A-B Tech Competencies

Competencies are evaluated based on the following four rating levels by the employee and immediate supervisor.

Exceeds Expectations – rating is reserved for exceptional performance. The employee demonstrates this competency at a high level, stays up-to-date with best practices, and serves as a resource to help others meet this competency.

Meets Expectations – rating describes expected, skilled performance on this competency; the employee can be counted on to contribute fully and with minimal supervision in this competency area.

Partially Meets Expectations – rating indicates that more training, experience and/or supervision is needed to meet expectations on this competency; although, this is an acceptable rating for a new employee or someone taking on a new area of responsibility; the employee should take steps to improve performance.

Does Not Meet Expectations – rating indicates a persistent pattern or severity of not meeting expectations for this competency that hinders the department/College in achieving its objectives.

Core Competencies

Core 1: Work Knowledge – Demonstrates knowledge expected for the position. Updates knowledge and skills as needed to meet changing job requirements and/or improve understanding of discipline and instructional strategies. Actively seeks opportunities to grow professionally and completes required number of professional development hours, as approved by the supervisor.

Core 2: Quality of Work – Performs work effectively and efficiently, fulfills work commitments, and takes initiative consistent with departmental objectives. Self-monitors results of work to meet standards and ensure accuracy. Makes work-related decisions and/or takes actions that are in the best interest of the College and our students. Exemplifies prompt, courteous and reliable service. Uses equipment, time and resources judiciously and as authorized. Engages in College activities to honor student and employee success. Maintains professional appearance and attire.

Core 3: Flexibility – Adapts to new duties as needed by the College. Maintains composure when faced with the challenges of change.

Core 4: Communication (Oral, Written & Electronic) – Expresses thoughts clearly and concisely when speaking, writing, or teaching. Listens attentively, clarifies information, and provides timely and constructive feedback to coworkers and/or students. Seeks clarification in situations of ambiguity or uncertainty. Follows through and takes action based on communicated directive from supervisor. Effectively uses essential digital communication tools of the College. Keeps coworkers and/or students appropriately informed.

Core 5: Inclusiveness – Treats others with consideration and respect regardless of cultural backgrounds, abilities, or other differences. Ensures any provided web content is accessible. Establishes and maintains effective working relationships. Acts immediately to stop intimidating and/or insensitive behavior. Implements strategies to include individuals with diverse perspectives and experiences.

Core 6: Innovation – Seeks information on best practices. Tries new approaches. Values and encourages varied perspectives, unique skills and talents. Gathers information to assess potential problems and takes advantage of opportunities. Improvises effectively when resources are scarce.

Core 7: Teamwork – Treats coworkers, students and others with respect. Takes positive and effective roles in individual and team work relationships and meets commitments to others. Solicits and shares ideas, expertise and feedback as an opportunity to improve. Considers the concerns of others. Seeks win/win solutions, refrains from escalating conflict and resolves disputes in a professional manner, consistent with College procedures. Asserts own concerns without blame or disrespect to others.

Core 8: Ethics and Compliance – Performs duties and responsibilities with honesty and integrity. Takes steps to prevent breaches of confidentiality and/or security. Identifies potential conflicts of interest and/or other ethical issues and takes action to resolve them. Reports any inappropriate (fraudulent, illegal, unethical) activities. Agrees to comply with and remains abreast of all College polices & procedures. Complies with all pertinent laws and regulations, including those prohibiting workplace discrimination and harassment.

Core 9: Safety and Preparedness – Follows established safety procedures/protocols. Wears personal protective equipment when applicable. Attends emergency preparedness and safety training related to the position. Follows established emergency procedures/protocols in drills and crisis situations.

Core 10: Use of Technology/Equipment - Effectively uses technology/equipment related to position, including software applications.

<div align="center"><u>**Leader Competencies**</u></div>

All competencies below are applicable to executive leaders, deans, and department chairs. Competencies identified as supervisory are applicable to leaders who have responsibility for the supervision of faculty and/or staff. Competencies identified as budget management are applicable to leaders who manage a budget.

Supervisory: Leadership and Supervision–Inspires employees to live A-B Tech's values and achieve excellence consistent with the College's vision and mission. Creates and maintains a vibrant work climate that encourages professional growth, continuous improvement, and diversity. Works with other leaders to encourage and model cross-functional collaboration. Delegates to the lowest applicable level, provides clear performance expectations, and holds employees accountable for their performance. Observes performance/instruction and provides timely and appropriate appreciation, support, coaching, direction, and discipline. Engages in developmental and career planning dialogues with employees, guides them in appropriate professional development, and follows up. Promotes cross-cultural awareness and inclusion.

Supervisory: Team Effectiveness – Ensures all new team members are welcomed and understand their roles. Builds trust and helps the team work together effectively and manage conflict. Facilitates productive meetings. Keeps team focused on relevant tasks. Encourages mutual support and pride in team accomplishment.

Supervisory: Change Leadership – Creates an environment that encourages innovation and creativity in support of the College's objectives and student success. Explains the rationale for change and acknowledges the challenges. Provides support during change. Works with direct reports to implement newly adopted programs, policies and procedures. Gathers evidence to assess new initiatives and improve them. Encourages employee feedback and forwards suggestions to executive leadership for consideration. Acknowledges the challenges of change and encourages employees as they strive to navigate it successfully.

Supervisory & Budget Management: Decision Making & Problem Solving – Makes well-informed decisions. Identifies key stakeholders and keeps them appropriately informed. Informs and involves those affected. Researches problem causes and explores multiple options before adopting a solution. Takes into account value and practicality of each option. Uses explicit criteria and considers impact before taking action.

Supervisory & Budget Management: Networking & Partnering – Collaborates across departments and divisions. Effectively engages external contacts. Researches and shares best practices. Initiates and develops diverse relationships to broaden perspective.

Supervisory & Budget Management: Role Model and College Advocate – Exemplifies understanding, management, control, and oversight of all functions within the areas of responsibility.   Operates as both an advocate for their department/division and a positive champion for the entire College. Ensures that applicable legal requirements and responsibilities of their department/division are met in a timely and complete manner. Actively engages in the life of the institution and the larger community, as applicable.

Budget Management: Continuous Improvement & Project Management– Demonstrates the ability to plan and think outside the box to create a work environment where continuous improvement leads to innovation, creativity, excitement, and results within his/her areas of responsibility and for the College overall, as applicable. Assesses departmental/divisional programs, operations, and/or initiatives, leading to the use of evidence for continuous improvement. Establishes departmental/divisional objectives based on the strategic plan and other accountability guidelines and creates opportunities for long-term accomplishment of College goals and objectives. Follows best practice project management protocols to achieve intended results on time and consistent with the established budget.

Budget Management: Fiscal and Operational Effectiveness – Manages department budget accurately and effectively, aligning materials, equipment, and facilities with departmental goals. Allocates College assets and resources effectively. Identifies and eliminates wasteful practices. Seeks opportunities to increase the College's resources and capital assets. Shows ability to make quality fiscal and operational decisions based on data and feedback.