

# STAFF COMPETENCIES

	Accountability	Problem Solving/Decision Making	Quality
Definition	Consider the degree to which the employee accepts responsibility for his or her behavior and decisions. Elements to be considered include: the degree to which the employee can be counted on to follow-through with commitments and obligations.	Consider the scope and variety of tasks; the ability to predict, recognize and define problems. Elements to be considered include: the ability to make sound decisions, and to devise and implement solutions to problems within assigned level of authority.	Consider the level at which tasks are performed and the consistency of compliance with standards, requirements, and expectations. Elements to be considered include: thoroughness, attention to detail, accuracy and completeness in accordance with instructions.
Far Exceed Requirements	Employee's level of accountability is superior. Always accepts responsibility for the performance and actions of self and/or team. Assumes full responsibility for duties, assignments and demonstrates timeliness.	Problem solving/decision making skills are superior. Almost always generates creative and innovative solutions to problems. All decisions are timely, well-considered, and based on factual information. Successfully transforms decisions into specific plan of action steps and executes the plan.	Quality of work is superior. Consistently produces outstanding work, rarely making mistakes or errors. Works independently with minimal supervision. Demonstrates commitment to excellence at all times.
Exceed Requirements	Employee's level of accountability is excellent. Accepts responsibility for the performance and actions of self and/or team. Can be counted on to meet responsibilities and demonstrate timeliness.	Problem solving/decision making skills are excellent. Often generates creative and innovative solutions to problems. Most decisions are timely, well-considered, and based on factual information. Successfully transforms most decisions into specific plan of action steps and executes the plan.	Quality of work is excellent. Consistently produces high quality work with minimal errors and is always conscious of the quality of the final product.
Meets expectation	Employee's level of accountability is good. Admits responsibility for action of self and/or team when appropriate. Accepts responsibility for assignments and demonstrates timeliness.	Problem solving/decision making skills are good. Occasionally generates creative and innovative solutions to problems. Usually decisions are timely, well-considered, and based on factual information. Effectively transforms some decisions into specific plan of action steps and executes the plan.	Quality of work is good. Quality and accuracy are consistently within accepted standards. Occasional or minimal errors and mistakes may occur and are corrected in a timely manner. A desire to produce quality work is demonstrated.
Needs Improvement	Employee's level of accountability skills is lacking in some areas and impedes job performance. Occasionally avoids responsibility and is not accountable for actions. Does not demonstrate a sense of timeliness for work flow and unit's work cycle. Significant improvement is needed.	Problem solving/decision making skills are lacking and impede job performance. Decisions are typically not timely, well-considered, or based on factual information. Supervision and coaching are needed.	Quality of work is lacking in some areas and impedes job performance. Quality occasionally falls below accepted standards. While effort is demonstrated, mistakes are frequent. Inconsistent commitment to quality and accuracy. Work must be closely monitored.
Does not meet requirement	Employee's level of accountability is inadequate. Frequently makes excuses or does not accept responsibility for one's own actions. May place blame on others when not justified. Immediate improvement in attitude and behavior is required.	Problem solving/decision making skills are inadequate. Lack of decisiveness creates adverse consequences. Immediate improvement is required.	Quality of work is inadequate. Consistently produces unacceptable work with excessive errors; needs direction and assistance on a regular basis; has difficulty following through on assignments; requires constant supervision. Immediate improvement is required.

