PROFESSIONAL COMPETENCIES

Agility

Responds positively to change, adopts new practices and approaches to accomplish goals, and create solutions. Manages change without compromising long-term goals. Constructs an environment that facilitates the evolution of thought, practice, and performance and drives positive transformation of the university.

Key Characteristics	Emerging	Skilled	Role Model
Critical Thinking	Seeks information and develops broad organizational knowledge to integrate goals in alignment with departmental and university priorities.	Drives improvements, ranging from incremental enhancements to major shifts in direction. Anticipates change and makes the necessary adjustments to drive lasting improvements and long-term results.	Helps to shape the vision of the university through the analysis of current industry trends. Effectively assesses the level of individual and institutional risk associated with current and proposed strategies.
External Awareness	Understands internal and external policies and their impacts on the organization. Keeps current with industry trends that impact university objectives.	Considers multiple, diverse views to identify the needs of the university. Maintains current knowledge of key legislation, regulations, policies, and political trends that directly impact the university and its associations.	Leverages industry best practices when developing programs, processes, and procedures. Understands the impact of internal decisions on the external environment and public perception. Is a thought leader in their chosen field and is actively sought by others for knowledge and expertise when addressing external issues.
Flexibility	Adjusts to changing situations, maintains focus and professional demeanor when faced with adversity. Contributes ideas to enhance work processes and procedures.	Demonstrates an openness to new situations, adapts to changing circumstances and adjusts approaches and responses to address change related challenges. Readily accepts conditions of ambiguity while remaining productive and engaged.	Anticipates the need for change while considering the university's strategy and culture. Promotes and fosters the acceptance of change and effectively communicates the value proposition for improvement.
Innovation	Seeks opportunities for creative problem solving while staying within the parameters of good practice.	Develops new insights into situations, questions conventional approaches and implements unique processes. Encourages and promotes the exploration of new ideas and creative thinking amongst colleagues.	Builds an environment where creative ideas and solutions are readily welcomed and encouraged. Uses breakthrough thinking to generate insights, alternatives, and opportunities for overall university success.

Alignment

Ensures performance aligns with the goals and objectives of the department and broader university.

Focuses on results and goal achievement and generating solutions to challenges that may impede performance.

Key Characteristics	Emerging	Skilled	Role Model
Accountability	Acts with personal, professional, and behavioral integrity. Delivers on commitments and exhibits behavior that is consistent and reliable.	Takes both personal and professional responsibility for performing quality work and transforming efforts into results. Recognizes the impact of one's behavior on the broader team, department, and university.	Creates a culture of ownership and an ethical environment that positively influences integrity and responsibility. Sets the standard for ethical behavior by consistently conforming to the highest professional standards and practices.
Emotional Intelligence	Demonstrates awareness, assessment and control of one's own emotional state, attitudes, and strengths. Maintains personal momentum and professional effectiveness in the face of challenging circumstances.	Takes an active interest in colleague concerns, picking up on cues that inform how others feel and think. Recognizes and acknowledges others' feelings, perspectives and drivers.	Guides others through challenging situations and brings disagreements into the open and finds solutions all can endorse. Creates an environment of understanding and awareness.
Personal Excellence	Understands own strengths and limitations and is focused on self-development. Remains positive in the face of setbacks and obstacles.	Demonstrates personal determination and resilience when faced with changing circumstances. Understands the impact of own behavior and performance on the outcomes of others.	Creates a team environment that fosters employee engagement and motivates team members to achieve their goals.
Planning and Organizing	Identifies the sequence of tasks and the resources needed to achieve goals. Prioritizes key action steps and anticipates the impacts and risks of own decisions and actions.	Focuses on measurable outcomes and the evaluation of proposed actions against team objectives. Prepares strategies that manage risk and proactively seeks opportunities to identify and introduce efficiencies.	Establishes key strategic relationships, inside and outside the university, enabling mutually beneficial outcomes. Develops strategies and action plans that are aligned with the strengths of the university.

Acumen

Produces high-quality results through informed decision making and by applying technical and occupational knowledge. Understands functional job requirements, operating procedures, and the interrelationship between their role and the overall success of the university.

Key Characteristics	*Emerging*	*Skilled*	*Role Model*
Continuous Improvement	Seeks ways to improve overall performance and productivity. Audits and monitors adherence to policies and procedures.	Develops sound practices that anticipate the impact and risk of decisions and actions. Seeks opportunities to create efficiencies by sharing best practices across the university.	Creates an environment of continuous improvement that fosters a culture of accountability, diversity, innovation, and high performance.
Continuous Learning	Strives to upgrade the depth and breadth of technical and professional skills.	Transfers acquired knowledge and expertise to others through knowledge sharing, mentorship, and constructive feedback.	Creates a culture of learning, high commitment, and next generation leadership. Leverages information from a wide variety of sources to evolve current thinking and methodologies.
Job Mastery	Applies background, technical knowledge, education, and prior job experiences to current and new job situations.	Demonstrates a high degree of technical competence and job knowledge, adding value beyond the core occupational function.	Demonstrates an expert level of competency in the skills and knowledge required for in role success. Exhibits job and technical expertise by leveraging industry trends in the creation of strategy and the application of decision-making.
Technical Proficiency	Uses technical knowledge to maximize productivity, enhance communication methods and manage processes.	Serves as a subject matter expert, in a technical subject area, to an internal team or department. Develops new approaches and procedures to resolve technical issues.	Serves as an expert consultant to internal and external clients on complex matters. Evaluates and advises on the impact the latest industry trends and developments will have on the university.

Team Building

Uses an inclusive, people focused approach to create an environment that facilitates cooperation and teamwork. Takes on leadership role as necessary. Establishes and builds relationships; resolves conflicts; expresses positive expectations of team members.

Key Characteristics	Emerging	Skilled	Role Model
Effective Communication	Organizes information so that facts or ideas lead the receiver to a specific conclusion.	Facilitates collaboration, cooperation and teamwork using composed, clear and direct messages.	Chooses the most effective and meaningful form to express ideas and information. Adapts the content, tone, style and delivery method to suit the needs of their audience.
People Focused	Seeks different points of view and incorporates diverse perspectives in group processes and decision making. Creates a positive team environment through co-operation.	Contributes to an environment of learning that values, encourages, and supports the development of others. Proactively supports colleagues and collaborates to help achieve targets.	Creates a culture of unity, creativity, motivation and success among team members. Ensures the right people are empowered and involved in the decision-making process.
Relationship Building	Facilitates an open exchange of opinions from diverse groups, strengthening internal and external support.	Develops a professional network with other teams and departments and navigates the internal and external environments that affect the work of the university.	Leverages an extensive network of resources both inside and outside of the university to facilitate the achievement of shared strategic goals and objectives.