

1/27/2014

CAREER COMPETENCIES FOR STAFF ASSISTANT, SR. STAFF ASSISTANT AND SR. STAFF SPECIALIST

Information for this document was gathered from several sources, including a review of RIT staff assistant, senior staff assist and senior staff specialist positions, positions within comparable universities, healthcare organizations, consultants in the human resource field, the US Department of Labor, the World at Work organization and other human resource agencies.

Competencies are identified behaviors, knowledge, skills, and abilities that directly and positively impact the success of employees and organizations. A Position Description outlines the tasks/duties; this document addresses competencies.

Achieving an advanced level of competency in any of the areas doesn't guarantee a level change; job position levels are determined by the responsibilities that are required for a position, not the skill level of the individual in the position.

This document can be used to review the competencies that are expected as part of the staff assistant and senior staff specialist positions.

The competencies are organized by the categories used in the 2012-2013 HR compensation project.

CATEGORY	FUNCTIONAL KNOWLEDGE	LEADERSHIP/TEAM	PROBLEM SOLVING	IMPACT	INTERPERSONAL SKILLS
COMPETENCY	Business Acumen Technology Skills Planning & Organization	Team & Collaboration Change Orientation	Analytical Ability	Integrity/Ethics Initiative Inclusion	Communication Interpersonal Skills Personal Accountability Professionalism

FUNCTIONAL KNOWLEDGE

BUSINESS ACUMEN, TECHNOLOGY SKILLS, PLANNING AND ORGANIZATION

Administrative Professional Band definition for Functional Knowledge:

The knowledge needed to perform the work responsibilities of the position

**Each level builds upon the previous level and assumes that the individual in a level has acquired the competencies of the previous level.*

COMPETENCY	STAFF ASSISTANT	SR. STAFF ASSISTANT	SR. STAFF SPECIALIST
Business Acumen <i>Knows how business works; is knowledgeable in current and future policies, practices, trends and information affecting his/her own area</i>	Understands the department mission and functions	Understands the university mission and functions	Is a resources and/or point of contact for department/college for events and projects; has frequent interaction across university
	Recognizes own role in the functioning of the institute	Aware of other related roles in unit and able to fill in when needed	Oversees roles and can delegate responsibilities to appropriate individuals
	Has basic knowledge of budget process; supports those with budget authority	Has increased knowledge of budget processes, policies; can approve student timecards	May prepare preliminary budget proposals; has reporting responsibility; interacts with departments for budget and financial requests
	Can easily access forms, policies and procedures relevant to work responsibilities	Supports department or college projects through appropriate processes and transactions	Creates or improves forms, processes or procedure; implements new processes
	Provides administrative support to faculty or staff, such as calendaring, yearend ledgers, student services	Triage questions and refer to appropriate department/person	Supports department or college by producing reports and information tracking, processing and analysis
	Knowledgeable of federal policies on confidentiality; refers to appropriate department or person		Responds in writing/phone/department memos regarding federal policies on confidentiality; is contact with Legal Affairs

**Each level builds upon the previous level and assumes that the individual in a level has acquired the competencies of the previous level.*

COMPETENCY	STAFF ASSISTANT	SR. STAFF ASSISTANT	SR. STAFF SPECIALIST
Technology Skills <i>Has the functional and technical knowledge and skills to do the job at a high level of accomplishment</i>	Selects and applies appropriate technology solutions to frequently encountered tasks	Is skilled in a range of processes, procedures and systems to carry out assigned tasks or has developed deep skills in a single area	Coaches others in selecting and using the appropriate technology solution in department or division
	Carefully considers which technologies are appropriate for a given job	Coaches others in selecting and using the appropriate technology solution in department or division	Leverages technology to facilitate information sharing
	Consistently chooses the best technology solution for the problem at hand	Leverages technology to facilitate information sharing	Demonstrates an interest in learning about new and emerging tools and technologies and is able to apply new tools and technologies to work as appropriate
	Is aware of university guidelines surrounding internet usage and complies with those guidelines	Demonstrates an interest in learning about new and emerging tools and technologies	Provides input to the evaluation, selection and purchase of appropriate hardware and software at the division level
	Has established skills to perform a range of day-to-day activities		Oversees department technology choice and use for special projects, websites

