

PACE UNIVERSITY

Human Resources

Performance Management and Development Process Competency Directory – FY25

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 articulates 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 and strategic plan
- Anticipates future trends and implications and pursues new opportunities within the context of the strategy.
- Prioritizes strategic opportunities.
- Identifies and works to remove obstacles to achieving strategic goals.

Drives Engagement

- Encourages employees to share and contribute to the University's vision and helps employees 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 employee morale, commitment, and a desire to excel.
- Invites input from all employees and shares ownership and visibility of achievements.
- Creates a positive and motivating work environment.
- Recognizes and rewards the work and contributions of others, highlighting outstanding performance of employees.

Continuous Learning and Self Development

- Proactively seeks feedback from a wide variety of people.
- Engages in self-reflection and assessment.
- Adapts behavior, as appropriate, to successfully meet situational needs to ensure success.
- Demonstrates commitment to learning and professional development.
- 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.
- Engages in collaborative problem solving.
- Promotes high visibility of shared contributions to goals.

Communication and Influence

- Provides supportive and constructive communications that result in productive working relationships with others.
- Communicates in many venues, both verbally and in writing, in a clear, organized, and effective manner.
- Adapts communications and influence strategy and style to ensure understanding and commitment.
- Respects and maintains confidentiality in all communications.
- Positions, views and arguments appropriately to win support.
- Provides timely and helpful information to others across the organization.
- Models and encourages the expression of diverse ideas and opinions.

Change Leader

- Initiates and leads change efforts that support the University's strategic plan.
- Understands the external demographic, political, 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.
- Deals comfortably with the uncertainty of change.

Decisiveness and Risk-Taking

- Makes difficult decisions and takes decisive action, including taking unpopular stands, when necessary.
- Confronts issues and problems in discussions in a manner that yields productive results.
- Trusts own judgment and exercises good judgment.
- Actively seeks input from pertinent sources to make timely and well-informed decisions.

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 performance reviews for staff in accordance with University policy and procedure.
- Demonstrates commitment to staff learning and professional development.
- Ensures all staff have individual goals which support division goals and University Strategic Plan.
- Acts as a mentor and coach.
- Leads the development and implementation of Pace's YES I Make Iservice values and ensures the service standards of the department are met/exceeded.

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, respect and demonstrates an understanding of equitable practices.
- 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.

Represents Pace University to the External Community

- Accepts invitations to and presents at professional/higher education conferences and events.
- Provides leadership and guidance to the external community, as appropriate.
- Maintains a positive professional and leadership image to the external community.
- Serves as a strategic partner to build, grow and maintain profitable and long-lasting relationships with key community partners.