

Performance Management and Development Process

Competency Directory – FY19

CORE COMPETENCIES

(For all non-supervisory staff)

Accountability

- Takes initiative to perform job duties, fulfill responsibilities and meet performance goals.
- Accepts responsibility for consequences of own actions.
- Results driven; persists despite obstacles and setbacks.
- Follows through on tasks and assignments.
- Accepts additional responsibilities in order to meet the changing needs of the workplace.

Service Focus

- Follows Pace's service values and meets the service standards of the department.
- Develops productive working relationships with co-workers, faculty, staff, administrators, and others such as independent contractors.
- Identifies and meets the needs of students, students' families, guests and visitors, and University faculty and staff, as appropriate.
- Responds to requests for assistance or information in a timely manner.
- Acts courteously and professionally in all interactions.

Communication

- Effectively communicates orally and in writing.
- Uses technology (such as voice mail, email and videoconferencing) appropriately in communications.
- Requests clarification to ensure understanding of other's communication.

Innovation

- Explores and initiates new ideas, methods, and solutions to reach outcomes.
- Identifies opportunities for innovation.
- Challenges paradigms and thinks expansively when solving problems.

Diversity Awareness

- Demonstrates fair treatment and equal opportunity for all, regardless of background.
- Demonstrates sensitivity and receptiveness to, and actively seeks out, the diverse views and perspectives of co-workers, supervisors, persons served, visitors and members of the public, regardless of their background.
- Demonstrates cooperation with supervisors and co-workers to leverage the value of diverse views and perspectives to improve work product and results.

Continuous Learner

- Deals constructively with and reflects on own mistakes.
- Adapts appropriately to new situations.
- Solicits performance feedback and pursues self-development.

Job Specific Competencies

- Knowledge: The staff member possesses and exhibits the functional knowledge needed to perform the duties and satisfy the responsibilities of their position.
- Skill: The staff member possesses and exhibits the skills required to perform the duties and satisfy the responsibilities of their position.
- Behavior: The staff member exhibits the behaviors necessary to successfully perform the duties and satisfy the responsibilities of their position in line with Pace's core values.

MANAGEMENT COMPETENCIES

(Applies to supervisors and manager who are responsible for others' performance)

Manages Effectively

- Takes accountability for optimizing resources and managing the budget effectively.
- Effectively communicates to staff the expectations for the performance of their job duties and responsibilities.
- Monitors performance and development plans of staff and provides appropriate feedback on a regular basis.
- Conducts annual performance reviews for staff in accordance with University policy and procedure.
- Demonstrates commitment to staff learning and self-development.
- Acts as a mentor and coach.
- Ensures all staff have annual goals which support division goals and University Strategic Plan.

Innovation

- Explores and initiates new ideas, methods, and solutions to reach outcomes.
- Challenges paradigms and thinks expansively when solving problems.
- Champions new ideas and initiatives, and creates an environment that inspires and supports innovation.
- Identifies ineffective processes and procedures and takes appropriate action to improve them.

Diversity Awareness

- Demonstrates fair treatment and equal opportunity for all, regardless of background.
- Demonstrates sensitivity and receptiveness to, and actively seeks out, the diverse views and perspectives of co-workers, staff, supervisors, persons served, visitors and members of the public, regardless of their background.
- Effectively leverages the value of diverse views and perspectives to improve unit work product and results.
- Provides training opportunities for self and team on evaluation and management approaches.

Accountability

- Accepts responsibility for consequences of own actions.
- Takes initiative to fulfill responsibilities, meet performance goals, and address and resolve problems.
- Results driven; persists despite obstacles and setbacks.
- Follows through on tasks and assignments.
- Accepts additional responsibilities in order to meet the changing needs of the workplace.

Service Focus

- Leads the development and implementation of Pace's service values and ensures the service standards of the department are met/exceeded.
- Develops productive working relationships with co-workers, faculty, staff, administrators, and others such as independent contractors.
- Identifies and meets the needs of students, students' families, guests and visitors, and University faculty and staff, as appropriate.

