## College of Charleston

## Supervisor’s Guide to Understanding Competencies

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**Overview of Competencies**

Competencies are specific measurable or observable behaviors that correlate with job related activities critical to successful job performance. They are generally defined within the categories of knowledge, skills, and attributes (or attitudeds) (KSA). As an employee becomes more developed in each key competency of relevant to the position, their performance and satisfaction increase.

**Competence**

If competencies are thoroughly developed, they can be used in developing job descriptions, assessing and selecting candidates, accurately evaluating performance, and assigning training and development activities.

**College of Charleston Position Duties and Values**

Each position at the College requires specific skills and knowledge. The position description will outline the duties, but the supervisor also needs to determine the specific skills and knowledge (competencies) that are necessary to be competent in each of the duties.

In addition, the College evaluates seven core values/charateristics and two for supervisors. The competencies are the behaviors or attitudes that are expected in the specific position.

**Communication:** Demonstrates ability to express clear written and verbal thoughts, openly shares appropriate information, actively listens and seeks information. Participates in dept./division/committee meetings by sharing and assimilating information.

**Collaboration:** Works cooperatively with others in the department and institution to achieve common goals while demonstrating a sensitivity to others’ needs, and offering assistance, support, and feedback. Recognizes, respects, and appreciates differences in background, lifestyles, viewpoints, and the needs of others.

**Customer Focus**: Actively works to be welcoming and treats all people professionally and with dignity while determining their needs, resolving issues, and offering accurate, complete and timely service in all interactions.

**Adaptability**: Shifts priorities when necessary, open to change, thinks about and communicates ideas for improvement, receptive to others ideas for improvements, modifies work habits when necessary, and problem solves.

**Judgment**: Makes sound and appropriate decisions and consults others for direction and advice when necessary. Analyzes situations, problem solves, and makes objective, responsible decisions that benefit the department and College. Uses time efficiently, looks for and implements methods to be more productive and efficient. Understands when change is needed or directed and makes positive contributions to change.

**Learning**: Shows a commitment to learning by being open to feedback, taking advantage of professional development opportunities, learning new methods to work, researching and implementing more efficient/effective work methods, and sharing knowledge and information with others.

**Integrity**: Demonstrates and communicates high regard for the institution and department, adheres to policies and procedures, accepts responsibility for actions/decisions, respectful of human and capital assets, adheres to safety protocols and procedures and keeps confidential information.

**Supervisor:**

**Management**: Plans strategically and builds employees‘ skills and capabilities to support department/division/institution goals. Seeks to recruit and engage a diverse group and strives to support equal opportunity goals. Builds employee skills and delegates appropriately. Encourages and supports professional development of direct reports. Seeks input and ideas from their employees and colleagues.

**Evaluation:** Plans strategically and builds employees‘ skills and capabilities to support department/division/institution goals. Seeks to recruit and engage a diverse group and strives to support equal opportunity goals. Builds employee skills and delegates appropriately. Encourages and supports professional development of direct reports. Seeks input and ideas from their employees and colleagues.

**Developing Competencies (Examples)**

**Position Duties:**

Break down each position duty into specifics and analyze the job knowledge, job skill, and perhaps behavior that is required for each piece of the duty.

**Example Duty:**

Manages and supervises administration of the Program’s budget to include activities associated with fiscal management, procurement and personnel while ensuring compliance with Foundation and State forms, conditions and allocation procedures. Holds Program’s Procurement Card and makes necessary purchases while adhering to cost-effective purchasing practices. Monitors and maintains office supplies, teaching materials and equipment.

**Example Competencies:**

| **Job Duty** | **Job Knowledge** | **Job Skills** | **Behaviors** |
| --- | --- | --- | --- |
| Administers Budget/Fiscal Management |  | Basic Accounting/Fiscal Management Skills | Completes all budgets on a monthly basis with no errors  Communicates budget status on a monthly basis with chair  Proactivity takes action on over-budget status  Looks at opportunities to purchase necessities when in under budget status  Makes year end recommendations in May |
| Budget | Access forms completed  Controller forms  Procurement forms  Foundation forms  Key contacts  Indexes  Accounting Codes | Excel  Banner Finance Training |  |
| Compliance | Policies |  | Follows all policies |
| Procurement | Access Forms  E-Procure Manual | E-Procure Training | Thoroughly follows procurement guidelines. Has a thorough knowledge of e-procure and available resources |
| Purchasing Card | Purchasing Card Manual | Purchasing Card Training | Stays within the regulations of the purchasing card  Has a procedure for reconciling accounts |
| Supplies | Access Forms  Office Max Web site  List of office supplies, etc. |  |  |