Professional Competencies Competency Statement Examples

Competency: Adaptability/Flexibility

Definition: Adapts behavior or methods as appropriate to suit a new or changing environment, needs of the situation or to achieve a goal; is open to new information and methods of accomplishing work.

Occupational Group: Student Programs/Services
Job Template: Advisor 2

Proficient	Advanced	Expert
Provides the perspective that change is inevitable to students. Provides examples of flexible and inflexible behavior in the face of change. Copes with day-to-day frustrations, adversities and uncertainties with students. Identifies and considers alternative approaches to situations or problems.	Makes progress in an atmosphere of ambiguity and uncertainty. Recovers from disappointments and setbacks with students. Works effectively with unstructured teams, situations, or environments. Creates processes with provisions to accommodate change. Helps students adapt to changing environments and accept new situations. Leverages prior experience as a help towards handling changing situations.	Adapts style and advising to situation at hand. Adjusts priorities and resource allocations to support changing needs of the students. Develops, implements, monitors, and fine-tunes transitional programs. Promotes new trends and changing demands as opportunities for the students. Coaches students to view failure is an opportunity to learn for the future.

Occupational Group: Library
Job Template: Librarian 2

Proficient	Advanced	Expert
Determines how information is located, critically evaluated, and assimilated for the creation of new knowledge. Maintains active knowledge and awareness of current user activity; is a known presence to users; is aware of any special needs or issues that arise.	Uses evidence-based practice methods to collect, interpret and use data from research to realign resources to meet changing needs. Adapts concepts from professional documents and guidelines in design and content of instructional situation to adapt to changing needs.	Researches emerging trends and initiatives in library spaces and buildings, determines future trends in knowledge organizations and scholarship. Integrates emerging technologies into a variety of instructional strategies to support the changing learning styles, interests, and ability of all students.

Occupational Group: Academic Services
Job Template: Sr. Educational Program Administrator

Proficient	Advanced	Expert
Reads and understands emotional, interpersonal and environmental cues from students, staff, and faculty, and adjusts own behavior to serve as a resource for programmatic policies, procedures and activities. Gathers evidence from a variety of sources to assess changing program activities and priorities, and makes informed choices based on available information.	Supports and adapts to changes in delivery of workshops, training programs, courses, and/or program curricula. Provides advice and guidance to staff to assist them in adapting to difficult or changing situations. Tracks the impact of program service and activity changes, making adjustments to the implementation of the change initiative, as needed.	Revises program goals and objectives to meet new demands and priorities. Provides support systems to staff and faculty(i.e., retraining programs, new or updated policies and procedures) to deal with the unanticipated and challenging results of change activities. Defines the objectives of program-wide change processes and establishes guidelines that ensure transparency, accountability, risk control and crisis management during the change process.

Occupational Group: Administrative Services
Job Template: Business Operations Specialist 3

Proficient	Advanced	Expert
Demonstrates willingness to change ideas or perceptions based on new information or contrary evidence when assisting faculty and staff on administrative and fiscal matters. Is open to new ideas and listens to other people's points of view. Adjusts own working style and behavior when supervising day to day program operations to fit different situations.	Involves staff in the process of change with administrative policies and procedures and ensures open, two-way communication. Develops and implements additional policies and procedures for continuous improvement within department. Proactively shares information and resources to staff and faculty to foster change with administrative and fiscal matters.	Manages the agreed change implementation process for administrative policies and procedures. Identifies and eliminates obstacles for successful change implementation. Encourages staff to incorporate continuous improvement as a way of approaching administrative and fiscal work.

Competency: Analytical/Critical Thinking

Definition: Looks at situations from multiple perspectives; organizes difficult information in a systematic way; identifies issues and underlying causes and thinks through the consequences of different courses of action; compares and evaluates data from different sources to make well informed decisions and identifies alternative solutions.

Occupational Group: Academic Programs/Services
Job Template: Educational Program Coordinator

Proficient	Advanced	Expert
Identifies operational inefficiencies and suggests small improvements. Creates a well-organized calendar of program activities and ensures all necessary resources are available when needed. Identifies and resolves routine challenges in program coordination.	Identifies opportunities to optimize administrative processes and streamline office operations. Develops a knowledge base to address common inquiries and implements a system for tracking and addressing recurring issues. Provides prompt and accurate responses to inquiries regarding program policies and procedures.	Identifies trends in student data and proposes improvements to program curriculum or policies. Formulates data-driven recommendations for curriculum changes or student support initiatives. Evaluates the impact of program events on participants and uses data to improve future event strategies.

Occupational Group: Information Technology
Job Template: IT Team Lead 1

Proficient	Advanced	Expert
Identifies and solves common IT issues and challenges. Troubleshoots system errors, assess performance problems, and provide practical solutions. Utilizes data analysis techniques to draw insights from IT-related data, aiding in decision-making. Identifies and streamlines existing workflows to enhance team productivity.	Dissects complex issues, using comprehensive root cause analysis to uncover underlying problems. Creates long-term technology strategies that align with the university's goals and anticipate future needs. Identifies and mitigates potential risks associated with IT projects, ensuring minimal disruption and financial impact. Collaborates with various departments and external partners to align IT services with organizational needs.	Keeps abreast of emerging technologies and identifies opportunities to leverage them for competitive advantage. Drives innovation within the IT department by introducing groundbreaking technologies and methodologies to achieve strategic objectives. Conducts thorough risk assessments for IT projects and develops comprehensive risk mitigation strategies.

Occupational Group: Laboratory & Research Operations

Job Template: Laboratory Technician 1

Proficient	Advanced	Expert
Effectively identifies and addresses common issues and problems that arise during laboratory experiments, ensuring they run smoothly and safely. Monitors and enforces laboratory safety protocols, proactively addressing potential hazards or violations. Maintains an accurate inventory of lab supplies, ensuring materials are readily available for experiments.	Analyzes laboratory methods and procedures, identifying areas for improvement to enhance the effectiveness of experiments. Identifies opportunities to improve the efficiency and effectiveness of laboratory procedures and materials. Identifies opportunities to streamline laboratory processes, improving efficiency and resource utilization. Collaborates with colleagues to identify opportunities for equipment upgrades or new technology adoption, improving laboratory efficiency.	Contributes to long-term laboratory planning, including the assessment of new equipment, procedures, and technology for adoption. Engages in research and development efforts to explore novel laboratory techniques and approaches. Collaborates with faculty and teaching assistants to enhance laboratory manuals and experiment procedures, optimizing learning outcomes.

