WORK VALUES AND BEHAVIORS - The "How" work is done				
Competency		**Does Not Meet Expectations (Examples)**	**IE**	**Achieves Expectations (Examples)**
PROFESSIONAL COMPETENCE				
UM Competency 3: Creative Problem Solving/Strategic Thinking - Develops and creates ideas, processes and approaches that shape the future; takes risks and makes decisions based on facts; uses analysis and critical thinking skills to solve problems; ensures that decisions are aligned with articulated strategic directions of management. UM Competency #4: Communication - Demonstrates effective verbal, written, listening and presentation communication skills.				
Professional Knowledge				
Using professional/technical knowledge, skills, experience and judgment to accomplish results.		- Does not have the basic knowledge and/or skills to succeed in job. - Does not understand industry/organizational trends and how they impact the business. - Does not understand technical aspects of his/her position; needs direction from the technical/operational resource. - Does not understand the organization/department, how it operates, and/or the roles of its employees.	Improving Toward Expectations	- Demonstrates proficiency in his/her position and is sought out as a technical/operational resource. - Makes an effort to further his/her knowledge of industry/organizational trends and utilizes this information in his/her job. - Stays informed on new developments within his/her field in order to impact business. - Integrates knowledge of organization's challenges, trends and competing opportunities to strategize and innovate solutions.
Problem Solving/ Process Improvements				
Demonstrated **problem solving**, critical thinking skills.		- Unable to anticipate problems, and establish a system to resolve issues. - Has limited or no process to solve problems.	Improving Toward Expectations	- Demonstrated ability to define a problem, analyzes causes, targets possible solutions, selects the best solution and develops action plans. - Anticipates problems, takes advance actions, and solicits resources to solve them. - Builds a case for action; communicates decisions. Involves others in the decision-making process. - Discerns when it is necessary to seek authorization.
Accomplishing tasks by taking advantage of opportunities to **improve processes.**		- Unwilling to change processes. - Is not practical and pragmatic when implementing changes in processes. - Slow to react and get involved. - Does not respond to requests, opportunities or emergencies with new ideas.		- Naturally identifies process improvements. - Creates a climate in which individuals feel free to improve processes. - Adopts new processes after assessing appropriate risks. - Implements new processes in a practical and pragmatic way. - Takes on improvements in processes independently and with enthusiasm.

Communication

WORK VALUES AND BEHAVIORS - The "How" work is done

Competency		Does Not Meet Expectations (Examples)	IE	Achieves Expectations (Examples)
Demonstrated excellent written and verbal communication skills. Effective listener.		• Does not communicate in a clear and concise manner. • Does not listen to others. • Written forms of communication are filled with errors and do not communicate an accurate message to the audience.	Improving Toward Expectations	• Clearly and consistently communicates messages utilizing many forms of communication (e.g. Email, f2f, teleconference, etc.) to accomplish assigned tasks. • Actively listens to others and speaks effectively in front of a group or team. • Written form of communications are accurate and appropriate for the audience.
Effectively communicates with those of differing opinions and levels of understanding.		• No evidence of positive regard for others. • Little to no consideration of the needs of members of the team.		• Consistently displays empathy and is able to put themselves in the position of others. • Seeks the opinions of others, and selects the most appropriate choice. Asks for information, gathers facts and then formulates appropriate alternatives.

WORK VALUES AND BEHAVIORS - The "How" work is done					
Competency		**Does Not Meet Expectations (Examples)**	**IE**	**Achieves Expectations (Examples)**	

CUSTOMER FOCUSED

UM Competency #8 Quality Service - Demonstrates ability to focus on the needs of internal and external customers. UM Competency #2: Building Relationships/ Interpersonal Skills - Values organizational diversity; treats others with respect; promotes cooperation; effectively manages relationship.

Approachable

Establishes and maintains relationships with internal and external customers in a manner that provides satisfaction for the customer with available resources.	• Demonstrates little or no positive relationships with external and internal customers. Does not seek to understand customer needs. Does not provide or rely on organization's resources to obtain customer service.	• Maintains positive relationships with external and internal customers. Demonstrates an understanding of customer needs. Uses organizational resources to meet the needs of the external and internal customers.

Resolution

Consistently leads the organization in meeting the organization's expectations for exemplary customer service.	• Unable to resolve customer related issues. Does not positively contribute to the team's efforts to solve customer issues. Demonstrates little or no sharing of expertise with other team members.	• Takes responsibility for resolving customer issues. • Makes self available to assist others who are solving customer's issues.

