows them to offer their suggestions for the causes and solutions before offering his/her own.
- Gives direct reports visibility with higher management, solicits their ideas and keeps them informed.
- Helps identify developmental needs and training programs.
- Holds goal-setting sessions with direct reports to establish clear, measurable, agreed-upon objectives with action steps and target completion dates.
- Provides feedback that is specific and educational (focuses upon tasks and behaviors); recognizes and reinforces performance improvements.
- When possible, links promotions/recognition/pay to performance on the job.

13. PERSUASIVENESS

Gaining agreement or acceptance of an idea, plan, activity or product from internal/external customers; includes, creating a good first impression, commanding attention and respect, showing a healthy air of confidence and building relationships.

SAMPLE JOB ACTIVITIES:

- Balances fact-finding / analysis with the actual sales presentation.
- Builds rapport; develop relationships; solicits input.
- Engages in effective problem solving, reaches mutual decisions and introduces new ideas promoting acceptance and agreement.
- Gains immediate attention and respect of others; displays confidence when dealing with others; represents the University well.
- Interacts collaboratively, not coercively; treats individuals as partners, not opponents.
- Uncovers needs by asking questions and actively listening.
- Understands the role that each key party plays in attaining agreement; builds a coalition of believers in new ideas.
- Uses open questions to determine needs and closed questions to confirm them.

When using written communication -

- Includes an explanation of the reader's needs, a proposed broad solution to that need and how the proposed plan will be accomplished.
- Stresses the benefits to the reader from beginning to end.
- Identifies and clarifies the reader's role in the project.
- Writes clear messages that minimize the chance of misinterpretation.
- Clarifies what the reader should understand/do upon reading the letter.
- Covers an adequate number of items in one letter.

14. PLANNING & ORGANIZING

Establishes courses of action for oneself and/or others that are appropriately comprehensive and effective in meeting both short- and long-term goals; plans proper assignments of personnel and appropriate allocation of resources.

Sets priorities and allocates time and resources properly; identifies key activities necessary to reach goals; maintains an awareness of inter-relationships between activities; able to coordinate numerous projects at any given time.

SAMPLE JOB ACTIVITIES:

- Balances information-gathering with action-taking.
- Considers how best to attain desired goals with available resources.
- Develops a planning schedule with realistic time sequences for goal accomplishment.
- Ensures that appropriate material/information is available when needed.
- Identifies factors critical to effective plan implementation; considers contingencies and consequences of decisions/actions.
- Keeps a "to-do" list; calendars scheduling activities and meetings
- Maintains a list of issues to discuss with others.
- Prepares budget and considers how best to attain desired goals given available resources. Operates within budget.
- Seeks others' opinions when developing plans.
- Uses feedback and follow-up system to make sure delegated responsibilities are being effectively handled.
- Includes the use the University / unit's mission, policies, goals and objectives when setting own goals and objectives.
- Views action planning and implementation as ongoing and interactive.

15. PROCESS MANAGEMENT/CONTROL

Establishes procedures to monitor and regulate processes, job activities, responsibilities; takes action to monitor the quality of delegated assignments or projects.

SAMPLE JOB ACTIVITIES:

- Checks with others to ensure quality work and the timely completion of tasks and plans; double checks when necessary.
- Creates an environment where control can be optimally exercised e.g. encourages upward communication.
- Determines information important for management control.
- Establishes communication channels for all principal players within a given project/activity.
- Forecasts and evaluates potential cost and schedule problems.
- Utilizes information to assess performance against established objectives and takes appropriate corrective action when necessary.

16. PROFESSIONAL KNOWLEDGE

Understands the goals; utilizing professionals' knowledge / expertise to achieve goals.

SAMPLE JOB ACTIVITIES:

- Develops own expertise in specific areas to improve personal / group performance.
- Keeps up-to-date in the specialized aspects of the job.
- Makes self available to others to help solve specialized professional problems.
- Uses a wide variety and depth of technical/specialized knowledge to achieve objectives.

17. QUALITY-OF-SERVICE ORIENTATION

Makes an effort to listen to and understand internal/external customers; anticipates their needs and gives top priority to their satisfaction. Enhance quality of service by directly participating in service and/or support activities.

Actively listens and conveys understanding of customers' requests such that their needs can be anticipated and satisfied; displays sensitivity to their sense of urgency; openly communicates needs and problems.

SAMPLE JOB ACTIVITIES:

- Anticipates problems that internal/external clients may not have identified themselves.
- Changes schedule to handle customer complains or requests.
- Communicates empathy and builds rapport with internal/external customers; conveys trust and assurance.
- Determines customer expectations regarding quality of service.
- Discusses customer concerns; recovers effectively from customer dissatisfaction.
- Does follow-up to ensure that a complaint or concern has been resolved.
- Empowers direct reports to ensure optimal quality of service; fosters a culture where direct reports feel committed to meeting customer expectations.
- Pro-actively anticipates problems that customers may not have identified themselves.
- Reinforces quality of service activities and behaviors.
- Resolves internal/external customers concerns and complaints; displays sensitivity to their sense of urgency.
- Takes action to resolve concerns and complaints, displaying sensitivity to their sense of urgency.
- Talks with internal/external customers to assess concerns; recovers effectively from customer dissatisfaction.