Competency: Attention to Detail

Definition: Efficiently allocates resources to achieve thoroughness and accuracy when performing duties in order to lead to greater productivity and economy; plans and organizes time and resources efficiently, shows attention to each aspect of the task.

Occupational Group: Communication & Marketing

Job Template: Editor 1

Proficient	Advanced	Expert
Proofreads written copy for facts, grammar, readability, and accuracy. Prepares ideas and/or materials for meetings. Collects and organizes materials to be used when preparing digital and print communications. Follows established processes and procedures when completing work, including while writing/editing copy, researching topics, and working with artists.	Reviews and proofreads written communications to ensure quality of work. Provides recommendations to improve quality. Develops new or revises existing processes and procedures to monitor quality of work. Organizes existing sources and potential sources of publishable material for use by colleagues.	Recommends new processes and procedures for department-wide use to ensure conformity and increase quality of work. Responds to questions from the public or media independently, providing accurate information. Researches topics in specialty area, identifies potential sources of information, and provides all information to colleagues.

Occupational Group: Student Programs/Services

Job Template: Admissions Officer 3

Proficient	Advanced	Expert
Collects University-wide admissions data. Provides accurate and up-to-date admissions requirements while counseling prospective applicants and parents. Compiles programmatic requirements and restrictions for academic programs across the University. Monitors work and output of student workers and support staff for accuracy.	Analyzes University-wide admissions data and effectiveness of current informational and promotional materials, forms, events, etc. Creates new or revises current resources on programmatic requirements for use by support staff and student workers to ensure accuracy. Collaborates with academic programs across the University to ensure revisions to program requirements and enrollment restrictions are understood.	Provides recommendations for informational and promotional materials based on understanding of what has or has not worked previously. Analyzes effectiveness of recommendations after implementation. Identifies methods to efficiently provide updates to programmatic requirements and enrollment restrictions to support staff and student workers (e.g., SharePoint team site notifications).

Occupational Group: Laboratory and Research Operations

Job Template: Animal Care Specialist

Proficient	Advanced	Expert
Maintains inventory of supplies and feed. Evaluates animals to ensure they meet established standards of good health. Assesses laboratory equipment and facilities to ensure appropriate functioning. Completes all work according to department and University-wide procedures and standards.	Develops an inventory system to streamline the inventory and re-order process. Writes standard operating procedures for evaluating animals and details standards of good health. Identifies potential issues with laboratory equipment and notifies the appropriate staff members. Monitors work/output against set procedures to ensure accuracy and consistency of work.	Predicts and anticipates inventory needs proactively. Creates maintenance plans for laboratory equipment to ensure proper functioning and minimal repairs. Recommends changes to file and records maintenance system for health and breeding records to increase organization and efficiency.

Competency: Communication

Definition: Establishes supportive and collaborative relationships with staff by keeping people informed, adapting communication to the audience, practicing focused listening, responding to the feelings and concerns of others and uses a range of effective communication techniques.

Occupational Group: Communication & Marketing
Job Template: Publicity/Marketing Coordinator

Proficient	Advanced	Expert
Keeps colleagues informed and collaborates effectively by sharing updates on ongoing marketing activities. Utilizes clear and concise written and verbal communication to convey ideas and updates, fostering understanding among team members. Tailors and adapts promotional materials and messages to the specific needs and preferences of different audiences.	Adjusts communication styles to suit the needs and preferences of different stakeholders, including colleagues, faculty, students, and alumni. Fosters collaboration among cross-functional teams by promoting open and transparent communication channels. Delivers compelling presentations that persuade stakeholders to support marketing strategies and initiatives. Demonstrates strong conflict resolution skills by resolving disagreements within the marketing team and with external stakeholders diplomatically.	Exemplifies visionary leadership by establishing a strategic vision that guides the development and implementation of comprehensive communication and marketing strategies. Takes a leadership role in shaping the department's communication strategy by setting a clear vision and guiding the team in executing complex marketing campaigns and initiatives. Mentors and trains junior staff in advanced communication techniques, serving as a role model and mentor within the department.

Occupational Group: Library
Job Template: Librarian 2

Proficient	Advanced	Expert
Adapts communication style and content to suit the needs and preferences of diverse audiences, including faculty, students, and staff. Addresses library users' concerns about resource access or services with empathy and professionalism, providing prompt solutions. Utilizes clear and concise language in written guides and tutorials to assist library users in navigating resources effectively. Regularly keeps colleagues and stakeholders informed about relevant library resources, services, and updates.	Fosters collaboration among library staff, faculty, and researchers by creating opportunities for open and transparent communication. Delivers compelling presentations and workshops that persuade faculty and students to utilize library resources and services effectively. Regularly communicates library updates through email newsletters and announcements to faculty, students, and staff.	Tailors communication strategies for diverse stakeholders, such as faculty, students, and external partners, to foster deeper connections and better support research and learning needs. Serves as a conflict resolution expert within the library, mentoring junior staff and facilitating constructive solutions for complex interpersonal issues. Explores and implements emerging communication technologies and platforms to optimize library services for a tech-savvy audience.

Occupational Group: Administrative Services
Job Template: Administrative Program Support 1

Proficient	Advanced	Expert
Adapts communication to cater to the specific needs of diverse colleagues, managers, supervisors, and other personnel within the department. Efficiently handles inquiries from staff and visitors through responding promptly to phone calls, emails, and in-person inquiries, providing accurate information and directing individuals to the appropriate department contacts. Utilizes clear and concise language when providing assistance to managers, supervisors, and other personnel in routine administrative tasks. Responds promptly to inquiries and provides assistance to managers and supervisors by effectively communicating updates and progress on administrative tasks.	Establishes and maintains collaborative relationships by seeking feedback from managers, supervisors, and staff members to continuously improve administrative processes. Collaborates with various university offices to reconcile errors and discrepancies in records and data through effectively communicating with departments to identify issues and make necessary corrections. Mediates conflicts within the department by effectively addressing disagreements and working towards mutually agreeable solutions. Regularly communicates departments updates through email newsletters and announcements to faculty, students, and staff.	Serves as a resource to colleagues by clarifying and explaining policies and procedures to affected parties to ensure they fully comprehend and adhere to these guidelines. Facilitates communication and collaboration between multiple departments, ensuring that projects that require cross-functional cooperation run smoothly. Utilizes advanced data analytics to gain insights into communication effectiveness, identifying areas for improvement and fine-tuning communication strategies. Presents difficult information in an clear and understandable manner to colleagues, managers, and key stakeholders.

