

Competency Dictionary with Key Behaviors

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Personal Performance Style Criteria

Ability to Learn: Assimilating and applying in a timely manner new job-related information that may vary in complexity.

- *Key Behaviors:*
 - Doesn't give up easily and is motivated to learn.
 - Shows discipline in his/her studies and work.
 - Asks many questions and understands instructions easily in order to perform them.
 - Recognizes ones' mistakes and attempts to correct or prevent them.
 - Develops new ideas and proposals after studying the processes that have to do with ones' position.
 - Asks for feedback on their performance in order to improve.
- *Key Words:*
 - Learning, discipline, ideas, performance, improvement.
- *Related Terms:*
 - Intelligence, understanding, knowledge, comprehension, acumen, quickness.

Adaptability: Maintaining effectiveness in dealing with varying environments and with different tasks, situations, responsibilities, and people.

- *Key Behaviors:*
 - Fits in with different types of people at all levels of the organization.
 - Moves from a line job to a staff role (or vice versa) or a non-supervisory to supervisory role and remains effective.
 - Remains effective despite changes in job (e.g., new organizational structure, new supervisor, new department, new procedures or systems, cultural or legislative changes, and conflicting priorities).
 - Deals effectively with various groups, clients, or individuals being served.
 - Moves through a variety of tasks requiring different approaches, knowledge, and concerns.
 - Moves from one job priority to another as required by internal and external demands.
 - Is not shaken by new or unexpected situations.
- *Key Words:*
 - Change, variety, adjust, unexpected, foreign, different, flexibility.
- *Related Terms:*
 - Flexible, versatile, can-do.

Attention to Detail: Is thorough in accomplishing tasks through concern for all areas involved, no matter how small; showing concern for all aspects of the job; accurately checking processes and tasks; maintaining watchfulness over a period of time.

- *Key Behaviors:*
 - Keeps a project checklist, covering all the details that might be overlooked.
 - Checks and rechecks work for mistakes before sending out.

- Follows procedures exactly to make sure all parts of a job are completed.
- Compares finished work to what is expected.
- Reviews work carefully for grammar, completeness, and accuracy.
- Makes sure equipment is working before it is needed in a project.
- *Key Words:*
 - Checklist, review, accuracy, orderly, errors, omissions, precise, thorough.
- *Related Terms:*
 - Conscientious, thorough, precise, scrutinize, meticulous.

Consistency: Demonstrates reliability and dependability in attendance, completes work in a timely manner and meets commitments with minimal oversight. Thorough, accurate, and reliable when performing and completing job tasks.

- *Key Behaviors:*
 - Performs routine or repetitious tasks with care and attention.
 - Relied upon to be at work on time every day.
 - Completes work on time continually.
 - Tasks are continually completed to the organization's standards.
- *Key Words:*
 - Reliable, dependable, uniformity, committed, repetitive.
- *Related Terms:*
 - Trustworthy, persistent, steady, expected.

Formal Presentation Skills: Effectively presents ideas, information and materials to individuals and groups. Effectively prepares and provides structured delivery; facilitates workshops or meetings in a structured manner, can facilitate and manage group process.

- *Key Behaviors:*
 - Responds to the audience's needs, interests, attitudes, and level of awareness.
 - Presents ideas in a clear, concise, organized, and persuasive manner.
 - Maintains eye contact with the audience.
 - Uses words and phrases correctly.
 - Speaks with the right speed, volume, tone, and pitch.
 - Presents ideas logically.
 - Seems interested, involved, and committed throughout the presentation.
 - Refers to the notes when appropriate.
 - Uses effective nonverbal communications, such as gestures, posture, eye contact, facial set, and mannerisms.
 - Listens attentively to others when they ask questions and contribute to discussions.
 - Impacts the audience in a positive manner.
 - Uses prepared visual materials effectively.
 - Checks to make sure ideas are understood.
 - Tailors presentation to fit the needs or characteristics of the audience.
 - Prepares for the presentation.
 - Keeps within time schedules.
- *Key Words:*
 - Stand-up, formal presentation, public speaking.

