



PERFORMANCE MANAGEMENT AT DU

COMPETENCIES

DESCRIPTIONS AND EXAMPLES

INCLUSIVENESS

Actively creates and supports an inclusive and equitable workplace by embedding diversity into all aspects of the workplace. This may include policies, procedures, training, mission, values, goals, office climate and culture, interactions with colleagues and co-workers, leadership practices, programming, hiring, marketing, evaluation, promotion, and other workplace dimensions.

The following are some examples of how an employee might demonstrate this competency:

- Builds knowledge of and seeks improvement in areas of cultural awareness.
- Seeks out opportunities to attend and join the diversity and inclusion efforts on campus, such as events, training, workshops, classes and committees.
- Demonstrates skills and behaviors on the job related to competencies learned in diversity and inclusion training.
- Seeks and considers perspectives from people different than oneself.
- Demonstrates a commitment to improving the climate for historically underrepresented constituencies; e.g., people of color; those with disabilities; those of different sexual orientation, gender expression and gender identity, religion, and new immigrant populations, etc.
- Strives to manage differences with skill and sensitivity, accepting diverse ideas and differing points of view.
- Creates a brave space for others to be themselves.
- Identifies ways to recruit and retain underrepresented employees.

INITIATIVE

Contributes fresh ideas that provide solutions to the work in one's role or beyond, where relevant. Identifies ways to stay current in one's role and to meet organizational needs. Uses sound judgement to develop new insights into situations and applies different and novel solutions to make improvements. Utilizes analytical and conceptual abilities to formulate a practical plan with positive impact. This competency is focused on turning ideas into action. Thinks beyond the immediate imperative to the future. Challenges norms with innovative thinking and approaches.

The following are some examples of how an employee might demonstrate this competency:

- Seeks out and is proactive in assuming additional responsibilities.
- Has visionary ideas and turns ideas into action.
- Generates suggestions for improving work.
- Shares unique and creative ideas that improve products, services, or processes.
- Contributes to creating an environment that fosters creativity.
- Takes intelligent risk to promote progress.



WORK QUALITY

Demonstrates a commitment to quality by taking pride in one's work, striving for excellence and delivering the best possible results. Completes work assignments thoroughly and in an accurate, prompt, and organized manner. Identifies and corrects errors. Pays attention to detail. Looks for opportunities to improve outcomes and generate ideas for building process efficiencies. Utilizes feedback to improve work and builds on previous learnings. Welcomes constructive feedback and monitors own work to ensure quality.

The following are some examples of how an employee might demonstrate this competency:

- Actively seeks new ways of working to improve productivity and efficiency.
- Sets and maintains exceptional work standards and expectations.
- Fact-checks work and seeks input for best possible impact.
- Develops and shares best practices.
- Designs processes to anticipate problems and develop contingency plans.
- Develops and maintains systems for monitoring work quality.
- Generates and tracks performance measures.

COMMUNICATION

Demonstrates clear, timely, and consistent speaking, listening and written communications. Listens and seeks clarification and responds clearly to questions. Listens actively and communicates to others to build trusting relationships. Written communication is clear, grammatically correct, effective and relative to the needs and scope for one's role. Relates effectively to all levels of the institution. Fosters connections and a collaborative approach.

The following are some examples of how an employee might demonstrate this competency:

- Data are presented accurately and presentations are clear and informative.
- Effectively and consistently communicates the organization's strategy and operational goals.
- Helps develop and translate strategy into operational goals and priorities.
- Create reports, memorandums, emails and other required paperwork efficiently, error free and in a timely manner.
- Tailors message and tone to be understood by the receiving audience.
- Communicates with credibility and confidence.
- Speaks directly, promptly and tactfully to address concerns.
- Asks questions to seek clarity.



DEPENDABILITY

Reports to work regularly, on time and is accountable during the workday. Cooperates and interacts with employees inside and outside of the work unit contributing to improved operations. Aligns individual efforts with university and unit goals. Takes ownership of work and is accountable for outcomes. Is aware of and follows University policies and procedures. Establishes trust and respect by following through on commitments. Completes tasks and assignments with minimal supervision. Committed to meeting deadlines.

The following are some examples of how an employee might demonstrate this competency:

- Demonstrates consistency in the approach and delivery of work.
- Builds relationships across organizational and functional boundaries.
- Handles sensitive information and issues with discretion and tact.
- Takes personal responsibility for outcomes.
- Makes decisions based on sound judgment.
- Models the behavior that you expect of yourself and others.
- Follows through on commitments and agreements.