STAFF COMPETENCIES

University of Houston-Downtown
Employment Services and Operations

Category	CORE COMPETENCIES	
	Competency Title	**Competency Requirements**
Shared Values - required for all jobs	*Commitment to Excellence*	* Demonstrates a commitment to competently perform his/her job duties and responsibilities within established time frames. * Continuously strives to improve work performance. * Accepts responsibility for his/her commitments to the university. * Contributes to the success of the university by consistently providing quality results in the performance of his/her job duties and responsibilities.
	Respect and Cooperation	* Treats others with courtesy, respect, and dignity in the workplace. * Promotes cooperation through open and honest communications and consideration of others ideas, thoughts, and opinions.
	Integrity	* Demonstrates high ethical standards of conduct in the performance of his/her job duties and responsibilities. * Accepts responsibility for his/her actions. * Respects and complies with department and university policies, procedures, and work rules.
Work Behaviors - required for all jobs	*Proficiency*	* Possesses required job skills and knowledge. * Demonstrates the ability to apply those skills and knowledge to competently perform his/her job duties and assignments.
	Dependability	* Takes responsibility to accomplish job assignments within reasonable deadlines. * Willing to accept new projects and/or commitments. * Does due diligence to complete projects within specified timeframes and/or fulfill commitments. * Arrives to work on time prepared and ready to contribute.
	Flexibility	* Willingly adjusts to changing work assignments or conditions. * Open to changes in operational procedures, technology, and/or organizational structure. * Views changes as opportunities for learning and professional development. * Displays a positive attitude to encourage others. * Promptly responds to changes in work priorities and/or unexpected circumstances or situations.
Category	**Competency Title**	**Competency Requirements**
Customer Service - one of these three competencies is required for all jobs	*Customer Relations Management*	* Ensures customer's needs and expectations are addressed within his/her department or section. (Customers can be students, external constituents, employees, or university guests.) * Mentors and guides department/section staff by sharing knowledge and best practices to appropriately respond to customer's requests. * Monitors staff interactions with customers for professional conduct, consistent application of university policies and procedures, and follow up of outstanding requests. * Assumes responsibility for addressing complex or unusual requests.
	Focus on Customer Service	* Focuses on customer's needs and expectations. (Customers can be students, external constituents, employees, or university guests.) * Respectfully ascertains customer's needs and determines appropriate response. * Promptly responds by providing requested information, takes appropriate action, or refers customer to appropriate individual or department. * If further actions need to be taken, advises customers of realistic timeframes

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	Communicates Effectively	* Communicates clearly, concisely, and with courtesy. * Carefully listens to customer or thoroughly reads correspondence, and uses good judgment to respond appropriately. (Customers can be students, external constituents, employees, or university guests.) * Communicates requests for further action or resources to appropriate individuals with tact.
Student Success - one of these two competencies is required for all jobs	Student Success - Direct Support	Assists and/or advises students and/or prospective students with academic plans and course selection, financial options, career plans, and/or student opportunities. * Contributes to student success through careful monitoring of student progress within caseload. * Promotes student success through regular and persistent outreach to student caseload. * Provides encouragement and guidance to foster student success. * Shares relevant knowledge and insight to apprise students of programs and services available to them. * Listens and responds to student requests and concerns with patience and understanding. * Treats students with respect.
	Student Success - Indirect Support	Contributes to student success by assisting students with anything that supports their student experience, whether directly or indirectly. * Helps students navigate their way through the different offices, programs, and services at the university and/or connects students with the appropriate party(ies). * Connects students with services or resources that can help them with career exploration, goal selection, and ongoing academic assistance. * Helps students build peer support networks. * Encourages student participation in out-of-class activities. * Provides encouragement and guidance to foster student success. * Treats students with respect * Maintains the learning environment to ensure quality and/or sound pedagogy.

JOB SPECIFIC COMPETENCIES - 18 competencies specific to a group of jobs within 6 categories. Jobs may have *at most* one competency from each category.		
Category	**Competency Title**	**Competency Requirements**
Administrative	Organizational Management	* Manages department or section planning and assessment consistent with the university's goals and objectives and executive management's directives. * Develops and oversees administration of the department/section budget to ensure effective utilization of financial resources and appropriate disbursement of funds. * Fosters a cooperative and productive work environment that advances department/section operations and initiatives through motivation, encouragement, and professional development of staff. * Develops department/section procedures and work rules for compliance with government regulations and university policies; participates in the development and revision of applicable university policies. * Competently represents the department/section through interactions with the university community and/or external constituents.

