

1. CORE COMPETENCIES (Applies to all job families/positions)

Integrity
 Professionalism
 Adaptability
 Organization Support
 Communication

2. JOB FAMILY COMPETENCIES

A. Campus Competencies by Job Family/Job Titles

FORM CODE	JOB FAMILY	JOB TITLES	COMPETENCIES
CD	Campus President	Director of eLearning Operations, Campus President	Judgement, innovative thinking, deliver results
CL	Campus Leadership	Academic Dean, Assistant Campus President, Evening Dean, Site Coordinator	Leadership, strategic thinking, conflict resolution, analytical, implementing policies
CM	Campus Management	Enrollment Services Director, Enrolling ESD	Leadership, results oriented, manage employee performance, training and development
CSL	Regional Leadership	Regional Career Services Director	Manage employee performance, leadership, results driven, training and development
SS	Student Services	Dean of Student Services, Dean, Student Advisor, Student Center Coordinator, Student Account Bookkeeper, Student Account Representative; Student Account Clerical, Student Services Coordinator, Financial Literacy Specialist	Conceptual thinking, problem solving, manage multiple priorities, handle difficult issues, implementing policies
AD	Admissions	Admissions Advisor (all admissions positions), Quality Assurance Analyst, Admissions Reps, DH Admissions Advisor, Central Admissions	Customer focus, value & ethics, results driven

		Coordinator	
CS	Career Services	Career Services Advisor, Career Services Clerk	Student achievement focus, quality of work, results driven
FA	Faculty	Instructor, Program Director, DH Supervising Dentist, DH Co-Director, LVN to RN Clinical Teaching Assistant, RT Director of Clinical Education, RT Lab Teaching Assistant, RT Medical Director, ST Clinical Coordinator, ST Instructional Assistant, VT Veterinarian	Instructional skills, content-specific knowledge, dependability, student achievement focus
IS	Instructional Support	Instruction Specialist, Division Manager, Allied Health Coordinator, CPR and First Aid Coordinator, Technology Coach, Medical Simulation Technologist	Leadership, training and development, implement policies, student achievement focus
AS	Administrative Support	Administrative Assistant, Learning Resource Coordinator, Learning Resource Assistant, Student Resource Coordinator, Inventory Repairs/Maintenance, IS Technician (Network Administrator), Admissions Admin Asst – Linear, DH Liaison, DH Office/Clinic Asst, DH Office Manager, TM Clinical Educator/Office Manager, Clerical Coordinator, General Clerk, GE Advisor	Customer focus, time management, work ethic, quality of work
RS	Records Services	First Contact (Receptionist), Financial Aid Officer, Financial Aid Clerk, Financial Aid Tuition Planner, Registrar, Online Registrar Assistant/Clerk, Employment Verification Coordinator, Regional Financial Aid Specialist, Admissions Asst,	Customer service, teamwork, quality of work, productivity
FC	Facilities	Security Officer, Custodian, Facilities Clerk, Purchasing and Facilities Technician	Customer focus, productivity, teamwork

B. Corporate Competencies by Job Family/Job Titles

FORM CODE	JOB FAMILY	JOB TITLES	COMPETENCIES
Admissions			
CCL	Call Center Leadership	Director of Call Center Operations	Critical thinking, project management, problem solving, manages multiple priorities
AL	Admissions Leadership	Director of Admissions	Critical thinking, leadership, training and development, project management
AM	Admissions Management	Admissions Specialist, Corporate Enrollment Services Director	Encouraging skills development, training and development, change management, managing employee performance
ADMI	Admissions	Agency Representative	Relationship building/networking, initiative, admissions skills, meeting targets
Marketing			
ML	Marketing Leadership	Creative Director	Design, versatility, project management
MM	Marketing Management	Affiliate Marketing Specialist, Search Marketing Specialist	Strategic thinking, planning, technical job skills, project management, results oriented
OCM	Online Community Management	Online Community Manager	Building organizational commitment, writing skills, strategic thinking, technical job skills, project management
MS	Marketing Staff	Graphic Designer, Admin. Asst., Digital Marketing Specialist, Film Making Specialist	Technical job skills, quality of work, design, work ethic, productivity
Accounting /Finance			
FIN	Finance	Controller, Director of Finance	Leadership, business acumen, judgment, strategic thinking
ACT	Accounting	Assistant Controller, Senior Staff Accountant	Manage employee performance, delegation, planning/organizing, cost consciousness

