Job Specific Skills, Knowledge & Ability

For example:
- Understands job duties and responsibilities
- Demonstrates the specialized job knowledge and skills necessary to perform duties and accomplish objectives
- Uses “best practices” and accepted standards in field of specialization
- Continually updates knowledge of field and new developments so as to maintain expertise
- Understands and can appropriately utilize technology to enhance own job performance or performance of department
- Understands and operates assigned equipment proficiently

Critical Thinking & Decision Making

For example:
- Asks good questions and probes to gain a solid understanding
- Shows ability to analyze problems or procedures and select/ recommend corrective course of action
- Measures cost/benefits before taking risks
- Formulates realistic and sound solutions based on consideration of data, experience and judgment
- Anticipates potential problems and implements proactive solutions
- Most solutions and suggestions turn out to be correct and accurate when judged over time

Planning & Organizing

For example:
- Accurately assesses length and difficulty of tasks and projects
- Prioritizes activities based upon individual and department goals
- Makes efficient use of time; shows good judgment in allocating time and other resources based on payback
- Anticipates obstacles and develops contingency plans to overcome them
- Regularly monitors progress toward goals and makes adjustments to plans as needed
- Maintains clean/functional workspace

Initiative and Adaptability

For example:
- Demonstrates an ‘entrepreneurial spirit’ by seeing and acting on new opportunities
- Works independently when appropriate; requires minimal guidance in performing tasks; is a self-starter
- Ensures that own work is accurate and of high quality.
- Responds quickly and flexibly to changes in role, policies, procedures, new initiatives
- Demonstrates resiliency after setback; maintains a positive attitude toward work and the organization
- Manages stress during difficult times
- Successfully handles multiple tasks simultaneously
Authority & Accountability

For example:
- Upholds University policies and procedures
- Follows through on commitments made to others
- Takes responsibility for own actions
- Uses the utmost discretion in dealing with confidential/sensitive information
- Projects a positive and professional image of the University
- Adheres to ethical standards
- Accepts constructive feedback and criticism
- Safeguards University resources; ensures they are used appropriately

Service Excellence

For example:
- Recognizes and meets the needs of customers
- Follows through on commitments to customers
- Maintains a courteous and approachable demeanor; creates a welcoming environment
- Communicates to customers with tact, sensitivity, and diplomacy
- Actively seeks improvements to the department to enhance service

Interpersonal Skills

For example:
- Listens to and respects others’ opinions, fosters open dialog
- Keeps others informed of important information on a consistent, timely basis and in an appropriate manner
- Values the diverse backgrounds and perspectives of others by seeking their input
- Shares success with others
- Finds common ground, gets and gives cooperation
- When communicating with others, expresses thoughts clearly and concisely, both orally and in writing; selects appropriate means of communication depending on the message to be conveyed
- Treats people equally and courteously, regardless of level
- Serves as an effective and enthusiastic representative of TSOA

Leadership (for supervisors only)

For example:
- Clearly articulates organizational goals to staff
- Identifies problems in a timely manner
- Instills high levels of dedication in staff
- Sets clear expectations for each employee; provides appropriate direction when necessary
- Involves staff in developing goals and making decisions
- Promotes a work environment that encourages open dialog, calculated risk taking and learning from mistakes
- Handles emergencies effectively and in a timely manner
- Able to balance multiple demands and set priorities
- Fosters employee’s professional growth (for example, provides regular performance feedback and encourages staff to enroll in relevant training)
- Holds staff accountable; seeks ways to recognize and reward good performance

Attendance/Punctuality

For example:
- Adheres to department policies on attendance and punctuality
- Adheres to work schedules and deadlines
- Adheres to policies on time reporting and requesting time off