

Competency Dictionary

Competencies include the knowledge, skills, abilities (KSAs) and behaviors that help employees and their managers identify the success factors in a given role or function. This Competency Dictionary serves to support employees and managers as a framework to measure performance compared to expectations, and to help establish development plans.

Core Competencies – Aligned with Bentley Core Values

<p>Caring</p>	<ul style="list-style-type: none"> • Exhibits grace under pressure and demonstrates mutual respect. • Considers and responds appropriately to the needs and feelings of different people in different situations. • Considers the impact on others when acting and making decisions. • Demonstrates understanding of and respect for others' perspectives and needs.
<p>Collaboration</p>	<ul style="list-style-type: none"> • Balances personal responsibilities with interests of team and/or department. • Listens to other points of view and adjusts position toward achieving a mutually beneficial ends when appropriate. • Shares knowledge and expertise with others easily. • Supports and nurtures opportunities for collaboration and bridge building. • Resolves conflicts tactfully, enhancing relationships both within and outside the work unit. • Consistently goes beyond direct responsibilities to achieve team and department goals.
<p>Diversity</p>	<ul style="list-style-type: none"> • Demonstrates respect for differing views and perspectives. • Identifies mentoring opportunities for under-represented populations. • Welcomes varied styles in approach to work. • Works effectively with people of diverse backgrounds, cultures and organizational perspectives. • Helps bolster and maintain a work environment that embraces and appreciates differences. • Actively works with Human Resources to develop recruiting pools which include under-represented populations (hiring managers only).
<p>Honesty</p>	<ul style="list-style-type: none"> • Earns others' respect through transparency and truthfulness. • Takes responsibility for own work, including problems and issues; readily credits others for their work. • Builds trust through reliability and authenticity. • Identifies ethical dilemmas and conflict of interest situations and takes action to avoid and prevent them. • Anticipates and prevents breaches in confidentiality and/or security. • Demonstrates behaviors that are consistent with standards for professional and ethical conduct.
<p>Impact</p>	<ul style="list-style-type: none"> • Accomplishes work through to completion in an ethical, efficient and cost-effective manner.

	<ul style="list-style-type: none"> • Positively influences and inspires others to act in support of ideas, programs, or causes. • Builds and manages effective work or project team in the absence of organizational line management. • Demonstrates a sense of purpose in the larger mission of the university. • Focuses energy on work that makes a difference to students, co-workers, and the broader community.
Learning	<ul style="list-style-type: none"> • Displays an ongoing commitment to finding and maximizing opportunities for growth and development. • Shows willingness to be innovative and to try new work methods, ideas, and approaches. • Acknowledges failure as an opportunity to learn from past results. • Demonstrates curiosity especially toward new experiences and ways of thinking. • Takes ownership of self-development and continuous learning. • Demonstrates the ability to be self-reflective, and displays a high level of self-awareness through appropriate self-disclosure. • Seeks out and acts upon feedback to improve performance.
Respect	<ul style="list-style-type: none"> • Treats others fairly and courteously; demonstrates consistency and openness in words and actions. • Works through differences and gains agreement while maintaining positive interpersonal communication. • Creates interactions on teams that are respectful of individual differences. • Recognizes and sincerely acknowledges the humanity, worth, and significance of others.
Competencies – Managing Projects	
Analytical	<ul style="list-style-type: none"> • Draws distinctions between essential and tangential issues. • Utilizes results from a wide range of studies and/or research to come to informed conclusions. • Critically examines issues by breaking them down into manageable parts. • Analyses information to determine and ascertain the most likely cause of the problem. • Utilizes results from a wide range of studies and/or research to come to informed conclusions. • Analyzes problems systematically; identifies action to prevent the problem from recurring.
Applying Technologies	<ul style="list-style-type: none"> • Uses contemporary technologies to model and visualize solutions to creative problems, even with imperfect information. • Utilizes technology in innovative ways. • Demonstrates willingness to embrace technology; supports co-workers by sharing technology knowledge as needed. • Learns and uses technology to increase personal and organization's work efficiency. • Develops and relies on own technical skills rather than those of others where appropriate.
Diplomacy	<ul style="list-style-type: none"> • Operates with respect and empathy to minimize potential conflict in complex situations; interacts pleasantly with others. • Communicates with tact and discretion; displays high level of self-awareness regarding tone and choice of oral, written, and body language.