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	Operations Management	* Manages department or section operations consistent with department/section goals and objectives. * Administers the department/section budget ensuring effective utilization of financial resources and appropriate disbursement of funds. * Fosters a cooperative and productive work environment through motivation, encouragement, and mentorship of staff. * Ensures department/section compliance with university and department policies, procedures, and work rules. * Keeps management apprised of department/section activities and issues requiring senior management input.
	Financial Management	* Manages assigned financial resources in compliance with federal, State, and university policies and procedures. * Monitors expenditures to ensure they are authorized and within approved budget. * Reports accurate and reliable data of financial transactions and resources. * Promptly notifies management of budget issues and/or discrepancies.
	Project Management	* Manages project stages from proposal to completion ensuring project objectives are met within project budget and projected time frames. * Clearly defines roles and responsibilities of project team; ascertains and secures necessary resources; and monitors project performance. * Keeps management apprised of project status.
People Management	*Supervision*	* Supervises the work of staff employees. * Sets clear goals and expectations within reasonable timeframes. * Motivates staff through constructive feedback, challenging assignments, and recognition of achievements. * Provides mentorship and guidance by sharing expertise and best practices. * Supports staff by providing essential resources, professional development opportunities, and open communication. * Promptly addresses performance issues with appropriate measures and discretion.
	Work Leadership	* Leads the work of assigned staff. * Assigns projects and tasks with clear instructions and understanding of work to be performed. * Mentors and guides by sharing expertise, knowledge of work rules and procedures, and best practices. * Follows up to ensure tasks and projects are completed within reasonable timeframes.

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Analytical	*Decision Making*	* Demonstrates the ability to make informed decisions in a timely manner. * Assimilates and/or secures relevant information to assess the risks and benefits of alternatives. * Considers impact of decision in the long and short term.
	Problem Solving	* Formulates plans and strategies to proactively resolve anticipated problems. * Prudently responds to unforeseen problems through careful consideration and analysis of problem and relevant information and circumstances. * Recognizes and apprises appropriate university administrator when resolution requires senior management input and/or approval.
	Research and Analysis	* Applies knowledge and skills to collect and analyze relevant data and information. * Assesses benefits and risks, and prepares comprehensive reports of findings. * Submits recommendations for management's review and evaluation.
Communications	*Building External Relationships*	* Demonstrates the ability to build rapport and develop relationships with external constituents. * Displays a genuine interest in constituents' ideas and concerns, and pursues mutual interests and aspirations between the university and external constituents. * Builds trust and forms alliances through shared respect and cooperation.
	Instruction/Training	* Demonstrates the ability to orally convey the subject or message clearly and concisely to the intended audience. * Generates interest and enthusiasm in the subject or message from the participants. * Responds to participants' reactions or comments and adjusts delivery style and/or format of presentation as needed. * Possesses a thorough understanding of the subject or topic to provide practical responses to questions or issues. * Displays applicable visuals and provides appropriate written materials to support the presentation.
	Writing Proficiency	* Demonstrates the ability to express information clearly and concisely in writing. * Formulates and writes information to effectively communicate messages, ideas, and/or concepts for the intended recipient or audience. * Uses appropriate words and tone, and correct grammar.
Operational	*Computer/Automated System Proficiency*	* Proficient in using university applications or automated systems to perform job duties. * Complies with related policies, procedures, and work rules to maintain system security and data integrity.
	Equipment Operation	* Demonstrates the essential skills required to use equipment and tools needed to perform job duties and responsibilities. * Follows maintenance and operation procedures and safety rules to minimize equipment malfunctions and prevent personal injuries.

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	Public Safety	* Recognizes and immediately reacts to potential danger. * Uses sound judgment to protect co-workers, students, and citizens; enforce laws and ordinances; and diffuse threatening situations. * Complies with police rules and regulations. * Prepares clear and concise offense reports in a timely manner.
Category	**Competency Title**	**Competency Requirements**
Technical	*Technical Expertise*	* Possesses comprehensive knowledge and skills in a technical area. * Effectively applies expertise to troubleshoot existing systems and develop solutions with existing technology. * Competent to learn new technologies and integrate them with existing technology. * Willing to share expertise and provide technical assistance to others.
	Functional Expertise	* Possesses comprehensive knowledge and skills in one or more functional areas. * Effectively applies expertise to identify user issues with existing systems and coordinate resolution with technical staff. * Understands business processes to successfully integrate them with existing and new systems. * Competent to coordinate requests for system modifications with technical staff. * Willing to share expertise and provide functional assistance to others.
	Support Proficiency	* Possesses comprehensive knowledge and skills with multiple hardware and software systems. * Effectively applies expertise to identify and troubleshoot user issues. * Competent to install and configure new systems. * Willing to share expertise and provide technical support to others.