Center for Learning & Professional Development

Manager Competencies

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Introduction

Ensuring success as a manager requires the development of a skill set, knowledge base, and abilities that define not only what a person must know and do, but also how a person performs their role. Competencies are attributes, behaviors, manner and style of how skills and knowledge are applied to the job.

The competencies below are desired attributes which support the New Mexico State University Mission and Vision. These competencies were derived from management competencies of various universities, state, and federal organizations. These include:

- Brown University
- University of Michigan
- University of Victoria
- University of Dayton
- Wilkes University
- University of Dayton
- Penn State
- Chicago State University
- Cornel University
- University Corporation for Atmospheric Research (UCAR)
- US Department of Labor (DOL)
- US Office of Personnel Management (OPM)
- North Carolina State Personnel Office
- New York State Civil Service Department

Accountability

Holds self and others accountable for measurable high-quality, timely, and cost-effective results.
- Accepts responsibility for mistakes.
- Complies with established control systems and rules.
- Takes full responsibility for results
- Follows through on commitments
- Demonstrates willingness and capacity to be responsible and answerable for actions and results of self and those under their command
- Implements internal policies and procedures that align with and support university policies and rules
- Commits to carrying out assigned or accepted obligations

Budget Administration

Knowledge of the principles and practices of university budget administration and analysis including preparing, justifying, reporting on, and executing the budget; and the relationships among program, budget, accounting, and reporting systems.
- Demonstrates an awareness of the university's budgeting and financial policies
- Demonstrates an understanding of standard financial terminology

- Understands the sources of restricted and unrestricted funding
- Understands the roles of the State, University, and NMSU units in budget development
- Develops program and resource plans and budgets for projects, or units
- Understands the relationship of the budget and resources to the strategic plan
- Monitors expenditures and resources to ensure spending is within allotments, or makes appropriate modifications
- Utilizes the appropriate computer systems, forms, and reports to monitor budget expenditures
- Complies with administrative controls over funds, contracts, and procurements, to preclude fraud or mismanagement of government resources
- Monitors and verifies ongoing cost effectiveness
- Demonstrates sound financial decision making that supports the University vision, mission, and goals.
- Adheres to the budgets as assigned
- Depicts a money savvy mindset
- Provides correct financial information
- Monitors program and project expenditures and individual expenses for reporting purposes
- Identifies wasteful financial practices

Change Management/Flexibility

Knowledge of change management principles, strategies, and techniques required for effective planning, implementing, and evaluating change in the organization. Recognizes that the environment in which the University functions is constantly changing and adjusts own behavior accordingly; is confident of trying something different and is unafraid of taking and making mistakes; is resilient and capable of dealing with disappointments and setbacks.

- Applies a structured process and set of tools for leading the people side of change to achieve a desired outcome.
- Displays a sense of urgency based on the need to implement the change and what will happen if the change is not implemented
- Communicates frequently and candidly during times of change
- Develops plans and strategies to effectively manage current and future challenges and opportunities
- Assesses the tolerance of self and others for change
- Provides training to develop employee skills
- Coaches employees through the change process
- Provides direction and steering for professional development
- Encourages successful performance during the transition and in the new environment
- Deals with setbacks by being resilient and flexible
- Actively seeks to understand the merits of others' perspectives
- Is flexible, open and receptive to new ideas and approaches
- Utilizes different strategies when needed to adapt to changing situations

- Maintains effectiveness when experiencing change
- Is optimistic and has the courage to take calculated risks
- Actively supports process improvements and new innovative ideas
- Encourages ideas that are outside of the accepted paradigm

Communication

Knowledge of the development, production, and dissemination of information and ideas to inform and persuade via written, oral, nonverbal, and visual media.
- Ensures information is effectively exchanged with others
- Changes behaviors and goals to meet the needs of interaction
- Demonstrates understanding and shares emotional reaction to a situation
- Actively listens to ensure accuracy of their own understanding
- Listens empathetically to understand the thoughts, ideas, and emotions of others
- Responds appropriately to others and the circumstance
- Conveys information clearly and concisely to groups or individuals either orally or in writing to ensure they understand the information and message
- Presents information suited to the characteristics and needs of the audience
- Demonstrates awareness of what is said and how it is said
- Demonstrates awareness of nonverbal communication, such as body language, facial expressions, tone of voice, eye contact, energy, and enthusiasm during conversations
- Is able to interpret both verbal and non-verbal messages sent by others