Competency: Customer Service

Definition: Establishes supportive and collaborative relationships with staff by keeping people informed, adapting communication to the audience, practicing focused listening, responding to the feelings and concerns of others and uses a range of effective communication techniques.

Occupational Group: Academic Programs/Services
Job Template: Instructional Developer

Proficient	Advanced	Expert
Provides accurate and clear information to faculty and department stakeholders regarding instructional design services, responding promptly and professionally to inquiries and requests. Collaborates effectively with faculty to design various course types, engaging in proactive discussions, maintaining open lines of	Successfully addresses complex and challenging issues presented by customers through working closely with them to find solutions that meet their specific requirements. Effectively engages with a wide range of stakeholders, including faculty, department leads, eLearning Developers, and external partner through adapting their communication	Researches emerging educational technologies and best practices, then guides faculty in implementing groundbreaking educational methods. They set the standard for academic innovation and lead the transformation of UConn's educational landscape. Anticipates potential customer issues and takes proactive steps to prevent them, leading to a decrease in the

communication, and addressing concerns promptly to ensure a supportive and collaborative relationship that enhances course design. Seeks feedback from faculty, attentively listen to their concerns, and respond with empathy, showing a genuine understanding of their feelings and needs to fosters a more supportive working environment.	style to enhance collaboration and ensure that everyone is well-informed. Identify potential challenges in course design, engage in creative problem-solving, and respond effectively to address concerns and optimize the course materials.	time required to resolve problems and a more seamless customer experience. Fosters a culture of collaboration and support within the team and across departments by encouraging open dialogue, mutual respect, and a shared sense of purpose.

Occupational Group: Administrative Services
Job Template: Administrative Program Support 2

Proficient	Advanced	Expert
Effectively communicates with staff, providing clear information, and addressing inquiries promptly to ensure colleagues are well-informed about program-related matters. Tailors communication methods when providing program information, using clear and concise language when speaking with staff and offering more detailed explanations when dealing with complex administrative procedures. Demonstrates prompt response to staff inquiries or concerns via email or phone, ensuring that their questions and requests are addressed within a reasonable timeframe. Listens to staff members' concerns and suggestions during team meetings, acknowledging their input and demonstrating a commitment to addressing their needs.	Encourages a culture of open feedback by soliciting input from staff, actively incorporating their suggestions into program improvements, and ensuring their voices are heard. Fosters a positive team culture by initiating cross-departmental communication, bridging information gaps, and strengthening collaboration across the organization. Successfully handles complex or challenging customer inquiries or issues through collaborating with colleagues to find comprehensive solutions. Edits and formats various documents such as memos, reports, and announcements, ensuring they are error-free and follow departmental guidelines.	Takes the lead in coordinating departmental projects through tracking timelines and ensuring all team members are aware of their responsibilities. Seeks and integrates customer feedback into service improvements through ensuring that customer perspectives are considered in decision-making processes. Anticipates staff needs and expectations through possessing a deep understanding of the daily operations and unique challenges of the staff members, resulting in a harmonious work environment and optimized performance.

Occupational Group: Library
Job Template: Library Assistant 2

Proficient	Advanced	Expert
Effectively assists patrons and staff in accordance with Library policies, utilizing clear communication techniques to respond to concerns and inquiries, and offering efficient guidance for accessing and using library resources. Demonstrates responsive communication by promptly addressing patron and staff inquiries and concerns, maintaining a supportive and positive rapport within the library community.	Handles complex or challenging patron inquiries through collaborating with colleagues and resources to find thorough solutions. Identifies and recommends operational and patron experience improvements to create a more efficient and user-friendly library environment.	Fosters strong, collaborative relationships, providing valuable support, and proactively creating resources to guide colleagues and patrons in utilizing library resources effectively, thereby contributing significantly to UConn's mission and success. Utilizes collected statistics and feedback to assess and enhance patron services, ensuring continuous improvement in the library's offerings. Demonstrates deep expertise in library and university policies and procedures through offering guidance and influencing policy development and refinement. Serves as an authority in resolving complex patron issues and conflicts, ensuring resolutions that align with library values and patron satisfaction.

Occupational Group: Student/Program Services
Job Template: Dining Services Manager 1

Proficient	Advanced	Expert
Communicates with customers in a clear, friendly, and informative manner, ensuring they have the information they need about dining options and services. Effectively addresses common customer inquiries and concerns, providing prompt and satisfactory solutions to enhance their dining experience. Manages dining operations efficiently, minimizing wait times and ensuring customers receive timely and quality service. Ensures that all dining staff adhere to service standards, guaranteeing that customers receive consistent and high-quality service.	Actively solicits and listens to customer feedback, using their input to identify areas for improvement in dining services. Effectively manages challenging customer issues or disputes, employing conflict resolution skills to find equitable and satisfactory solutions. Initiates and leads customer-centric improvement projects, such as menu enhancements or innovative service concepts, to elevate the dining experience.	Serves as a subject matter expert in dining service policies, influencing policy development, and advocating for customers' dining needs at the institutional level. Coordinates and oversees special events and catering services, ensuring seamless planning and execution, and exceeding customer expectations. Collaborates with cross-functional teams to identify and implement enhancements that elevate the overall dining experience, from ambiance to service quality.