- *Related Terms:*
 - Good first impression, polished, self-confidence, smooth.

Influence: Uses appropriate interpersonal skills and techniques to gain acceptance for ideas or solutions. Uses influencing strategies to gain genuine agreements; seeks to persuade rather than force solutions or impose decisions or regulations.

- *Key Behaviors:*
 - Shows confidence and knowledgeable in working with others.
 - Understands their audience.
 - Observes others and listens attentively.
 - Works to build relationships with customers, co-workers, and those within the organization.
 - Inspires charismatically and demonstrates faith in the future and in their expertise.
 - Asks questions in order to understand those they may be trying to influence.
 - Stays organized and plans strategically.
- *Key Words:*
 - Confidence, observant, strategic, persuasive, knowledgeable.
- *Related Terms:*
 - Leverage, impact, control, pressure.

Initiative: Actively attempting to influence events to achieve goals; self-starting rather than passive acceptance; taking action to achieve goals beyond what is required; being proactive; originating action. Will originate actions rather than respond to requests of others; must continually evaluate, select, and act in different ways to meet their goals.

- *Key Behaviors:*
 - Seeks solutions to problems actively before being asked or told to do so.
 - Encourages the attitudes, conditions, and environment that bring about improved performance.
 - Generates new ideas to improve conditions.
 - Takes action to achieve results.
 - Takes action beyond job's responsibilities.
 - Suggests improvements.
 - Recognizes opportunities in work relationships to better position his/her organization.
 - Do something he/she was not asked to do.
- *Key Words:*
 - Suggestions, ideas, took action, volunteer, anticipated needs, proactive, new, unique, different.
- *Related Terms:*
 - Problem solver, self-starter, sense of urgency, action-oriented, assertive, enthusiastic, go-getter, hard-worker, ambitious.

Innovation: Uses creativity and imagination to develop new insights into situations and applies new solutions to problems. Comes up with new and unique ideas. Generates and/or recognizes imaginative or creative solutions in work-related situations.

- *Key Behaviors:*
 - Thinks independently.
 - Looks for different (but effective) solutions to problems or opportunities.
 - Sees problems as challenges and generates new ideas to overcome them.
 - Seeks information from others who have been in the same situations.
 - Welcomes unusual ideas; looks beyond simple solutions.
 - Asks for alternatives and suggestions and ideas from others.
 - Tackles unusual problems.
 - Sees connections between seemingly unconnected aspects.
 - Offers suggestions to improve work output.
- *Key Words:*
 - Unique, unusual, creative, open-minded, out of the box, problem solver.
- *Related Terms:*
 - Problem solver, quick study, flexible, action-oriented, bright, enthusiastic.

Integrity: Maintaining and promoting social, ethical, and organizational norms in conducting internal and external business activities.

- *Key Behaviors:*
 - Treats everybody equally, respectfully and without discrimination.
 - Points out his or her own mistakes and describes problems accurately to supervisor.
 - Presents full, accurate information in reports.
 - Keeps information confidential and in a safe place.
 - Is honest in actions and behaviors.
 - Meets personal commitments and promises.
 - Is truthful.
 - Discloses confidential information only when authorized.
 - Presents information, programs, or services accurately to others.
- *Key Words:*
 - Honesty, trust, ethical, reliability, dependability, incorruptible.
- *Related Terms:*
 - Team player, conscientious, moral, principle.
 - Translates abstract information into tangible examples.
- *Key Words:*
 - Communication, verbal response.
- *Related Terms:*
 - Good first impression, self-confidence, smooth.

Safety Awareness: Being aware of conditions that affect employee safety, health, and a safe working environment.

- *Key Behaviors:*
 - Shows awareness of safety and health laws and regulations.
 - Identifies and fixes potential safety problems.
 - Performs day-to-day work using regulated safety equipment.