**Each level builds upon the previous level and assumes that the individual in a level has acquired the competencies of the previous level.*

COMPETENCY	STAFF ASSISTANT	SR. STAFF ASSISTANT	SR. STAFF SPECIALIST
Planning & Organization <i>Planning and prioritizing work to manage time effectively and accomplish tasks on-time</i>	Approaches own work in a methodical manner	Develops processes and tools to effective plan work	Integrates planning efforts throughout work unit and across colleges and divisions
	Organizes time to achieve required outcomes and meet deadlines	Effectively manages multiple demands and competing priorities	Prioritizes work for department/unit based on strategic goals and resources
	Uses a variety of tools and strategies to ensure own work is performed accurately and on-time	Identifies waste in work processes and systems and identifies and implements corrective actions	Innovates ways to accomplish department/unit work more efficiently
	Proactively evaluates work plans and organization strategies to make needed improvements	Anticipates changes to priorities and requirements	Continuously monitors work and priorities for department/project to ensure adequate resources are allocated and requirements met
	Makes adjustments to work plans, based on changes priorities or requirements		

LEADERSHIP AND TEAM

CHANGE ORIENTATION, TEAM AND COLLABORATION

Administrative Professional Band definition for Leadership & Team

The level of leadership and/or guidance provided to others as a function of the job responsibilities/duties

**Each level builds upon the previous level and assumes that the individual in a level has acquired the competencies of the previous level.*

COMPETENCY	STAFF ASSISTANT	SR. STAFF ASSISTANT	SR. STAFF SPECIALIST
Teamwork & Collaboration <i>The ability to get groups to work together cooperatively, by enlisting active involvement, creating a climate for respect and openness, and applying effective techniques for group facilitation.</i>	Develops constructive and cooperative relationships with others	Determines what is needed to achieve team goals	Identifies and draws on team strengths and weaknesses to achieve results
	Shows sensitivity to the thoughts and opinions of other team members	Uses a group approach to identify problems and develop solutions based on group consensus	Exhibits tact and diplomacy and strives to build consensus
	Responds appropriately to positive and negative feedback	May guide and direct the work of others to achieve department objectives	Brings others together to reconcile differences
	Is a team player and contributes to the team's effort		Effectively communicates with team members to achieve team goals and objectives
			Possibly lead team, projects

**Each level builds upon the previous level and assumes that the individual in a level has acquired the competencies of the previous level.*

COMPETENCY	STAFF ASSISTANT	SR. STAFF ASSISTANT	SR. STAFF SPECIALIST
Change Orientation <i>Seeking opportunities for increased effectiveness, encouraging and motivating others; maintaining effectiveness when experiencing change</i>	Is open to considering new ways of doing things	Facilitates, communicates and implements changes in administrative procedures in department	Generates innovative solutions to work environment challenges
	Actively seeks out and carefully considers the merit of new approaches to work	Motivates others to action	Shapes team or group priorities to reflect new focus
	Willingly embraces new approaches when appropriate and discards approaches that are no longer working	Maintains effectiveness when experiencing changes	Models the change
			Guides and motivates others to action supporting the changes

PROBLEM SOLVING

ANALYTICAL ABILITY

Administrative Professional Band definition for Problem Solving:

The degree of analytical thinking and problem solving skills needed to perform the job responsibilities/duties

**Each level builds upon the previous level and assumes that the individual in a level has acquired the competencies of the previous level.*

COMPETENCY	STAFF ASSISTANT	SR. STAFF ASSISTANT	SR. STAFF SPECIALIST
Analytical Ability <i>Uses a systematic approach to address problems or opportunities, generating solutions with lasting impact; makes well-informed decisions</i>	Identifies appropriate resources, (policies, experts, etc.) to aid in the problem-solving or decision-making process	Uses a variety of techniques to determine the best course of action, such as cost/benefit analysis, SWOT analysis, root cause analysis, etc.	Applies a collaborative, integrative approach using people, systems and processes to resolve complex situations
	Identifies the potential consequences of different solutions	Generates a range of novel and appropriate solutions for a given problem	Proactively scans department for potential problems and develops strategies to address them before they occur
	Escalates problem-solving or decision-making responsibility appropriately	Effectively defines and communicates problems and opportunities to engage higher levels of management in the solution finding process	Builds coalitions of support to garner resources necessary to enact solutions or decisions
	Conducts the appropriate level of analysis given the complexity and ramifications the situation	Effectively identifies assumptions and constraints to arrive at appropriate and practical solutions/decisions	Develops new models and tools to analyze problems and generate solutions/decisions
	Involves team members in decisions wherever possible	Identifies the primary stakeholders and involves them in the decision-making process	Is decisive in even the most difficult situations, fostering confidence among all stakeholders

