

PERFORMANCE MANAGEMENT & DEVELOPMENT FOR ADMINISTRATIVE GROUP

COMPETENCY DESCRIPTIONS

When using the Performance Evaluation Matrix please refer to the following descriptions for guidance.

VALUES: Successful Administrative Group Employees reflect the values of Kwantlen Polytechnic University

Value Driven Managers and Professionals

- Consistently promote the values of Kwantlen to other employees
- Act as role models
- Expect those who work with them to exhibit the same values
- Demonstrate personal values of respect, honesty, loyalty and commitment
- Exhibit strong values without appearing dogmatic
- Promote excellent customer service

LEADERSHIP: Successful Kwantlen Leaders take the time to focus on team members.

- Share their vision of the future of their department
- Work with team members to develop strategies to achieve the vision
- Motivate team members to buy-in to the visions and strategies
- Are always seeking to improve the quality of the team through development and selection of team members.
- Ensure that the team has the resources they need to achieve success.
- Get things done effectively while building a climate of mutual respect
- Use praise, redirection and a range of successful motivational techniques
- Have a vision and know where they want to go
- Actively plan and implement the development and succession of team members
- Take the time necessary to implement this performance management system

MANAGEMENT: Successful Managers and Professionals are productive in the management of the technologies, administrative systems technical systems, policies and processes for which they are responsible. They are effective problem solvers, planners, organizers, multi-taskers, decision makers, time managers and delegators.

Excellent Managers and Professionals

- Work effectively within budgetary constraints

- Are eager to measure the effectiveness of their work
- Are lean thinkers; they are always seeking more effective ways to get things done
- Approach problems and business situations intuitively, methodically, analytically and creatively
- Use factual information and financial data to make sound decisions

KNOW-HOW: Successful Kwantlen Managers and Professionals are fully knowledgeable in the technical, professional and administrative fields in which they operate.

INITIATIVE: Successful Kwantlen Managers and Professionals are continually opportunity focused. They take initiative without prompting to act on opportunities and to avert problems. Their initiative is tempered by an element of risk assessment, and they accurately weigh the probability of success.

Fully Competent Managers and Professionals

- Provide advice, and coaching in their areas of technical expertise
- Are respected for their knowledge by those around them
- Have the business acumen necessary to contribute to Kwantlen's success
- Have knowledge of the Kwantlen business system and its inter-related parts
- Are fully cognizant of the Kwantlen's systems, policies and processes that effect their department
- See and act on opportunities that are ignored by others
- Keep their manager informed but don't delegate problems upward
- Are continually aware of undue risk or other problems and take action to avoid them or manage them early
- In areas in which they lack knowledge, take steps to discover and learn
- When faced with a problem or barrier, try several different strategies for solution

COMMUNICATION & INTERPERSONAL SKILLS: Successful Kwantlen Managers and Professionals demonstrate a full range of interpersonal and communication skills. They deal with even the most difficult interpersonal situation with confidence and competence while delivering a high level of customer service.

They willingly and skillfully keep open lines of communication. As a result they have earned the trust and respect of all around them.

Managers and Professionals with High Levels of Inter-Personal Skill

- Treat others with respect at all times
- Don't avoid conflict and seek win/win solutions in conflict situations
- Deal with difficult inter-personal situations with tact and diplomacy
- Are trusted by others because they communicate with candor and honesty
- Are able to effectively influence others while building a climate of openness and flexibility

CONSCIENTIOUSNESS: Successful Kwantlen Managers and Professionals are conscientious. They derive satisfaction from setting high standards and achieving them in all areas of their working lives.

Conscientious managers and professionals

- Make every effort to meet high standards in all their work
- Ensure that work is completed within tight deadlines
- Encourage and expect conscientiousness from others
- Hold themselves accountable when appropriate
- Are persistent and tenacious. They overcome difficult barriers and refuse to concede until they reach success
- Have good attendance and on-time records
- Ensure safe work practices for self and staff