

EXAMPLE WORKPLACE COMPETENCIES

ADAPTABILITY	Changes behavioural style or method of approach when necessary to achieve a goal; adjusts style as appropriate to the needs of the situation. Responds to change with a positive attitude and a willingness to learn new ways to accomplish work activities and objectives.
Behavioural Indicators: <ul style="list-style-type: none"> • Looks for ways to make changes work rather than only identifying why change will not work. • Adapts to change quickly and easily. • Makes suggestions for increasing the effectiveness of changes. • Shows willingness to learn new methods, procedures, or techniques • Shifts strategy or approach in response to the demands of a situation. 	
ATTENTION TO DETAIL	Thoroughness in accomplishing a task through concern for all the areas involved, no matter how small. Monitors and checks work or information and plans and organizes time and resources efficiently.
Behavioural Indicators: <ul style="list-style-type: none"> • Double-checks the accuracy of information and work product to provide accurate and consistent work. • Provides information on a timely basis and in a usable form to others who need to act on it. • Carefully monitors the details and quality of own and others' work. • Expresses concern that things be done right, thoroughly, or precisely. • Completes all work according to procedures and standards. 	
CORPERATE CARING	Demonstrates responsibility for the image and effectiveness of the organisation or institution they currently or have represented
Behavioural Indicators: <ul style="list-style-type: none"> • Helps and supports fellow colleagues in their work to contribute to the overall success of the organisation or institution. • Works beyond the minimum job requirements and does whatever is necessary to get the job done. • Uses all resources, such as equipment, paper, supplies, materials, etc., with the same care and efficiency as one's own possessions. • Demonstrates clear awareness of the issues facing the organisation and its corporate objectives. • Confronts potentially unethical behaviour, reports indiscretions appropriately. 	
COLLABORATION	Develops cooperation and teamwork while participating in a group, working toward solutions which generally benefit all involved parties.
Behavioural Indicators: <ul style="list-style-type: none"> • Demonstrates respect for the opinions of others. • Identifies and pushes for solutions in which all parties can benefit. • Helps and supports fellow colleagues in their work to contribute to overall success. • Keeps people informed and up-to-date. 	

- Shares information and own expertise with others to enable them to accomplish group goals.

COMMUNICATION: OPEN

Creates an atmosphere in which timely and high-quality information flows smoothly to colleagues at all levels, within or external of the organisation; encourages open expression of ideas and opinions.

Behavioural Indicators:

- Asks open-ended questions that encourage others to give their points-of-view and is approachable at all times.
- Keeps relevant people accurately informed and up-to-date of both positive and potentially negative information.
- Appropriately expresses one's own opinion.
- Refrains from immediate judgment and criticism of others' ideas delivers criticism in a way that demonstrates sensitivity to the feelings of others and waits for others to finish their intended message before responding.
- Encourages response and dissent to ideas and issues.

COMMUNICATION: ORAL & WRITTEN

Effectively transfers thoughts and expresses ideas orally or verbally in individual or group situations.

Behavioural Indicators:

- Presents oneself clearly and articulately when speaking with an individual or before a group assuring that others fully comprehend the intended message.
- Checks for understanding of the communication by asking open-ended questions that draw out the listener(s) understanding.
- Effectively uses appropriate literature or visual aids during product/service demonstrations or when giving presentations.
- Thinks through material for presentations in advance and organizes presentations in a logical flow.
- Repeats message back to speaker in a way that it is clear that the message is understood.

CONTINUOUS LEARNING

Demonstrates eagerness to acquire necessary technical knowledge, skills, and judgment to accomplish a result or to serve a customer's needs effectively. Has desire and drive to acquire knowledge and skills necessary to perform job more effectively.

Behavioural Indicators:

- Keeps up-to-date on current research and technology in one's work focus and identifies and pursues areas for development and training that will enhance job performance.
- Takes responsibility for one's own development.
- Maintains fluency in appropriate work applications, software, or tools.
- Reviews, selects, and disseminates information regarding key technologies, best practices, and tools to others in the group.
- Continually looks for ways to expand job capabilities

WORK UNDER PRESSURE

Understands their priorities and time-scales and works with a sense of urgency to meet deadlines. Performs jobs in an organised manner whilst maintaining their usual high standard of work that minimizes hazards to oneself, others, and the environment.