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	Initiative/Innovation	Job Knowledge
Definition	<p><b>Consider resourcefulness in handling a variety of situations and/or solving problems.</b> Elements to be considered include: proactively completing tasks and solving problems, ability to think and work independently, improving processes and/or extending services within assigned range of authority.</p>	<p><b>Consider the depth and breadth of know-how to perform essential duties and functions of the job.</b> Elements to be considered include: an understanding of how individual job performance furthers organizational objectives, and a willingness to update and expand skills, knowledge and training.</p>
Far Exceed Requirements	<p>Initiative and innovation skills are superior. Proactively assumes responsibilities for new projects and responsibilities. Demonstrates exceptional talents in creating new and effective processes, methods and offerings to solve problems and overcome barriers and to enhance unit operations.</p>	<p>Job knowledge is superior. Demonstrates exceptional job knowledge in performing the essential duties and functions of the position. Thoroughly integrates the significance of job responsibilities relative to organizational goals and objectives. Has comprehensive understanding of related jobs and functions. Actively participates in training classes and other development opportunities to expand job knowledge and effectiveness.</p>
Exceed Requirements	<p>Initiative and innovation skills are excellent. Consistently assumes responsibility for new projects and responsibilities. Shows creativity in developing new ideas and solving problems. Frequently generates new and better ways of improving processes and operations.</p>	<p>Job knowledge is excellent. Demonstrates comprehensive job knowledge in performing the essential duties and functions of the position. Understands role within the organization and how performance of assigned duties impacts the unit goals and objectives. Has complete understanding of related jobs and functions. Participates in training classes and development to improve job knowledge and effectiveness.</p>
Meets expectation	<p>Initiative and innovation skills are good. Assumes responsibility for new projects and duties when asked; offers ideas and solutions to problems. Demonstrates creativity in the performance of duties and responsibilities.</p>	<p>Job knowledge is good. Demonstrates acceptable knowledge and skills in performing the essential duties and functions of the position. Understands the purpose of the position and how it interacts with other positions. Regularly exhibits knowledge of department functions and unit operations. Updates skills, training or certifications as needed.</p>
Needs Improvement	<p>Initiative and innovation skills are lacking and impede job performance. Rarely assumes new projects and duties; seldom contributes new ideas and solutions to problems. Efforts demonstrate some creativity but they lack thoroughness. Supervision and coaching are required.</p>	<p>Job knowledge is lacking in some areas and impedes job performance. Demonstrates insufficient knowledge, skills or abilities to perform assigned tasks. Does not demonstrate a complete understanding of essential duties and functions of the position or how job performance impacts the unit. Supervision and coaching are needed.</p>
Does not meet requirement	<p>Initiative and innovation skills are inadequate and impede the unit's progress. Shows no initiative to assume new projects and duties; has not contributed any new ideas or solutions to problems. Efforts do not demonstrate any creativity and they negatively impacts operations. Supervision, coaching, and conversations clarifying expectations are required.</p>	<p>Job knowledge is inadequate. Fails to meet minimum job performance requirements. Needs direction and assistance on a regular basis. Immediate improvement is required.</p>

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	Service Excellence	Communication
Definition	<p>Consider the degree to which the employee understands and articulates the link between the job and the College's mission, and responds to needs and issues of stakeholders to achieve optimal results for the organization. Elements to be considered include: level of professionalism, excellence in service, integrity, respect, tact and courtesy when dealing with others.</p>	<p>Consider communication with co-workers, faculty, other staff, students, and stakeholders regarding College matters. Elements to be considered include: listening, speaking and writing skills, usage of available communication tools and resources and the degree of open communication regarding job and unit functions.</p>
Far Exceed Requirements	<p>Commitment to service excellence is superior. Consistently provides friendly, professional and superior service to the College community. Enthusiastically and consistently responds to the needs and issues of all stakeholders with integrity, respect, tact, and courtesy. Demonstrates the College's commitment to quality and outstanding customer service by anticipating needs of stakeholders in a timely way.</p>	<p>Communication skills are superior. Employee listens attentively before offering response; speaks and writes clearly, correctly, and concisely. Written communications are well-constructed demonstrating knowledge of grammatical and stylistic formats. Employee effectively uses appropriate communication methods for situation. Employee keeps all stakeholders well informed and provides feedback to them appropriately.</p>
Exceed Requirements	<p>Commitment to service excellence is excellent. Consistently provides friendly, and professional and excellent service to stakeholders. Effectively responds to the needs and issues of all stakeholders with integrity, respect, tact, and courtesy.</p>	<p>Communication skills are excellent. Employee engages in coherent conversations; speaks clearly and correctly. Written communications are well-written and employee uses appropriate communications. Employee keeps all stakeholders informed about matters relating to the job and unit; offers feedback when prompted.</p>
Meets expectation	<p>Commitment to service excellence is good. Frequently provides friendly and professional service to the College community. Responds to the needs and issues of all stakeholders with integrity, respect, tact, and courtesy.</p>	<p>Communication skills are good. Employee speaks clearly and correctly. Written communications are generally well-written and may need some editing occasionally. Employee keeps stakeholders informed of matters relating to the job and unit.</p>
Needs Improvement	<p>Commitment to service excellence is lacking in some areas and impedes job performance. Responds to customer needs but may occasionally reflect a negative attitude. Rarely goes beyond defined job responsibilities or is slow to respond to situations that require attention. Coaching and participation in customer service training classes would benefit the employee.</p>	<p>Communication skills are lacking in some areas and impede job performance. Employee may not be understood by stakeholders at times with unclear, unformed responses. Written communication is in draft form for editing. Employee does not keep stakeholders informed of all matters relating to the job and unit. Participation in a speaking or writing class may help the employee to learn and practice needed skills.</p>
Does not meet requirement	<p>Commitment to service excellence is inadequate. Does not respond to stakeholder needs and fails to respond to situations that require attention. Exhibits a negative attitude. Coaching and participation in customer service training classes are required.</p>	<p>Communication skills are inadequate. Employee is not understood by others verbally or in writing. Communication may be perceived as defensive. Employee does not share any information with stakeholders of matters relating to the job or unit. Participation in speaking and writing classes are required.</p>

