

	Organizational Competency #1: Advancing the Mission Definition: Demonstrates ability to operate effectively in a manner consistent with the University of Michigan mission and culture; demonstrates understanding of the unique issues related to higher education.	Organizational Competency #2: Building Relationships/ Interpersonal Skills Definition: Values organizational diversity; treats others with respect; promotes cooperation; effectively manages relationships	Organizational Competency #3: Creative Problem Solving/Strategic Thinking Definition: Develops and creates ideas, processes and approaches that shape the future; takes risks and makes decisions based on facts; uses analysis and critical thinking skills to solve problems; ensures that decisions are aligned with articulated strategic directions of management.
Level 1	<p>Level 1- Acting in leadership roles, demonstrates understanding of their primary constituency group in the organization and understands how that group relates to other groups</p> <ul style="list-style-type: none"> • Articulates the mission and describes the structure of the organization • Accomplishes tasks through the formal and informal structures and hierarchies in the University or Health System setting (e.g. effectively navigates through and around channels) • Ensures that procedures, policies and the actions of staff are in alignment with relevant codes of conduct 	<p>Level 1 – Maintains positive relationships inside and outside of work group, manages differences constructively</p> <ul style="list-style-type: none"> • Interacts with people in a friendly, open, accepting manner. • Demonstrates respect for the opinion of others. • Works together to enhance team goals/objectives. • Respects diversity and values each person's contribution to the team. • Maintains agreed upon levels of confidentiality. • Initiates communication and responds to others in a timely, sensitive manner. • Exhibits a confident and positive attitude. • Deals with people in an ethical/honest manner and demonstrates the ethics of the profession. • Demonstrates politeness and empathy with others • Uses formal/informal networks to accomplish tasks and objectives. • Addresses and manages conflict. • Offers constructive criticism and feedback in a positive fashion (e.g., honest, timely, non-attacking). • Develops and maintains constructive, cooperative working relationship with peers, co-workers and managers 	<p>Level 1 – Effectively solves problems, improves work environment</p> <ul style="list-style-type: none"> • Defines a problem, analyzes causes, targets possible solutions, selects the best solution and develops action plans • Continually evaluates existing processes, products or services and uses creativity to improve upon them • Anticipates problems, takes advance actions, solicits resources to solve them • Builds a case for action; communicates decisions • Involves others in the decision-making process • Discerns when it is necessary to seek authorization
Level 2	<p>Level 2 – Displays understanding of multiple constituency groups and works to improve collaboration between groups for the greater effectiveness of the University</p> <ul style="list-style-type: none"> • Fosters understanding of the issues pertaining to the specific constituency groups they serve • Actively participates in professional organization to stay abreast of current developments in their functional area that pertain to higher education 		<p>Level 2 –Works with and enables others to plan and implement change</p> <ul style="list-style-type: none"> • Accommodates multiple demands for commitment of time, energy, and resources • Advocates strongly for new ideas, processes and/or service in order to increase efficiency, quality, and customer/client satisfaction • Prepares organization/unit (through words and examples) to anticipate change • Collaborates and builds consensus with stakeholders at various stages of planning and implementing innovations or resolving problems • Continues to improve methods to collect and analyze data for decision making • Assesses long term consequences (including a broad range of internal and external factors) when implementing short term solutions • Outlines criteria that enable others (those supervised) to take risks independently
Level 3	<p>Level 3 – Applies understanding of multiple constituency in the University to how those groups issues relate to one another to resolve problems or increase collaboration</p> <ul style="list-style-type: none"> • Seeks out best practices in higher education and works to implement them in their unit 		<p>Level 3 - Implements complex changes and problem solutions</p> <p>When faced with obstacles or uncertainty, is able to reassess situation, make adjustments and move forward in a positive way</p> <ul style="list-style-type: none"> • Ensures the development and implementation of change management strategies when implementing innovation and/or problem resolutions • Considers the political environment when solving problems and implementing change
