

## Administrative Faculty Evaluation Competencies for Success

Competencies are broad because of the variety of jobs and responsibilities of administrative faculty. It is recognized that there may be additional competencies that should be added for some positions. This approach to competencies provides maximum flexibility in evaluating performance. If you elect to create additional competencies, provide a brief description so the competency is understood by the supervisor and the employee. The definition of each *Competency* is listed in the left column, the *Individual Contributor Descriptors* are listed in the middle column, and the *Manager Descriptors* are in the right column. An Individual Contributor is an employee that does not supervise other employees. A Manager has responsibility for supervision of employee(s). The **descriptors** in the Manager column that are ***bold and italicized*** are in addition to descriptors noted in the Individual Contributor column.

Competency	Individual Contributor-Descriptors	Manager-Descriptors
<p><b>Adaptability:</b></p> <p>Realizes that a dynamic environment requires new approaches and solutions. Bases decisions in the context of a changing organization.</p>	<ul style="list-style-type: none"> <li>• Adjusts personally to high pressure, rapidly changing organizational conditions and uncertain environments.</li> <li>• Demonstrates realistic understanding of one’s own strengths and weaknesses.</li> <li>• Remains calm and rational in the face of uncertainty and ambiguity. Controls emotions and behavior in high pressure.</li> <li>• Displays confidence in new situations and challenges.</li> <li>• Balances consistency with flexibility; willing and open to change ideas in the face of new information or events.</li> <li>• Discerns priorities in a changing environment.</li> </ul>	<ul style="list-style-type: none"> <li>• Adjusts personally to high pressure, rapidly changing organizational conditions and uncertain environments.</li> <li>• Realistic understanding of own strengths and weaknesses.</li> <li>• Calm and rational in the face of uncertainty and ambiguity. Controls emotions and behavior in high pressure situations.</li> <li>• Confident in new situations and challenges.</li> <li>• Balances consistency with flexibility; willing and open to change ideas in the face of new information or events.</li> <li>• Discerns priorities in a changing environment.</li> <li>• <b><i>Maximizes strengths of employees and helps employees to identify development areas.</i></b></li> <li>• <b><i>Seeks and uses opportunities for</i></b></li> </ul>

Competency	Individual Contributor-Descriptors	Manager-Descriptors
		<p><i>continuous learning and development of self and staff</i></p> <ul style="list-style-type: none"><li>• <i>Receives, implements, and explains changes from higher authority in an objective, impersonal manner.</i></li></ul>