Conflict Management

Manages and resolves conflicts, grievances, confrontations, or disagreements in a constructive manner to minimize negative personal impact. Encourages creative tension and differences of opinions. Anticipates and takes steps to prevent counter-productive confrontations. Manages and resolves conflicts and disagreements in a constructive manner.
- Recognizes differences of opinion, brings them out into the open for discussion, and looks for win-win solutions
- Uses appropriate interpersonal styles and methods to reduce tension or conflict between two or more people
- Finds agreement on issues and follows through on implementation
- Deals effectively with others in an antagonistic situation
- Remains neutral and seeks to discover root of conflict
- Acknowledges the problem
- Focuses on the problem rather than the individuals
- Seeks a common ground to resolve the conflict

Critical/Creative Thinking

Uses objective analysis, evaluation, and imagination to develop new insights into situations and applies new solutions to problems; designs new methods where established methods and procedures are not suitable or are unavailable.

- Identifies problems and/or opportunities using cross-disciplinary concepts
- Analyzes strength and weaknesses of current approaches
- Modifies and adapts current methods and approaches to better meet needs
- Identifies alternate solutions based on precedent
- Identifies an optimal solution after weighing the advantages and disadvantages of alternative approaches
- Searches for ideas or solutions that have worked in others environments and applies them to the University
- Uses existing solutions in innovative ways to solve problems
- Sees long-term consequences of potential solutions
- Develops comprehensive, justified conclusions and recommendations using qualitative and/or quantitative tools

Customer Service

Anticipates and meets the needs of both internal and external customers. Delivers high-quality products and services; is committed to continuous improvement.

- Asks questions to identify customer's needs or expectations or to determine customer's awareness of the full range of available services.
- Involves stakeholders in the decision-making or problem-solving process as early as possible
- Takes a variety of actions to fully understand and meet a customer's needs
- Monitors customer satisfaction regularly
- Responds to customers with an appropriate level of urgency
- Looks for ways to continuously improve results or outcomes to increase customer satisfaction
- Works with customers to develop realistic objectives or time frames

Decisiveness

Makes sound, well-informed, and objective decisions; perceives the impact and implications of decisions; commits to action, even in uncertain situations, to accomplish organizational goals; causes change.

- Makes decisions in a timely manner.
- Uses all available information and considers all alternatives when making decisions
- Effectively evaluates options, imagines consequences, and builds contingencies
- Is willing to make decisions in difficult or ambiguous situations when time is critical
- Adapts to changing circumstances and situational factors when making decisions
- Makes appropriate decisions with consideration of the consequences for relevant customers/stakeholders
- Implements decisions in a timely manner

Developing Others

Develops the ability of others to perform and contribute to the organization by providing ongoing feedback and by providing opportunities to learn through formal and informal methods.

- Actively assists and supports the development of employee's skills and abilities so they can fulfill current or future job or role responsibilities more effectively
- Creates development plans that support employee growth and development and prepares them for future advancement
- Supports employee development by encouraging attendance in internal and external training and conferences
- Assists an employee or group of employees in strengthening their knowledge, skills and abilities to accomplish a task or project, or to solve a problem
- Develops the ability of others to perform and contribute to the organization by providing ongoing feedback and by providing opportunities to learn through formal and informal methods

Diversity

Recognizes, understands, and appreciates differences in individuals, styles, abilities, motivations, and backgrounds. Has the commitment and ability to include different cultural perceptions, assumptions, norms, beliefs, and values. Creates an atmosphere of valuing and accepting others.

- Conveys respect for different perspectives (e.g., cultural, religious, socioeconomic, educational, gender, sexual orientation, and other differences)
- Recognizes own lack of knowledge about differences (e.g., social norms, decision-making approaches, and preferences) and seeks information and/or support when needed
- Expands own awareness; learns about issues of diversity and multiculturalism as they relate to the organization
- Fosters an inclusive workplace where diversity and individual differences are valued and leveraged to achieve the vision and mission of the University
- Gets insight from others about issues and opportunities before making decisions
- Directly confronts any prejudicial or disrespectful behavior or comments
- Helps to identify and works to change organizational policies that may be contrary to the University's statement on diversity
- Pursues inclusion of those with different backgrounds in day-to-day interactions within the University community
- Examines one's own thought and language for assumptions and stereotypical responses
- Establishes relationships with people who are different form oneself
- Seeks to understand the individual person rather than seeing the person as a representative of a group
- Values the involvement of employees who have abroad base of experience and backgrounds as an asset to the University
- Networks in the local and professional communities to attract to the University diverse people who share common values
- Gives feedback openly and respectfully to others whose different behaviors and values affect their credibility and effectiveness, identifying alternatives to help people use their differences effectively and not alienate others

- Accommodates different personal styles that are effective in accomplishing desired outcomes
- Demonstrates support of organizational policies and practices that enhance diversity within the University

Honesty and Integrity

Behaves in an honest, fair, and ethical manner. Shows honesty and integrity consistency in words and actions. Models high standards of ethics.