- Checks operation of safety equipment regularly.
- Teaches new employees the safe way to do the job.
- Demonstrates commitment to provide safe workplace for employees.
- Identifies and resolves potential safety problems and unsafe work practices.
- Incorporates accident prevention measures in all activities.
- Informs employees of safety and health information.
- Points out hazards and changed conditions when moving employee from one workplace to another.
- Enforces adopted employee safety and health rules.
- Identifies and informs supervisor of potential safety problems.
- Uses appropriate protective equipment.
- Performs tasks safely to avoid danger to self or co-workers.
- Warns co-workers of potential hazards.
- *Key Words:*
 - Follows procedures, aware, alert.
- *Related Terms:*
 - Secure, alertness, attention, conscientious.

Service Orientation: Making an effort to listen to and understand the customer (both internal and external; client, resident, etc.); anticipating customer needs; giving high priority to customer satisfaction.

- *Key Behaviors:*
 - Greets the person promptly and courteously.
 - Pays attention to the person.
 - Asks questions to determine the person's needs.
 - Listens carefully and makes sure the client feels heard and important.
 - Offers relevant information.
 - Summarizes to check for understanding, asks questions to check for satisfaction.
 - Acts or agrees on a clear course of action.
 - Develops strategic approaches to various client groups now and in the future.
 - Follows through.
 - Takes surveys to determine people's needs.
 - Does not "pass the buck".
- *Key Words:*
 - Quality, responsiveness, courtesy, follow-through.
- *Related Terms:*
 - Duty, listening, assist, empathy.

Stress Tolerance: Maintaining stable performance under pressure and/or opposition (such as time pressure or job ambiguity); relieving stress in a manner that is acceptable to the person, others, and the organization.

- *Key Behaviors:*
 - Keeps the same style even when working under deadlines, tired, or opposed on a point.
 - Stays calm when frustrated.

- Works without making mistakes even when there are several conflicting priorities.
- Contributes constructive ideas even when everyone seems to hold an opposing viewpoint.
- Stays on course as policy or procedure changes suddenly.
- Works well under tight deadlines.
- Works well when having normal day-to-day stress in personal life.
- Able to distinguish essentials from side-issues.
- Can take a step back and reflect in critical situations in order to review appropriate measures.
- Stays self-assured in unexpected situations.
- Responds to customers' needs in emergencies.
- *Key Words:*
 - Pressure, adversity, stability, opposition, conflict, deadlines, problems, arguments, disruption, change, uncomfortable.
- *Related Terms:*
 - Seasoned, self-sufficient, tough, calm, durable, even-tempered, experienced.

Teamwork (Cooperation): Active participation in, and facilitation of, team effectiveness; taking actions that demonstrate consideration for the feelings and needs of others; being aware of the effect of one's behavior on others. Must work proactively to achieve group goals and facilitate cohesiveness.

- *Key Behaviors:*
 - Cooperates rather than competes with team members.
 - Offers suggestions, opinions, and information to team members.
 - Listens to and considers the ideas of team members.
 - Supports group decisions even if not in total agreement.
 - Helps team members improve skills, knowledge, and attitudes.
 - Allows others to take credit for good ideas or products.
 - Performs their part of the group project or task.
 - Communicates changes or problems to team members.
 - Solves team-related problems with tact.
 - Asks for team members' ideas and suggestions.
 - Shares information and suggestions willingly.
 - Is able to let the group's interests prevail over his/her own.
 - Disagrees with team members tactfully.
 - Treats team members with respect and understanding.
- *Key Words:*
 - Supports, cooperates, shares information, participates, works together.
- *Related Terms:*
 - Team player, collaboration, partnership, coordination, group effort.

Leadership

Collaboration: Working effectively with others in the organization, outside the line of formal authority (such as peers in other units or senior management) to accomplish organizational goals and to identify and resolve problems. Collaboration is different from Teamwork because Collaboration refers to working with other employees outside of your immediate work group.