Competency: Ethical Practice

Definition: Performs work in accordance with the rules and standards of the organization and conduct of their profession; voices concern in appropriate forum if encounters unethical practices

Occupational Group: Student Programs/Services
Job Template: Mental Health Clinician

Proficient	Advanced	Expert
Ensures that clinical records and case reports are maintained in strict compliance with confidentiality and legal requirements, upholding the highest ethical standards in record-keeping and data management. Communicates with colleagues and superiors about ethical concerns and potential ethical violations, contributing to a culture of transparency and accountability within the organization. Engages in continuing education and professional development to stay current with evolving ethical standards and best practices in the mental health field, ensuring that services align with the latest ethical guidelines.	Assumes a leadership role within the student, health and wellness department through leading by example and overseeing the development and enforcement of policies and procedures governing ethical conduct. Fosters an environment of open dialogue where colleagues and team members are encouraged to voice concerns and discuss ethical issues, contributing to a culture of ethical awareness and continuous improvement. Develops expertise in cultural competence and ethical sensitivity through continuous training and self-assessment to ensure culturally sensitive and ethical delivery of services.	Serves as a consultant by offering expert guidance on complex ethical issues in mental health practice, while providing solutions for ethical challenges faced by colleagues and institutions. Regularly conducts comprehensive ethical audits of the student, health and wellness department operations and activities to identify risks, trends, and gaps in ethical practice, while actively developing and implementing strategies to mitigate these risks. Contributes significantly to the advancement of ethical practice in the field of mental health by conducting research on ethical issues, publishing findings in prestigious journals, and presenting at forums/conferences.

Occupational Group: Student Programs/Services
Job Template: Financial Aid Officer

Proficient	Advanced	Expert
Adheres to the established federal, state, and university regulations governing financial aid programs by reviewing and ensuring that all financial aid applications and awards are processed in accordance with these regulations. Communicates openly with students and parents regarding the financial aid application process, award decisions, and sources of aid by answering questions and minimizing misunderstandings. Ensuring strict confidentiality of sensitive financial information provided by students and families by	Develops financial aid policies and guidelines through working with the financial aid team and university administration to formulate policies that prioritize equitable distribution of aid, providing recommendations for policy changes when needed. Advocates for an open and safe workplace atmosphere within the financial aid office by encouraging colleagues and staff to raise, discuss, and address ethical issues without fear of judgment. Solicits feedback from students and their families regarding their financial aid experiences, utilizing surveys or	Advocates for student-centered policies and ethical financial aid practices within the institution through collaborating with university administrators to propose policy changes that prioritize affordability and accessibility. Innovates financial aid processes to enhance accessibility, transparency, and efficiency while upholding high ethical standards through leading the implementation of advanced technology for document submission and processing. Resolves conflicts involving ethical concerns through facilitating open

securely storing and transmitting data within established privacy guidelines.	focus groups to identify recurring issues or concerns, and subsequently using this feedback to anticipate and rectify potential problems.	dialogue, mediating disputes, and implementing resolutions that balance the interests of the institution, students, and the broader community, ensuring that ethical principles guide the decision-making process.

Occupational Group: Laboratory and Research Operations
Job Template: Animal Care Specialist

Proficient	Advanced	Expert
Follows UConn's established protocols and standards for animal care by ensuring that research animals receive proper care and good housing conditions. Ensures the ethical handling of data related to animal care and research through maintaining accurate records of animal treatments and observations. Pursues ongoing professional development to stay informed about the latest ethical standards and best practices in animal care.	Fosters interdisciplinary collaboration to address ethical challenges by bringing together researchers, veterinarians, and animal care technicians to develop comprehensive ethical guidelines for complex research projects that involve animals. Collaborate with colleagues on drafting and improving UConn's animal welfare policies to ensure that ethical considerations are at the forefront of policy development. Engages in the decision-making process related to animal ethics by collaborating with colleagues, researchers, and veterinary experts to review and assess proposed research projects, ensuring that they align with ethical principles and guidelines.	Fosters collaboration with external organizations dedicated to animal welfare and by establishing partnerships that facilitate information exchange and contribute to the broader ethical discourse on animal care practices. Shapes UConn's animal care policies by leading and participating in committees dedicated to developing and revising institutional ethical guidelines. Serves as a mentor by leading by example and leading training programs for staff and researchers, focusing on ethical animal care and handling.

Competency: Initiative

Definition: Does more than is required or expected in the job; does things that no one has requested that will improve or enhance products and services, avoid problems, or develop opportunities; plans ahead for upcoming problems or opportunities and takes appropriate action.

Occupational Group: Instructional Operations
Job Template: Senior Facilities Professional

Proficient	Advanced	Expert
Anticipates upcoming challenges and opportunities through regularly conducting risk assessments, taking the necessary actions to prevent issues and enhance project outcomes, while ensuring adherence to project budgets and schedules. Initiates regular project meetings to facilitate communication among project stakeholders, improving coordination and problem-solving. Ensures Federal and State regulatory compliance on projects by actively addressing code compliance matters and recommending adjustments where needed to improve facility performance and safety.	Appropriately allocates resources, such as personnel and equipment to projects based on project needs and timelines, ensuring efficient project execution. Participates in professional development activities to stay current with industry best practices and emerging trends to enhance expertise and service quality. Fosters cross-functional collaboration by encouraging knowledge sharing and teamwork among different departments to drive innovation and enhance UConn's overall facilities and services. Searches for opportunities to optimize project budgets to suggest cost-saving measures while ensuring project quality.	Establishes strategic partnerships with industry leaders through identifying the critical partners and organizations within the industry, government, and professional landscape that can play a pivotal role in advancing the university's projects. Promotes a culture of continuous improvement by encouraging facilities team members to participate in professional development activities and stay updated on industry best practices. Plans for potential crises by taking swift action to address unexpected challenges that could disrupt projects, and ensuring the best possible outcomes with minimal interruptions.

Occupational Group: Information Technology
Job Template: IT Project Manager 1

Proficient	Advanced	Expert
Identifies potential project issues by conducting regular risk assessments and implementing timely corrective actions to ensure project milestones are achieved. Seeks opportunities to improve the effectiveness and efficiency of IT project processes by identifying specific areas for enhancement and incorporating feedback from project stakeholders and team members to support project success.	Identifies underutilized resources within the IT project team and reallocates them to areas where they can have a greater impact, optimizing resource allocation. Drives innovation within the IT project by introducing new IT technologies or methodologies that enhance IT project performance and deliverables. Develops long-term IT project strategies that align with organizational goals by conducting in-depth assessments of the organization's overarching goals and working with stakeholders to identify key business needs.	Forecasts IT project resource needs and secures necessary resources well in advance by closely examining project requirements and historical data to ensure a smooth execution of IT project tasks. Identifies systemic inefficiencies in project management processes by analyzing project documentation, workflows, and procedures to identify inefficient, redundant, or problematic steps, and takes steps to streamline them.

