

## UW Oshkosh Organizational Core Competencies

**1. Job Knowledge and Technical Skills:** Demonstrate proficiency in technical and job knowledge aspects of the position to achieve a high level of performance; possesses an ability and a desire to learn. Start with the position description and identify the “big rocks” of the position—the half dozen or so most important tasks, duties, outcomes or responsibilities of the position.

- Is skilled in those specialties demanded by assignment
- Demonstrates a clear understanding of the role and scope of assignments & responsibilities
- Fully understands department/university procedures and regulations
- Has a university-wide perspective

**2. Self-Awareness and Professional Development:** Proactively look for opportunities to develop own skills and related behaviors in areas of expertise in an effort to maximize performance and effectiveness.

- Examine and acknowledge personal strengths, weaknesses and biases, articulating strategies to compensate for them including: (1) effective use of tools and strategies, e.g. to include professional growth activities through training, seminars, self-study; (2) respectful reliance on others’ support or strengths
- Modify personal behavior on the basis of the desired goal or work group needs
- Use mistakes as a learning opportunity

**3. Communication and Personal Effectiveness:** Effectively communicate with stakeholders to share and express information in an ethical and forthright manner.

- Engage in active listening by holding interruptions and responding concisely
- Tailor communication to suit the situation and achieve the desired outcome
- Accept positive, constructive and negative feedback gracefully in the spirit of genuine improvement
- Recognize the uniqueness of everyone and value them as an individual; recognize and respect cultural differences

**4. Customer Orientation:** Empathetically seek understanding of what stakeholders require and expect and use available resources, policies, and opportunities in their best interest without compromising institutional values.

- Give customers full attention, asks appropriate clarifying questions when necessary, and understand and respond quickly to needs of internal and external customers
- Address customers’ concerns with courtesy and respect even when upset; demonstrate sincere care and work to build a “win-win” relationship
- Establish and maintain effective relationships with customers

**5. Collaborating and Partnership:** Effectively develop relationships and collaborate with all stakeholders; value teamwork and apply a variety of strategies to meet the needs of a diverse constituency.

- Balance own responsibilities with interests of team and/or department; respect group goals
- Readily and respectfully shares knowledge, responsibilities, and expertise with others
- Fulfill commitments to other team members
- Demonstrates positive influences within groups/teams by promoting a friendly climate, good morale, and cooperation
- Demonstrate effective team skills such as facilitation, listening, conflict resolution, creativity, and problem solving

**6. Achievement Orientation:** Has a strong sense of urgency about proactively solving problems and getting work done; gain support for ideas, proposals, projects and solutions, take initiative.

- Set challenging goals for self and others
- Focus on work activities that add value to the department and University
- Build reliable relationship networks before they are needed; build support for ideas
- Plan, prioritize and organize work effectively
- Accept personal responsibility for the quality and timeliness of work

**7. Leadership:** Demonstrate institutional responsibility, administrative skill, as well as a commitment to and a vision for public service; ability to achieve positive outcomes by encouraging, supporting, coaching, developing and mentoring others.

- Steadfastly maintain focus on goals and bring clarity and decisiveness in a crisis
- Adapt or incorporate new workplace responsibilities, methods, processes and technology effectively
- Interpret and explain to decision makers the impact of issues on department or University performance
- Encourage and support others who experience professional challenges; work together to identify potential solutions

**Additional for supervisors:**

- Regularly review performance and hold timely performance appraisal and goal setting discussions
- Hold people accountable and take corrective action when necessary
- Encourage and reward effort, hard work, and results
- Facilitate and create compelling vision that drives the strategy of the department and/or University
- Accomplish major strategic goals according to established timelines
- Commitment to employee health and safety

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