

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