Identifies potential risks in IT projects by implementing comprehensive risk mitigation strategies to prevent issues from impacting IT project outcomes.		Develops long-term IT project strategies through leveraging technology trends and industry insights to anticipate and proactively address future challenges and opportunities.

Occupational Group: Academic Programs/Services
Job Template: eLearning Developer 1

Proficient	Advanced	Expert
Participates in team discussions and collaborates effectively with Instructional Developers and other team members to contribute ideas and suggestions for improving existing eLearning materials and instructional methods. Collaborates with faculty to clarify course objectives and expectations, seeking ways to enhance the overall educational experience. Collaborates effectively with Instructional Developers and other team members to analyze and develop a standard instructional design plan.	Initiates and leads projects to implement innovative eLearning technologies or tools that enhance the quality and efficiency of instructional content delivery through conducting in-depth research on best practices for eLearning accessibility. Regularly assesses and analyzes data to identify trends and emerging best practices in the field of educational technology, and proactively recommends their integration into instructional design processes. Actively seeks opportunities to streamline eLearning development workflows through regularly analyzing the entire eLearning development process to improve productivity and resource allocation within the team.	Initiates and facilitates interdisciplinary collaboration across different departments and faculty members, fostering a culture of innovation and educational excellence by identifying synergies and initiating cross-disciplinary eLearning projects. Anticipates future challenges and opportunities in eLearning and creates comprehensive, long-term plans to address them through developing a roadmap for the integration of advanced technologies and reshaping the University's eLearning policies and practices. Enhances the user experience by proactively seeking feedback from students and faculty, implementing improvements based on their insights, and creating a learning environment that is responsive to user needs.

Competency: Interpersonal Interaction
Definition: Effectively communicates, interacts and works with others cooperatively and productively; demonstrates emotional intelligence through self-awareness and empathy towards others; develops effective relationships to encourage and support communication and teamwork.

Occupational Group: Communication and Marketing
Job Template: University Public Relations Associate 2

Proficient	Advanced	Expert
Develops relationships with and advises University officials regarding University publications, goals, and desired image. Leads other staff in planning media events. Responds to media and external stakeholders with empathy and demonstrates self-awareness.	Fosters and maintains relationships with University officials through active listening and thoughtful written and verbal communication. Composes teams of staff to work together in planning media events and writing news releases. Discusses the importance of emotional intelligence, self-awareness, and having empathy in written and verbal interactions with internal and external stakeholders.	Strengthens existing and continually develops new relationships with University officials through effective communication. Identifies opportunities for effective teamwork and relationship-building within department. Recognizes areas of growth opportunities in own communication styles and redirects behaviors and communications towards emotional intelligence, self-awareness, and empathy.

Occupational Group: Library
Job Template: Library Assistant 1

Proficient	Advanced	Expert
Provides support to Library patrons to improve patron experience. Supports Library staff in the creation of documentation, guides, and other resources. Exhibits a positive, welcoming attitude while interacting with Library patrons and staff.	Listens actively to Library patrons to understand their needs and uses own knowledge to assist with requests. Applies feedback on own behavior and makes suggested improvements to develop stronger working relationships.	Acts as a knowledge-matter expert to both Library patrons and Library staff. Anticipates the needs of Library patrons and provides thoughtful recommendations and assistance. Examines the body language, tone, and expressions of Library patrons and modifies responses appropriately to garner trust.

Occupational Group: Laboratory and Research Operations
Job Template: Laboratory Technician 2

Proficient	Advanced	Expert
Supports and collaborates with faculty, undergraduate students, and graduate students in laboratory set up. Communicates calmly with faculty and students regarding issues with laboratory techniques and equipment. Listens actively during unit/ departmental meetings to ensure understanding of changes to laboratory policies/procedures.	Develops working relationships with faculty and staff within the unit/department. Points out successes of students in the laboratory and provides support to those who require assistance.	Provides recommendations to laboratory set up, techniques, or equipment based on experience and communicates recommendations to faculty and staff. Assesses and manages potential conflicts within student/lab groups.

Occupational Group: Student Programs/Services
Job Template: Academic Advisor 1

Proficient	Advanced	Expert
Develops and maintains relationships with students, faculty, parents/guardians, and other University departments while serving as a resource for academic advising. Demonstrates active listening and empathy with students and refers as needed to other student success services (e.g., counseling, mental health services, etc.). Communicates effectively in writing and verbally while serving as the instructor for their First Year Experience (FYE) course.	Creates feelings of trust with constituents (e.g., students, parents/guardians) by advising them in curriculum decisions, scheduling of courses, and related matters. Collects regular feedback from students in FYE course and reviews for trends. Utilizes knowledge of the University and from previous experiences to provide the most appropriate recommendations and answer all questions related to academic programs, plants of study, and policies.	Utilizes relationships with current and prospective students to anticipate desires of students and make recommendations for programs to promote recruitment and retention of students. Assesses feedback collected from students in FYE course and implements changes as a result to teach more effectively.

Competency: Persuasiveness & Facilitation
Definition: Builds consensus and seeks mutual agreement and resolution through dialogue; understands the importance of give and take; explores alternatives and position to reach outcomes that gain the support and cooperation of all parties for ideas or proposals.

Occupational Group: Administrative Services
Job Template: Financial Analyst 3

Proficient	Advanced	Expert
Provides recommendations to departmental leadership regarding financial plans and operating forecasts with an understanding of departmental goals. Collaborates with internal and external peers to present recommendations for financial plans while balancing the needs/desires of all parties. Identifies areas of agreement and disagreement in the financial planning process amongst associated parties.	Explores and presents alternative financial solutions, utilizing knowledge of past practices, practices across the University, and industry-wide practices. Collects, analyzes, and presents several data sources to support financial decisions, including operating forecasts, future requirements, and other complex financial matters. Listens actively to all parties when budget concerns arise and facilitates agreement and understanding through a give and take process.	Presents several arguments and viewpoints regarding financial operating forecasts with clear support of a position, with evidence and data to support the decision. Gains leadership support of budget and financial recommendations by presenting pertinent facts and data in support of the recommendation, and not for the alternative options. Presents recommendations for financial plans, trending future requirements, operating forecasts, and other complex financial matters to leadership and department staff, tailoring the language and data presented to the audience to garner buy in.

