



## CAREER PROGRESSION FRAMEWORK

### HOW TO USE THIS FORM

The Career Progression Framework will consist of Universal Competencies related to the University's Mission, Core Competencies per Occupational Group related to the position's job template and the selection of two (2) Professional or Manager Competencies related to the position.

Supervisors should complete this form for each position. It is not required to have a Framework for each employee in the same position within the same department, but it may be necessary to complete more than one Framework based on the specialization for that position.

Completed Career Progression Frameworks with appropriate signatures should be uploaded to the [Career Progression Framework Library](#) for review and approval by Human Resources.

A list of all required and available competencies can be found in the [Competency Library](#) on the Career Progression website. Please work with your designated HR Specialist if you have any questions.

### POSITION DETAILS

**Employee(s) Name (if applicable):** Sally Smith

**Classification:** Accountant

**Level:** 5

**Working Title:** Accountant

**Department:** Accounting Office

**Supervisor Name:** Barbara Banner

**Is this a New or Revised Career Progression Framework?**

New

Revised

**If Revised, what is being edited?** [Click or tap here to enter text.](#)

### COMPETENCY STATEMENTS

Describe what specific observable and measurable behaviors, capabilities, expertise and/or understanding that is required to achieve the designated rank of Proficient, Advanced and Expert for each competency. Be clear, direct, and detailed.

To aid in the development of drafting competency statements, Human Resources has developed broad definitions of each competency and measurable and observable competency statements for each competency across all three ranks. Please visit the [Career Progression](#) website for the full competency list with competency statements and training on how to create the Career Progression Framework.

## UNIVERSAL COMPETENCIES

Universal Competencies are competencies that are related to the [University's mission](#). These competencies are required for all employees, regardless of job template or position.

### Competency: Valuing Diversity

Proficient	Advanced	Expert
<p>Points out when bias is encountered in the workplace.</p> <p>Adheres to EEO policies, goals, objectives, and philosophies of valuing diversity in performing everyday duties and responsibilities.</p>	<p>Adjusts and adapts communication styles to be effective in a diverse workplace.</p> <p>Questions own behavior when working with others to determine if it's free from bias and discrimination.</p>	<p>Identifies industry/market trends and how they inform inclusion and diversity.</p> <p>Responds and takes action to non-inclusive behavior.</p>

### Competency: Innovation/Creativity

Proficient	Advanced	Expert
<p>Researches and stays informed on industry developments.</p> <p>Is aware of the department's business plan, immediate environment and the impact of events and activities on the department.</p> <p>Share insights and observations with senior finance colleagues to influence business decisions.</p>	<p>Keeps up to date on methods and operations in order to assist in analysis process.</p> <p>Assess strengths, weaknesses, opportunities, and threats (SWOT) facing the organization (e.g., PESTEL (political, economic, social, technological, environmental, legal) analysis.</p>	<p>Follows industry trends and contributes ideas that push the University forward.</p> <p>Uses various data sources to identify leading indicators, predict initiatives, and drive contingency plans.</p>

### Competency: Leadership

Proficient	Advanced	Expert
<p>Maintains a positive outlook and accepts feedback and suggestions for improvement in work.</p> <p>Observant of office policies and procedures.</p> <p>Acts in a fair and ethical manner and recognizes conflict of interest.</p>	<p>Provides guidance to others on policies and procedures.</p> <p>Adapts personality style and preferences when motivating team members.</p> <p>Influences and appropriately challenges colleagues for whom you are providing a service for.</p>	<p>Sets example for team members in how tasks and assignments are completed.</p> <p>Demonstrates integrity in their actions and delivery of service in relation to the department and University's purpose, mission, and principles.</p> <p>Researches evidence-based practices.</p> <p>Uses data to support change.</p>

**CORE COMPETENCIES PER OCCUPATIONAL GROUP**

Core Competencies per Occupational Group are competencies that are related to the Occupational Group that the position’s job template falls under. Each Occupational Group has a list of competencies that all job templates under that group will be required to be used. To determine the core competencies for the position’s job template, please visit the [Competency Library](#) website.

