

# Overview of Competencies for Staff Members

## Competency Categories

There are three competency categories comprising a total of 22 competencies on which staff members may be evaluated – Furman Core, Supervisory Core, and Job-Specific Core.

### Furman Core Competencies

There are six (6) competencies based on criteria that all staff members should model in their day-to-day tasks and responsibilities.

### Supervisory Core Competencies

There are five (5) competencies that relate to an individual's ability to manage and lead staff toward successfully completing performance objectives.

### Job-Specific Core Competencies

There are 11 competencies that relate to the staff member's specific job responsibilities.

## Total Number of Competencies for Evaluation

Staff members are evaluated on a **total of six (6) core competencies** – three (3) Furman Core competencies and three (3) core competencies from the Supervisory Core competencies (if applicable) and/or the Job-Specific Core competencies.

Staff members with no supervisory responsibilities shall be evaluated on three (3) Job-Specific Core competencies in addition to three (3) Furman core competencies. These elective competencies relate to the staff member's specific job responsibilities.

For staff members with supervisory responsibilities, depending upon the number of Supervisory Core competencies selected [a minimum of one (1) but not more than three (3)], staff members with supervisory responsibilities shall be evaluated on none (0), one (1), or two (2) of the Job-Specific Core competencies.

## Competency Definitions for Performance Evaluation

Each core competency is defined as follows:

### Accountability

This elective Job-Specific Core competency addresses whether the staff member demonstrates a high level of dependability in all aspects of the job including thoroughness in accomplishing a task, and organizes time and resources efficiently.

### Build One Furman

This Furman Core competency addresses whether the staff member demonstrates responsibility for the image and effectiveness of the University.

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#### **Collaboration**

This Furman Core competency addresses whether the staff member considers the likely effects on others of one's words, actions, appearance, and mode of behavior, while working toward solutions in a group.

#### **Communication**

This Furman Core competency addresses whether the staff member contributes to an atmosphere in which timely and high-quality information flows smoothly to applicable individuals and groups, inside and outside of the University, as necessary and appropriate.

#### **Decision Making**

This elective Job-Specific Core competency addresses whether the staff member logically, wisely, and authoritatively addresses situations at hand after adequately contemplating various available courses of action.

#### **Development and Training**

This Supervisory Core competency addresses whether the staff member with supervisory responsibilities works to improve and reinforce performance of his or her direct reports through setting expectations and tracking progress. In addition, it addresses if the supervisor supports direct reports in developing knowledge, skills, and abilities in the interest of performance improvement and the staff member's career development.

#### **Fiscal Responsibility**

This elective Job-Specific Core competency addresses whether the staff member exercises appropriate financial controls, judgment, oversight, adherence to policy, and stewardship relevant to his or her role at the University.

#### **Flexibility**

This elective Job-Specific Core competency addresses whether the staff member responds to change with a positive attitude, adjusting a method of approach or behavioral style when necessary to achieve an objective or meet the needs of a situation.

#### **Initiative and Motivation**

This elective Job-Specific Core competency addresses whether the staff member proactively takes appropriate action to complete a task and applies original thinking to his or her approach to job responsibilities to improve processes, methods, systems, or services.

#### **Institutional Values**

This Furman Core competency addresses whether the staff member supports and promotes an environment that holds opportunities for all, has an understanding of the perspectives of others, and effectively balance the interests and needs of one's own group with those of the broader organization.

#### **Job Skills and Knowledge**

This elective Job-Specific Core competency addresses whether the staff member relates extensive or in-depth specialized comprehension, aptitude, and judgment to accomplish a result or to accomplish one's job effectively.

#### **Leadership**

This Supervisory Core competency addresses whether the staff member with supervisory responsibilities builds consensus among his or her direct reports and colleagues, keeping the best interests of the organization in mind, while working cooperatively and collaboratively to resolve differences, so as to maintain alignment with and meet University goals and objectives.

#### **NCAA/Southern Conference Compliance**

This elective Job-Specific Core competency addresses whether the staff member, at all times, follows University, NCAA, and Southern Conference regulations and policy while performing assigned duties with integrity.

#### **Operation and Maintenance of Equipment**

This elective Job-Specific Core competency addresses whether the staff member maintains and demonstrates the necessary work skills to maintain University equipment and ensure its safe operation.

#### **Performance Management**

This Supervisory Core competency addresses whether the staff member with supervisory responsibilities explores positions and alternatives to reach outcomes that gain acceptance of all parties, initiates and/or manages the change process and energizes it on an ongoing basis, taking steps to remove barriers or accelerate its pace.

#### **Professional Growth**

This Furman Core competency addresses whether the staff member demonstrates eagerness to increase necessary knowledge, skills, and abilities necessary to perform job more effectively.

#### **Quality Improvement:**

This Supervisory Core competency addresses whether the staff member with supervisory responsibilities has the skill set to systematically improve University operations and outcomes through the use of team building, data collection, analysis, the implementation of departmental efficiencies, and standards of measurement.

#### **Resource Management**

This Supervisory Core competency addresses whether the staff member with supervisory responsibilities demonstrates the ability to analyze and deploy University resources such as financial, inventory, human skills, production, and information technology, both effectively and strategically.

#### Safety

This elective Job-Specific Core competency addresses whether the staff member promotes safety consciousness and well-being through compliance with safety regulations, performs job duties in a manner that minimizes hazards to oneself, and maintains a physical work environment that contributes to the well-being of others.

#### Security

This elective Job-Specific Core competency addresses whether the staff member follows all University policies and exercises superior judgment in protecting campus data and equipment, while supporting safety through monitoring and/or reporting potential dangers.

#### Service

This Furman Core competency addresses whether the staff member demonstrates responsibility in meeting the needs of co-workers, faculty, alumni, managers, students, parents, or community members, in a fashion that seeks to ensure their full satisfaction.

#### Work Productivity (Quality and Quantity)

This elective Job-Specific Core competency addresses whether the staff member establishes a systematic course of action for self and/or others that includes prioritizing attention to detail and creating timetables to ensure accomplishment of a specific objective and achieve maximum productivity.