Occupational Group: Institutional Operations
Job Template: Building Inspection & Compliance Official

Proficient	Advanced	Expert
Advises design professionals, project managers, consultants, and contractors on optimal design strategies to achieve building and fire code compliance. Clarifies appropriate policies, fire safety standards, and state building codes to design professionals, project managers, consultants, and contractors. Identifies potential areas of disagreement or non-compliance with design professionals, consultants, etc.	Communicates state building codes, fire safety standards, and building construction safety procedures with language tailored to the level and experience of the audience to improve their understanding. Understands the desires of the design professionals and the requirements of state building codes and fire safety standards and explores alternatives through a give and take process.	Communicates state building codes, fire safety standards, and building construction safety procedures with language tailored to the level and experience of the audience to improve their understanding and compliance with applicable codes, standards, and procedures. Presents alternatives to design professionals, project managers, consultants, and contracts regarding building design and compliance with fire codes, while considering the desires of the design professionals, project managers, etc. Responds to objections to recommendations by emphasizing the value of alternatives but

		enforcing compliance with fire safety codes.

Competency: Planning & Organization

Definition: Organizes and manages own time, tools and resources effectively, prioritizes workload, prepares in advance and sets realistic timescales to achieve goals and objectives; understands business issues, processes, and outcomes and the potential impacts both internal and external to the unit.

Occupational Group: Arts & Curatorial Services
Job Template: Art Museum Registrar

Proficient	Advanced	Expert
Registers museum collections, acquisitions, and gifts in a timely manner to meet deadlines. Organizes and coordinates the shipping, receiving, packing, and unpacking of works of art. Notifies team and manager/supervisor of delays in the receiving of works of art.	Assesses current methods for museum collections, acquisitions, and gift registration and considers more efficient alternatives (e.g., automatic processes versus manual). Identifies delays in shipping, receiving, packing, and unpacking works of art and corresponds with impacted agencies to keep abreast of delays. Assesses and reassesses priorities for incoming and outcoming works of art; shifts focus to meet shipping/receiving deadlines.	Identifies more efficient alternatives for museum collection, acquisition, and gift registration which increase efficiency and ability to meet slated deadlines; presents to manager/supervisor for consideration. Anticipates delays in shipping and receiving of works of art and collaborates proactively with the shipping/receiving agency to resolve concerns or issues. Adjusts work plans to take account of changes or delays in the shipping or receiving of art to better meet deadlines.

Occupational Group: Information Technology
Job Template: IT Project Manager 2

Proficient	Advanced	Expert
Prioritizes and supervises project staff, including setting tasks, priorities, and deadlines related to software development. Collaborates with a cross-disciplinary team to manage and oversee all aspects of software development project implementation to ensure timely completion. Communicates delays in software development projects to all affected constituents, including users, IT project staff, and leadership.	Develops comprehensive project plans outlining objectives/goals, tasks, timelines, and resource requirements in advance of the start of a software development project. Assesses and reassesses shifting priorities related to software development projects and reallocates personnel to meet project deadlines. Identifies the needs of project staff and provides resources and support to ensure timely completion of project milestones and deadlines.	Adapts to changing project requirements and unforeseen challenges and adjusts project plans accordingly, shifting priorities and resources as necessary to meet project milestones. Assesses the efficiency of project staff, as well as strengths and areas for improvement, and reallocates personnel to best meet software development project deadlines. Evaluates overall software development processes and project outcomes and implements enhancements to increase efficiency and effectiveness.

Occupational Group: Library
Job Template: Librarian 2

Proficient	Advanced	Expert
Prioritizes and organizes workload to ensure all responsibilities are met by their deadline, including the selection of new Library collections materials, in-person and online classroom instruction, and troubleshooting library systems. Coordinates the selection, ordering, receipt, assessment, monitoring, and organization of new and continuing Library collections materials ahead of future Library exhibits. Plans, manages, and implements workshops in a timely manner to meet deadlines. Communicates known delays to acquisition of Library collections materials to impacted constituents, including students, professors, and visitors.	Recognizes the shifting priorities of work depending on upcoming deadlines and reallocates time and resources towards most pressing work. Identifies delays in Library collections materials/resources acquisition quickly and works collaboratively with sending agency to suggest solutions and increase efficiency. Sets personal deadlines for task completion related to workshop creation/development and presentation to ensure overall project deadlines are met.	Identifies critical tasks in meeting project objectives that further the Library's strategic framework; organizes the necessary resources and provides support to achieve objectives and meet project deadlines. Anticipates delays in Library collections materials/resources acquisition based on experience and implements solutions to avoid delays and increase efficiency in collections acquisition. Identifies areas for improved efficiency in project task completion and implementation and communicates to manager/supervisor for consideration.

Competency: Problem Solving
Definition: Identifies and understands issues, problems, or opportunities; analyzes, develops possible solutions, and takes or suggests the appropriate course of action; remains calm under pressure and follows steps to achieve solution.

Occupational Group: Academic Programs/Services
Job Template: Assistant Teacher

Proficient	Advanced	Expert
Identifies and recognizes children's individual needs and arranges classroom environment to meet those developmental needs. Observes how the Master Teacher resolves conflict and solves other problems in the classroom, and engages in conversation with the Master Teacher to improve own problem solving ability. Assists in training and leading student staff, provides performance feedback to the Master Teacher, including areas for growth and/or potential concerns.	Provides recommendations to the Master Teacher for curriculum and program goals to better fit the needs of the children. Researches problem solving methods for teachers in early-childhood education programs. Creates resource documents, including standard operating procedures and provides to student staff to uphold staff behavioral/working standards.	Utilizes own understanding of children's individual needs, desires, and program goals and recommends educational innovations and improvements to provide the best classroom environment to meet developmental needs. Compiles knowledge of problem solving techniques from Master Teacher observation and research, and utilizes them to resolve sensitive problems related to children's behavior independently. Serves as a resource for student staff in resolving children's behavioral issues or problems and assists them in developing resolution strategies.

