

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>Communication:</p> <p>Addresses issues of key importance to stakeholders; processes and distributes information in context; provides a clear understanding of one’s subject matter and offers an informed position; keeps others informed on a need-to-know basis; freely shares information.</p>	<ul style="list-style-type: none"> • <u>Verbal</u>: Delivers messages with personal energy, enthusiasm and conviction; conveys ideas confidently and succinctly; uses appealing and persuasive arguments; consistently contributes to discussions; gives open, honest, objective constructive criticism. • <u>Listening</u>: Encourages others to engage in dialogue; actively listens; commits to understanding another person’s ideas; is an empathetic listener; checks for mutual understanding; receives ideas with restraint and respect and gives appropriate consideration; balances consistency with flexibility; accepts constructive criticism as non-personal. • <u>Written</u>: Uses appropriate format and tone for correspondence (e- 	<ul style="list-style-type: none"> • <u>Verbal</u>: Delivers messages with personal energy, enthusiasm and conviction; conveys ideas confidently and succinctly; uses appealing and persuasive arguments; consistently contributes to discussions; gives open, honest, and objective constructive criticism. <i>Provides clear and concise direction.</i> • <u>Listening</u>: Encourages others to engage in dialogue; actively listens; commits to understanding another person’s ideas; is an empathetic listener; checks for mutual understanding; receives ideas with restraint and respect, and gives appropriate consideration; balances consistency with flexibility; accepts constructive criticism as non-personal. <i>Hears both sides of a situation, clarifies the position of the other, reserves judgment.</i> • <u>Written</u>: Uses appropriate format and tone

Competency	Individual Contributor-Descriptors	Manager-Descriptors
	<p>mail, letters and memos). Organizes reports and other written documents in a coherent and concise format.</p>	<p>for correspondence (e-mail, letters and memos). Organizes reports and other written documents in a coherent and concise format.</p>