IMPACT

INTEGRITY/ETHICS, INCLUSION, INITIATIVE

Administrative Professional Band definition for Impact

The level of impact the job responsibilities/duties have on the university, division, department and/or work group

**Each level builds upon the previous level and assumes that the individual in a level has acquired the competencies of the previous level.*

COMPETENCY	STAFF ASSISTANT	SR. STAFF ASSISTANT	SR. STAFF SPECIALIST
Integrity/Ethics <i>Sets and meets high standards of behavior</i>	Treats others with honesty, fairness and respect	Treats others with honesty, fairness and respect	Treats others with honesty, fairness and respect
	Chooses an ethical course of action	Chooses an ethical course of action	Chooses an ethical course of action
	Does the right thing, even in the face of opposition	Does the right thing, even in the face of opposition	Does the right thing, even in the face of opposition
		Encourages others to behave accordingly	Encourages others to behave accordingly

COMPETENCY	STAFF ASSISTANT	SR. STAFF ASSISTANT	SR. STAFF SPECIALIST
Inclusion <i>Active, intentional and on-going engagement with diversity in ways that increase one's awareness, knowledge and understanding</i>	Is flexible and open minded when dealing with a wide range of people	Is flexible and open minded when dealing with a wide range of people	Is flexible and open minded when dealing with a wide range of people
	May participate on a university level in activities that promote inclusive attitudes and behaviors	May participate on a university level in activities that promote inclusive attitudes and behaviors	May participate on a university level in activities that promote inclusive attitudes and behaviors
	Knowledgeable of RIT's practice on Harassment and Discrimination	Knowledgeable of RIT's practice on Harassment and Discrimination	Knowledgeable of RIT's practice on Harassment and Discrimination
			Knowledgeable of employment laws/compliance regarding diversity; familiar with inclusive policy (C6.0) and resources for support

**Each level builds upon the previous level and assumes that the individual in a level has acquired the competencies of the previous level.*

COMPETENCY	STAFF ASSISTANT	SR. STAFF ASSISTANT	SR. STAFF SPECIALIST
Initiative <i>Acts, experiments, and accomplishes; goes beyond what the job or situation requires</i>	Pursues work with energy, drive, and a strong accomplishment orientation;	Takes initiative in seeking out new work challenges and increasing variety and scope of one's job	Develops own way of doing things
	Persists and expends extra effort to accomplish tasks even when conditions are difficult or deadlines are tight	Assists others who have less experience or heavy workloads	Performs effectively with minimal direction, support or approval and without direct supervision
		Seeks opportunities to influence events and originate action	Avoids creating a quick fix and provides solutions for the root of the problem

INTERPERSONAL SKILLS

COMMUNICATION, INTERPERSONAL SKILLS, PERSONAL ACCOUNTABILITY, PROFESSIONALISM

Administrative Professional Band definition for Interpersonal Skills:

The degree of interpersonal skills (people skills) required to perform the responsibilities/duties of the position

**Each level builds upon the previous level and assumes that the individual in a level has acquired the competencies of the previous level.*

