

COMPETENCY DEFINITIONS

Supervisor Competencies - 40% overall weighting

Provide Timely and Excellent Service: *Instills a service delivery model to internal and external constituents. Acts as a role model for others when providing timely and courteous service that projects a positive image of SJU and your department.*

Some examples include:

- Models student engagement and demonstrates how to make a direct connection between students and appropriate resources to resolve issues and avoid the campus run-around, even if not directly part of the job responsibilities.
- Empathizes with the range of students', parents', colleagues, faculty and alumni needs and views situations from their perspectives; is flexible and provides creative solutions.
- Rewards excellence in problem solving and meeting student and customer needs that extend beyond departmental boundaries.

Diversity and Inclusion: *Models behavior which encourages others to demonstrate equitable and respectful treatment for all. Actively solicits different perspectives and experiences and incorporates diverse perspectives into decision making. Recognizes systemic barriers to inclusion and take steps to eliminate them.*

Some examples include:

- Creates and maintains a work environment that is respectful and accepting of diversity by setting clear expectations for expected behaviors and clear methods for reporting inappropriate behaviors.
- Expands diversity of applicant pools to recruit and hire the most talented and diverse employees
- Engage high performing diverse employees.
- Ensures cooperation, honesty, openness and a welcoming environment for all.
- Establishes and welcomes effective working relationships with all members of the University community.
- Provides opportunity and encourages employees to participate in training and other activities that support diversity and inclusion at SJU and holds employees accountable for behavior that is exclusionary or offensive.
- Regularly builds knowledge of and seeks improvement in areas of cultural awareness.

Shared Ownership/Accountability: *Demonstrates an institutional perspective--balances the interest of the University with those of individual Departments or Units for the greater good of our students. Works effectively across institutional areas. Assumes responsibility for self and direct reports meeting all expectations of the job while making student satisfaction a priority, regardless of job description.*

Some examples include:

- Exercises sound judgment in all elements of the job, including decision-making and elevating important issues. Is candid about issues and their effects on the department.
- Follows through on commitments and achieves results within time frames and deadlines.
- Maintains confidentiality; is discreet with sensitive information.
- Evaluates own strengths and limitations realistically, listens and responds professionally to constructive feedback from manager, peers and direct reports and proactively addresses self-development in improvement areas.
- Acts with and instills an appropriate sense of urgency in others without creating panic or fear.

Change Management: *Inspires others to embrace change as a necessity and an opportunity for continuous improvement. Perseveres in alignment with strategic priorities/mission despite obstacles and setbacks. Helps others to see things from many different angles and encourage them develop new approaches where existing approaches no longer apply.*

Some examples include:

- Stays current with industry related and technological trends, developments and advances required to perform job.
- Seeks differing perspectives when solving problems. Benchmarks with peer institutions to find new ideas and creative solutions to problems.
- Promotes full use of technology tools and capability from both University and outside vendors.
- Redirects resources to meet changing priorities, while limiting negative impacts.
- Positively leads employees through change and deals effectively with ambiguity.

COMPETENCY DEFINITIONS

Supervisor Competencies - 40% overall weighting (Continued)

Collegiality and Team Building: *Cultivates and maintains respectful relationships across academic and functional units to prevent organizational boundaries from getting in the way of accomplishing objectives.*

Some examples include:

- Reaches out to others across academic units, functional lines and campuses to make decisions and accomplish objectives that support the student and the overall mission of SJU.
- Uses a range of persuasive skills to influence outcomes. Demonstrates the ability to be influenced by peers and subordinates.
- Encourages people to work together to identify and meet shared goals.
- Encourages others to contribute their opinions, perspectives, and ideas.
- Addresses problems directly and in a timely manner. Maintains composure when dealing with conflicts, stress or problem situations.

Communication: *Communicates clearly, concisely and respectfully in all interactions: listens to understand.*

Some examples include:

- Communicates clearly and respectfully on the telephone and in face-to-face interactions.
- Adapts communication style to accommodate diverse backgrounds and styles.
- Listens to others' input and feedback; does not interrupt or talk over others.
- Presents written and oral ideas in a clear and succinct manner using a respectful tone to all, regardless of level.
- Uses appropriate techniques to defuse difficult situations with all, particularly when handling student concerns.

Quality of Work: *Implements a standard of quality first. Ensures work products and services are delivered correctly and timely. Ensures department resources are used effectively and efficiently. Encourages staff to proactively seek opportunities to improve work quality and processes.*

Some examples include:

- Ensures resources of the department and University are used effectively and efficiently.
- Ensures the work of the department is completed both correctly and timely.
- Encourages staff to look for opportunities to improve work quality and processes

Planning and Strategic Vision: *Articulates the University's vision, mission and goals to employees and conveys department objectives in the context of the University's Strategic Priorities and diverse constituents.*

Some examples include:

- Actively seeks information from across a wide spectrum of perspectives to understand the competitive academic environment and plans appropriately.
- Develops plans that accurately anticipate future needs, focusing on the University's strategic direction and diverse constituents.
- Updates and communicates status of plans to all levels on a regular basis.
- Communicates important information succinctly and with impact.
- Recognizes patterns and trends of data and synthesizes information into a focused set of priorities.
- Manages budget and other resources to produce results that enhance the mission.

People Management: *Helps employee align individual objectives with SJU strategic priorities while promoting individual development, performance and accountability; takes personal responsibility for the University's commitment to equal employment and educational opportunity and the development of a diverse workforce and student body.*

Some examples include:

- Effectively uses the performance management process to monitor, coach and develop employee performance. Differentiates levels of performance with compensation and other rewards. Identifies and takes steps to correct poor performance in a timely manner. Confronts others directly whose behavior has a negative impact on team performance.
- Looks for and utilizes opportunities to identify talent and increase team diversity through recruiting and developing people.
- Understands and effectively applies applicable governance and authority structures unique to the University including St. John's policies, procedures, statutes, laws and operating structures.
- Uses appropriate advising, coaching and/or counseling techniques to encourage employees; ensure and encourage development opportunities.
- Discusses with direct reports how or why decisions are made and how they fit into the overall strategy.
- Gathers input, solicits feedback from employees; values employee contributions and creative ideas.