

COMPETENCIES AND BEHAVIORAL INDICATORS

Not sure about your grade level? Access SOS, and go to My Employee Information > Pay Information > Salary Statement and look for the Range field.

Coordinator, Manager, Faculty Department Chair, and Director Levels (Grade 33 and Below)	Director Levels (Grade 34 and Above)
<p>Stakeholder Focus</p> <p><i>Examples of internal and external stakeholders include students, colleagues, Board of Trustees, vendors, transfer partners, business partners, community partners, ISDs, voters, constituents, and governmental entities.</i></p> <ul style="list-style-type: none"> • Seeks to meet the expectations and anticipate needs of both internal and external stakeholders. • Builds and maintains effective relationships with stakeholders and gains their trust and respect. • Interacts regularly with stakeholders to gain feedback and to ascertain ways to improve services. • Acts with stakeholders in mind and considers stakeholder service of paramount importance. 	<p>Stakeholder Focus</p> <p><i>Examples of internal and external stakeholders include students, colleagues, Board of Trustees, vendors, transfer partners, business partners, community partners, ISDs, voters, constituents, and governmental entities.</i></p> <ul style="list-style-type: none"> • Openly communicates to others that service to stakeholders comes first. • Strategically plans ways to demonstrate superior service for stakeholders. • Investigates and analyzes external indicators to project future needs of stakeholders. • Nurtures relationships with stakeholders, regularly inviting feedback and suggestions. • Leads in a manner that ensures stakeholders trust and respect for the organization.
<p>Priority Setting</p> <ul style="list-style-type: none"> • Sets goals and plans time to accomplish them. • Spends time and the time of others on what is important. • Helps team members to zero in on the critical few tasks and puts the trivial many aside. • Foresees roadblocks and senses what will help or hinder accomplishing a goal. • Recognizes the difference between tasks that will further goals and those that will not. 	<p>Priority Setting</p> <ul style="list-style-type: none"> • Easily distinguishes between things that will help accomplish goals and those that will not. Puts aside everything except the critical tasks. • Organizes groups to perform complex tasks and guides them in determining how to proceed efficiently. • Anticipates roadblocks, trends, and diversions and then prepares alternatives, taking event variations and organizational relationships into consideration. • Empowers others by clearly communicating sequence and sense of tasks involved.

COMPETENCIES AND BEHAVIORAL INDICATORS

Problem Solving

- Uses a combination of logic, analysis, and experience to make decisions and solve problems.
- Identifies appropriate sources for relevant information and answers to key questions.
- Demonstrates persistence and skill in gathering information.
- Understands levels of inclusion necessary for ownership and effective action.

Problem Solving

- Demonstrates the ability to solve complex and difficult problems, creates effective and innovative solutions.
- Demonstrates advanced skill and insight in gathering, sorting, and applying key information.
- Demonstrates deep resolve and resilience throughout the problem-solving process.
- Delivers solutions and decisions that have a positive, far-reaching, and comprehensive organizational impact, influencing future events and directions.

Talent Savvy

- Consistently and accurately identifies people's strengths and opportunities.
- Accurately identify a person's skills as well as their real and potential limitations.
- A good evaluator of talent and can identify people's patterns.
- Usually predicts how most people will act and react in a given situation.
- Individual matches people with different levels of knowledge, skill, and experience to tasks that reflect their capabilities.
- Generally knows who has the skills needed for each position.

Talent Savvy

- An excellent evaluator of talent. Looks beneath the surface to discover people's deeper skills.
- Individual is a good observer and reader of people and gets to know the whole person.
- A keen observer of people's behavior and is very accurate about their skills, personal strengths, and limitations.
- Can usually anticipate what an individual will do next in a given situation.
- Has great instincts and sees current and potential skills and opportunities that may be less obvious or hard to find for others.
- Sought out by others for their opinions on the current or future talent of others outside their work unit.
- One of the best succession planning callers of potential. Assessment of talent potential is usually accurate.

Developing Direct Reports and Others

- Is aware of and takes interest in employee's career goals and aspirations and works closely with them to create effective development plans.
- Emphasizes and promotes development through ongoing discussions and provides developmental opportunities aligned with each employee's career goals.
- Recognizes when employees are struggling and utilizes the college's development programs, tools, and systems to create an improvement plan to get them back on track.
- Stays informed of employee's developmental progress and coaches people through the execution of their plan.
- Puts in the time needed to give feedback and construct improvement plans for those falling behind.

Developing Direct Reports and Others

- Prioritizes the development of employees and takes an individualized interest in their development needs and long-term career goals.
- Excels at assessing employee developmental needs, setting appropriate objectives, constructing realistic and individualized learning plans that utilize multiple tools for development (assignments, feedback, courses, and coaching) that address the different needs of each employee.
- Inspires employees to challenge themselves and exposes them to opportunities, offers ideas on ways to improve and grow by providing guidance and support. Goes out of their way to help them meet their objectives. Encourages them to pursue their goals and take concrete steps to enhance their skills.
- Encourages and supports employees who want to grow in new areas, is patient with those who are reluctant, and gently pushes those who are slow to take on a new challenge.