PERFORMANCE FEEDBACK PROGRAM

COMPETENCIES FOR INDIVIDUAL CONTRIBUTORS (PROFESSIONAL AND ADMINISTRATIVE SUPPORT STAFF)

Staff classified as *Individual Contributors (Professional and Administrative Support Staff)* may oversee the workflow of staff and projects but do not exercise direct supervisory authority. This group will also include Individual Contributors who may have specialized functional knowledge and responsibilities.

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

JUDGMENT / DECISION MAKING

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

- 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 & DEPENDABILITY

Promotes organizational mission and goals, and models the way to achieve them. Examples of behaviors associated with this competency include, but are not limited to:

- Models Einstein's mission, vision, values and strategic goals

- Does not diffuse blame for not meeting expectations; faces up to problems timely and directly

- Conveys confidence in ability to prevail over challenges and reach their goals

- Sets clear expectations as well as meaningful, challenging and attainable goals that are aligned with those of the organization

COLLABORATION / TEAMWORK

Encourages cooperation, collaboration and partnerships 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

- Demonstrates a cooperative spirit and contributes to a positive and supportive working environment

- Leverages knowledge, skills and abilities to solve problems and contribute to team/department reaching achieving its set goals

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:

- Understands and uses technology to accomplish goals and solve problems

- Effectively uses and applies technology to improve work processes

- Successfully communicates using technology

- Manages and proactively determines how technology can be used to improve department and operational efficiency