SHSU Core Competencies List Defined for Staff and Managers
“WHAT DOES IT LOOK LIKE?”

The Core Competencies for **Staff** are defined as follows (using the professional development programs for Baylor University and the United Nations as a standard):

**Committed to SHSU’s Vision & Mission**
- Understand the mission and your place in it
- Understand SHSU’s role in the community
- Support the goals of the university
- Work effectively with people from all backgrounds
- Treat others with dignity and respect
- Support diversity in the workplace

**Innovative in Thinking**
- Think “outside the box” when problem-solving
- Take calculated risks on new and unusual ideas
- Take an interest in new ideas and new ways of doing things
- While respecting traditions, don’t be bound by traditional approaches for their own sake
- Actively seek to improve programs or services

**Effective in communications**
- Speak and write clearly and effectively
- Listen constructively
- Practice appropriate telephone and email protocol
- Ask questions
- Share information with those who need it
- Understand and utilize different communication methods for different audiences
- Understand you are the face of the university and act accordingly

**Accountable for ourselves and to others**
- Honor commitments
- Take ownership for all assigned responsibilities
- Operate in compliance with university policy and state regulations
- Hold yourself accountable for accomplishing departmental goals and meeting standards
- Hold yourself to a higher standard of public accountability
- Actively engage in teambuilding activities

**Dedicated to life-long learning**
- Keep abreast of new developments in your own occupation or profession
- Actively seek to develop yourself professionally and personally
- Contribute to learning opportunities for teammates and colleagues
- Show a willingness to learn from others
- Seek feedback for continuous improvement
- Take advantage of Just-in-Time training to improve your skill set

**Efficient in Operations**
- Deliver on time, within budget, and with the expected quality
- Set goals and prioritize your work
- Be flexible; adjust to changing circumstances
- Use time wisely and efficiently
- Develop clear goals that are consistent with agreed-upon strategies
- Maintain work/life balance
- Manage health and stress, adjusting habits to avoid foreseeable risks which may impact your ability to work
The Core Competencies for Managers are defined as follows (using the professional development programs for Baylor University and the United Nations as a standard):

Support the Strategic Plan
- Understand the Big Picture and communicate it to your team
- Think globally
- Manage change
- Be flexible

Provide Leadership
- Let people know where they stand
- Acknowledge and celebrate team accomplishments
- Lead with courage—make decisions and stand behind them
- Face up to problems quickly and directly
- Don’t be afraid to take negative action when necessary (probation, firing, etc.)

Empower others
- Hire good people and let them do their jobs
- Use delegation as a developmental tool
- Provide constructive feedback that helps people to learn from their mistakes
- Invite input; share ownership, visibility, and responsibility
- Be aware of each employee’s career goals
- Encourage people to develop their gifts/skills – even if it means they may eventually leave you or the university

Comply legally and ethically
- Keep up with the legal implications of various management practices
- Make sure your management practices are well within legal parameters
- Keep abreast of university policies and fulfill your responsibilities accordingly
- Use fair and legal hiring practices

Manage Performance
- Hold yourself and your employees accountable for accomplishing departmental goals and meeting standards
- Establish clear expectations and directions
- Communicate priorities that will help people monitor their performance
- Use coaching, mentoring, and feedback to help people perform well
- Organize resources and processes to accomplish the work of the department effectively and efficiently
- Take action to improve performance deficiencies
- Recognize and reward good performance
- Utilize contributions of people from diverse backgrounds and different behavioral styles
- Promote team cohesiveness
- Share information

Build Trust
- Use fair and legal management practices
- Don’t discriminate
- Avoid even the appearance of favoritism or impropriety
- Keep confidences
- Do what’s right
- Tell the truth and be direct
- Be approachable