- Is seen as trustworthy
- Is widely trusted and seen as a direct, truthful individual
- Is known to consistently adhere to ethical principles and expects others to follow suit
- Is known to espouse and apply a high set of ethical and moral principles
- Openly values honesty
- Presents truthful information in an appropriate and helpful manner
- Is respected as a credible source and a proven confidant
- Is indisputably trusted to keep confidences and to protect sensitive information, even to his or her own detriment
- Understands and values the importance of trust
- Can be trusted to keep confidences
- Keeps confidences even when pressured to compromise
- Is conscious of his or her personal value system when faced with difficult situations
- Consistently applies personal values to appropriately address difficult situations
- Stays true to his or her values even when it is unpopular to do so
- Stays true to his or her values, regardless of internal and external pressures
- Demonstrates honesty
- Demonstrates integrity even in difficult situations

Interpersonal Relationships

Consistently communicates with others in a professional, pleasant, and cooperative manner; works effectively with all stakeholders, employees, and others.

- Shows understanding, friendliness, courtesy, tact, empathy, concern, and politeness to others.
- Develops and maintains effective relationships with others that are mutually beneficial
- Relates well to people from diverse backgrounds and different situations
- Works with others to identify, define, and solve problems; works with others to find a mutually agreeable outcome
- Considers and responds appropriately to the needs and feelings of different people in different situations
- Considers and responds appropriately to the needs, feelings, and capabilities of different situations
- Works to build mutual trust and respect through honesty, accountability, and consistency

Organizational Awareness

Knows the University's mission and functions, and how its social, political, cultural, and technological systems work and operates effectively within them; knows and operates effectively within the programs, policies, procedures, rules, and regulations of the University.

- Monitors work to ensure it aligns with formal procedures and the University's accountabilities
- Actively supports the public service mission and goals
- Uses informal structures; can identify key decision-makers and influencers
- Effectively uses both formal and informal channels or networks for acquiring information, assistance and accomplishing work goals
- Achieves solutions acceptable to varied parties based on understanding of issues, climates and cultures in own and other organizations
- Accurately describes the issues and culture of external stakeholders. Uses this information to negotiate goals and initiatives
- Supports the changing culture and methods of operating, if necessary, for the success of the organization
- Ensures due diligence by keeping informed of business and operational plans and practices

Performance Management

Knowledge of the performance management concepts, principles, and practices related to planning, monitoring, rating, and rewarding employee performance.

- Manages the performance of employees through an ongoing process of communication, coaching, support, and employee development.
- Plans, distributes, coordinates and monitors work assignments of others
- Balances workloads to fully utilize staff
- Recognizes and uses formal structure, rules, processes, methods or operations to accomplish work
- Evaluates work performance and provides feedback to others on their performance
- Aligns performance through planning, organizing and delegation
- Clearly defines roles, responsibilities, and expectations
- Provides timely guidance, feedback, and clarification of expectations
- Assess the length and difficulty of tasks and projects, and establishes an approach to achieve goals
- Provides coaching and guidance in accomplishing work operations and objectives
- Addresses performance problems and issues promptly
- Measures performance against goals and evaluates results

Personnel Management

Plans, organizes, compensates, integrates, and maintains the personnel functions for the purpose of contributing toward the accomplishment of the university's major goals and objectives.

- Strategically aligns the workforce to meet the business need

- Forecasts future activities and staff workloads to determine future gaps or overages in the workforce, and plans to correct or adjust the staffing needs
- Analyzes jobs to determine duties, tasks, knowledge, and skills needed to perform at the expected level
- Develops job descriptions and position documentation
- Develops training plans and programs to develop required knowledge and skills
- Recruits, interviews, and selects staff
- Motivates employees to continually exceed the expectations they set for themselves.
- Manages the general employee-employer relationship
- Trains, orients, and develops employees
- Manages personnel administration and employee welfare
- Manages labor relations
- Ensures a healthy and safe work environment

Principles, Values and Ethics

Fosters and supports the principles and values of the organization and the University as a whole.