Occupational Group: Administrative Services
Job Template: Contract Specialist 2

Proficient	Advanced	Expert
Monitors contracts and agreements, identifies issues, and takes corrective actions to ensure compliance with Federal and State statutes/regulations, Board of Trustee policies, Office of the Attorney General guidelines, University procedures, and contract terms and conditions. Collaborates with other Contract Specialists to identify and resolve complex and sensitive contract-related issues more effectively and efficiently. Identifies risks in drafted contracts and during vendor negotiations/consultations and provides guidance to stakeholders and colleagues to minimize risk to the University.	Analyzes new or changes to existing contract regulations and procedures, at the Federal, State, and University levels, anticipates any consequences or impacts of those changes, and provides guidance to assigned personnel and stakeholders regarding implications of those changes. Utilizes technology to identify trends and commonly occurring contract issues and recommends improvements to the contract management process. Anticipates risks during the contract management process and recommends solutions to stakeholders utilizing own knowledge of best practices.	Anticipates and addresses difficult and/or sensitive issues in the contract management process and creates contingency plans and proactive strategies to ensure compliance with Federal and State statute, and internal guidelines, procedures, and contract terms/conditions. Evaluates and analyzes the processes used in the development, negotiation, and drafting of complex and higher-level procurement contracts, determining effective and ineffective solutions, and implements changes to be most effective.

Occupational Group: Arts & Curatorial Services
Job Template: Theater Production Specialist

Proficient	Advanced	Expert
Identifies, recognizes and resolves routine stage problems based on established contract deadlines and OSHA and various union, guild and association requirements. Collaborates with others to solve problems and make decisions. Analyzes the situation by practicing active listening with artists and technicians and communicating the problem. Observes how colleagues, touring artists, technical directors, or company managers solve problems and asks questions to improve competency.	Assesses and resolves difficult or sensitive problems through artistic judgement and interpretation of policies and procedures for the production. Reviews artist riders to determine immediate consequences with light, audio, video, and other production systems preparation. Creates relevant options for addressing house configurations to accommodate for different presentations.	Anticipates and pursues difficult or sensitive performer issues and stage problems independently by collaborating with internal colleagues and external contractors. Serves as a resource for others in resolving issues and problems by developing presentation and production systems resolution strategies. Pivots as needed during production to get most effective solution for logistics and aesthetic problems or needs. Incorporates new audio-visual technology or techniques to overcome potential obstacles.

Competency: Reliability/Dependability

Definition: Performs job-related tasks on time, finishes assigned projects, meets deadlines and appointments, follows through; takes personal responsibility for quality of work.

Occupational Group: Institutional Operations
Job Template: Facilities Manager 1

Proficient	Advanced	Expert
Takes responsibility for the quality and timeliness of work done by staff and works with staff on improvements. Responds to work orders by being cooperative and available. Creates schedules with achievable deadlines and makes every effort to meet them.	Notifies building occupants when complications to renovations or work orders arise and will not be completed on time. Establishes priorities for staff on work orders and building projects to meet specific department or research needs and minimize disruptions. Demonstrates productivity and efficiency in planning and executing schedule for routine maintenance.	Creates efficient workflows and processes for staff to complete renovation/modification projects on time. Evaluates and provides recommendations for procurement of outside contractors when peak work volumes or technical demands exceed capability of existing and/or available staff. Obtains and provides resources, materials, code and regulatory clearance to enable implementation of new ideas/initiatives to complete projects.

		Serve as a resource in areas relevant to work order planning, preventative maintenance management, project scheduling, materials procurements, site safety processes, equipment assignments, and project tracking.

Occupational Group: Student Programs/Services
Job Template: Registrar Specialist

Proficient	Advanced	Expert
Takes personal responsibility for the quality and timeliness of maintaining student enrollment and academic records, ensuring that records are up-to-date. Collaborates effectively with other team members in the Registrar's office, ensuring smooth coordination of tasks and projects. Adheres to established schedules for updating class schedules, curriculum prerequisites, and graduation requirements. Meets deadlines for processing student records and responding to inquiries	Communicates with stakeholders in the event of complications or delays in record-keeping or academic processes. Efficiently prioritizes tasks, allocating available resources to maximize productivity in maintaining records. Provides valuable insights and accurate information to assist colleagues with student record and academic policy-related inquiries. Seeks and provides resources to enhance the implementation of new initiatives, contributing to the overall efficiency of the Registrar's office.	Autonomously determines the most effective methods for accomplishing complex tasks within the Registrar's office. Makes oneself readily available as a go-to resource for colleagues, faculty, and administrators, offering guidance and solutions to complex matters related to student records and academic policies. Reviews existing registrar workflows and processes to identify opportunities for streamlining and improvements to enhance reliability and efficiency.

Competency Strategic Thinking

Definition: Performs job-related tasks on time, finishes assigned projects, meets deadlines and appointments, follows through; takes personal responsibility for quality of work.

Occupational Group: Administrative Services
Job Template: Sr. Grants and Contracts Specialist

Proficient	Advanced	Expert
Solicits input to define realistic individual performance objectives and measures. Identifies the contribution of current activity to that will lead to the achievement of larger goals for the grant management process.	Examines implications of strategic institutional direction on grant management process and implements changes. Involves other SPS staff in developing objectives, measures and plans for grant management. Proactively seeks institutional and sponsored research resources to achieve SPS and individual objectives.	Analyzes and designs processes in grant management to manage changes in the grant submission systems. Conducts long-term planning in award management to ensure success and sustainability of the University's research goals.

Occupational Group: Student Services/Programs
Job Template: Sr. Student Services Program Administrator

Proficient	Advanced	Expert
Seeks opportunities to expand one's own knowledge and skills in helping students with specific concerns (e.g., relationship issues, navigating systems of oppression, or suicidality) as well as interfacing with specific populations within the college student environment. Identifies the strengths and limitations in applying existing student learning and programs to varying student demographic groups.	Advocates for change that would remove barriers to student success. Design programs and services to promote student learning and development that are based on current research on student learning and development theories. Identifies and takes advantage of opportunities for curriculum and program development to encourage continual student learning and developmental growth.	Leads the conceptualization and design of ongoing, systematic, data-based strategies to evaluate and assess student learning, programs, and services. Evaluates and assesses the effectiveness of student learning and teaching opportunities and communicates effectiveness to the larger campus community and opportunities for collaboration and integrated learning opportunities.