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	Teamwork	Work Standards
Definition	<p><b>Consider the ability to promote positive work relationships with College staff, team members, subordinates and supervisors.</b> Elements to be considered include: collaboration, cooperation, and support of colleagues in accomplishing goals of the department or unit.</p>	<p><b>Consider the employee's behavior and work style to his or her work environment.</b> Elements to be considered include: <del>are</del> attendance, punctuality, organization of tasks and work materials, time utilization, dependability, behavior, and adherence to safe practices, policies and procedures.</p>
Far Exceed Requirements	<p>Teamwork skills are superior. Creates, develops and sustains positive relationships among team members through active participation in team tasks, demonstrates cooperation, and flexibility. Shares in group workload and assists others when they need help.</p>	<p>Work standards are superior. Sets an exceptional example for others in all aspects of work and interaction. Employee is punctual, dependable. Demonstrates outstanding use of time is highly organized and can work with minimal supervision.</p>
Exceed Requirements	<p>Team work skills are excellent. Sustains positive relationships among team members through participating in team tasks; demonstrates cooperation and flexibility. Shares in group workload.</p>	<p>Work standards are excellent. Sets a high standard for others in most aspects of work and interaction. Employee is punctual, dependable. Demonstrates very good use of time is organized and can work with occasional supervision.</p>
Meets expectation	<p>Teamwork skills are good. Functions as a reliable and dependable team member by participating in team tasks. Provides support for group workload.</p>	<p>Work standards are good. Sets an example for others in some aspects of work and interaction. Employee is punctual, dependable. Demonstrates good use of time is organized and works well with regular supervision.</p>
Needs Improvement	<p>Teamwork skills are lacking in some areas and occasionally impede team performance. Does not actively participate in team functions without being asked. Seldom helps others. Prefers to work individually and is reluctant to share resources. Coaching conversations about trust and participation in group activities is needed.</p>	<p>Work standards are lacking in some areas and impede job performance. Employee is occasionally not punctual and at times is not dependable. Does not demonstrate appropriate use of time and organization of tasks and work materials. Regular supervision and monitoring are needed. Coaching conversations about meeting minimum work standards must be held. A mentor might be assigned to teach and role model use of time and organization of tasks and work materials.</p>
Does not meet requirement	<p>Teamwork skills are inadequate. Refuses to work with others. Blocks the efforts of team members through poor quality and preparation. Often displays a negative attitude by being unreceptive and uncooperative. Immediate improvement in attitude and behavior is required.</p>	<p>Work standards are inadequate. Employee is frequently late and cannot be depended upon for work requests. Does not demonstrate appropriate use of time and is unorganized with work tasks and materials. Regular supervision, monitoring and correction are needed. Immediate improvement in commitment to job and a desire to improve approach to work is needed.</p>

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	<p><b>Affirmative Action, Equal Employment and Diversity</b></p>	<p><b>Supervisor Accountability (for supervisors only)</b></p> <p><b>IMPORTANT NOTE: Any supervisor who fails to complete the required performance evaluation of any direct report by the collegewide TMS deadline will be ineligible for consideration for an increment.</b></p>
<p><b>Definition</b></p>	<p>Consider the employee’s commitment and proficiency in supporting a multicultural environment that values unique skills, experiences and cultures, and promotes equal employment opportunities for all. Elements to be considered include: respectful intercultural communication, recognition and appreciation of differences.</p>	<p>Consider how effectively the supervisor has fulfilled their individual responsibilities and obligations related to managing performance, including:</p> <ul style="list-style-type: none"> <li>○ Fulfilling all personal training requirements and the multicultural/diversity goal by the relevant deadlines;</li> <li>○ Completing and submitting their personal goal plan and self-evaluation;</li> <li>○ Completing and submitting the evaluations of their staff/administrator direct reports;</li> <li>○ Completing and submitting their upcoming year’s draft goal plans by the relevant deadlines.</li> </ul> <p>Consider how effectively the supervisor led and managed the performance of employees within his/her team, including:</p> <ul style="list-style-type: none"> <li>○ Demonstrating efforts to actively work with and support staff/administrator direct reports in developing goal plans by providing feedback, guidance, and recognition on progress;</li> <li>○ Ensuring that all (100%) of their staff/administrator direct reports had goal plans that were submitted and approved in the MC Talent Management System (Taleo) by the relevant deadline;</li> <li>○ Demonstrating efforts to actively guide and support their staff/administrator direct report in fulfilling all of their respective training requirements and completing their multicultural/diversity goal by the relevant deadline.</li> </ul>
<p><b>Far Exceed Requirements</b></p>	<p>Superior cultural awareness and adaptability, consistently interacting with all stakeholders in a respectful and dignified manner regardless of their cultural differences. College mission and work environment enhanced by multicultural knowledge , skills, and understanding of the regulatory framework for equal opportunity and non-discrimination. Attends a minimum of two diversity events, programs, or classes each year or participates in inclusion initiatives or advocates for underserved. Serves as role model and resource for others, serving as bridge across cultural groups.</p>	<p>In addition to successfully meeting and fulfilling all tasks and obligations as required to “Meet Expectations,” this supervisor far exceeded requirements by: having a well-defined plan for managing performance within their team; actively working with their staff/administrator direct reports in developing their goal plans, and routinely providing feedback, guidance, and recognition on progress on the goal plan; routinely checking progress, actively encouraging, providing guidance and periodic reminders to their direct reports regarding the employee’s completion and fulfillment of their respective mandatory training requirements and multicultural/diversity goal (if applicable) by the relevant deadline.</p>