- *Key Behaviors:*
 - Accepts and offers direction courteously and willingly.
 - Takes action to improve cooperation when dealing with problem relationships.
 - Offers to help co-workers when necessary.
 - Acknowledges the importance of others' opinions and ideas; accepts that some people never will be completely convinced of one point of view.
 - Voices personal opinions tactfully.
 - Shows a "win-win" state of mind and a willingness to compromise.
 - Handles self well in groups (i.e., does not interrupt, does not dominate).
 - Shares knowledge, resources, etc. to reach common goals.
 - Shares knowledge and experience readily without being asked.
 - Asks for others' opinion to make sure all ideas are included.
 - Works toward solution.
 - Discloses specific sources of information' when stating opinion.
- *Key Words:*
 - Cooperation, teamwork, unity, buy-in, personal tact, compromise, respectful.
- *Related Terms:*
 - Cooperation, teamwork, partnership.

Conflict Management: Uses appropriate interpersonal styles and techniques to reduce tension and/or conflict between two or more people; able to size up situations quickly; able to identify common interests; facilitates resolution.

- *Key Behaviors:*
 - Distinguishes interests and motivations in other parties and is able to assess the potential reach of a conflict.
 - Ability to deescalate emotions of others.
 - Seeks information with all conflicting parties about the reasons for the conflict.
 - Looks for tangible solutions that are satisfactory for all parties involved.
 - Thinks of various strategies with which to diminish tensions when they may arise.
 - Able to propose several solutions that can be accepted by conflicting parties.
 - Reconciles opposing opinions by looking for common denominators.
 - Able to assess the hierarchy within a group or team.
 - Persuades the conflicting parties of the mutual advantage of finding a solution to their conflict.
- *Key Words:*
 - Conflict, solutions, proposes, consensus, understanding, persuade.
- *Related Terms:*
 - Resolution, compromise, judgement, proposal, reflect.

Delegating Responsibility: Comfortably delegates responsibilities, tasks, and decisions; appropriately trusts others to perform; provides support without removing responsibility.

- *Key Behaviors:*
 - Assigns tasks to the most appropriate employee.
 - Assigns work by describing the end product/result and allows the employee to control the resources and make the decisions to reach it.
 - Delegates work to the lowest appropriate level (providing that the employee can finish the work, and it is in his/her area of expertise).
 - Recognizes opportunities to delegate.
 - Is clear about risks and problems connected to a delegation of tasks.
 - Is able to let go and trust in the quality of his/her employees.
 - Offers guidance and instruction based on each employee's needs.
 - Uses delegation to offer development experiences to others.
 - Assigns employees new responsibilities if appropriate.
 - Monitors after delegation to help employees reach their goals.
 - Balances responsibilities and tasks not delegated with those that have been delegated.
- *Key Words:*
 - Assignments, responsibilities, authority, involve, employees, confidence, work load, development of employees.
- *Related Terms:*
 - People management, sense of urgency, time management, assigning, appointment, designate.

Developing Organizational Talent: Developing subordinates' skills and competencies by planning effective development activities related to current and future jobs.

- *Key Behaviors:*
 - Determines and gives feedback on strengths and development needs.
 - Identifies and plans for training and/or development actions.
 - Cross-trains employees to broaden their experience and develop their potential.
 - Delegates to give employees opportunities to develop new skills.
 - Assigns people to special projects; encourages team participation.
 - Follows up with employees after training by reinforcing the content of the program.
 - Involves employees in planning their own development.
 - Considers the implications of all decisions on employee development.
 - Encourages growth by lowering barriers to development and effectively handling discussions that help an employee progress.
 - Offers employees all available training resources.
 - Provides on-the-job training when necessary.
 - Conducts orientation for new employees.
 - Considers development needs of all employees and establishes priorities.
 - Offers training to employees in a fair and consistent manner.
 - Writes development plans for every employee each performance cycle.
 - Approves Educational Assistance monies as appropriate.