Level 4	<p>Level 4 – Understands the primary mission of the University and/or Health System</p> <ul style="list-style-type: none"> • Understands and leverages the formal and informal structure or hierarchy of the organization/unit • Represents the organization/unit to the community • Actively participates in professional organizations to stay abreast of current developments in higher education. • Sets organization's/unit's Policy 		<p>Level 4 - Conduct strategic planning; effectively implements organization change</p> <ul style="list-style-type: none"> • Conducts strategic planning; anticipates future or strategic trends and assesses implications for the organization/unit • Builds consensus with key stakeholders at various stages in planning and implementing innovations or problem resolution • Determines organizational/unit readiness for change and acts in accordance with assessment • Strongly advocates for new ideas, processes and/or services in order to increase efficiency, quality and customer satisfaction
Level 5	<p>Level 5: Applies understanding of primary constituency groups at the University to their job</p> <ul style="list-style-type: none"> • Builds links between the institution and the larger community (local, state, national and international) • Is recognized and called upon as an expert on University issues • Sets University/Health systems Policy 		<p>Level 5 – Conduct strategic planning for the institution; effectively implements institutional change</p> <ul style="list-style-type: none"> • Determines institutional readiness for change and acts in accordance with assessment • Conducts strategic planning; anticipates future or strategic trends and assesses implications for the institution

	Organizational Competency #4: Communication Definition: Demonstrates effective verbal, written, listening, and presentation communication skills.	Organizational Competency #5: Development of Self and Others Definition: Seeks opportunities to learn and to develop themselves and others; applies new skills/knowledge needed to add value to the performance of the organization; sets developmental goals for self and others; seeks performance feedback.	Organizational Competency #6: Flexibility/Adaptability to Change Definition: Responds positively to and champions change to others; demonstrates an ability to incorporate innovative practices into the workplace to enhance effectiveness and efficiency.
Level 1	<p>Level 1– Communicates clearly and knowledgeably with individuals and teams</p> <ul style="list-style-type: none"> Clearly gets point across verbally and in writing, with messages that have the desired effect Applies appropriate methods of communication (e.g., email, face-to-face, etc) to achieve desired results Listens attentively, asks clear and relevant questions (without interrupting); paraphrases what is said Expresses self non-verbally showing respect, attentiveness and understanding Modifies own communication style in accordance with sensitivity to differences Speaks effectively in front of a group or team 	<p>Level 1 –Contributes to the development of others and strives to grow professionally</p> <ul style="list-style-type: none"> Mentors staff – assigns special projects, authorizes rescheduling of work to accommodate development activities Makes self available to others to discuss work issues, sharing own knowledge and expertise Encourages giving and receiving accurate, specific, and regular feedback Encourages others (both supervisors and direct reports) to provide feedback to improve one’s own efficiency Disseminates information gained from attending professional development opportunities Allocates or assists in directing use of approved resources to support development of direct reports; identifies/creates development opportunities; identifies and may approve training Networks with others outside of organization/unit Recruits and selects high caliber people of diverse cultures, backgrounds and experience from both inside and outside of the Organization/Unit 	<p>Level 1 – Initiates and implements change that positively impacts a department or workgroup</p> <ul style="list-style-type: none"> Develops action plans for change effecting a department or workgroup. Champions change by articulating its positive effect Develops and implements new ways to accomplish work Advocates for changes that will enhance the work environment Formulates and implements measures to track the implementation of change Takes corrective action when measures indicate changes are not producing the desired outcomes.
