

CORE COMPETENCIES					
COMPETENCY AREAS	SUB-COMPETENCIES	DEFINITION	BASIC BEHAVIOURS	ABOVE EXPECTATIONS BEHAVIOURS	OUTSTANDING BEHAVIOURS
Communication skills		Shares information with and receives information from constituencies using oral, written and interpersonal communication skills			
	Oral Communication	The ability to ethically and responsibly use verbal and nonverbal communication for clear expression of ideas and collaborative processes.	<ul style="list-style-type: none"> <li>a. Use verbal and nonverbal communication for clear expression of idea.</li> <li>b. Uses language that is appropriate to audience.</li> <li>c. Manages disruptions and distractions appropriately.</li> </ul>	<ul style="list-style-type: none"> <li>a. Use verbal and nonverbal communication for clear expression of idea.</li> <li>b. Uses language that is appropriate to audience.</li> <li>c. Manages disruptions and distractions appropriately.</li> <li>d. Demonstrates a range of linguistic and delivery styles relevant to situation.</li> <li>e. Checks for understanding of the communication by asking open-ended questions that draw out the listener's understanding.</li> </ul>	<ul style="list-style-type: none"> <li>a. Use verbal and nonverbal communication for clear expression of idea.</li> <li>b. Uses language that is appropriate to audience.</li> <li>c. Manages disruptions and distractions appropriately.</li> <li>d. Demonstrates a range of linguistic and delivery styles relevant to situation.</li> <li>e. Checks for understanding of the communication by asking open-ended questions that draw out the listener's understanding.</li> <li>f. Clearly conveys and receives information and ideas through a variety of media to individuals or groups in a manner that engages the listener, helps them understand and retain the message, and invites response and feedback.</li> </ul>
	Written Communication	The ability to express oneself clearly in business writing.	<ul style="list-style-type: none"> <li>a. Expresses ideas clearly and concisely in writing.</li> <li>b. Organizes written ideas clearly and signals the organization to the reader.</li> </ul>	<ul style="list-style-type: none"> <li>a. Expresses ideas clearly and concisely in writing.</li> <li>b. Organizes written ideas clearly and signals the organization to the reader.</li> <li>c. Uses an appropriate business writing style.</li> </ul>	<ul style="list-style-type: none"> <li>a. Expresses ideas clearly and concisely in writing.</li> <li>b. Uses an appropriate business writing style. Communicates issues in a timely manner.</li> <li>c. Uses effective cross-cultural communication skills. Consistently demonstrates improved written communication based on feedback.</li> </ul>