- *Key Words:*
 - Development, training, assignment, exposure, learning, teaching, coaching, feedback, development needs, opportunity, delegation.
- *Related Terms:*
 - People management, advancement, improvement, progress.

Individual Leadership: Using appropriate interpersonal styles and methods to inspire and guide individuals (subordinates, peers, and superiors) toward goal achievement; modifying behavior to accommodate tasks, situations, and individuals involved.

- *Key Behaviors:*
 - Seeks information.
 - Communicates a vision of challenging goals, growth, and progress.
 - Models commitment, energy, and interaction.
 - Honors commitments.
 - Sets measurable and achievable results expectations.
 - Checks for understanding.
 - Adapts his/her leadership style to the employee's level and competency; is able to adopt various styles.
 - Brings employees' career development in tune with strategic goals.
 - Gets the most out of his/her employee.
- *Key Words:*
 - Guide, encourage, support, seek, disclose, develop, suggestions/ideas, check understanding, summarize, gain commitment, clarify, give feedback, trust, rapport, sensitivity, persuade, flexibility.
- *Related Terms:*
 - Assertive, diplomatic, even-tempered, experienced, good first impression, impact, negotiator, people management, seasoned, self-confidence.

Meeting Facilitation: Using appropriate interpersonal styles and methods to motivate and guide a meeting toward its objectives; modifying behavior according to tasks and individuals present.

- *Key Behaviors:*
 - Develops agenda which includes the concerns and needs of others.
 - Distributes agendas and relevant information in advance or at the beginning of the meeting.
 - Select appropriate types of meeting to accomplish task.
 - Invites appropriate people to participate.
 - Opens meeting by clearly explaining purpose and importance.
 - Allows each member same chance to speak.
 - Asks for suggestions and more information.
 - Recognizes each member's suggestions and ideas.
 - Deals with difficult relationships well.
 - Makes suggestions on how to keep the meeting focuses on objectives.
 - Closes with summary and ensures that necessary follow-up dates are set.
 - Distributes minutes to each participant.
 - Uses smaller groups to discuss more difficult issues.

- *Key Words:*
 - Facilitates, informs, coordinates, summarizes.
- *Related Terms:*
 - Aid, assistance, backing.

Meeting Membership: Using appropriate interpersonal styles and methods in helping a meeting to reach its goal; being aware of the needs and potential contributions of others

- *Key Behaviors:*
 - Actively participates.
 - Isn't negative to other's ideas.
 - Performs assigned tasks.
 - Asks questions when unsure of material, concepts or actions.
 - Keeps on track and focused.
 - Works to help ensure the meeting finishes in a timely matter.
- *Key Words:*
 - Focused, organized, participation, timely.

Negotiation: Effectively exploring alternatives and positions to reach outcomes that gain all parties' support and acceptance.

- *Key Behaviors:*
 - Is well prepared when entering negotiations.
 - Identifies issues and concerns of both parties.
 - Finds solutions that both parties agree on.
 - Pays attention to both verbal and non-verbal behavior of the other person.
 - Responds to challenges with relevant information.
 - Handles controversial situations in a positive way.
 - Shares information to establish openness and trust.
 - Explores the needs and viewpoints of others.
 - Defines specific points of agreement/disagreement.
 - Knows during negotiations the interests and points of view of the other side.
 - Keeps discussion issue-oriented.
 - Settles disagreements and/or problems among parties.
 - Uses effective influence behaviors.
- *Key Words:*
 - Rebut, firm, concede, seek, clarify, mutual agreement, organize, information, factual, disclosing, compromise.
- *Related Terms:*
 - Assertive, diplomatic, immutable, negotiator, agreement, compromise.

Sensitivity: Taking actions that indicate a consideration for the feelings and needs of others; being aware of the impact of one's own behavior on others.

- *Key Behaviors:*
 - Listens and responds with empathy.
 - Shows a sincere interest in people as individuals.
 - Makes it easy for other people to discuss delicate matters.