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<p><b>Exceed Requirements</b></p>	<p>Excellent cultural awareness demonstrating acceptance of differences most often interacting with all stakeholders in a respectful and dignified manner regardless of their cultural differences. Work environment enhanced by multicultural knowledge, skills, and understanding of the regulatory framework for equal opportunity and non-discrimination. Attends a minimum of two diversity events, programs, or classes each year or participates in inclusion initiatives or advocates for underserved.</p>	<p>In addition to successfully meeting and fulfilling all tasks and obligations as required to “Meet Expectations,” this supervisor exceeded requirements by: having some form of process or schedule for managing performance within their team, by working with their staff/administrator direct reports in developing their goal plans, and provided periodic feedback, guidance, and recognition on progress on the goal plan; by periodically checking progress, providing periodic guidance and reminders to their direct reports regarding the employee’s completion and fulfillment of their respective mandatory training requirements and multicultural/diversity goal (if applicable) by the relevant deadline.</p>
<p><b>Meets expectation</b></p>	<p>Good cultural awareness demonstrating fairness and respect toward others generally interacting with all stakeholders in a respectful and dignified manner regardless of their cultural differences. Work environment enhanced by developing multicultural knowledge, skills. Attends a minimum of one diversity event, program, or class each year and is gaining an understanding of regulatory framework for equal opportunity and non-discrimination.</p>	<p>This supervisor met expectations by completing all (100%) of his or her personal training requirements by the relevant deadlines. This supervisor included a multicultural/diversity goal in the goal plan and successfully met the goal and/or objectives for the evaluation period. This supervisor completed and submitted their goal plan and self-evaluation, the evaluations of their staff/administrator direct reports, and their upcoming year’s goal plans by the relevant deadlines. This supervisor approved all (100%) of the goal plans for their staff/administrator direct reports, even if it required pushing the goals out directly to the employee. This supervisor checked progress and provided at least one reminder to their direct reports regarding the completion and fulfillment of their respective mandatory training requirements and multicultural/diversity goals (if applicable) by the relevant deadlines.</p>
<p><b>Needs Improvement</b></p>	<p>Cultural awareness is lacking. Commitment to interact with all stakeholders in a respectful and dignified manner regardless of their cultural differences is inconsistent. May show difficulty in accepting and acknowledging differences that occasionally impedes performance. Occasionally may demonstrate behavior inconsistent with College’s equal opportunity and non-discrimination policies and procedures. May not have attended diversity</p>	<p>This supervisor needs improvement in their individual performance management and/or leading and managing the performance expectations of his/her team/unit/area. While this supervisor completed a majority of their individual responsibilities and obligations related to performance management and/or a majority of their responsibilities in leading and managing the performance of employees within his/her team as required to “Meet Expectations”, he/she failed to successfully complete all tasks by the relevant deadlines.</p>

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<b>Does not meet requirement</b>	Cultural awareness is inadequate. Frequently demonstrates intolerant or indifferent behavior and may participate in inflammatory behaviors. Exhibits behaviors that undermine the College's equal opportunity and non-discrimination policies and procedures and negatively impacts operations. Does not attend diversity events, program, or classes. Immediate improvement in attitude and behavior is required and referral to appropriate offices for intervention efforts may be made.	This supervisor does not meet the required expectations in their individual performance management and/or leading and managing the performance expectations of his/her team/unit/area. While this supervisor completed some of their individual responsibilities and obligations related to performance management and/or some of their responsibilities in leading and managing the performance of employees within his/her team, he/she failed to successfully complete all tasks by the relevant deadlines.
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