<b>Problem Solving</b>		Anticipates and identifies problem, involves others in seeking innovative simple solutions, conducts appropriate analyses searched for best solutions that have benefit within and/or outside the organization; responds quickly to new challenges takes thoughtful risks that are well balanced	<ul style="list-style-type: none"> <li>a. Responds to problems, issues and opportunities as they are identified.</li> <li>b. Identifies a solution to the problem identified.</li> <li>c. Develops methods of dealing with the constraints identified.</li> </ul>	<ul style="list-style-type: none"> <li>a. Creates relevant options for addressing problems/opportunities identified.</li> <li>b. Identifies the constraints and risks associated with the options identified.</li> <li>c. Considers, evaluates and seeks others' opinions for alternative courses of action.</li> <li>d. Selects an effective option, based on the information available at the time.</li> <li>e. Acts decisively by committing the option chosen to a course of action.</li> </ul>	<ul style="list-style-type: none"> <li>a. Proactively anticipates and addresses concerns of employees, peers, upper management, and customers.</li> <li>b. Creates relevant and creative options.</li> <li>c. Generates viable options for the problems or opportunities identified. Includes the appropriate.</li> <li>d. Ensures that “buy-in” and understanding of the decision made before committing it to action.</li> </ul>
<b>Decisiveness</b>		Makes clear, consistent, transparent decisions; acts with integrity in all decision making; distinguishes relevant from irrelevant information and makes timely decisions, considers impact on College community.	<ul style="list-style-type: none"> <li>a. Makes and implements routine decisions in a timely manner.</li> <li>b. Consults and seeks necessary information on which to base decisions but is not paralyzed by the analysis.</li> <li>c. Confidently deals with “clear cut” situations. Selects solutions based on pre-identified alternatives or known options.</li> </ul>	<ul style="list-style-type: none"> <li>a. Makes time-sensitive decisions even when only limited information may be available but is sufficient enough in order to exercise solid judgment. Acknowledges personal responsibility for outcomes of decisions made during crisis.</li> <li>b. Acts promptly and with confidence when a situation requires a quick decision.</li> <li>c. Selects an appropriate response by seeing beyond the obvious and superficial through steadied observation</li> </ul>	<ul style="list-style-type: none"> <li>a. Makes and implements decisions where required information is incomplete, contradictory and/or ambiguous.</li> <li>b. Makes a reasoned selection between methods, systems or procedures where guidelines are broad. Implements ideas and approaches that are likely to add value, but that may not have a favourable result.</li> <li>c. Makes decisions having significant consequences that are favourable for the organization, consistent with COSTAATT values and able to withstand public scrutiny.</li> <li>d. Depicts impeccable judgement; takes educated risks and makes innovative and creative decisions when pursuing and implementing new approaches and strategies.</li> </ul>

				rather than emotion. Strikes a balance between being participative, i.e., involving team members in decisions and being directive, depending on the needs of the team and the situation.	e. Makes and implements strategic decisions based on principles, values and sound business arguments.
<b>Achievement Focus</b>		Generates results by assuming responsibility for one's performance and the correctness of one's interventions, and recognizing opportunities and acting efficiently at the appropriate moment and within the given deadlines	<ul style="list-style-type: none"> <li>a. Defines ambitious, but realistic, personal goals.</li> <li>b. Works while meeting quality and performance standards.</li> <li>c. Promptly and efficiently completes work assignment</li> </ul>	<ul style="list-style-type: none"> <li>a. Demonstrates the ability to challenge existing practices in order to become more effective. Contributes to improve work methods, outcomes and team performance.</li> <li>b. Generates results by acting in a focused way and within the deadlines, and finds ways to go around obstacles with minimum guidance.</li> <li>c. Makes efforts to optimize process workflows efficiently using technology.</li> </ul>	<ul style="list-style-type: none"> <li>a. Identifies needed adjustments in own area of responsibility and sets priorities accordingly.</li> <li>b. Considers the implications of proposed courses of actions.</li> <li>c. Works to exceed existing quality standards or beat deadlines.</li> <li>d. Demonstrates continual organized drive--from setting of goals for self and/or others to ongoing management and achievement of stated objectives.</li> <li>e. Competes against one's own standards of excellence in addition to company standards.</li> <li>f. Demonstrates willingness to learn and grow personally and professionally.</li> <li>g. Takes new initiatives aimed at improving team performance.</li> </ul>
<b>Teamwork</b>		Cooperates and collaborates with colleagues as appropriate; works in partnership with others; cultivates, builds and maintains good relationships with peers, subordinates and customers	<ul style="list-style-type: none"> <li>a. Builds and maintains effective working relationships with peers and campus partners.</li> <li>b. Show commitment to the team's purpose and goal.</li> <li>c. Participates willingly toward accomplishing group goals, doing his/her share of the work</li> </ul>	<ul style="list-style-type: none"> <li>a. Builds and maintains effective working relationships with peers and campus partners.</li> <li>b. Show commitment to the team's purpose and goals.</li> <li>c. Accept and provide feedback in a constructive and considerate way.</li> </ul>	<ul style="list-style-type: none"> <li>a. Builds and maintains effective working relationships with peers and campus partners.</li> <li>b. Show commitment to the team's purpose and goals.</li> <li>c. Accept and provide feedback in a constructive and considerate way.</li> <li>d. Share information and encourage others to do the same.</li> <li>e. Support and motivate the group to perform at its best.</li> </ul>