- Looks for the points of view, feelings, and concerns of others.
- Recognizes special help given by others.
- Recognizes the good work done by others.
- Asks further questions about someone's views and emotional remarks.
- Maintains or enhances self-esteem of others.
- Understands when the other person is embarrassed and shows that he/she understands.
- Is open to a variety of standards, values, cultures and rules, and acts accordingly.
- Realizes how his/her hierarchic position affects the other person.
- Accepting of others' points of view.
- *Key Words:*
 - Understand others, perceptive, considerate, tactful.
- *Related Terms:*
 - Calm, diplomatic, even-tempered, experienced, kind, team player.

Visionary Leadership: Creating a desired future state through helping others see, and emotionally feel, how things can be different and better.

- *Key Behaviors:*
 - Creates a positive and inspirational vision of the organization's future and is able to convey that in an engaging manner.
 - Works to help himself/herself learn more about the organization and promotes learning with others within the organization.
 - Builds a respectful and positive relationship with employees through excellent communications skills.
 - Encourages respect, teamwork, and a positive atmosphere at the workplace.
 - Sees chances and opportunities for the organization before others do and acts accordingly.
 - Recognizes national and international trends early on and oversees their consequences for the organization.
 - Is able to think ahead on the basis of limited information.
 - Is able to imagine possibilities other people think are impossible.
 - Recognizes innovative ideas in the team and knows how to connect them.
- *Key Words:*
 - Positive, vision, future, learning, respectful, communication, teamwork.
- *Related Terms:*
 - Ambitious, idealist, innovation, introspective.

Planning and Organizing Criteria

Quality Orientation: Setting high quality standards and striving for continuous improvement and quality assurance. Demonstrates a high level of care and thoroughness; checks work to ensure completeness and accuracy.

- *Key Behaviors:*
 - Uses procedures and checklists to ensure quality and completeness.
 - Sets high quality standards for team and routinely checks to see if work meets that standard.
 - Provides regular feedback regarding quality.
 - Deals with complaints constructively to make sure they do not reoccur.
 - Encourages the team to enhance their quality of work and indicates clearly and specifically what level of quality is expected.
 - Proposes improvements and demonstrates high level behavior.
 - Proposes systems and procedures focused on enhancing the level of quality.
 - Allocates means and time within the organization to enhance quality issues.
- *Key Words:*
 - Meticulous, detail-oriented, improvements, excellence, standards.
- *Related Terms:*
 - Value, checklist.

Quantity of Work: Does not get bogged down in unnecessary detail; able to manage multiple projects; able to determine project urgency in a meaningful and practical way; organizes and schedules people and tasks.

- *Key Behaviors:*
 - Organized and capable of setting work priorities.
 - Schedules appropriate amount of work for employees.
 - Keeps subordinates active with changing responsibilities.
 - Checks in on progress.
 - Focused on completing work quickly and accurately.
 - Focuses on the bigger tasks and less on the detailed aspects of a project.
 - Is enthusiastic and takes on additional work readily.
- *Key Words:*
 - Organized, prioritizes, schedules, timely.

Strategic Planning: Establishing a course of action to accomplish a long-range goal or vision; allocating resources – human, material, financial; defining intermediate goals and contingencies.

- *Key Behaviors:*
 - Able to analyze market trends and external factors and develop a proposal of work.
 - Creates several scenarios and alternatives to decide which the best way to proceed is.
 - Able to set an appropriate time line for accomplishing a long-term goal or vision.

- Creates a clearly defined plan for the project and the steps necessary to achieve it.
- Uses change management techniques to help ensure acceptance of plan.
- Has an understanding of past performance and is able to relate that to the future goal or vision.
- Phases change processes and indicates when progress needs to be checked.
- Monitors the essentials of actual progress without losing sight of relevant details.
- Channels and directs information about progress from various sources; makes sure (higher) management receives accurate information.
- Avoids being overly detailed in the strategic plan.
- *Key Words:*
 - Goal, plan, alternatives, vision, future.
- *Related Terms:*
 - Scenario, game plan, strategy, outline.