- Treats others fairly and with respect
- Takes responsibility for own work, including problems and issues
- 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
- Identifies and balances competing values when selecting approaches or recommendations for dealing with a situation
- Fosters a climate of trust within the work team
- Implements processes and structures to deal with difficulties in confidentiality and/or security
- Ensures that decisions consider ethics and values of the organization and Public Service as a whole
- Interacts with others fairly and objectively
- Advises others in maintaining fair and consistent dealings with others and in dealing with ethical dilemmas
- Deals directly and constructively with lapses of integrity (e.g., intervenes in a timely fashion to remind others of the need to respect the dignity of others)
- Adheres to an appropriate and effective set of core values and beliefs during both good and bad times

Problem Solving

Identifies and analyzes problems; weighs relevance and accuracy of information; generates and evaluates alternative solutions; makes recommendations.

- Utilizes a logical and systematic approach to problem solving
- Identifies and analyzes problems to identify root causes
- Weighs relevance and accuracy of information

- Generates and evaluates alternative solutions by considering implications and consequences
- Makes recommendations and implements solutions
- Implements solutions within a reasonable time

Project Management

Knowledge of the principles, methods, or tools for developing, scheduling, coordinating, and managing projects and resources, including monitoring and inspecting costs, work, and contractor performance.

- Ensures support for projects and implements agency goals and strategic objectives
- Seeks and documents customer needs and ensures and measures customer satisfaction
- Defines outcomes and expectations based on customer requirements
- With staff, develops a work plan with tasks, timeframes, milestones, resources, and dependencies
- Uses resources efficiently and manages effectively within budget limits
- Ensures quality and quantity standards are met
- Anticipates potential problems and institutes controls and contingency plans to address them
- Monitors project progress and evaluates performance
- Responds effectively to unforeseen problems
- Identifies improvement areas and resolves barriers to task completion
- Sets deadlines in a way that gets commitment from all parties involved
- Ensures sponsorship for the change from university heads representing the providers and receivers of service
- Involves the right people in the design and implementation to ensure that the proper changes are made
- Seeks active participation
- Assesses and addresses how the changes will affect people
- Increases stakeholder engagement
- Communicates with stakeholders to align participants, clarify roles, and ensure the process is responsive to stakeholder needs
- Ensures people understand and accept their responsibilities, and are held accountable
- Addresses resistance

Quality Management

Oversees all activities and tasks needed to maintain a desired level of excellence. Includes the determination of a quality policy, creating and implementing quality planning and assurance, quality control, and quality improvement.

- Demonstrates knowledge of the principles, methods, and tools of quality assurance, quality control, and reliability used to ensure that a project, system, or product fulfills requirements and standards

- Allows the customer to ultimately determine the level of quality
- Encourages all employees to participate in working toward common goals
- Focuses on process thinking
- Defines steps required to carry out the process
- Creates and monitors performance measures to detect unexpected variations
- Utilizes a strategic and systematic approach to achieving the university's vision, mission and goals
- Plans strategically
- Seeks continual process improvement
- Collects and analyzes data in order to improve decision making accuracy, achieve consensus, and all prediction based on past history
- Communicates effectively to maintain morale and motivate employees at all levels. Communications involve strategies, methods, and timeliness

Self-Management

Sets well-defined and realistic personal goals; displays a high level of initiative, effort, and commitment towards completing assignments in a timely manner; works with minimal supervision; is motivated to achieve; demonstrates responsible behavior.

- Manages personal behavior and performance.
- Behaves in an honest, fair and ethical manner
- Adheres to an appropriate and effective set of core values and beliefs during both good and bad times
- Acts in line with the University's core values
- Deals effectively with pressure, remains optimistic and persistent
- Is open to change and new information
- Demonstrates emotional intelligence and control
- Actively seeks a healthy work-life balance
- Seeks personal and professional development
- Understands the culture, values, and focus of the University

Strategic Thinking, Vision, and Planning

Understands where the University is headed and how to contribute; takes a long-term view and recognizes opportunities to help the University accomplish its objectives or move toward the vision. Capitalizes on opportunities and manages risks. Organizes work, sets priorities, and determines resource requirements; determines short- or long-term goals and strategies to achieve them; coordinates with other organizations or parts of the University to accomplish goals; monitors progress and evaluates outcomes.