18. SELF DEVELOPMENT

Engages in a continuous process of self-improvement.

SAMPLE JOB ACTIVITIES:

- Stays abreast of state-of-the-art technology, creative trends and implementation strategies.
- Solicits feedback for personal and organizational developmental needs.
- Identifies and attends appropriate internal/external training programs or seminars; applies to job.
- Holds joint goal-setting sessions to establish developmental objectives with action steps and time schedules.
- Learns from successes and mistakes.
- Accepts constructive feedback positively and takes appropriate steps to improve.

19. SENSITIVITY

Demonstrates genuine consideration for others based upon an accurate appraisal of skills, competencies and needs; involves not only having insight, but taking action on that insight.

Understands and demonstrates genuine consideration for the feelings and needs of others; takes action based upon an accurate appraisal of the feelings, skills, competencies and needs of others. Sensitivity involves taking action on insights, not just having the insight.

SAMPLE JOB ACTIVITIES:

- Accepts others' different styles; understanding their strengths and limitations.
- Communicates empathy for the feelings and needs of others.
- Considers the impact on others when implementing change.
- Demonstrates appreciation for good work done and special help provided by others.
- Disciplines with respect and dignity; maintaining their self-esteem.
- Genuinely tries to understand how he/she is perceived by others.
- Identifies signs of overwork in others.
- Listen to concerns about quality, budgets and deadlines.
- Make an effort to put people at ease.
- Recognize individuality, shows respect for the beliefs / values of others.
- Solicits feedback from others in an effort to improve.
- Tries to understand how he/she is perceived by others.

20. TEAM ORIENTATION

Accomplishes tasks by working with others and being a good team player; recognizes how his/her decisions may impact others; seeks input from others.

SAMPLE JOB ACTIVITIES:

- Recognizes and considers how their decisions affect others.
- Helps solve problems.
- Utilizes resources within various organizations to accomplish tasks.
- Recognizes how others view them; adjusts work interactions accordingly.
- Identifies where others stand on an issue.

21. TENACITY/RESILIENCE

Staying with a position or plan of action until the desired objective is achieved or is no longer viable; handling disappointment and/or rejection while maintaining effectiveness.

Attempts to achieve goals even when encountering obstacles (Tenacity), maintains motivation and work standards in the face of disappointment or rejection (Resilience).

SAMPLE JOB ACTIVITIES:

- Continues to present information on a new or unpopular idea to supervisor and/or customers to gain acceptance.
- Works beyond normal working hours when necessary.
- Reviews, revises and improves work before submitting for opinion or approval.
- Strives to improve work performance.
- Stays with a position or plan until the desired objective is achieved or is no longer viable.

22. TOLERANCE FOR STRESS

Provides stable performance under pressure and/or opposition; facilitates the same for direct reports.

SAMPLE JOB ACTIVITIES:

- Appropriately addresses opposition; reduces rather than escalates conflict.
- Handles crises and stress.
- Helps direct reports create a work environment in which stress can be neutralized quickly and effectively e.g. establishing an environment which fosters listening, acceptance, structure, support.
- Identifies causes and makes efforts to eliminate or reduce stress.
- Recognizes and responds effectively to unexpected situations.
- Responds well to tight deadlines.

23. VISION

From a leadership perspective, considers issues that are broader and longer range than those immediately apparent.

SAMPLE JOB ACTIVITIES:

- Determines problems, solutions and / or opportunities by rising above the day-to-day activities, the standard or usual way of operating, conflicting personal and organizational goals and personal relationships and loyalties.
- Has a vision for the work group and conveys the same to them.
- Views the area of responsibility in terms of new programs or services, new methods of operation, new ways to produce, deliver, and distribute services/product in a profitable efficient manner.

24. WRITTEN COMMUNICATION

Clear and effective expression of ideas -- includes grammar, style, organization and structure; writing style is tailored according to the varying forms of communication, the purpose (instruct, persuade, inform) and the audience.

SAMPLE JOB ACTIVITIES:

- Always keeps the reader in mind when writing.
- Defines the audience and determines the purpose of the message.
- Enlists stylistic techniques to enhance rather than obscure communication.
- Ensures the reader understands exactly what is expected of him/her.
- Maintains the central idea or theme throughout the communication.
- Refrains from overstating and overwriting.
- Researches the subject.
- Reviews/revises written material to ensure proper grammar, style, readability and quality.
- Ties ideas together and ensures that the line of reasoning can easily be followed.
- Use words, punctuation, and writing styles to communicate intended message easily and quickly.