Work Prioritization & Management: Establishing a course of action for self and/or others to accomplish a specific goal; planning proper assignments of personnel and appropriate allocation of resources. Organizes work, sets priorities, and determines resources requirements; determines necessary sequence of activities needed to achieve goals.

- *Key Behaviors:*
 - Able to prioritize tasks.
 - Stays on task and remains productive throughout the day.
 - Take direct action in order to attain or exceed objectives.
 - Provides direction aimed at attaining results.
 - Works with employees to reschedule tasks and projects.
 - Provides appropriate tools and resources to workers.
 - Keeps track of assignments given and monitors progress.
 - Redirects processes regularly, focusing on objectives.
 - Maintains regular communication on proceedings with all people involved.
- *Key Words:*
 - Prioritize, scheduling, productive, allocates, manage, teamwork.
- *Related Terms:*
 - Set up, arrange, forecast, administration.

Decision-Making Criteria

Analysis/Problem Identification: Securing relevant information and identifying key issues and relationships from a base of information; relating and comparing data from different sources; identifying cause-effect relationships.

- *Key Behaviors:*
 - Distinguishes essentials from side-issues and sees connections between different problems.
 - Reviews problems by asking directed questions and using various relevant information sources.

- Investigates the cause of a problem.
- Sees causes and effects readily.
- Distinguishes facts from opinions and assumptions and investigates the cause of a problem.
- Looks at a problem from various points of view: financial, strategic, personal, etc.
- Can understand a problem in its full complexity and redefine it in simple words.
- Sees the problem in a broader context.
- Sees trends and anticipates future developments.
- Sees connections between seemingly unconnected problems.
- *Key Words:*
 - Connections, problems, facts, investigates, understands, critical thinking skills.
- *Related Terms:*
 - Interpretation, evaluation, examination, realizes, inquiry.

Decisiveness: Making timely decisions, rendering judgements, taking action when appropriate, and committing to a side or position.

- *Key Behaviors:*
 - Proposes a course of action or makes a recommendation.
 - Does a job without waiting for a supervisor to go over every detail.
 - Points out major problems with the design and processes immediately.
 - Commits to a course of action or recommendation within the given time frame.
 - Responds to clients, patients, or other employees right away.
 - Reaches a conclusion based on available information; avoids “analysis paralysis”.
 - Translates policy into actions for his/her department, taking other departments into account.
 - Takes action readily when a sudden problem emerges.
 - Makes final decisions during meetings.
- *Key Words:*
 - Quick response, immediate action, early commitment.
- *Related Terms:*
 - Action-oriented, assertive, pronouncement, self-confidence, sense of urgency.

Independence: Taking actions in which the dominant influence is one’s own convictions rather than the influence of others’ opinions and reactions.

- *Key Behaviors:*
 - Is not overly influenced by other people’s opinions.
 - Makes decisions and forms opinions based on his/her own analyses and views.
 - Does not always look for support when making decisions.
 - Goes against routine to show things can be done differently.
 - Follows his/her own quality standards in providing services even if other people do not value them.
 - Does not fear resistance against his/her views and plans.
 - Keeps appropriate professional distance from stakeholders to form an objective judgement.
 - Is not influenced by rumors or sentiments when judging people.

- *Key Words:*
 - Different, resistance, autonomous, not influenced.
- *Related Terms:*
 - Self-reliance, separation, self-sufficiency.

Innovation: Generating creative solutions to work situations; trying different and novel ways to deal with organizational problems and opportunities.

- *Key Behaviors:*
 - Is informed about trends and development relevant to his/her expertise and organization.
 - Anticipates future needs of the organization.
 - Able to excite others about new ideas and to make them advocate those ideas.
 - Participates in networks that are relevant to his/her organization and are renowned for their innovative thoughts.
 - Likes to avoid the obvious and offers proposals that are not always clear-cut.
 - Listens to others' ideas and is able to assess their innovative potential.
 - Not hindered by competitive sentiments when someone else comes up with a good idea.
 - Able to handle resistance against his/her own ideas without giving them up.
- *Key Words:*
 - Informed, listens, resistant, participates.
- *Related Terms:*
 - Modernization, change, alteration.