Level 2	<p>Level 2 – Effectively communicates with those with differing opinions and differing levels of understanding</p> <ul style="list-style-type: none"> Listens and paraphrases others’ differing opinions. Uses open-ended questions to encourage communication Demonstrates advanced writing communication skills e.g. reflecting sensitivity to tone, audience and organizational/unit politics Persuades others with different opinions using effective strategies, arguments and materials Delivers presentations tailored to the level and type of audience 	<p>Level 2 – Delegates challenging tasks and decisions, strives to be in the forefront of their profession</p> <ul style="list-style-type: none"> Delegates decisions that challenge others, and encourages others to exercise discretion and judgment Seeks professional growth to be in the forefront of specialty or profession 	<p>Level 2 – Initiates and implements change that positively impacts a unit</p> <ul style="list-style-type: none"> Develops and implements innovations that have impact on an organization/unit Determines organizational readiness for change and incorporates strategies into the change plan based on that assessment Articulates a compelling vision to the members of the organization. Identifies potential resistance points and works with the members of the organization to mitigate or eliminate the concerns
Level 3		<p>Level 3 –Highly effective at developing and leveraging the talents of others; makes contributions to their profession</p> <ul style="list-style-type: none"> Creates challenging roles, responsibilities, and developmental assignments that leverage and grow the talents of others Provides resources necessary for others to work in a truly self-directed manner Uses multiple coaching strategies that utilize the unique styles of others Presents to professional organization/units, other universities, and/or private sector firms 	<p>Level 3 – Introduces innovations</p> <ul style="list-style-type: none"> Innovates with leading practice and ideas from other organizations on a national or global level Confers with external and internal innovators and thought leaders to interpret the application of the leading practice to positive effect enterprise-wide Organizes and provides the resources necessary to effectively implement large scale change
Level 4		<p>Level 4 –Leads the organization to foster growth and development of organizational members; continues own professional growth</p> <ul style="list-style-type: none"> Promotes the recruitment and selection of high caliber people of diverse cultures, backgrounds and experience from both inside and outside of the organization/unit Creates challenging roles, responsibilities, and developmental assignments that leverage and grow the talents of others; conducts succession planning Identifies the strategic talent needs of the organization/unit and develops strategies to accomplish them Creates a work environment of empowerment, self direction and continuous learning Develops superior skills to accomplish mission critical objectives Serves on regional or national organization/units, committees and/or working groups Develops and utilizes contacts to stay current with issues pertaining to higher education and to the organization/unit 	<p>Level 4 – Leads effective organizational change</p> <ul style="list-style-type: none"> Determines institution readiness for change and incorporates strategies into the enterprise change plan based on that assessment Articulates a compelling change vision for the organization Drives complex change through the organization with a broad understanding of cultural context, resistance and success factors
Level 5			<p>Level 5 – Leads effective institutional change</p> <ul style="list-style-type: none"> Articulates a compelling change vision for the institution Determines institution readiness for change and incorporates strategies into the enterprise change plan based on that assessment

	Organizational Competency #7: Leadership/Achievement Orientation Definition: Influences others to accomplish the mission in ways consistent with the values of the organization; Holds self (and others) accountable to meet goals and objectives; accomplishes desired outcomes; sets an example of integrity and ethics through demonstrated performance.	Organizational Competency #8: Quality Service Definition: Strives to meet the expectations of internal and external customers; demonstrates skill and knowledge specific to serving others
Level 1	Level 1—Achieves goals through the work of others <ul style="list-style-type: none"> • Demonstrates behaviors that are aligned with the values and ethics of the organization/unit; does what he or says is going to do • Follows practices and procedures of the organization/unit • Follows through on projects and tasks; ensures the quality of others work • Keeps clear, detailed records of others’ activities • Projects self-confidence and authority when accepting work challenges • Organizes others by assigning and prioritizing tasks, scoping out length and orchestrating multiple activities to accomplish a goal; responds quickly in a crisis • Sets and measures performance against goals and evaluates results • Identifies resources (people, funding, materials, etc.) needed and coordinates expertise to accomplish goal • Develops specific action steps, achieves deadlines or milestones with work group • Recognizes the achievement and contribution of others; Creates a culture where people excel • Builds rapport and credibility with others to gain commitment • Displays understanding of the functions and interrelationships of the immediate work area to the organization/unit • Gets involved in additional activities when achievement of a milestone or goal is at risk • Accepts accountability for mistakes and takes corrective action 	Level 1 –Establishes and maintains exemplary customer service to internal and external customers <ul style="list-style-type: none"> • Clearly sets standards and states priorities for resolving customer issues • Develops and tracks measures of customer satisfaction • Models customer service behaviors and attitudes • Assesses and responds with urgency to customer requests for information and/or service • Gives accurate information about products or services provided; ensures customers get status updates • Maintains clear communication with customer regarding mutual expectations • Applies organizational/unit policies using diplomacy. • Demonstrates the ability to see issues from customer’s perspective