COMPETENCY	STAFF ASSISTANT	SR. STAFF ASSISTANT	SR. STAFF SPECIALIST
Communication <i>Effectively communicates with others in a variety of mediums; uses effective communication techniques to foster a collegial and high-functioning workplace</i>	Effectively expresses information to individuals or groups (in written or spoken form)	Appropriately tailors communication (in written or spoken form) taking into account the audience, nature of the information, and the desired outcomes	Effectively communicates (in written or spoken form) in even the most contentious situations, with even the most difficult messages, and to individuals at all levels in the organization
	Use active listening, reflection, and other techniques to ensure comprehension	Recognizes when others have difficulty understanding his/her messages and adapts appropriately by using analogies, breaking the message into smaller component parts and other such techniques	Assists others in comprehending written and spoken information so they can take appropriate action
	Communicates intentions, ideas and feelings openly and directly	Actively encourages an open exchange of ideas and different points of view	Consistently models openness and acceptance to encourage authentic communication and even the most reluctant person to express his/her views
	Uses professional and appropriate language in all communication	Uses a variety of techniques such as summarizing and asking clarifying questions, to build others' confidence in the communication process	Effectively and appropriately influences and persuades others
	Keeps others well informed	Accurately determines the best timing and medium for communication	Proactive and regularly evaluates the effectiveness of their communication

*Each level builds upon the previous level and assumes that the individual in a level has acquired the competencies of the previous level.

COMPETENCY	STAFF ASSISTANT	SR. STAFF ASSISTANT	SR. STAFF SPECIALIST
Interpersonal Skills <i>The ability to notice, interpret, and anticipate others' concerns and feelings, and to communicate this awareness empathetically to others.</i>	Demonstrates awareness and concern for others	Demonstrates insight into behavior	Serves as a positive representative when representing the department on special projects or teams
	Maintains open communication	Takes action to learn about and understand the needs and values of other groups, organizations, or cultures	Ensures staff work collaboratively across depts./college
	Demonstrates a desire to understand student needs; listens to what faculty, students and staff are saying and asks questions as appropriate;	Tracks trends; looks for solutions	Tracks trends; looks for solutions; creates reports that identify trends; provides solutions to appropriate person/committee for action
	Is pleasant, courteous and professional when dealing with internal or external contacts	Stresses the importance of customer service and creates this service mindset throughout the organization	
	Responds to requests in a timely fashion	Follows up with F/S/S during projects and following project completion	
	Adjusts services based on feedback	Ability to adjust to changing needs at department level	

COMPETENCY	STAFF ASSISTANT	SR. STAFF ASSISTANT	SR. STAFF SPECIALIST
Personal Accountability <i>Being responsible for one's decisions and behaviors exhibited by day to day interactions and workplace behaviors</i>	Takes responsibility for accomplishing work goals	Takes responsibility for accomplishing work goals	Takes responsibility for accomplishing work goals
	Accepts responsibility for one's decisions	Accepts responsibility for one's decisions	Accepts responsibility for one's decisions
	Attempts to learn from one's mistakes	Attempts to learn from one's mistakes	Attempts to learn from one's mistakes
	Behaves consistently and predictably	Behaves consistently and predictably	Behaves consistently and predictably
	Demonstrates regular and punctual attendance	Demonstrates regular and punctual attendance	Demonstrates regular and punctual attendance
	Diligently checks work to ensure all essential details have been considered	Diligently checks work to ensure all essential details have been considered	Diligently checks work to ensure all essential details have been considered
	Follows written and verbal directions; complies with institute rules, policies and procedures	Follows written and verbal directions; complies with institute rules, policies and procedures	Follows written and verbal directions; complies with institute rules, policies and procedures

**Each level builds upon the previous level and assumes that the individual in a level has acquired the competencies of the previous level.*

COMPETENCY	STAFF ASSISTANT	SR. STAFF ASSISTANT	SR. STAFF SPECIALIST
Professionalism <i>Having interest and desire to do a job well and having a positive attitude towards the profession</i>	Demonstrates self-control by maintaining composure and keeping emotions in check even in difficult situations	Demonstrates self-control by maintaining composure and keeping emotions in check even in difficult situations	Builds appropriate rapport; builds constructive and effective relationships
	Deals calmly and effectively with stressful situations	Deals calmly and effectively with stressful situations	Manages conflict directly and constructively
	Maintains a professional demeanor	Maintains a professional demeanor	Demonstrates business acumen and good judgment in decision making
	Dresses appropriately for the work environment; maintains personal hygiene	Dresses appropriately for the work environment; maintains personal hygiene	
	Projects an professional image of oneself and the organization	Projects an professional image of oneself and the organization	
	Demonstrates a positive attitude towards work	Demonstrates a positive attitude towards work	
	Takes pride in one's work and the work of the organization	Takes pride in one's work and the work of the organization	