Behavioral Competencies

Organizational Success

 Teamwork/Cooperation (within and across units)

* Openly shares information, knowledge and expertise with the team and co-workers;
* Cooperates with other members to achieve the workgroup's goals;
* Appropriately gives and is open to feedback from team/coworkers;
* Puts accomplishing the interests of the University/unit ahead of accomplishing individual goals;
* Actively works to remove barriers to team effectiveness;
* Utilizes team members' skills to accomplish goals.

Customer Orientation

* Insists on and/or provides on high quality service for internal and external customers;
* Demonstrates customer focus by seeking out, understanding, and responding to the needs of both internal and external customers;
* Responds to customers' needs, questions and concerns in an accurate, effective, and timely manner;
* Develops effective partnerships with customers;
* Effectively and professionally works with upset customers, solving their problems;
* Continually seeks efficient ways of providing services by minimizing procedural requirements.

Commitment to Continuous Quality/Process Improvement

* Identifies and implements new processes and initiatives that help the customer/department accomplish its goals;
* Translates ideas into specific tasks/actions to improve operations;
* Actively seeks and suggests better ways of getting the job done, and learns from both successes and failures;
* Creatively applies and actively shares expertise and best practices with other departments.

Creativity/Innovation

* Injects originality into daily work through research, personal knowledge, and networking relationships;
* Thinks "outside the box";
* Brainstorms and encourages new ideas and solutions;
* Takes appropriate risks.

Flexibility/Adaptability to Change

* Displays flexibility and openness in daily work and encourages others to stay open to change, improvements, etc.;
* Adapts own attitudes and behavior to work effectively with different people and situations;
* Accepts and readily adapts to changing priorities, better ideas, strategies, procedures, and methods;
* Maintains work effectiveness in new situations.

Continuous Learning/Development

* Takes the initiative to learn new skills that would benefit the position and operational objectives;
* Takes ownership of own professional development;
* Learns from and seeks others' ideas and perspectives;
* Acts as a mentor and/or encourages other employees to improve and develop individual skills;
* Seeks feedback on performance;
* Considers, evaluates, and incorporates others' suggestions about their own performance;
* Continuously looks for new or nontraditional ideas to improve personal, team and operational effectiveness.

Displays Vision

* Thinks and considers possible future change;
* Helps provide a clear customer-focused sense of direction for the team and co-workers to support the department's vision;
* Develops and/or explains strategic action plans for practical use;
* Inspires and energizes others to commit to vision;
* Develops and refines vision to reflect constant and accelerating change impacting MSU.

Leadership/Initiative

* Views him/herself as part of the team, not above it;
* Is flexible and easy to approach;
* Builds positive working relationships with all staff;
* Provides recognition;
* Develops staff;
* Personally models MSU's values, behaviors, and work practices;
* Has personal credibility and high integrity;
* Utilizes internal organizational resources effectively;
* Anticipates and plans for future developments;
* Tackles difficult problems and decisions, when appropriate;
* Handles pressure and stress appropriately.

Making People Matter

 Respect for Others

* Treats all people with dignity;
* Demonstrates compassion, consideration, and caring;
* Believes/assumes the best in others;
* Demonstrates care for health and safety of others;
* Values contributions of others;
* Works to build others' value with positive impact to all;
* Speaks up on behalf of others when differences are not respected.

Interpersonal Skills

* Attentive to and understands the views of others;
* Demonstrates an awareness of own style and how it affects others, and makes adjustments as necessary;
* Resolves interpersonal problems in the workplace;
* Responds positively to constructive suggestions;
* Displays objectivity in assessing situations;
* Develops and maintains positive work relationships with others.

Supports Diversity and Understand Related Issues

* Establishes and maintains effective working relationships with people from diverse backgrounds;
* Realizes differences in people as opportunities to learn;
* Contributes to an environment where differences are valued and encouraged.

Honesty/Fairness

* Sets an example by consistently modeling high standards of performance, honesty, and integrity;
* Is willing to change his/her mind when given new information;
* Makes sure all ideas receive fair consideration.

Builds Trust

* Actions support his/her words;
* Maintains a reputation for honesty, candor, confidentiality, fairness and reliability;
* Protects the interests of people who aren't present;
* Judges substance, not image;
* Offers status reports and keeps others appropriately informed;
* Follows-up on commitments made in a timely, accurate and complete basis;
* Makes position clear on difficult issues.

Recognizes Others’ Achievements

* Promotes systems and processes that encourage and reward the development of people at all levels of the organization;
* Says "Thank you" and "Great job" on a regular basis;
* Recognizes and/or rewards others for their contributions and commitment in a manner that corresponds with the employee's values.

Understands Others’ Perspectives

* Puts his/herself in "another's position" and demonstrates compassion, consideration, and caring;
* Understands all points of view with empathy.

Resolves Conflicts Constructively

* Acknowledges personal responsibility in conflict situations;
* Directly communicates with persons involved in disagreements;
* Effectively manages conflict between organizational units with the appropriate individuals initially involved;
* Identifies and constructively addresses disagreements which undermine performance;
* Encourages people to bring difficult issues into the open;
* Uses the strength of the facts, rather than the loudness of argument;
* Resolves differences between people using persuasion, diplomacy and logic;
* Keeps conflict resolution professional and not personal;
* Manages conflict with others in ways that preserve good relations;
* Offers open exploration of differing ideas and solutions within the team.

Positive Attitude

* Creates a "can-do" climate;
* Approaches others in a pleasant, happy and upbeat manner;
* Maintains enthusiasm despite criticism of ideas;
* Demonstrates support to unit/University mission;
* Demonstrates an "I care" attitude.