Seeks Feedback

Focuses efforts on fulfilling customer expectations by seeking insight into customer needs and developing solutions that provide value for the customer.	• Does not solicit input from customers to improve relationship/satisfaction. Regarded as non-accessible by external and internal customers.	• Consistently seeks feedback from customers to ensure customer needs are met. • Demonstrates deep knowledge and understanding of the customer's value and applies that knowledge and understanding to creating quality customer service.

Follows Up

Understands a customer's business needs and provides service levels accordingly. Solicits input from customers to improve relationship/satisfaction. Regarded as visible and accessible by customer.	• Does not build customer trust and/or satisfaction. • Demonstrates little or no understanding of customer needs. • Does not measure customer satisfaction or take steps to improve service levels. • Does not respond to requests or inquiries in a timely and accurate manner. • Inaccessible and/or poorly informed.	• Consistently maintains customer satisfaction and trust. • Shows awareness of customer concerns and actively seeks ways to improve service levels. • Identifies potential impact of business decisions on customers, changes are made to meet the needs of the customer. • Seeks feedback from customers to ensure needs are met. • Researches and/or follows up on inquiries, problems, or issues in a timely and accurate manner. • Accessible to customers.

Relationship Building

Positive and supportive attitude. Demonstrates ability to be a positive influence on the work team.	• Lacks follow up. • Seldom accomplishes assignments and fails to complete tasks in a timely manner. • Unable or unwilling to delegate to the strengths of others.	• Exhibits positive regard for members of the work team. • Demonstrates consistency, delegates and follows up on work assignments. • Accomplishes assignments on time, with quality and accuracy. • Makes effective use of procedures and process.

Vertical text between columns: Improving Toward Expectations

WORK VALUES AND BEHAVIORS - The "How" work is done				
Competency		**Does Not Meet Expectations (Examples)**	**IE**	**Achieves Expectations (Examples)**
ACHIEVING RESULTS				
UM Competency #6: Flexibility/Adaptability to Change - Responds positively to and champions change to others; demonstrates and ability to incorporate innovative practices into the workplace to enhance effectiveness and efficiency. UM Competency #8: Quality Service - Strives to meet the expectations of internal and external customers; demonstrates skill and knowledge specific to serving others.				
Dependable and Reliable				
Completes tasks on time and with high degree of accuracy.		• Frequently misses deadlines, takes no responsibility for actions, blames others. • Does not check work for accuracy. • Causes others to invest more time checking work. • Is frequently late or absent		• Consistently is on time and goes the extra mile to keep work on track. • Work is consistently accurate and can be sent up the line with minimal review. • Proactively anticipates the next step, and can be counted on in times of stress or high customer demand.
Collaboration				
Exhibit positive attitude of valuing others (listens), critics ideas not people, to support group initiatives.		• Avoids building relationships with team. Works in a vacuum. • Inability to manage work-related conflicts. • Contributes little to no constructive feedback for members of the work team.	Improving Toward Expectations	• Effectively manages relationships and manages conflict. • Cultivates constructive working relationships with peers, co-workers and managers. • Routinely offers constructive criticism and feedback in a positive manner.
Conflict Resolution				
Addressing difficult situations directly and confronting conflict in a straightforward fashion.		• Does not confront and resolve conflict situations. • Excessively confrontational. • Does not exhibit tact and diplomacy. • Does not compromise and/or accommodate.		• Acts with tact and diplomacy. • Avoids unnecessary confrontations. • Deals effectively and constructively with conflicting situations. • Presents facts and opinions without blaming others. • Creates and maintains harmony in working relationships. • Is an active participant in resolving conflict. Is willing to compromise when necessary.
Flexible, Promotes Change				
Works with and enables others to plan and implement change. Effectively solves problems, improves the work environment.		• Does not seek the input from fellow team members. • Lacks ability to build consensus and is unable to implement solutions.		• Consistent evidence of ability to build consensus with stakeholders at various stages of planning and implementing innovations or resolving problems. • Assesses long term consequences (including a broad range of internal and external factors) when implementing short term solutions. • Outlines criteria that enable others (those supervised) to take risks independently. • Asks questions as a means of understanding reasons for policy and procedural decisions. • Articulates an understanding that policy and procedural decisions must be aligned with organizational strategies.

