

WSU Employee Competencies

There are six core competencies. Managers and Budget Officers/Budget Review Officers have additional competencies. Each competency is defined by a set of desired behaviors.

The following competencies are tied directly to the University Strategic Plan's Values. The rating for the Competency section will account for 100% of the overall rating of the evaluation. When completing this section, the manager should provide specific examples of work expected that demonstrate how the competency would be rated. Job duties from the employee's position description should be tied to the competencies. At the end of the review period, the manager should provide specific examples of how the employee's performance did or did not match the desired behaviors.

Individual Contributor	Manages Employees	Budget Officer/Budget Review Officer
Teamwork	Teamwork	Teamwork
Inclusiveness	Inclusiveness	Inclusiveness
Initiative	Initiative	Initiative
Adaptability	Adaptability	Adaptability
Service Standards	Service Standards	Service Standards
Position Knowledge	Position Knowledge	Position Knowledge
	Leadership	Leadership
		Financial Management

Teamwork

Works cooperatively and effectively with others to achieve common goals. Participates in building a group identity characterized by pride, trust and commitment.

- Reports to work at the assigned time, workstation, and remaining at work until the end of the scheduled work day/shift
- Provides timely notification to supervisor of tardiness or absence
- Deals honestly and fairly with others, showing consideration and respect for individual differences
- Does own fair share of the work
- Seeks assistance from other team members, as needed
- Assists other team members
- Shares all relevant information with others
- Initiates collaboration with others
- Seeks input from other team members on matters that affect them
- Assumes additional responsibilities to facilitate the achievement of team goals
- Makes outstanding efforts to help other team members
- Fosters team spirit

Inclusiveness

Demonstrates the ability to work effectively in an environment consisting of diverse individuals from varying backgrounds and cultures.

- Values the perspectives and contributions of all people
- Recognizes that individuals from different communities have different strengths and needs, and that different cultures impact how people think and behave
- Helps ensure that all employees are listened to and that all backgrounds are respected
- Is open to change and works to encourage open, honest dialogue that helps foster an inclusive work and learning environment
- Tailors communication (e.g., content, style and medium) to diverse audiences
- Helps team members understand the broader vision and how their work relates to it

Initiative

Deals with situations and issues proactively and persistently, seizing opportunities that arise. Takes action beyond required or expected effort and proactively originates action rather than only responding to suggestions and directions from others.

- Establishes goals for oneself and others that are reachable, but also challenge to do better than before
- Proactively seeks out and seizes opportunities that will further the University's mission
- Demonstrates perseverance in working and focusing on a difficult problem until it is resolved
- Brings issues to the attention of appropriate personnel as needed
- Offers ideas/suggests modified approaches to address current situations or issues
- Without prompting, undertakes straightforward tasks that go beyond the job's routine demands (e.g., helps others when own work is completed)
- Identifies and acts on issues and problems in own area of responsibility instead of waiting or hoping the problem will solve itself
- Tries varied approaches and solutions to resolve a problem
- Persists when marked difficulties arise
- Takes action to avoid an imminent problem
- Capitalizes on an imminent opportunity
- Suggests ways to achieve better results or add value beyond the current situation
- Perseveres in seeking opportunities to advance organizational objectives in the near term

Adaptability

Adjusts planned work by gathering relevant information and applying critical thinking to address multiple demands and competing priorities in a changing environment.

- Expresses willingness to do things differently
- Understands and recognizes the value of other points of view and ways of doing things
- Displays a positive attitude in the face of ambiguity and change
- Changes own behavior or approach to suit the situation
- Flexibly applies rules or procedures, while remaining guided by the organization's values
- Adapts behavior to perform effectively under changing or unclear conditions
- Adapts to new ideas and initiatives across a wide variety of issues or situations
- Supports and adapts to major changes that challenge traditional ways of operating
- Adapts interpersonal style to highly diverse individuals and groups in a range of situations
- Anticipates change and adapts own plans and priorities accordingly

Service Standards

We are Shocker PROUD.

Professional | Responsive | Open | Understanding | Dependable

- **Professional:** Interact in a knowledgeable, competent and respectful way.
- **Responsive:** Offer prompt service and strive to exceed expectations.
- **Open:** Be welcoming, inclusive and accessible.
- **Understanding:** Listen, clarify and empathize.
- **Dependable:** Follow through in a timely manner.

Position Knowledge

Technically and professionally skilled in all position responsibilities and requirements. Demonstrates the appropriate level of proficiency in the principles and practices of one's field or profession.

- Demonstrates knowledge of all job duties and skills for the position
- Quality of work is in accordance with requirements for accuracy, completeness, and attention to detail
- Demonstrates competence with methods, procedures, standard practices and techniques
- Demonstrates understanding of procedures and policies
- Adopts technological advancements
- Facilitates mastery of occupational skills
- Seeks new skills and professional development opportunities
- Strives for excellence in all aspects of work
- Demonstrates a commitment to continuous improvement

Leadership

Utilizes employee skills effectively and productively in meeting program goals. Develops realistic goals, expectations, and deadlines for team members. Recognizes problems, seeks appropriate input, and develops solutions to resolve team member problems or improve procedures.

- Engenders trust and demonstrates fairness in all actions by setting the standard and acting as a role model for others to follow
- Spends time helping employees strive for excellence by providing detailed feedback on current performance, knowledgeable support and meaningful assignments
- Develops vision and directs others to support the University's mission and goals
- Stands up for employees in relation to WSU by obtaining needed resources for the group of direct reports
- Ensures that team members have the information they need (e.g., informs others of decisions that affect them; explains rationale for decisions)
- Ensures that team members' health and safety are safeguarded in the workplace and that they have the fundamental equipment/resources needed to do their jobs
- Treats team members fairly and equitably
- Accommodates diversity among team members
- Considers team members' competencies, interests and concerns in establishing team structures, roles, and responsibilities
- Encourages and values team members' input
- Shows appreciation for work well done
- Capitalizes on diversity among team members to optimize team functioning
- Provides training, supervision, and feedback to employees and students
- Consistently challenges past practices in order to identify and implement more effective and efficient practices
- Assures that follow up is provided

Financial Management

Understanding and using financial information to accomplish own work and achieve organizational goals

- Demonstrates an understanding of departmental and organizational financial accounting systems, processes and practices
- Demonstrates an understanding of processes and procedures to ensure the effective recording, tracking and management of revenues and expenditures
- Demonstrates an understanding of financial, accounting and reporting linkages with collaborators
- Recommends improvements to maintain the accuracy and integrity of financial transactions
- Validates and reconciles departmental accounting records and G/L accounts