Job Effectiveness

 Planning/Organization

* Establishes priorities that address the details and timelines needed to achieve the intended results;
* Focuses on end result;
* Is flexible and utilizes resources;
* Updates staff regularly and communicates plans to those involved;
* Ensures projects are being completed according to plan and reevaluates if necessary.

 Problem Solving/Judgement

* Analyzes and solves problems by dealing with facts and not by blaming others;
* Strikes a balance between being participative, i.e., involving team members in decisions and being directive, depending on the needs of the team and the situation;
* Seeks involvement from diverse perspectives and areas of the department and /or University to solve problems;
* Understands the organization and the affect decisions have on other parts of the organization;
* Proactively anticipates and addresses concerns of employees, peers, upper management, and customers;
* Formulates alternative/creative solutions to problems;
* Resolves sensitive issues without making the situation worse;
* Provides advice and/or information to individuals and teams in a timely manner;
* Makes timely decisions with quality outcomes.

Makes Effective Decisions

* Gathers information on an issue, impartially considering all sides and makes logical decisions that are clear;
* Evaluates positive and negative alternatives within time and resource constraints;
* Uses agreed upon criteria for decision-making rather than hidden agendas;
* Delegates decision-making responsibility when appropriate;
* Considers the total organization when making decisions;
* Keeps the department's long-term goals in mind when addressing short-term issues and problems.

 Takes Responsibility

* Follows-through on commitments;
* Only makes promises that can be kept;
* Acts like a business owner, taking care of the needs of the unit;
* Takes responsibility for actions, results, and mistakes;
* Is willing to accept additional responsibility or authority.

 Achieves Results

* Gets the job done by doing whatever it takes, within an appropriate time frame;
* Handles and delivers multiple projects simultaneously;
* Implements plans and makes mid-course changes when necessary to achieve goals;
* Sets daily, weekly, monthly, quarterly and annual project goals, creating specific plans to meet them;
* Shows persistence in overcoming obstacles;
* Ensures follow-through to desired results.

 Communicates Effectively

* Communicates in an open, candid and consistent manner;
* Explains concepts and procedures clearly and completely while maintaining attention and interest;
* Displays sensitivity to ethnic and gender issues in verbal and written communications;
* Shows tact and diplomacy in dealing with others;
* Keeps individuals well informed of key organizational issues and needs;
* Keeps individuals informed about issues that may affect them;
* Keeps others informed on the status of assigned work;
* Delivers information effectively in a variety of settings including one-on-one, team setting, and presentations;
* Delivers information effectively in a variety of formats including letters, memos, analytical reports, and decision documents.

 Dependability/Attendance

* Is available for work on a consistent and timely basis with infrequent unplanned absences;
* Completes work in a timely manner;
* Meet commitments with minimal oversight;
* Meets commitments with others;
* Conscientious, thorough, accurate, and reliable when performing and completing job tasks.

 Job/Organizational Knowledge

* Understands how to get things done in the organization;
* Possesses knowledge and skills necessary to perform job;
* Defines resources and actions to achieve objectives within constraints;
* Builds effective networks and alliances inside and outside the University, which benefit the unit/University.

Productivity

* Focuses time and resources on activities that will yield the greatest benefit;
* Gets work done within a given time frame;
* Sets realistic personal goals and work plans that are consistent with the business needs and strategies of the unit;
* Works effectively under pressure - balances multiple objectives;
* Obtains information and utilizes resources effectively.

Additional Factors for Supervisors

 Coaches/Counsels/Evaluates Staff

* Employs a leadership style based on assessing the needs of individuals;
* Addresses individual needs through coaching and teaching to improve learning and enhance performance;
* Provides productive feedback to employees, co-workers and upper management in a timely, direct and supportive manner;
* Coaches others on how to anticipate, define and solve problems;
* Openly shares information and resources;
* Evaluates performance regularly, accurately and fairly;
* Monitors staff work and follows-up appropriately;
* Deals with performance problems directly, fairly, and in a timely manner, providing current, complete and practical positive or corrective feedback.

 Identifies Areas for and Supports Employee Development Opportunities

* Provides information, tools, resources, and opportunities to help others improve their abilities;
* Helps employees identify areas for development;
* Supports appropriate employee development opportunities;
* Gives people challenging assignments to develop their capabilities;
* Promotes systems and processes that encourage and reward the development of people at all levels of the organization.

Encourages Teamwork and Group Achievements

* Creates a high performance work environment where others pull together to complete tasks;
* Encourages team members to discover the best ways to perform their jobs effectively;
* Actively promotes functional as well as cross-functional teams;
* Empowers teams to achieve goals by providing resources, training, responsibility and authority;
* Holds teams accountable for performance;
* Shares successes with team members;
* Monitors and evaluates team success and difficulty, and provides productive feedback.

 Leads Change/Achieves Support of Objectives

* Helps employees quickly and effectively understand and adjust to new roles, challenges and changes in the University environment and in their jobs;
* Stays up-to-date on key trends, and opportunities;
* Initiates change instead of reacting to external pressures for change;
* Makes sure technical/functional decisions are based on department priorities;
* Uses available resources (people, funds, time, material, support) and coordinates/manages these components, including those outside the organization.

 Enables and Empowers Staff

* Provides information and resources so staff can function independently;
* Enables staff to take appropriate risks;
* Encourages and promotes decision making and accountability at all levels;
* Organizes and structures work for others in a manner that encourages ownership and accountability.

Strives to Achieve Diverse Staff at all Levels

* Creates an environment where differences are valued, encouraged and supported;
* Actively supports individuals for key positions regardless of differences.

 Understands Diversity Issues and Creates Supportive Environment for Diverse Employees

* Actively supports the development of others regardless of differences;
* Respects the talent and unique contributions of every individual, culture and ethnic group to increase effectiveness of the unit;
* Influences the culture in ways that value and support diversity.