The University of Michigan has identified eight organizational competencies that all staff are expected to demonstrate. Staff members are encouraged to use the tools and tips provided here as a framework for inventorying your skills, assessing your abilities, identifying training and development needs and opportunities, and framing discussions with your supervisor about how to best develop your talents. Providing clear performance feedback and recognition allows not only the employee but the organization to develop into its full potential.

We want to be clear that the descriptions listed under each competency are meant as GUIDELINES to help you think about one’s work. The bullet-points are NOT intended to be a check-off list for deciding an employees’ performance level.

Performance management is a dynamic, continuous process where supervisors and employees work together to meet organizational goals and achieve real, business-focused results. It is critical that you meet with you employee so that they understand clearly how the competencies relate to their job and how they can best meet expectations. (Adapted from HRAA, performance management information, http://www.umich.edu/~hrd/performancemanagement.)
### FLEXIBILITY/ADAPTABILITY TO CHANGE
- Accepts and readily adapts to changing priorities, better ideas, strategies, procedures, and methods as appropriate
- Constructively voices concerns about change and proposes alternative solutions
- Ability to deal with ambiguity and uncertainty.
- Values Innovation
- Is willing to change as the organization evolves
- Keeps an open mind regarding changes to work
-Communicates rationale for change clearly, effectively and with appropriate stakeholders

### LEADERSHIP
- Understands that leadership is exhibited at all levels of the organization
- Displays a positive attitude, a “can-do” spirit approach to the work
- Actively participates in team meetings by providing suggestions and feedback
- Works to support colleagues so that they can contribute at their highest level
- Follows directions; accepts accountability for mistakes; takes corrective action
- Originates, develops and implements new ideas
- Follows through on projects and other assigned tasks
- Moves beyond problem identification to problem solving
- Knows with whom to communicate and when on work related assignments

### QUALITY SERVICE
- Gives continuous attention to service users’ satisfaction.
- Makes appropriate, direct, and timely referrals to help service users address needs / questions
- Understands and responds to the expectations of service users in the university community
- Understands how one’s own work impacts service users’ view of the organization, division, and university
- Addresses services users’ concerns with courtesy and respect
- Effectively works to demonstrate awareness and sensitivity to diversity among service users
- Focuses on service users experience to maximize quality of services offered

### DEVELOPMENT OF SELF AND OTHERS
- Takes initiative to develop self by developing professional expertise that add value to the units, DSA, and promote the university’s success.
- Takes advantage of professional development opportunities within unit, Division, and across the university
- Participates fully and actively in the performance management process by seeking and applying feedback.
- Promotes professional growth in others and encourages team members to work collaboratively within and across functions.
- Fosters a climate for learning and development of self and others.
- Reflects upon one’s own success and failures, takes responsibility for them and identifies lessons learned for future application.

### OTHER UNIT SPECIFIC COMPETENCIES