



## Universal Competencies Competency Statement Examples

### Competency: Valuing Diversity

*Definition:* Appreciates differences as well as similarities and fosters a welcome environment in which all individuals can achieve their fullest potential and in which open and respectful communication is facilitated.

**Occupational Group:** Academic Programs/Services

**Job Template:** Educational Program Manager 1

Proficient	Advanced	Expert
<p>Recognizes the University's commitment to diversity, equity, and inclusion as it relates to the program services and activities. Works collaboratively with individuals of diverse cultural, social, and educational backgrounds. Creates an open and inclusive atmosphere where all team members feel comfortable sharing their unique viewpoints and experiences during meetings and decision-making processes.</p>	<p>Assigns employees to project teams that leverage their unique skills and perspectives, promoting diversity in problem-solving and innovation. Ensures that work assignments are distributed fairly and based on skills and qualifications rather than biases. Encourages and shares opportunities with employees to participate in various Diversity Awareness Trainings to increase their cultural competence and awareness of diversity issues, fostering a more inclusive work environment.</p>	<p>Stays informed about best practices in diversity and inclusion by attending conferences, workshops, and seminars, and share insights with the team to foster a culture of ongoing learning. Develops a comprehensive diversity and inclusion strategy for the department, outlining clear objectives and action plans to foster a more inclusive work environment. Encourages the formation and participation in Employee Resources Groups (ERGs) that represent various identities and backgrounds within the organization.</p>

**Occupational Group:** Arts and Curatorial Services

**Job Template:** Theater Production Specialist

Proficient	Advanced	Expert
<p>Treats all colleagues, students, and stakeholders with respect, regardless of their background, ethnicity, race, gender, or other characteristics. Collaborates with colleagues from diverse backgrounds. Collaborates effectively with team members and recognizes the unique</p>	<p>Models inclusive behavior and attitudes in all interactions. Encourages open communication and feedback from all involved in theater productions. Uses inclusive language and terminology in all communications, both internally and externally. Avoids language</p>	<p>Fosters a safe and welcoming atmosphere for individuals involved in the production. This includes providing accommodations for individuals with disabilities, using gender-neutral language, and addressing any discriminatory behavior promptly.</p>

strengths that diversity brings to a department.	that may be exclusive or offensive to any group. Seeks out and purchases materials that are produced by diverse suppliers or feature diverse representation in their content.	Stays current with technology trends to ensure that new technologies and tools are accessible to people with disabilities.
--	--	--

**Occupational Group:** Communication and Marketing

**Job Template:** Media Producer 1

<b>Proficient</b>	<b>Advanced</b>	<b>Expert</b>
Treats all colleagues, students, and stakeholders with respect, regardless of their background, ethnicity, race, gender, or other characteristics. Collaborates with team members and recognizes the unique strengths that diversity brings to media production. Ensures that the content produced is inclusive and representative of diverse backgrounds, cultures, and perspectives.	Engages with diverse communities to understand their needs and perspectives. Encourages open communication and feedback from individuals with diverse backgrounds to create content that resonates with and respects diverse audiences. Is aware of potential cultural sensitivities and avoids using imagery, symbols, or language in all media that could be offensive or exclusive.	Collaborates with others to create and design a compelling and relevant D&I future state. Stays current with technology trends to help ensure that new technologies and tools are being adopted by the department and is accessible to all. Recognizes and addresses incidents of explicit and implicit bias in communication and marketing materials, including one's own; holds people accountable for problematic behavior.

**Occupational Group:** Institutional Operations

**Job Template:** Facilities Manager 1

<b>Proficient</b>	<b>Advanced</b>	<b>Expert</b>
Fosters open and inclusive communication channels with departments, staff, and external parties. Ensures that all stakeholders have equal opportunities to provide input and express concerns regarding facilities projects.  Ensures that all staff understand and respect cultural differences in the workplace and when	Assembles diverse project teams that include individuals from different backgrounds, experiences, and expertise when overseeing construction or renovation projects. Ensures that all construction and renovation projects incorporate accessibility features to accommodate all individuals. Ensures that project responsibilities are allocated	Addresses unconscious bias and cultural sensitivity in project planning and execution. Seeks out and engages with a diverse pool of vendors, contractors, and suppliers for construction projects. Leads efforts to continuously assess and enhance diversity and inclusion efforts on construction sites. Seeks feedback from staff