Level 2	Level 2– Motivates others to effectively set and consistently achieve challenging goals, <ul style="list-style-type: none"> • Sets challenging goals and tasks for all staff members and holds others accountable to their commitments • Checks for understanding and provides resources and guidance consistent with the task in relation to the individual’s ability • Accomplishes objectives despite challenges and/or setbacks • Articulates clear compelling vision of changes that are required • Remains calm; Provides a stabilizing influence during change and transition • Identifies strengths, weaknesses, threats and opportunities for the organization/unit • Creates a learning environment • Promotes a diverse workforce • Takes ownership of project assignments 	Level 2 –Consistently leads the organization in meeting the organization’s expectations for exemplary customer service <ul style="list-style-type: none"> • Takes personal responsibility for resolving customer issues • Makes self available to assist others who are serving customers, especially in critical periods • Effectively addresses needs of angry and/or difficult customers • Effectively trains employees on customer service techniques
Level 3	Level 3 – Acts to address current issues and determine future priorities; creates a culture of accountability <ul style="list-style-type: none"> • Creates teams and makes effective use of team resources • Links strategy and goals to foster commitment to the vision of the Organization/Unit • Assesses internal and external influences and plans for their impact on the organization/unit • Broadly impacts the organization/unit’s overall success, regardless of formal boundaries • Creates and nurtures an environment that reinforces personal accountability and ownership • Creates an environment that promotes safety and environmental responsibility 	Level 3 - Focuses efforts on fulfilling customer expectations by seeking insight into customer needs and developing solutions that provide value for the customer <ul style="list-style-type: none"> • Focuses on customer satisfaction as primary goal and regularly seeks input/feedback • Ensures customers are provided with explanations about practical impact to them of products/services requested • Recommends approaches, products or services which are new and different from those requested by the customer • Actively shares expertise and best customer service practices throughout the organization/unit • Involves employees in the development of service delivery models • Develops and maintains a strategic relationship/partnership with customers based on in-depth knowledge and understanding of the customer’s objectives/business • Evaluates policies to ensure effective customer service • Empowers staff to resolve problems and complaints independently at the lowest level • Rewards creativity in the pursuit of excellent customer service • Fosters collaboration and breaks barriers which impede good service delivery
Level 4	Level 4 –Leads an organization to accomplish its goals <ul style="list-style-type: none"> • Identifies resources (people, funding, materials, etc.) needed and coordinates expertise to accomplish strategic or Organizational/Unit goals • Articulates the values and ethics of the organization/unit and profession and demonstrates behaviors in alignment with these • Creates a culture where people excel; Recognizes the achievement and contribution of others • Demonstrates fiscal responsibility and stewardship in planning and allocating resources • Defines mission and ensures that operations are aligned with the unit and the institutional objectives • Links strategy and goals to foster commitment to the vision of the organization/unit • Assesses internal and external influences and plans for their impact on the organization/unit • Champions an unpopular action if it’s in the best interests of the organization/unit • Acts without regard to formal boundaries to broadly impact the organization/units overall success. • Pursues strategic objectives which are linked to the long term success of the organization/unit • Develops and clearly communicates organizational/unit strategies, measures of success and accountabilities • Mobilizes resources to address a problem or change in the marketplace, technology or organization/units • Promotes a culture of excellence through good stewardship of people and financial resources • Creates and communicates a compelling vision of the future; inspires and mobilizes the organization/unit to achieve it • Influences, advises and confers with senior and/or executive officers 	Level 4 - Focuses organizational efforts on responding to current and strategic customer needs <ul style="list-style-type: none"> • Establishes and maintains effective relationships with internal and external customers • Assesses urgency of customer requests for information and/or service • Evaluates customer satisfaction data and uses the results to effect improvements • Evaluates organization’s/unit’s policies to ensure effective customer service • Provides support and resources to enable members of their organization/unit to perform effective service delivery • Bases strategic planning on customer feedback and projected needs. • Establishes a customer-oriented culture and promotes hiring of persons who support that culture • Predicts trends in markets, technology, and the industry; and influences direction to meet changing customer needs • Develops influential relationships with key customers
Level 5	Level 5 – Leads others through vision and strategy <ul style="list-style-type: none"> • Acts without regard to formal boundaries to broadly impact the institution’s overall success. • Pursues strategic objectives which are linked to the long term success of the institution • Develops and clearly communicates institutional strategies, measures of success and accountabilities • Creates and communicates a compelling vision of the future; inspires and mobilizes the institution to achieve it 	