Occupational Group: Communication & Marketing
Job Template: Media Producer 3

Proficient	Advanced	Expert
Plans compelling content and creative assets for targeted audiences, customized for various platforms. Collaborates with colleagues in communications, marketing, and digital strategy to conceptualize and develop integrated marketing campaigns. Develops and maintains a social media listening and intelligence dashboard, regularly responding to and engaging with online audiences.	Provides direction to colleagues regarding campaign execution and content production. Develops and deploys both traditional and digital advertising strategies, campaigns and promotions in conjunction with larger university marketing initiatives. Interprets top-level University messaging and brand stories to implement strategic marketing and communications plans.	Identifies areas where analytics can better serve the University and collaborates with others for implementation. Leads the effort to align marketing strategy with University goals. Establishes best practices for segmentation, forecasting, targeting, analysis and execution of marketing campaigns for the University.

Competency: Teamwork/Collaboration

Definition: Works collaboratively and shares information to solve common problems and deliver business objective; puts success of the team over personal interests; gives and receives feedback in a professional manner; creates an atmosphere of respect, helpfulness, and cooperation with others to build supportive, responsive relationships.

Occupational Group: Institutional Operations
Job Template: Environmental Health & Safety Specialist

Proficient	Advanced	Expert
Includes colleagues outside of EH&S in team activities related to crisis management development. Considers the skills and ideas of colleagues in other specialty technical areas when developing safe working practices. Creates collaborative relationships with colleagues and other University staff in order to provide technical consultation in EH&S.	Proactively shares information and ideas regarding specialty technical area with others in EH&S. Identifies stakeholders in the incident management process and engages and involves them in the investigation. Involves staff from other specialty technical areas to help solve challenges or problems in risk identification and assessment, compliance, monitoring and investigation of incidents.	Creates opportunities with regulatory and consultant agencies to work together, avoiding silos and ensuring environmental, health, and safety compliance. Prioritizes, recognizes and incorporates teamwork resources into training programs for University staff. Encourages departments to promote a culture of collaborative work on ensuring compliance with environmental regulations and standards.

Occupational Group: Arts & Curatorial Services
Job Template: Art Museum Registrar

Proficient	Advanced	Expert
Open to ideas and respects different museum disciplines and roles when planning and coordinating public programs related to exhibitions. Places participation with colleagues at the heart of all work, prioritizing co-production; co-creation and co-curation.	Consults and involves relevant University departments, faculty, and/or staff to ensure exhibitions and collections relate to campus classes and the greater University community. Adjusts communication approach with visitors, visiting scholars, and students to meet the needs of different and diverse audiences when providing information related to exhibitions.	Looks for opportunities to build and maintain strong external collaborations to foster integration of exhibition into education and outreach programs throughout the state. Mentors and coaches colleagues on creative collaboration amongst the museum team to achieve the museum goals.

Competency: Time Management

Definition: Plans and effectively prioritizes work to accomplish tasks and achieve objectives by established deadlines; exercises conscious control of the time spent on specific activities, to increase effectiveness, efficiency and productivity.

Occupational Group: Institutional Operations
Job Template: Planning Design and Construction Project Manager

Proficient	Advanced	Expert
Prepares a project schedule baseline plan that accurately reflects tasks, time estimates and resources (including personnel, technology and equipment) associated with each task. Monitors project progress and compare to program/timeline,	Controls scope changes that affect the project schedule; revises the schedule as necessary. Analyzes and manages roadblocks and project risks that might affect the successful completion of a project regarding cost, schedule and performance and/or scope objectives.	From the schedule, determine key dates, such as milestones, and devises project control methods around them. Identifies and evaluates emerging project schedule reporting tools to control project schedule progress.

initiating remedial action where necessary. Estimates the effort, resources and time required to complete individual activities.	Determines which tasks are on or off the baseline schedule and which future tasks are affected. Controls the amount of time spent on individual activities. Revises the schedule and reassigns activities as appropriate.	

Occupational Group: Administrative Services

Job Template: Financial Assistant 2

Proficient	Advanced	Expert
Reviews daily schedule to determine priority of financial transactions. Completes processing of financial transactions based on established departmental and university procedures and timeframes. Organizes the reviewing, monitoring and tracking of assigned financial records to prioritize accuracy.	Establishes time-based deadlines for each transaction to allot ample time for the important transactions and balances it with urgent requests. Foresees roadblocks in processing financial transactions and determines what will help or hinder finalizing the transaction.	Identifies future needs and emerging trends in financial management and incorporates into long range goals for the position. Serves as a subject matter expert in time management by coaching colleagues in the appropriate timing for tasks and effective techniques to use.

Occupational Group: Laboratory and Research Operations

Job Template: Laboratory Technician 2

Proficient	Advanced	Expert
Performs laboratory experiments and reporting based on established protocols and timelines. Sets up laboratories and ensures students have appropriate equipment, glassware and supplies prior to classes starting. Reviews class schedules to determine priority of lab set up and experiments.	Reviews experiments to identify and resolve problems/complications with methods and/or techniques and improve completion time. Determines time taken to complete experiments and preparation of labs to establish one's own schedule and allow time for urgent requests.	Creates schedule with major milestones, equipment maintenance, and reporting deadlines to effectively schedule time, determine priorities, and ensure completion. Evaluates laboratory information management system to incorporate time management techniques like workflow management or information tracking.

Occupational Group: Academic Programs/Services

Job Template: Educational Program Assistant 1

Proficient	Advanced	Expert
Reviews daily schedule to determine priority of purchasing, travel, academic record changes and other academic transactions. Answers routine inquiries, via telephone, email, or in-person based on established departmental and university procedures and timeframes.	Creates time-based project plans to include things like securing facilities, catering, for program logistics to ensure each is completed on time and allow time for urgent requests. Foresees roadblocks in processing academic record changes, processing necessary academic forms, and	Identifies future needs and emerging trends in academic, outreach, and recruitment planning and activities and incorporates into long range goals for the position. Serves as a subject matter expert in time management by coaching colleagues in the appropriate timing

| Organizes the collection of resource materials, program information and promotional materials for student recruitment and general program information in order to answer questions easily and quickly. | maintaining accurate academic records to assist students in a timely manner. | for tasks and effective techniques to use. |