PACE UNIVERSITY
Human Resources

Performance Management and Development Process
Competency Directory – FY25

MANAGEMENT COMPETENCIES
(Applies to supervisors and managers 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 constructive feedback on a regular basis.
- Conducts performance reviews for staff in accordance with University policy and procedure.
- Demonstrates commitment to staff learning and professional development.
- Acts as a mentor and coach.
- Ensures all staff have individual goals which support division goals and University Strategic Plan.
- Designs operational processes and procedures that support managing remote and hybrid employees.
- Recognizes and rewards good performance.

Cultivates Innovation
- Explores and initiates new ideas, methods, and solutions to reach outcomes.
- Moves beyond traditional ways of things; thinks expansively when solving problems.
- Adopts ideas, technology, and practices that increase efficiency, eliminate waste, and improve performance.
- Champions new ideas and initiatives and creates an environment that inspires and supports innovation.
- Encourages diverse thinking to promote and nurture innovation.
- Identifies ineffective processes and procedures and takes appropriate action to improve them.
- Recognizes and rewards initiative and innovation.

Commitment to Inclusive Excellence
- Demonstrates sensitivity and receptiveness to, and actively seeks out, the diverse views and perspectives of others, regardless of their identity.
- Treats all people with dignity and respect.
- Demonstrates cooperation with supervisors and co-workers to leverage the value of diverse views and perspectives to improve work product and results.
- Draws on diversity of skills, backgrounds and knowledge of people to achieve more effective results.
- Engages others in a way that makes them feel valued and accepted.
- Promotes a team environment that values, encourages, and supports differences.
- Creates a positive work environment that is free from discrimination and harassment.

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.
- Acknowledges and learns from mistakes.
- Recognizes impact of behavior on others.
- Holds self and team members accountable for high quality work and stakeholder relationships.

Service Focus
- Hold staff accountable to behaviors outlined in Pace's I Make It Happen service values and ensures that the service standards of the department are met/exceeded.
- Identifies and meets the expectations 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.
- Adapts service delivery to meet the needs of diverse audience.
- Uses stakeholder insights to drive and guide the development of new programs and/or improved services.

Communication
- Expresses oneself clearly and effectively when speaking and/or writing to others.
- Uses technology (such as voice mail, email, instant messaging and virtual meeting platforms) appropriately in communications.
- Actively listens and checks for understanding.
- Adjusts communication to fit the audience and message.
- Provides timely and helpful information to others across the organization.
- Models and encourages the expression of diverse ideas and opinions.

Continuous Learning and Self Development
- Deals constructively with and reflects on own mistakes.
- Adapts appropriately to new situations.
- Solicits performance feedback and pursues self-development.
- Views mistakes as opportunities to learn.
- Considers new and different perspectives and remains open to change.
- Ensures that knowledge and learning is shared across the University.
- Recognizes staff who learn from each other.

Collaboration
- Builds partnerships with others across the University to achieve shared objectives.
- Credits others for their contribution and accomplishments.
- Gains trust and support of others.
- Draws upon multiple relationships to exchange ideas, resources and know-how.
- Develops productive working relationships with co-workers, faculty, staff, administrators, and other internal community members.

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.