

## 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>Leadership:</b></p> <p>Provides insight and/or direction to others through one's expertise, education, and references to first hand experiences. If a supervisor, allows an employee to plan, manage and assess the goals and objectives of his/her program and work.</p>	<ul style="list-style-type: none"> <li>• <u>Initiative</u>: Self directs his/her assigned work and any unassigned duties and responsibilities</li> <li>• <u>Mentoring</u>: Willingly helps fellow employees assess and manage their work and issues relevant to their work</li> <li>• <u>Decision Making</u>: Makes informed decisions in a timely and effective manner</li> <li>• <u>Problem Solving</u>: Demonstrates skills in using quantitative and qualitative data and information related to his/her work.</li> <li>• <u>Integrity</u>: Demonstrates ethical thinking and standards consistent with the goals and objectives of his/her work as well as individuals he/she works with.</li> </ul>	<ul style="list-style-type: none"> <li>• <u>Initiative</u>: Self direct his/her assigned work and any unassigned duties and responsibilities. <b><i>Structures work to maximize opportunities for subordinates.</i></b></li> <li>• <u>Mentoring</u>: Willingly helps fellow employees assess and manage their work and issues relevant to their work.</li> <li>• <u>Decision Making</u>: Makes informed decisions in a timely and effective manner. <b><i>Evaluates impact of decisions on stakeholders before implementing.</i></b></li> <li>• <u>Problem Solving</u>: Demonstrates skills in using quantitative and qualitative data and information related to his/her work. <b><i>Develops subordinates by guiding their problem-solving abilities.</i></b></li> <li>• <u>Integrity</u>: Demonstrates ethical</li> </ul>

Competency	Individual Contributor-Descriptors	Manager-Descriptors
		<p>thinking and standards consistent with the goals and objectives of his/her work as well as with the individuals he/she works with. <i>Serves as an example to employees for ethical behavior. Articulates the vision of the university and unit to employees.</i></p>