	<ul style="list-style-type: none"> • Responds to difficult, stressful or sensitive interpersonal situations in ways that reduce or minimize potential conflict. • Handles difficult or awkward interpersonal situations in a positive manner. • Displays willingness to hear all points of view while facilitating meetings with efficiency.
Results-Orientation	<ul style="list-style-type: none"> • Focuses on results and desired outcomes and how best to achieve them to get project/work completed successfully. • Persists to complete tasks/responsibilities, even in the face of difficulties. • Develops and executes plans while adhering to established timeframes and budgets. • Models optimism and tenacity over time in order to achieve goals. • Tracks and monitors progress; manages corrections and avoids deflecting focus of desired outcomes. • Delegates tasks to appropriate project team members to maximize efficiency and effectiveness.
Competencies – Managing People	
Coaching/Developing Others	<ul style="list-style-type: none"> • Collaborates with employees to create effective development plans. • Creates and maintains a positive learning environment that supports the development of employees. • Uses effective and timely coaching techniques, such as questions, feedback, guidance, praise, and constructive criticism to help employees achieve established goals. • Maintains a collaborative relationship with employees; incorporates coaching into regular day-to-day interactions. • Collaboratively identifies training or development opportunities to support employee. • Delegates responsibility to others to support their professional growth.
Managerial Courage	<ul style="list-style-type: none"> • Is open and direct with others but does not seek to intimidate them. • Shows own vulnerabilities, and does not pretend to know everything. • Delivers constructive feedback with compassion and candor. • Demonstrates self-awareness with respect to own values, needs, skills and style. • Makes and executes decisions that may be perceived as unpopular to others.
Managing Conflict	<ul style="list-style-type: none"> • Resolves conflicts, confrontations and disagreements in a constructive manner. • Stays focused on reaching resolution in an objective and rational way. • Avoids leaving issues unresolved or unclear because conflict is avoided. • Addresses formal and informal complaints and resolves them to mutual satisfaction. • Assumes responsibility for own actions and the consequences for actions undertaken and decisions made. • Maintains positive, productive working relationships despite differing/conflicting situations.
Managing Performance	<ul style="list-style-type: none"> • Readily acknowledges the contributions of others. • Appropriately addresses sub-par performance. • Understands when to intervene and when to back off. • Develops performance improvement plan for employees who need improvement. • Successfully recruits and develops talent.

	<ul style="list-style-type: none"> • Sets clear performance goals with team members and holds people accountable for meeting those goals. • Makes performance check-ins a regular part of managing others. • Manages emotions in all interactions.
Team Leadership	<ul style="list-style-type: none"> • Builds cohesive and productive work and project teams in order to achieve desired results. • Promotes team continuity, spirit, and commitment. • Effectively manages team meetings and demonstrates appreciation for diverse viewpoints and team members. • Encourages teamwork through the use of appropriate verbal and non-verbal communication. • Creates an environment that encourages open communication and collective problem-solving amongst team members. • Rewards or recognizes collective success of team. • Builds organizational strength and focuses on management succession.
Competencies – Managing Organizations	
Applied Strategic Thinking	<ul style="list-style-type: none"> • Translates the University’s mission and vision to specific and clear organizational strategies and operations. • Develops effective organizational strategies that consider success factors associated with cost, benefits, risks, timing, and buy-in. • Operationalizes and implements the overall strategic plan to the organization’s deliverables. • Mobilizes resources to achieve goals; establishes and implements metrics to measure success. • Works diligently to build a diverse team and to provide professional development opportunities for under-represented populations.
Budget and Fiscal Management	<ul style="list-style-type: none"> • In consultation with Budget office, prepares sound financial budget sufficient to achieve organizational goals effectively and efficiently. • Operates with a high degree of ethical awareness, and demonstrates an ongoing awareness of how decisions and actions are perceived from an ethical perspective. • Establishes and adheres to spending guidelines within organization. • Adheres to University and auditing requirements. • Responsibly allocates and accounts for the use of fiscal resources, weighing alternatives and their benefits. • Monitors budget usage and ensures critical costs are covered.
Leading through Vision/Values	<ul style="list-style-type: none"> • Demonstrates awareness about how own values, needs, skills and style impact others. • Builds organizational strength and focuses on management succession. • Establishes vision of future needs based on internal and external organizational factors. • Aligns organizational/unit goals with overall “big picture.” • Communicates University strategies and organizational/unit goals with organizational team members. • Models behaviors in alignment with University values and beliefs.
Organizational Acumen	<ul style="list-style-type: none"> • Adroit at reading people and situations. • Effectively handles complex and highly sensitive interpersonal circumstances. • Uses both informal and formal channels of the organization to get work done. • Uses the workings, structure and culture of the organization and political climate to solve problems and accomplish goals.

