

## **Behavioral Competencies**

Job duties, expectations and standards can help supervisors communicate to their employees *what* they are to perform. Competencies can help supervisors clarify to their employees *how* they are to perform.

The competencies listed below are samples that are used in job descriptions and during performance appraisals. The list is not all-inclusive, and you may create your own competencies that best fit your performance management needs.

**Adaptability:** Demonstrates ability to alter activities to meet changes of the job assigned, established priorities and needs of supervisor; open to change and willing to experiment; has tolerance for change and ambiguity.

**Administration:** Demonstrates fiscal and administrative responsibility.

**Communication:** Effectively conveys (speaks and/or writes) and receives ideas, information and direction (both oral and written). Seeks to clarify and confirm understanding if any instructions or terms are unfamiliar or vague.

**Confidentiality:** Handles all confidential information professionally.

**Creativity:** Contributes to the improvement of department procedures and services, and suggests alternative approaches to resolve problems.

**Critical thinking/best judgment:** Apply, analyze and evaluate information to produce the most effective and efficient results and conclusions; makes timely and sound decisions; makes best decisions under conditions of uncertainty.

**Customer Focus:** Develops consultative relationship with assigned departments/divisions/customers; understands and responds to customer needs; displays positive posture and attitude when dealing with others, regardless of their level or status.

**Decision Making:** Identifies problems; recognizes symptoms, causes and alternative solutions; makes timely, sound decisions even under conditions of risk and uncertainty.

**Goal Attainment:** Achieves the goals set by supervisor and self; results oriented.

**Image:** Presents a positive image of self and department.

**Initiative:** Demonstrates self-direction and self-pacing; makes practical suggestions and carries out effective solutions.

**Job Knowledge:** Demonstrates the knowledge necessary to carry out job responsibilities in an effective and timely manner.

**Leadership:** Demonstrates ability to direct work of others and activities and projects; communicates ideas persuasively to convince others.

**Planning:** Organizes tasks in an efficient manner; sets goals and deadlines; develops strategies; anticipates obstacles and defines alternative strategies.

**Problem Solving:** Identifies problems and causes; analyzes and generates best alternative solutions; makes timely, sound and appropriate decisions even under conditions of risk and uncertainty.

**Productivity:** Allocates one's own time efficiently; arranges information systematically; processes paperwork and other information effectively without getting bogged down in detail.

**Professionalism:** Exhibits competence and respect in work relations, behavior, communication, dress and image; encourages and supports same attributes in others.

**Punctuality/Timeliness:** Arrives on time to work as well as to scheduled events such as meetings. Completes assignments on time and at a level of quality and quantity consistent with job requirements.

**Quality of Work:** Demonstrates commitment to quality of work through process of continued improvement, examines root causes of problems and identifies critical steps in process; eliminates ineffective activities and closes performance gaps.

**Relationship with Peers/Teamwork:** Demonstrates ability to work cooperatively and effectively with consideration of others. Establishes constructive work relations; helps co-workers and others achieve their goals; fosters team spirit; builds support and alliances between and among departments/divisions; actively participates in team meetings and projects; recognizes competing needs and gains agreement based on common goals.

**Reliability/Dependability:** Demonstrates consistency of performance in meeting deadlines, follows schedules and procedures.

**Teamwork:** Establishes constructive work relations; helps co-workers and others achieve goals; fosters team spirit; builds support and alliances between and among departments/divisions; recognizes competing needs and gains agreement based on common goals; actively participates in tem meetings and projects.

**Time Management:** selects relevant activities, ranks them in order of priority and importance, allocates proper time to activities; understands, prepares and follows schedules.

**Work Ethics:** Conforms to acceptable professional standards of conduct. Honest and trustworthy; upholds integrity of self and department.

**Instructor Competencies:**

Analyze Course Materials and Learner Information  
Assure Preparation of the Instructional Site  
Establish and Maintain Instructor Credibility  
Manage the Learning Environment  
Demonstrate Effective Communication Skills  
Demonstrate Effective Presentation Skills  
Demonstrate Effective Questioning Skills  
Respond Appropriately to Learners' Needs for Clarification and Feedback  
Provide Positive Reinforcement and Motivational Incentives  
Use Instructional Methods Appropriately  
Use Media Effectively  
Evaluate Learner Performance  
Evaluate Delivery of Instruction