<b>Competency: Customer Service</b>		
<b>Proficient</b>	<b>Advanced</b>	<b>Expert</b>
<p>Analyzes financial statements and financial data to guide customers. Organizes and presents thoughts, information, and facts logically. Determines the interests and profiles of University departments. Acknowledges different priorities between accounting and University departments.</p>	<p>Identifies trends that impact service delivery to the University. Establishes working relationships that foster department success. Modifies delivery, language, or content to suit the characteristics and needs of customer. Consults and/or negotiates with management regarding funding levels, cost allocations, or related financial issues.</p>	<p>Identifies various customers’ changing needs and adapt service delivery accordingly. Considers the impact of recommendations, outcomes, and organizational changes to the University. Determines the operations, opportunities and challenges of colleagues in other departments for whom you are providing a service.</p>
<b>Competency: Problem Solving</b>		
<b>Proficient</b>	<b>Advanced</b>	<b>Expert</b>
<p>Identifies and recognizes routine or standard problems that have established precedents and limited impact, referring nonstandard questions and problems to senior staff. Consults supervisor as necessary prior to making determinations or conclusions.</p>	<p>Assesses and resolves unprecedented problems that require research and review of policy, procedures, and regulations. Applies judgment for problem resolutions or program requirements based on federal/state laws and regulations. Consults with management if decisions have university and/or state impact.</p>	<p>Independently resolves and/or develops recommendations for unprecedented, complex issues and problems. Serves as a resource for others in resolving unprecedented, non-standard issues and problems. Anticipates problems and develops recommendations for management resolution. Evaluates past decisions to prevent reoccurrence of problems.</p>
<b>Competency: Time Management</b>		
<b>Proficient</b>	<b>Advanced</b>	<b>Expert</b>
<p>Sets clear goals and objectives for meetings and projects. Focuses efforts on highest priorities. Uses systems to organize and keep track of information or work progress.</p>	<p>Optimizes financial reporting process to provide useful and timely information through the use of KPIs, scorecards, and dashboards. Maintains persistence in the face of obstacles and frustrations.</p>	<p>Develops a different approach, when necessary to complete the project on schedule or with the available resources. Manages multiple projects and assignments, making appropriate prioritization decisions.</p>

**ADDITIONAL PROFESSIONAL OR MANAGER COMPETENCIES**

Select two additional Professional Competencies for those positions with a job template in a Professional Category (P1-P7) or Manager Competencies for those positions with a job template in a Manager Category (M6-M8). The Professional Competencies should be related to the employee’s job specification and/or specific discipline for their position. Manager Competencies should be related to the employee’s role of providing a combination of supervision/management over a department charged with providing a variety of cross-disciplinary services. A list of available competencies can be found on the [Competency Library](#) website.

<b>Competency: Analytical/Critical Thinking</b>		
<b>Proficient</b>	<b>Advanced</b>	<b>Expert</b>
<p>Compiles, monitors, examines, and audits various financial statements/reports for accuracy, integrity, and conformance to accepted accounting and program guidelines.</p> <p>Recognizes and researches unusual activity for further investigation.</p> <p>Prepares, disseminates, and interprets financial reports.</p>	<p>Compiles, monitors, examines, and audits moderately complex financial statements/reports/accounts or budget codes for accuracy, integrity, and conformance to accounting and program guidelines.</p> <p>Identifies substantive issues and thoroughly and accurately research and analyze them.</p> <p>Identifies changing requirements and problems regarding management needs, fiscal procedures, account structures or reports, and accounting systems.</p> <p>Evaluates systems of control and recommends improvements or changes.</p>	<p>Examines and analyzes complex financial statements. Institutes changes based on findings.</p> <p>Researches, analyzes, and ensures implementation of new and/or changing accounting and reporting systems.</p> <p>Conducts risk assessment of systems of internal control and implements improvements/changes to internal controls systems.</p>
<b>Competency: Communication</b>		
<b>Proficient</b>	<b>Advanced</b>	<b>Expert</b>
<p>Prepares written and/or technical products following standard guidelines.</p> <p>Organizes and presents information and facts logically.</p> <p>Provides fact-based information to others based on requests; uses appropriate communication tools, including digital, to communicate effectively.</p>	<p>Prepares written and/or technical products which convey concise, comprehensive, and accurate findings and conforms to guidelines.</p> <p>Provides appropriate documentation to support conclusions.</p> <p>Protects personal digital reputation.</p>	<p>Conveys concise, comprehensive, and accurate findings on matters of a complex nature in written form.</p> <p>Provides conclusions and recommendations that are based on extensive professional knowledge and judgment.</p> <p>Leads the development of written information for highly visible or complex situations.</p>

## SIGNATURES

### SUPERVISOR REVIEW

I acknowledge that I have completed this Career Progression Framework in consultation with Management and Human Resources for this position. I will share this with the employee(s) in this position and assist in their progression through this plan.

**Supervisor Signature: Barbara Banner**

**Print Name: Barbara Banner**

**Date: 1/1/2023**

### OVERALL COMMENTS *(Optional)*

Click or tap here to enter text.

### MANAGER OUTSIDE OF ANY BARGAINING UNIT REVIEW

I acknowledge that I have reviewed and support this Career Progression Framework.

**Manager Signature: Michael Mustard**

**Print Name: Michael Mustard**

**Date: 1/5/2023**

### OVERALL COMMENTS *(Optional)*

Click or tap here to enter text.

## HUMAN RESOURCES SECTION (HR use only)

**Approved**

**Denied**

**HR Specialist Signature: Jackson Jones**

**Print Name: Jackson Jones**

**Date:  
1/10/2023**

### NOTES/COMMENTS

Click or tap here to enter text.