	<ul style="list-style-type: none"> • Understands how the roles, products, and services of own work organization relate to and impact those of other work units. • Sees the interrelationships between parts of the organization. • Collaborates effectively with peers to take actions for the good of the whole organization.
Stewardship	<ul style="list-style-type: none"> • Strives to develop and implement best practices; encourages others to adopt a culture of sustainability and efficiency. • Exercises sound and ethical judgment no matter how difficult or contrary; considers environmental, economic, compliance, and social impacts in decision-making. • Enhances the credibility of the University with key constituencies. • Demonstrates accountability, discretion and sound judgment in managing University resources.
General Competencies	
Adaptability	<ul style="list-style-type: none"> • Embraces new work methods, technology, and business process changes to improve efficiency or quality of work. • Responds positively to changing priorities in the work unit and/or University. • Seeks out new opportunities that promote efficiencies or operational improvements. • Adapts effectively to change by accepting changes in work processes readily and with an optimistic perspective of the resulting benefits. • Works through situations or issues involving ambiguity or setbacks by systematically evaluating options and establishing appropriate action plans. • Understands the requirements of different situations and effectively adapts his/her behavior even when under stress and pressure.
Communication	<ul style="list-style-type: none"> • Uses communication tools effectively to meet the needs of audience and/or situation (i.e., email, phone, and other methods). • Recognizes appropriate time to communicate and tailors communication style to promote successful dialogue. • Shares information with appropriate people in a timely manner. • Demonstrates effective listening skills; seeks first to understand and then be understood. • Expresses thoughts clearly, both orally and in writing. • Appropriately adapts message, style, and tone to accommodate a variety of audiences.
Excellence	<ul style="list-style-type: none"> • Inspires and strives for highest quality standards in all aspects of work including setting high performance goals for oneself and others. • Continuously improves productivity, quality, and service while eliminating non-value-added activities. • Systematically identifies potential problems when designing systems/processes using effective decision making techniques and analysis. • Develops and maintains systems for monitoring own work and quality of output. • Diligently attends to details and pursues quality in accomplishing tasks. • Models quality and efficiency by getting more done in less time, and by going beyond what is expected. • Recognizes irregularities and thoroughly checks work.
Initiative/Ability to Work Independently	<ul style="list-style-type: none"> • Works to remedy problems without being told by a peer or supervisor.

	<ul style="list-style-type: none"> • Demonstrates tenacity, a sense of urgency, and persistence in overcoming setbacks or obstacles. • Sees what needs to be done in relation to defined responsibilities and does it consistently. • Consistently produces quality work products under minimal supervision. • Proactively seeks out and seizes opportunities that will further the University's mission. • Sees what needs to be done beyond job duties and pursues increased challenge and responsibility.
Innovation/Creativity	<ul style="list-style-type: none"> • Demonstrates "outside the box" thinking by applying novel solutions to workplace challenges. • Identifies work issues that are ineffective, and generates fresh ideas and methods that provide solutions. • Challenges existing paradigms and tests assumptions in the way the University conducts business. • Takes calculated risks based on input and ideas from multiple sources. • Motivates others to explore new possibilities through effective brainstorming and other creative activities. • Shows tolerance of the honest mistakes that are a natural consequence of creative endeavors.
Negotiation	<ul style="list-style-type: none"> • Successfully advocates University's position with external parties. • Orchestrates win-win solutions. • Exhibits both tactical and strategic understanding during negotiation process. • Encourages debate and open discussion.
Planning & Organizing	<ul style="list-style-type: none"> • Determines goals and priorities, and correctly allocates time required. • Indicates course of action and resources needed to achieve particular goals. • Demonstrates ability to orchestrate multiple activities at once to accomplish a goal. • Uses resources and "best practices" to enhance efficiency. • Arranges information and files in a useful manner. • Maintains accurate and complete records, and develops organizing systems and processes to maintain efficiency and quality. • Uses time effectively and prevents irrelevant issues or distractions from interfering with work completion.
Problem-solving/Decision-Making	<ul style="list-style-type: none"> • Looks at situations from multiple perspectives; breaks problems into component parts. • Makes sound, timely decisions using a combination of analysis, experience, wisdom, proven techniques, and other resources. • Develops alternative solutions and indicates consequences of each. • Tests assumptions, develops scenarios, and plans contingencies. • Looks for underlying causes or thinks through the consequences of different courses of action. • Balances complex or competing factors and determines optimal direction; commits to action assertively. • Engages in big picture, long-term thinking.
Professional/Technical Skills	<ul style="list-style-type: none"> • Shares knowledge/expertise with others as appropriate. • Demonstrates knowledge of job's essential duties and capacity to perform them well. • Appropriately applies procedures, requirements, regulations, or policies related to specialized areas of expertise.