Behavioural Indicators:	
<ul style="list-style-type: none"> • Knows their timelines and whether or not this is achievable. • Is able to work at a higher level, be it quality or speed without having a significant impact of performance. • Able to identify when they need support to achieve goals • Can consistently re-asses priorities workload and act and communicate accordingly to achieve the desired result 	
DISCERNMENT /JUDGMENT	Makes decisions authoritatively and wisely, after adequately contemplating various available courses of action.
Behavioural Indicators:	
<ul style="list-style-type: none"> • Considers alternative available actions, resources, and constraints before selecting a method for accomplishing a task or project. • Refrains from "jumping to conclusions" based on no, or minimal, evidence; takes time to collect facts before decision-making. • Considers cost and efficiency when making decisions establishing or changing work procedures. • Considers the long-term as well as immediate short-term outcomes and actions. • Appropriately balances needs and desires with available resources and constraints. • Recognizes when to escalate appropriate or specific situations to the next higher level of expertise. 	
DIVERSITY	Supports and promotes an environment that holds opportunities for all, regardless of race, gender, culture, and age.
Behavioural Indicators:	
<ul style="list-style-type: none"> • Enthusiastically works with all employees at all levels, capitalizing on their strengths. • Actively seeks opinions and ideas from people of varied background and experiences to improve decisions. • Values and incorporates contributions of people from diverse backgrounds. • Seeks information from many different sources before deciding on own approach. • Demonstrates respect for opinions and ideas of others. 	
DRIVE FOR RESULTS	Demonstrates concern for achieving or surpassing results against an internal or external standard of excellence. Shows a passion for improving the delivery of services with a commitment to continuous improvement.
Behavioural Indicators:	
<ul style="list-style-type: none"> • Recognizes and capitalizes on opportunities. • Sets and maintains high performance standards for self and others that support their organisations strategic plan and holds self and other team members accountable for achieving results. • Tries new things to reach challenging goals and persists until personal and team goals are achieved and commitments met. • Works to meet individual and corporate goals with positive regard, acknowledgment of, and cooperation with the achievement of others' goals. • Motivates others to translate ideas into actions and results. 	

INITIATIVE	Does more than is required or expected in the job; does things that no one has requested that will improve or enhance products and services, avoid problems, or develop entrepreneurial opportunities. Plans ahead for upcoming problems or opportunities and takes appropriate action.
Behavioural Indicators: <ul style="list-style-type: none"> • Goes beyond expectations in the assignment, task, or job description without being asked. • Demonstrates a sincere positive attitude towards getting things done. • Digs beneath the obvious to get at the facts, even when not asked to do so. • Creates opportunities or minimizes potential problems by anticipating and preparing for these in advance. • Seeks out and/or accepts additional responsibilities in the context of the job. 	
INNOVATION	Applies original thinking in approach to job responsibilities and to improve processes, methods, systems, or services.
Behavioural Indicators: <ul style="list-style-type: none"> • Keeps up-to-date on current research and technology in the industry. • Identifies novel approaches for completing work assignments more effectively or efficiently and works within the "established" system to push for "a better way." • Reviews, selects and disseminates information regarding key technologies, best practices, and tools to others in the group. • Understands technical aspects of one's job and uses appropriate technology for the situation at hand. • Tries new approaches when problem solving, seeking ideas or suggestions from others as appropriate. 	
NEGOTIATION	Explores positions and alternatives to reach outcomes that gain acceptance of all parties.
Behavioural Indicators: <ul style="list-style-type: none"> • Determines minimal or ideal conditions of the other party during negotiations. • Develops a strategy for giving on some points and standing firm on others to achieve desired outcomes. • Responds to opposing views in a non-defensive manner. • Keeps arguments issue-oriented. • Offers compromises and trade-offs to others, as necessary, in exchange for cooperation. 	
ORGANIZATIONAL UNDERSTANDING	Understands agendas and perspectives of others, recognizing and effectively balancing the interests and needs of one's own group with those of the broader organization.
Behavioural Indicators: <ul style="list-style-type: none"> • Knowledgeable about one's own department and about the organisation in general. • Demonstrates awareness of company's general goals and makes requests or decisions to support this awareness. • Maintains cross-functional focus and uses the most appropriate channels to communicate within and between departments/divisions. 	