<p>interacting with contractors or external parties. Seeks input from diverse university stakeholders, including faculty, staff, and students, when planning and managing construction or renovation projects.</p>	<p>equitably among team members, regardless of their backgrounds, and that opportunities for skill development and advancement are accessible to everyone.</p>	<p>and stakeholders and adapts strategies as needed.</p>
--	--	--

**Occupational Group:** Student Programs/Services

**Job Template:** Student Services Program Coordinator

<b>Proficient</b>	<b>Advanced</b>	<b>Expert</b>
<p>Ensures that student-oriented programs and events include diverse perspectives, cultures, and backgrounds in their content and activities. Uses inclusive language and imagery in promotional materials to convey a welcoming atmosphere. Ensures that all events are accessible to students. Makes an effort to learn about various cultural traditions and practices that can be incorporated into programs.</p>	<p>Reaches out to underrepresented student populations and engages them in program planning and participation. Uses various communication channels to reach a broad and diverse audience. Participates in diversity and inclusion training to create events and programs that respect and celebrate different cultures and identities. Collaborates with student organizations and affinity groups to develop programs that value different cultures and identities.</p>	<p>Collaborates with other departments and offices, including diversity offices and multicultural centers, to co-sponsor events and initiatives that promote diversity and inclusion. Liaise with academic departments to align curricular programs with diversity initiatives. Develops marketing and outreach strategies that target a diverse audience and highlight the inclusivity of the programs and events.</p>

**Competency: Innovation/Creativity**

**Definition:** Goes beyond the conventional, “thinking outside of the box,” with a willingness to take “smart” risks, try out different solutions, and learn from mistakes. Looks at a problem in a new way; offers ideas and solutions that are unique, makes connections among previously unrelated notions; is seen as original and value-added in brainstorming settings.

**Occupational Group:** Academic Programs/Services

**Job Template:** Instructional Developer

Proficient	Advanced	Expert
<p>Researches and stays informed on current trends and best practices in instructional design, learning theories/principles, and instructional software.</p> <p>Shares current trends, insights, and recommendations with senior staff to influence department practices and generate new ideas.</p> <p>Provides constructive feedback to colleagues to enhance department’s course quality and output.</p>	<p>Researches and reviews the instructional design provided by other departments at the University and peer institutions.</p> <p>Assesses the needs of the faculty/departments requesting instructional support and proposes recommendations based on current trends.</p> <p>Writes and revises SOP for instructional design techniques, trends, and data analytics.</p>	<p>Implements industry trends and best practices to push department and University forward with limited guidance.</p> <p>Extrapolates the needs of faculty/departments requesting instructional support based on prior experience and implements solutions.</p>

**Occupational Group:** Institutional Operations

**Job Template:** Environmental Health & Safety Specialist 1

Proficient	Advanced	Expert
<p>Questions current training and consultation techniques to identify areas for improvement.</p> <p>Identifies strengths and weaknesses in University compliance in specified program area utilizing data and reporting.</p> <p>Contributes to department meetings by generating and sharing new ideas.</p>	<p>Reviews environmental health and safety practices outside of own unit/specialty.</p> <p>Stays informed on industry standards and developments for training related to laboratory practice, activities, equipment, and environmental conditions.</p> <p>Offers suggestions to improve current practices and increase compliance across the University.</p>	<p>Generates creative and unique recommendations by drawing on industry standards and practices across the University.</p> <p>Compiles specific and unique recommendations for improvements based on data and reporting.</p>

**Occupational Group:** Laboratory and Research Operations

**Job Template:** Laboratory Technician 2

Proficient	Advanced	Expert
------------	----------	--------

<p>Stays informed on best practices and industry standards in laboratory techniques.</p> <p>Identifies areas for improvement in laboratory demonstrations to increase effectiveness and efficiency.</p> <p>Remains open-minded when discussing technical problems related to laboratory techniques and equipment.</p>	<p>Examines and reviews laboratory practices in other departments across the University.</p> <p>Proposes recommendations for increasing effectiveness of the lab.</p> <p>Explores new tests, analyses, and methodologies to meet individual and department goals.</p>	<p>Modifies laboratory and safety procedures and manuals, drawing on knowledge of other department practices and industry practices.</p> <p>Generates and shares creative ideas to assist in students' learning in laboratory settings.</p> <p>Provides recommendations to senior staff/faculty for new lab exercises, tests, or analyses.</p>
---	---	--