	<ul style="list-style-type: none"> • Accomplishes complex tasks in area of expertise without supervisory assistance. • Focuses on work activities that add value to the University and the department while seeking to eliminate work activities that do not. • Maintains professional standing and ensures that all licensure requirements are satisfied. • Keeps up to date on professional trends through continuing education and applies this knowledge in the work environment.
Relationship Building	<ul style="list-style-type: none"> • Networks with internal and external communities in order to enhance knowledge and resource base. • Maintains contacts that benefit the department, division, or the University. • Communicates with interested parties using diplomacy and tact. • Demonstrates awareness of his or her own influence and how people respond to it.
Responsibility/ Accountability	<ul style="list-style-type: none"> • Can be relied on to fulfill all commitments made to peers, co-workers, supervisors, students, and others; immediately informs others when unable to do so. • Admits own mistakes or misjudgments; seeks to find solutions and avoids blaming others. • Looks beyond the requirements of one's own job to offer suggestions for improvements to overall organization operations. • Demonstrates a strong commitment to aligning individual role to the "big picture," and takes personal ownership in unit's success. • Actively demonstrates commitment by maintaining a consistent and predictable work schedule.
Safety/Risk Management	<ul style="list-style-type: none"> • Understands hazards in the environment/uses protective clothing or equipment as required by job or common sense dictates. • Demonstrates an understanding of applicable policies and procedures. • Maintains and recommends conditions that ensure a healthy and safe working environment. • Understands best practices for minimizing risk within area of expertise (including physical, legal, etc.).
Self-Development/ Continuous Learning	<ul style="list-style-type: none"> • Takes ownership of self-development and continuous learning. • Applies lessons learned to work activities. • Demonstrates the ability to be self-reflective and displays a high level of self-awareness through appropriate self-disclosure. • Seeks out and acts upon performance feedback. • Identifies learning opportunities in mistakes and minimizes blame. • Identifies individual challenges and seeks opportunities to grow; seeks out new learning experiences. • Demonstrates curiosity to learn about new techniques and theories that contribute to professional and technical growth.
Service Orientation	<ul style="list-style-type: none"> • Demonstrates a helpful attitude to others. • Is diplomatic, courteous and welcoming, striving to satisfy internal and external stakeholders. • Works with those being served to get information, assess needs, and resolve issues and concerns. • Responds to inquiries and requests in a timely manner. • Follows through on agreed upon deliverables. • Anticipates and resolves concerns before they become larger issues.
Role Specific Competencies	

<p>Advisory Skills</p>	<ul style="list-style-type: none"> • Formulates advice and/or solutions based on experience and specific expertise. • Influences clients in the decision-making process; helps client navigate complex or sensitive issues. • Elevates complex questions and problems appropriately. • Exercises tact and diplomacy under all circumstances; maintains client's confidentiality. • Anticipates outcomes and adjusts priorities accordingly.
<p>Client/Donor Relationship Management</p>	<ul style="list-style-type: none"> • Maintains appropriate level of client contact and always keeps clients informed. • Follows through on commitments to clients. • Fosters/builds mutually beneficial long-term relationships. • Effectively researches current and prospective customers/donors. • Initiates and strengthens relationships with all constituents through a systematic cultivation plan designed to increase support for the organization long-term. • Acknowledges and recognizes customers/donors in a meaningful way, tailored to the individual and appropriate to the University.
<p>Clinical Judgment</p>	<ul style="list-style-type: none"> • Makes decisions on patients using critical thinking that integrates formal and experiential knowledge • Effectively questions and assesses systematically the multidimensional aspects of pain and other symptoms to gain the global grasp of a situation.
<p>Student Development Orientation</p>	<ul style="list-style-type: none"> • Understands and utilizes student development theory in programs; services; and individual interactions. • Approaches students in a respectful and educational manner. • Uses assessment and best practices for continuous improvement. • Contributes to the field through participation in professional activities including research, presentations, and/or conference presentations.