- Keeps objectives related to the organisation's priorities at the top of one's own priorities and the priorities of one's work department or group.
- Works to build a sense of common purpose across all work groups, avoiding a "we versus them" attitude.

PLANNING & ORGANIZING

Establishes a systematic course of action for self or others to ensure accomplishment of a specific objective.
Sets priorities, goals, and timetables to achieve maximum productivity.

Behavioural Indicators:

- Develops or uses systems to organize and keep track of information (e.g., "to-do" lists, appointment calendars, follow-up file systems).
- Sets priorities with an appropriate sense of what is most important and plans with an appropriate and realistic sense of the time demand involved.
- Keeps track of activities completed and yet to do, to accomplish stated objectives.
- Keeps clear, detailed records of activities related to accomplishing stated objectives.
- Knows status of one's own work at all times.

PROBLEM SOLVING

Builds a logical approach to address problems or opportunities or manage the situation at hand by drawing on one's knowledge and experience base, and calling on other references and resources as necessary.

Behavioural Indicators:

- Undertakes a complex task by breaking it down into manageable parts in a systematic, detailed way.
- Thinks of several possible explanations or alternatives for a situation and anticipates potential obstacles and develops contingency plans to overcome them.
- Identifies the information needed to solve a problem effectively.
- Presents problem analysis and recommended solution to others rather than just identifying or describing the problem itself.
- Acknowledges when one doesn't know something and takes steps to find out.

PROFESSIONALISM

Thinks carefully about the likely effects on others of one's words, actions, appearance, and mode of behaviour.
Selects the words or actions most likely to have the desired effect on the individual or group in question.

Behavioural Indicators:

- Practices good hygiene and presents an appropriate professional appearance.
- Understands how one is perceived by others.
- Takes actions calculated to have a positive effect on others.
- Works to make a friendly impression on others by using good eye contact and using names whenever possible.
- Works to develop and maintain positive working relationships with co-workers by being punctual, keeping personal telephone calls to a minimum, and maintaining a pleasant work attitude.

QUALITY

Produces results or provides service that meets or exceeds operational standards.

Behavioural Indicators:

- Shows concern for quality, accuracy, and completeness of work activities.
- Plans own work activities in advance to insure that all assignments are completed in a timely and quality manner.
- Uses established systems (i.e. software) to organize and efficiently keep track of information, data, time, and resources.
- Personally seeks to add value in every work assignment.
- Notices opportunities to improve quality and takes action to do so.

RELIABILITY

Demonstrates a high level of dependability in all aspects of the job.

Behavioural Indicators:

- Shows commitment/dedication and accountability in one's work, and follows through on all projects, goals, aspects of one's work.
- Completes all assigned tasks on time and with minimal supervision.
- Arrives at work on time every day.
- Fulfils all commitments made to peers, co-workers, and supervisor.
- Works to achieve agreement (by offering alternatives, etc.) on time frames or objectives that can be realistically met.

SERVICE

Demonstrates strong commitment to meeting the needs of co-workers, faculty, alumni, managers, students, parents, or community members, striving to ensure their full satisfaction.

Behavioural Indicators:

- Asks questions to identify the needs or expectations of others.
- Considers the impact on the external or internal customer when taking action, or carrying out one's own job responsibilities.
- Looks for creative approaches to providing or improving services that may increase efficiency and decrease cost.
- Finds opportunities to pass on knowledge and transfer skills to others.
- Takes personal responsibility for resolving service problems brought to one's attention.

TECHNICAL EXPERTISE

Applies and improves extensive or in-depth specialized knowledge, skills, and judgment to accomplish a result or to accomplish one's job effectively.

Behavioural Indicators:

- Understands technical aspects of one's job and continuously builds knowledge, keeping up-to-date on the technical or procedural aspects of the job.
- Makes oneself available to others to help solve technical or procedural problems or issues.
- Thinks of ways to apply new developments to improve organizational performance or customer service.
- Applies technical/procedural knowledge to correctly address a situation in a timely manner.
- Recognizes trends in theory and practice of one's own technical area and effectively prepares for anticipated changes.