

PERFORMANCE FEEDBACK PROGRAM

COMPETENCIES FOR LEADERS (DIRECTORS/DEPARTMENT HEADS)

Staff classified as **Leaders (Directors and Department Heads)** have a span of control that comprises creation of strategic vision and direction and the management of people, project and fiscal resources.

JOB KNOWLEDGE & SKILL APPLICATION

Demonstrates an understanding of knowledge specific to a technical, professional, or administrative field of work through the application of related skills. Examples of behaviors associated with this competency include, but are not limited to:

- Demonstrates a thorough understanding of the practices or concepts associated with the field of work and applies appropriately depending on the assignment or issue
- Seeks out and effectively utilizes available resources when completing work assignments
- Works within available guidelines or approaches, but knows how to adjust or adapt methods depending on the result required
- Keeps abreast of current developments and demonstrates an awareness of new practices and approaches by utilizing this knowledge in related work activities

COMMUNICATION

Ability to convey information verbally and in writing to foster, encourage and facilitate open communication. Examples of behaviors associated with this competency include, but are not limited to:

- Speaks to clients and colleagues in a respectful and thoughtful manner
- Develops effective written communications and uses them appropriately
- Expresses information clearly in one-on-one conversations and groups and accurately interprets information
- Fosters, encourages and facilitates open communication and creates an atmosphere of open expression

JUDGMENT

Makes timely, informed decisions using judgment and considering the facts, goals, constraints and risks. Examples of behaviors associated with this competency include, but are not limited to:

- Keeps appropriate professional and personal confidences
- Distinguishes relevant from irrelevant information
- Makes decisions independently based on relevant information by identifying, defining and analyzing the situation and available information before recommending a course of action
- Models the use of sound judgment and integrity to make clear transparent decisions regarding complex and/or sensitive issues or materials

CLIENT SERVICE

Ability to meet/exceed client service needs and expectations and provide excellent service in a direct or indirect manner. Examples of behaviors associated with this competency include, but are not limited to:

- Recognizes “who” the client is and seeks to identify ways to increase satisfaction
- Acts as a role model in demonstrating service culture
- Seeks input, meets expectations, maintains communication and follows - up with the client
- Demonstrates genuine caring and empathy through personal demeanor and approach

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ACCOUNTABILITY

Takes personal responsibility for conduct and the quality and timeliness of work. Examples of behaviors associated with this competency include, but are not limited to:

- Follows Einstein's and department's policies and procedures, and meets productivity standards, deadlines and work schedules
- Acknowledges and corrects mistakes timely and directly and conducts activities in an ethical and dependable manner
- Sets high professional performance standards for quality and evaluates performance against those standards
- Assumes responsibility to ensure issues/concerns will be addressed and monitors them through conclusion

COLLABORATION

Encourages cooperation, collaboration and partnerships and works cooperatively with others to achieve set goals and/or implement department and strategic goals. Examples of behaviors associated with this competency include, but are not limited to:

- Respects diverse thoughts, views and approaches and fosters cooperation and collaboration in others through trust-building and relationships
- Collaborate with others to promote Einstein's services and resources to meet the needs of staff, students and faculty
- Facilitates and models teamwork across Einstein and creates a culture of transparency and trust
- Builds effective teams within their respective departments and with internal and external clients of the college

TECHNOLOGY

Ability to apply various forms of technology to communicate, solve problems and improve efficiency. Examples of behaviors associated with this competency include, but are not limited to:

- Effectively uses and applies technology to improve work processes
- Understands and uses technology to accomplish goals and solve problems
- Successfully communicates using technology
- Manages and proactively determines how technology can be used to improve department and operational efficiency

PLANNING & ORGANIZING

Demonstrates an awareness of business issues, processes and outcomes as they impact internal and external clients of Einstein. Examples of behaviors associated with this competency include, but are not limited to:

- Continually seeks to improve processes and embraces institution and industry wide best practices
- Anticipates needs, monitors progress toward objectives and adjust actions as necessary
- Outlines project goals and timelines and review progress at defined intervals
- Proactive in planning actions to align with organizations strategic goals and to meet external events

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FISCAL & RESOURCE MANAGEMENT

Demonstrates integrity, accountability and efficient stewardship of resources in a manner consistent with Einstein's policies and standards. Examples of behaviors associated with this competency include, but are not limited to:

- Analyzes and uses fiscal data to make informed business decisions
- Prepares, justifies, and/or administers the budget; uses cost benefit thinking to set priorities; monitors expenditures in support of programs and policies
- Demonstrates broad understanding of principles of financial management necessary to ensure the appropriate stewardship of Einstein's resources

LEADERSHIP

Provides direction, motivation and sets an example through open communication and modeling best practices. Examples of behaviors associated with this competency include, but are not limited to:

- Supports and fosters a climate of inclusion where diverse thoughts are shared and integrated to develop plans and solutions
- Recognizes strategic opportunities to enhance Einstein's success and foster the development of compelling messages, a common vision and priorities that guide and focus efforts
- Clearly defines standards and expectations and recognizes the achievements of employees and champions recognition and reward
- Supports fair treatment and equal opportunity for all and empowers employee performance by providing resources, support and direction

COACHING & DEVELOPMENT

Leads and engages to maximize individual performance through alignment with departmental goals and Einstein's mission and strategic goals. Examples of behaviors associated with this competency include, but are not limited to:

- Evaluates and addresses the learning and development needs of staff and help them select diverse experiences to gain skills
- Creates opportunities for staff to develop skills and knowledge by leveraging internal and external learning resources
- Observes and communicates about performance needing improvement and works to support staff to enhance skills and achieve learning and development goals

CHANGE MANAGEMENT & INNOVATION

Uses knowledge and professional experience to envision the future needs, anticipate change, capitalize on opportunities and develop innovative options that further the strategic direction of the organization. Examples of behaviors associated with this competency include, but are not limited to:

- Recognizes when there is a need for change and effectively manages both the areas that remain stable and those that are changing
- Creates a shared responsibility among team members by involving them in critical deliberations and decisions as appropriate
- Foresees the impact of emerging technologies and integrates these technologies within changing organizational processes
- Communicates to those stakeholders affected by changes and addresses their questions, concerns and need for information