WORK VALUES AND BEHAVIORS - The "How" work is done				
Competency		**Does Not Meet Expectations (Examples)**	**IE**	**Achieves Expectations (Examples)**
Adapts to change. Proactively proposes and implements change.		• Is resistant to change. Unable to adapt to others. • Fails to react to changing business environment. • Unable to compromise effectively with colleagues or so adaptable as to be perceived as not having any conviction. • Does not involve appropriate partners in the change process. • Does not demonstrate the ability to lead employees through change		• Seeks opportunities to promote change within the organization by actively involving team members in planning and implementing change.

WORK VALUES AND BEHAVIORS - The "How" work is done				
Competency		**Does Not Meet Expectations (Examples)**	**IE**	**Achieves Expectations (Examples)**
STRATEGIC LEADERSHIP - SELF				
UM Competency 5: Development of Self and Other. Seeks opportunities to learn and to develop self and others; applies new skills/knowledge needed to add value to the performance of the organization; sets developmental goals for self and others; seeks performance feedback. UM Competency 7: Leadership/ Achievement Orientation - Influences others to accomplish the mission in ways consistent with the values of the organization; holds self (and others) accountable to meet goals and objectives; accomplishes desired outcomes; sets an example of integrity and ethics through demonstrated performance.				
Trust				
Demonstrated focus on others, assuming the best in order to build a foundation for a healthy organizational culture.		• Assumes the worst in situations and spreads the word. • Negatively impacts the team regardless of role. • Consistently skeptical and negative.		• Demonstrates ability to lead by example. • Builds confidence in members of the team to take appropriate risks. • Positive energy provider, assumes the best in people.
Professional Development				
Strives to improve the skills of self and others through coaching, mentoring and training.		• Does not demonstrate an understanding of staff's goals and ambitions. • Unable to identify projects or tasks that would enhance employee development. • Does not initiate or take responsibility for development. • Provides new hires with little or no training.	Improving Toward Expectations	• Demonstrates knowledge of staff career goals and ambitions. • Identifies on the job opportunities to develop and enhance employees' skills. • Actively involved in job training and development. • Ensures that new employees have orientation.
Growth-Oriented				
Demonstrates principled leadership and sound business ethics; shows consistency among principles, values and behavior. Consistency in what one says and does and in one's behavior toward others.		• Does not demonstrate consistency between words and actions • Fails to follow through on commitments. • Is inappropriate with confidential/sensitive information. • Does not accept responsibility for decision-making, blames others.		• Demonstrates consistency between words and actions. • Makes realistic commitments and follows through. • Protects confidential and sensitive information. • Accepts responsibility for decision-making. Admits, corrects and learns from mistakes. • Consistently makes decisions that are in the best interest of the organization. • Adheres to established policies, procedures, laws and/or regulations.

WORK VALUES AND BEHAVIORS - The "How" work is done				
Competency		**Does Not Meet Expectations (Examples)**	**IE**	**Achieves Expectations (Examples)**
STRATEGIC LEADERSHIP - OTHERS				
UM Competency 1: Advancing the Mission - Demonstrates an understanding of the unique issues related to higher education, and the UM Flint culture. Typically applies to supervisory/management roles. UM Competency 7: Leadership/ Achievement Orientation - Influences others to accomplish the mission in ways consistent with the values of the organization; holds self (and others) accountable to meet goals and objectives; accomplishes desired outcomes; sets an example of integrity and ethics through demonstrated performance.				
Advancing the Mission			Improving Toward Expectations	
Demonstrated awareness of, and ability to advance the mission of the University of Michigan and focuses resources on the University's priorities.		• Does not understand the mission and the structure of the organization. • Unable to give direction to staff as it relates to the policies and procedures aligned to the code of conduct.		• Articulates with confidence, the mission and the structure of the organization. • Ensures that procedures, policies and actions of staff are aligned to the organization's code of conduct.
Strategic Planning				
Demonstrates understanding of multiple constituencies groups and works to improve collaboration between groups for the greater effectiveness of the University.		• Fails to demonstrate an understanding issues of specific constituency groups served by the organization.		• Fosters understanding of the issues pertaining to the specific constituency groups they serve. • Actively participates in professional organization to stay abreast of current developments in their functional area that pertain to higher education.
Performance Management				
Addresses performance issues. Sets clear objectives and monitors progress with data.		• Little or no personal accountability, requires constant supervision. • Let situations go without intervention. • Workplace may feel unsafe.		• Created and sustains an environment that reinforces personal accountability and ownership. • Promotes safety and environmental responsibility. Aligns skills of staff with appropriate responsibilities