Judgement: Committing to an action after developing alternative courses of action that are based on logical assumptions and factual information and that take into consideration resources, constraints, and organizational values.

- *Key Behaviors:*
 - Checks to see if the proposed action satisfies the need.
 - Considers the pros and cons before making a decision.
 - Listens to all sides when gathering information.
 - Considers organization and management views.
 - Involves and informs the right people.
 - Considers the short- and long-term impact.
 - Considers alternatives.
 - Makes decisions that improve or resolve problems.
 - Understands the consequences of his/her conclusions for the department and other people.
 - Deals with potential problems coming from a decision.
- *Key Words:*
 - Consider, objectivity, judge, choices, impartiality, consequences, implications, select, inform, rational, logical, risks.
- *Related Terms:*
 - Big picture, conclusions, calm, even-tempered, experienced, logical, negotiator, offensive, problem solver, seasoned, neutrality.

Job Fit Criteria

Motivational Fit: The extent to which job activities and responsibilities, the organization's mode of operation and values, and the community in which the individual will live and work are consistent with the type of environment that provides personal satisfaction; the degree to which the work itself is personally satisfying.

- *Key Behaviors:*
 - Enjoys the work he/she is doing.
 - Finds value and/or satisfaction in their work.
 - Engages with University groups and the community.
 - Enjoys the community where their job is located.
 - Appreciates the higher education setting.
- *Key Words:*
 - Positive, satisfied.
- *Related Terms:*
 - Fulfilled.

Technical/Professional Knowledge: Having achieved a satisfactory level of technical and professional skills/knowledge in job-related areas; keeping abreast of current development and trends in areas of expertise.

- *Actual Knowledge (understands one or more of the following):*
 - Mechanical and technical knowledge.
 - Policy and procedures in field of expertise.
 - Appropriate systems and processes.
 - Knowledge of industry and economic conditions and trends.
 - Knowledge of competition.
 - Knowledge of state-of-the-art technology.
 - Required education/training and practice.
 - Understanding of laws and regulations that pertain to field.
- *Key Behaviors:*
 - Able to perform specific tasks required.
 - Seeks out resources, guides, and training on related areas.
 - Provides expert service in field of expertise.
 - Has certification or license in specific trade.
 - Teach and train others.
- *Key Words:*
 - Training, skill acquisition, certification, licensure, craftsman.
- *Related Terms:*
 - Quick study, bright.

Work Standards: Setting high goals or standards of performance for self, subordinates, others, and the organization; being dissatisfied with average performance; self-imposing standards of excellence rather than having standards imposed by others.

- *Key Behaviors:*
 - Analyzes and judges his or her own performance as a way to improve self.

- Sets high standards as an example for others.
- Looks for a better way; is dissatisfied with second best.
- Looks for and takes on new challenges.
- Takes pride in work.
- Encourages others to do their best.
- Leads by example.
- Understands performance standards.
- Takes action to correct problems, even if not in own area.
- *Key Words:*
 - Quality, standards, excellence, performance, goals, output, performance expectations.
- *Related Terms:*
 - Precise, thorough, action-oriented, conscientious, dependable, hard worker.

Work Tempo: Performing a task at a specific pace without unnecessary expenditures of time or waste of supplies and materials; demonstrating a consistent rate of speed for accomplishing activities in a specific order.

- *Key Behaviors:*
 - Is reliable and dependable in completing tasks on time.
 - Works at a consistently fast pace and is highly productive.
 - Shows dedication to his/her job.
 - Cooperates well with others.
- *Key Words:*
 - Reliable, dependable, fast pace, productive.
- *Related Terms:*
 - Momentum, productive, pace.