				<p>Solicits and uses ideas and opinions of others to help form specific decisions or plans.</p> <p>d. Acknowledges and works through conflict; does not remain silent or withhold differing opinions.</p>	<p>f. Works cooperatively toward the identification of areas needing improvement.</p> <p>g. Uses the agendas and perspectives of others to establish mutually beneficial objectives.</p>
<b>Quality Focus</b>	Customer Focus	Values the importance of delivering high quality, innovative service to internal and external clients, understands the needs of customers (internal and external) responds promptly to customer and is accessible to them.	a. Provides quality service and meets customers' expectations.	<p>a. Exceeds customer expectations.</p> <p>b. Look for opportunities to improve work practices.</p> <p>c. Generate ideas for improvement.</p>	<p>a. Gains customer trust and respect.</p> <p>b. Follow through on customer commitments in a time manner; assumes ownership of process issues and takes appropriate steps to mitigate problems.</p>
	Workplace Flexibility	Involves the ability to effectively adapt to a variety of situations, individuals or groups	<p>a. Proposes ways to do things differently.</p> <p>b. Understands and recognizes the value of other points of view and ways of doing things.</p>	<p>a. Anticipates having to adapt work methods to changing technology and environments.</p> <p>b. Considers problems from all new perspectives and can expand on the thinking or solutions proposed by others.</p> <p>c. Displays a positive attitude in the face of ambiguity and change.</p>	<p>a. Seeks best practices inside and outside the College to anticipate change.</p> <p>b. Stays open-minded and encourages others to bring new perspectives.</p> <p>c. Recognizes the merits of different approaches and uses them in accomplishing work activities. Modifies own behavior to fit the situation at hand or to meet the expectations of others</p>
<b>Continuous Learning</b>		Acquire and apply new knowledge and skills in all of your experiences	a. Continually seeking new knowledge and skills, as well as developing existing capabilities.	<p>a. Continually seeking new knowledge and skills, as well as developing existing capabilities.</p> <p>b. Takes advantage of all opportunities for professional development.</p>	<p>a. Continually seeking new knowledge and skills, as well as developing existing capabilities.</p> <p>b. Takes advantage of all opportunities for professional development.</p> <p>c. Seeks feedback on both style and performance, learning from others and gaining valuable lessons from successes and mistakes.</p>

Professionalism		Thinks carefully about the likely effects on others of one's words, actions, appearance and mode of behavior. Selects the words or actions most likely to have the desired effect on the individual or group in question.	<ul style="list-style-type: none"><li>a. Understands how he/she is perceived by others.</li><li>b. Modifies own behavior to meet the expectations of others.</li><li>c. Takes actions calculated to have a particular effect on others.</li></ul>	<ul style="list-style-type: none"><li>a. Understands how he/she is perceived by others.</li><li>b. Modifies own behavior to meet the expectations of others.</li><li>c. Takes actions calculated to have a particular effect on others.</li><li>d. Works to develop and maintain positive working relationships with co-workers by being punctual, keeping personal telephone calls to a minimum, and maintaining a pleasant work attitude.</li><li>e. Presents a professional appearance.</li></ul>	<ul style="list-style-type: none"><li>a. Understands how he/she is perceived by others.</li><li>b. Modifies own behavior to meet the expectations of others.</li><li>c. Takes actions calculated to have a particular effect on others.</li><li>d. Works to develop and maintain positive working relationships with co-workers by being punctual, keeping personal telephone calls to a minimum, and maintaining a pleasant work attitude.</li><li>e. Presents a professional appearance.</li><li>f. Works to make a particular impression on others to help achieve a work-related objective.</li></ul>
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