**Occupational Group:** Student Programs/Services

**Job Template:** Academic Advisor 1

<b>Proficient</b>	<b>Advanced</b>	<b>Expert</b>
<p>Contributes creative ideas for new recruitment and/or orientation programs and activities.</p> <p>Determines the needs and goals of students to provide personalized curriculum decisions.</p> <p>Reviews and analyzes current department processes and procedures to increase effectiveness and efficiency.</p>	<p>Researches programs and activities conducted at peer institutions which assist in recruitment and retention of students.</p> <p>Utilizes past student experiences and creativity to tailor curriculum decisions and meet the goals and needs of the student.</p> <p>Explores new methodologies and procedures for performing work to increase personal and department effectiveness and efficiency.</p>	<p>Proposes recommendations to improve individual and department effectiveness and efficiency, drawing on knowledge of current University practices and peer institutions.</p> <p>Predicts student needs and utilizes creative problem-solving methods to assist student in meeting their goals.</p>

## Competency: Leadership

*Definition:* Leads, encourages, inspires and supports others to reach a shared goal; understands each individual has contributions to make and how individuals, at all levels, operate and how to best use that understanding to achieve objectives. (This does not require employee supervision).

Occupational Group: Communication & Marketing

Job Template: Publicity/Marketing Coordinator

Proficient	Advanced	Expert
Examines the current communication landscape as it applies to the department, its staff, faculty, students and to external audiences. Employs media to deliver department's messages to target audiences. Examines the department's message framework and how to connect with specific audiences such as students, faculty, staff and external audiences, ensuring messages can appeal to diverse audiences.	Matches the medium to the message and determines which forms of media are best for internal and external audiences. Finalizes and implements an integrated communications plan to advance the department's goals and priorities. Applies the vision and mission in the department's messaging. Identifies, develops and partners with individuals/units from diverse backgrounds and experiences and incorporates their perspectives into the messaging.	Measures and evaluates before, during, and after completion of any communication campaign or plan and makes corrections and improvements. Employs message-based strategies that not only build coalitions, but also unite sometimes disparate audiences around the department's key mission, vision, and goals.

Occupational Group: Academic/Program Services

Job Template: Educational Program Administrator

Proficient	Advanced	Expert
Learns issues to better understand program; shares key messages with students, the community and partners.	Works with others to create and implement advocacy plans that advance the program's core values and supports student learning; identifies and sets collective goals.	Organizes collaboratively with community partners around shared interests of the program and communities. Analyzes and strengthens alliances with a diverse and inclusive set of stakeholders to implement, support, evaluate, communicate and sustain program objectives.

Occupational Group: Administrative Services

Job Template: Financial Analyst 1

Proficient	Advanced	Expert
Tracks progress of goals and coordinates resources to meet deadlines. Reviews program needs and recommends allocation of fiscal resources.	Informs cost-benefit analysis to develop sound financial plans with programmatic impact. Examine implications of financial decisions and implements methods for meeting needs of staff and the organization overall.	Ensures optimal return on expenditures through analysis of cost-benefits and return on investment options and initiatives. Secures resources from leadership, responsible for the overall

Maintains quality while maintaining costs.		utilization of resources and ensures expenditures align within those limitations.
--	--	---

Occupational Group: Library

Job Template: Librarian 2

<b>Proficient</b>	<b>Advanced</b>	<b>Expert</b>
<p>Establishes credibility with other librarians in the workplace.</p> <p>Determines customer's needs and inform resource allocation.</p> <p>Applies library policies and procedures with localized needs and workflows.</p>	<p>Works to model effective change management.</p> <p>Contributes perspectives as a participant across campus communities.</p> <p>Encourages, leads and empowers other librarians in their professional development and workload management.</p>	<p>Builds and models a personal record of excellent instructional practice, including modeling new pedagogies.</p> <p>Creates an environment of positive learning, trust, and reflection, addressing pedagogical or instruction-related conflicts.</p> <p>Demonstrates openness to implementing new ideas and new pedagogical practices and to exploring new instructional technologies.</p>