- Responds to requests for assistance or information in a timely manner.
- Acts courteously and professionally in all interactions.

Communication

- Effectively communicates orally and in writing.
- Uses technology (such as voice mail, email and videoconferencing) effectively in communications.
- Requests clarification to ensure understanding of other's communication.
- Demonstrates cultural awareness and acts without bias in all interactions.

Continuous Learner

- Deals constructively with and reflects on own mistakes.
- Adapts appropriately to new situations.
- Solicits performance feedback and pursues self-development.

Job Specific Competencies

- Knowledge: The staff member possesses and exhibits the functional knowledge needed to perform the duties and satisfy the responsibilities of their position.
- Skill: The staff member possesses and exhibits the skills required to perform the duties and satisfy the responsibilities of their position.
- Behavior: The staff member exhibits the behaviors necessary to successfully perform the duties and satisfy the responsibilities of their position in line with Pace's core values.

LEADERSHIP COMPETENCIES

(Applies to members of the Management Council, Associate and Assistant Vice Presidents, Associate Deans, and University Directors)

Visionary and Strategic Thinking

- Establishes and communicates a vision and strategy for their area, in support of the University's mission, vision, and strategic plan.
- Aligns staff performance goals to the vision.
- Anticipates future needs and trends and pursues new opportunities within the context of the strategy.
- Prioritizes strategic opportunities.
- Identifies and works to remove obstacles to achieving strategic goals.

Inspires

- Encourages staff/faculty to share and contribute to the University's vision and helps staff understand their role in achieving success.
- Gains the trust and respect of others.
- Takes a leadership role in addressing and resolving difficult issues.
- Creates a high level of staff enthusiasm, commitment, and a desire to excel.

Continuous Learner

- Proactively seeks feedback from others.
- Engages in self-reflection and assessment.
- Adapts behavior, as appropriate, to successfully meet situational needs to ensure success.
- Demonstrates commitment to learning and self-development.

Communication and Influence

- Provides supportive and constructive communications that result in productive working relationships with others.
- Communicates in many venues, both orally and written, in a clear, organized, and effective manner.
- Adapts communications and influence strategy and style to ensure understanding and commitment.
- Engages in collaborative problem solving.
- Respects and maintains confidentiality.

Change Leader

- Initiates and leads change efforts that support the University's strategic plan.
- Understands the external demographic, cultural, and economic factors that create change for the University.
- Introduces new ideas, innovative solutions to problems, and challenges the status quo.
- Adjusts to changing priorities and shows flexibility when confronted with unexpected obstacles.

Decisiveness and Risk-Taking

- Makes difficult decisions and takes decisive action, including taking unpopular stands, when necessary.
- Confronts issues and problems in discussions with management.
- Trusts own judgment and exercises good judgment.

Manages Effectively

- Maximizes the use of the University's financial, capital, and staff assets.
- Effectively communicates to staff the expectations for the performance of their job duties and responsibilities.
- Monitors performance and develop plans of staff and provides appropriate feedback.
- Conducts annual performance reviews for staff in accordance with University policy and procedure.
- Demonstrates commitment to staff learning and self-development.
- Ensures all staff have annual goals which support division goals and University Strategic Plan.
- Acts as a mentor and coach.
- Leads the development and implementation of Pace's service values and ensures the service standards of the department are met/exceeded.

Diversity Awareness

- Demonstrates fair treatment and equal opportunity for all, regardless of background.
- Demonstrates sensitivity and receptiveness to, and actively seeks out, the diverse views and perspectives of co-workers, staff, supervisors, persons served, visitors and members of the public, regardless of their background.
- Effectively leverages the value of diverse views and perspectives to improve unit work product and results.
- Provides training opportunities for self and team on evaluation and management approaches.

Represents Pace University to the External Community

- Accepts invitations to and presents at professional/higher education conferences.
- Provides leadership and guidance to the external community, as appropriate.
- Maintains a positive professional and leadership image to the external community.