

# Competencies and Behaviors

There are nine core competencies, plus the Leadership competency. Units may choose whether to evaluate an employee on Leadership, depending on the employee's job responsibilities.

Each competency is defined by a set of desired behaviors. As you consider each competency rating, determine how well the employee's performance matches the desired behaviors. Can you provide specific examples that demonstrate how the employee's performance did, or did not, match the desired behaviors?

Use the Comments section to provide specific examples of work performance that will help the employee understand the rating for the competency.

<b>Customer Focus</b>	<b>Anticipates, monitors and meets the needs of customers and responds to them in an appropriate manner. Demonstrates a personal commitment to identify customers' apparent and underlying needs and continually seeks to provide the highest quality service and product to all customers.</b> <ul style="list-style-type: none"><li>• Effectively articulates departmental vision and goals with both internal and external customers.</li><li>• Sets standards and goals for customer service and satisfaction and implements change for improvement.</li><li>• Answers questions from employees and customers in a candid, consistent and responsive manner.</li></ul>
<b>Accountability</b>	<b>Accepts responsibility for own actions and decisions and demonstrates commitment to accomplish work in an ethical, efficient and cost-effective manner.</b> <ul style="list-style-type: none"><li>• Monitors compliance and implements laws, policies and regulations.</li><li>• Interprets and designs policies and processes.</li><li>• Establishes priorities within the department, monitors progress and makes effective recommendation.</li><li>• Adheres to safety policies, including completing required training, using PPE, reporting hazards and incidents, and participating in safety programs.</li></ul>
<b>Adaptability</b>	<b>Adjusts planned work by gathering relevant information and applying critical thinking to address multiple demands and competing priorities in a changing environment.</b> <ul style="list-style-type: none"><li>• Acts as a change agent by adapting to and implementing appropriate changes in culture, strategy and regulatory requirements.</li><li>• Balances and prioritizes competing needs such as worker comfort, safety and fiscal concerns and demonstrates and promotes flexibility in a changing environment.</li><li>• Encourages others to identify options and make recommendations to meet competing needs.</li></ul>

<b>Occupational Knowledge</b>	<p><b>Demonstrates the appropriate level of proficiency in the principles and practices of one’s field or profession. Demonstrates a commitment to continuous improvement, to include understanding and application of technology (hardware, software, equipment and processes).</b></p> <ul style="list-style-type: none"> <li>• Participates in and recommends professional development opportunities.</li> <li>• Adopts technological advancements and facilitates mastery of occupational skills.</li> <li>• Identifies learning needs of others and provides professional development opportunities when possible.</li> </ul>
<b>Communication</b>	<p><b>Effectively conveys information and expresses thoughts and facts. Demonstrates effective use of listening skills and displays openness to other people’s ideas and thoughts.</b></p> <ul style="list-style-type: none"> <li>• Assimilates information from all levels and functions within University and communicates correct meaning directly to employees.</li> <li>• Communicates effectively adjusting communication styles to different situations, audiences and people.</li> <li>• Creates an environment that ensures open communications.</li> </ul>
<b>Teamwork</b>	<p><b>Works cooperatively and effectively with others to achieve common goals. Participates in building a group identity characterized by pride, trust and commitment.</b></p> <ul style="list-style-type: none"> <li>• Provides guidance, delegates responsibility, and ultimately approves methods of accomplishing given goals.</li> <li>• Accepts responsibility for implementation of team goals.</li> <li>• Values the contribution of all team members and engenders group integrity</li> <li>• Encourages and expects equal contribution from all team members.</li> </ul>
<b>Inclusiveness</b>	<p><b>Demonstrates the ability to work effectively in an environment consisting of diverse individuals from varying backgrounds and cultures.</b></p> <ul style="list-style-type: none"> <li>• Values the perspectives and contributions of all people.</li> <li>• Recognizes that individuals from different communities have different strengths and needs, and that different cultures impact how people think and behave.</li> <li>• Helps ensure that all employees are listened to and that all backgrounds are respected.</li> <li>• Is open to change and works to encourage open, honest dialogue that helps foster an inclusive work and learning environment.</li> </ul>

<b>Initiative</b>	<p><b>Takes action beyond required or expected effort and proactively originates action rather than only responding to suggestions and directions from others.</b></p> <ul style="list-style-type: none"> <li>• Establishes goals for oneself and others that are reachable, but also challenge to do better than before.</li> <li>• Proactively seeks out and seizes opportunities that will further the University’s mission.</li> <li>• Demonstrates perseverance in working and focusing on a difficult problem until it is resolved.</li> <li>• Coaches and motivates others to put extra effort into assignments and assume additional responsibilities.</li> </ul>
<b>Work Quality</b>	<p><b>Inspires and strives for excellence in all aspects of work including setting high performance goals for oneself and others.</b></p> <ul style="list-style-type: none"> <li>• Continuously develops processes that improve productivity and eliminate non-value-added activities.</li> <li>• Systematically identifies potential problems when designing systems/processes using techniques including brainstorming and cost/benefit analyses to reduce the chances of unnecessary problems.</li> <li>• Anticipates potential problems and develops contingency plans to avoid them.</li> <li>• Develops and maintains systems for monitoring work and data quality.</li> </ul>
<b>Leadership</b>	<p><b>Works cooperatively and effectively with others to achieve common goals. Participates in building a group identity characterized by pride, trust and commitment.</b></p> <ul style="list-style-type: none"> <li>• Engenders trust and demonstrates fairness in all actions by setting the standard and acting as a role model for others to follow.</li> <li>• Demonstrates awareness about how own values, needs, skills and style impact coworkers.</li> <li>• Promotes a generative safety culture and fosters a safe and health work environment.</li> <li>• Spends time helping employees strive for excellence by providing detailed feedback on current performance, knowledgeable support and meaningful assignments.</li> <li>• Develops vision and directs others to support the University’s mission and goals.</li> <li>• Stands up for employees in relation to MSU by obtaining needed resources for the group of direct reports.</li> </ul>