- Develops and drives a shared understanding of a long-term vision
- Determines long-term objectives and tactics
- Executes a clear strategy to accomplish long-term objectives and tactics
- Translates organization strategies into meaningful plans for the department
- Allocates resources based on strategies and related objectives
- Develops long-term department plans that align with the organization strategies

- Gains knowledge of current and possible future University culture, systems, and pressures
- Recognizes and understands the agenda and perspective of others and balances the interests of the department with those of other departments and the University
- Knows how to get things done through the formal channels and the informal network
- Effectively communicates and interprets the strategic vision to employees within area of responsibility
- Clearly articulates and promotes the significance and impact of employee contributions to promoting and achieving organizational goals
- Monitors work of team to ensure alignment with strategic direction, vision and values for the organization
- Identifies potential future directions for work area in line with vision
- Proactively helps others to understand the importance of the strategy and vision
- Works with teams to set program/operational goals and plans in keeping with the strategic direction
- Regularly promotes the organization, its vision and values to clients, stakeholders and partners
- Works with staff to set strategic goals for own sector of the organization
- Assesses the gap between the current state and desired future direction and establishes effective ways for closing the gap in own sector
- Foresees obstacles and opportunities for the organization and acts accordingly
- Defines issues, generates options and selects solutions, which are consistent with the strategy and vision
- Scans, seeks out and assesses information on potential future directions
- Provides direction and communicates the vision to encourage alignment within the organization
- Energetically and persistently promotes strategic objectives with colleagues in other business lines

Team Leadership

Provides problem-solving activities directed at the generation of solutions that advance team goal attainment. Inspires and fosters team commitment, spirit, pride, and trust. Facilitates cooperation and motivates team members to accomplish group goals.

- Ensures that team members have the necessary information to operate effectively
- Establishes the direction/goal(s) for the team
- Informs team members affected by a decision exactly what is happening and gives a clear rationale for the decision
- Sets an example for team members (e.g., respect of others' views, team loyalty, cooperating with others)
- Makes sure the practical needs of the team and team members are met
- Makes decisions by considering the differences among team members, and overall team requirements and objectives
- Ensures that the team's tasks are completed
- Accepts responsibility for the team's actions and results
- Values and encourages others' input and suggestions

- Stimulates constructive discussion of different points of view, focusing on the organization's strategic objectives, vision or values
- Builds cooperation, loyalty and helps achieve consensus
- Provides constructive feedback and recognizes all contributions
- Ensures the respective strengths of team members are used in order to achieve the team's overall objectives
- Communicates team successes and organization-wide contribution to other organizational members
- Encourages the team to promote their work throughout the organization
- Establishes the team's credibility with internal and external stakeholder

Technical Credibility

Understands and appropriately applies principles, procedures, requirements, regulations, and policies related to specialized expertise.

- Possesses required functional and technical knowledge and skills to do the job at a high level of accomplishment
- Effectively applies technical knowledge to solve a range of problems
- Develops solutions to problems that cannot be solved using existing methods or approaches
- Keeps informed about current developments in his or her area of expertise
- Writing
    - Writes in a clear, concise, organized, and convincing manner for the intended audience
    - Presents information, analysis, ideas, and positions in writing in a clear and convincing manner
    - Organizes written ideas clearly and signals the organization of the document to the reader (e.g., through an introductory paragraph or use of headings)
    - Uses appropriate writing style consistent with organizational guidelines and norms
    - Tailors writing to effectively reach the intended audience
    - Uses graphics and other aids to clarify complex or technical information
    - Documents created include correct spelling, grammar and punctuation
    - Demonstrates a willingness to share ideas and perspectives and encourages others to do the same
- Reading Comprehension
    - Discovers main idea of what was read
    - Identifies detail of reading
    - Able to sequence events within reading
    - Able to get facts from reading
    - Draws conclusions and predicts outcomes
    - Distinguishes between fact and opinion
    - Understands cause and effect
    - Able to identify figurative language
    - Identifies bias and prejudice
    - Uses prior knowledge

- Able to compare and contrast ideas
- Generates and answers questions
- Identifies inferences
- Summarizes concepts
- Understands vocabulary
- Visualizes ideas
- Determines author's purpose
- Understands point of view