FINA	Financial Analysis	Financial Analyst	Critical thinking, planning; technical job skills
AF	Accounting/Finance	A/P Bookkeeper, General Accounting Clerk; General Clerk	Planning/organizing, judgment
BK	Bookkeeping	G/L Bookkeeper, Corporate Bookkeeper	Planning, problem solving, judgment
ACS	Accounting Staff	Staff Accountant	Planning, interpersonal skills, problem solving, judgment
SAL	Student Accounts Leadership	Student Accounts Supervisor	Manage employee performance, results driven, implementing policies, problem solving
SA	Student Accounts	Student Accounts Representative	Results Driven, implementing policies, problem solving, handles difficult issues
Alumni Services			
CASS	Alumni Services Support	Alumni Services Specialist	Teamwork, innovative thinking, project management, technical job skills, versatility
Graduate Services			
GSL	Graduate Services Leadership	Director of Graduate Services	Critical thinking, leadership, training and development, project management
GST	Graduate Services Training & Workforce Development	Training & Workforce Development – Account Executive	Technical job skills, customer focus, planning, productivity, results driven
GSS	Graduate Services Support	Career Services Specialist	Motivating team, training and development, status reports, strategic planning
Growth and Development			
GD	Growth and Development	Associate Vice President, Director of Growth and Development	Critical thinking, project management, problem solving, relationship building/networking
RD	Research and Development	Director of Research and Development	Analytical, strategic thinking, project management, judgment
IP	Institutional Partnerships	Director of Institutional Partnerships	Relationship building/networking, project management, strategic thinking, adaptability
Human Resources			

HRL	Human Resources Leadership	Director of HR	Leadership, quality management, problem solving, strategic thinking
HRS	Human Resources Staff	Benefits and HR Manager, Payroll and HR Assistant, Safety and Compliance Manager, HR Clerk, Director of Student and Alumni Services	Teamwork, productivity, ethics, customer focus
Financial Aid			
FAM	FA Management	Corporate FA Processing Manager	Manages multiple priorities, training and development, analytical thinking
FAL	FA Leadership	Director of Financial Services	Management excellence, training and development, analytical thinking, customer focus
FAS	FA Staff	FA Specialist II, Financial Aid Specialist	Training & development, analytical thinking, customer focus, status reports
FAT	FA Techs	Refund Processor, FA Tech I and II, Corp VA Certifying Official	Quality of work, quantity of work, versatility, ability to learn new skills
Information Services			
ISO	Information Services Operations	Director of Information Management, Director of Network Operations	Project management, leadership, change management, strategic thinking
ISA	Information Services Administration	SharePoint Administrator, Network Architect, Database Administrator, Network Administrator, Applications Support Analyst, Technical Support Administrator, LMS Administrator, Business Data Analyst, WebMaster, Contact Center Workforce and Dialer Administrator, Institutional Research Analyst, Systems Integration Specialist	Analytical, problem solving, technical skills, teamwork
ISS	Information Services Staff	Information Services Intern, Help Desk Specialist	Technical job skills, problem solving, teamwork, planning
Facilities / Purchasing			
RE	Real Estate	Director of Real Estate Development	Values and ethics, management excellence, strategic thinking, interpersonal skills

FACM	Facilities Management	Building Maintenance Manager	Values and ethics, models superior technical skills and regulatory knowledge, management excellence, problem solving
FM	Facilities Maintenance	Construction Utility Worker; Regional Maintenance Technician	Demonstrates integrity and respect, delivers competent technical skills, maintains safety compliance
FAC	Facilities	Wiring and Maintenance, Asst. Wiring and Maintenance	Values and ethics, quality of work, judgment
PS	Purchasing Staff	Corporate Buyer, Purchasing General Clerk	Values and ethics, interpersonal skills, quality of work
PL	Purchasing Leadership	Director of Purchasing	Values and ethics, management excellence, planning/organizing, interpersonal skills

Administrative Support			
EXA	Executive Assistant	Executive Assistant	Analytical, Judgment, Problem Solving, Project Management, Status Reports, Customer Focus, Time Management, Work Ethic, Quality of Work
CAS	Administrative Support	Administrative Assistant, Receptionist, Copy Center Operator, General Clerk	Customer focus, time management, work ethic, quality of work
Academic Affairs			
AAL	Academic Affairs Leadership	Director of Assessment, Director of Instruction, Director of Institutional Relations, Director of Program Compliance, Director of Academic Training, Director of Student Services, Director of Curriculum and Assessment, Vice Provost, Director of Institutional Relations, Director of Program Compliance	Results driven, leadership, training and development, change management
AA	Applications Administration	Academic Applications Administrator, Academic Applications Assistant	Implementing policies, problem solving, planning, customer focus

AAS	Academic Affairs Staff	Student Center Support Manager, Curriculum Specialist, Curriculum Technician	Planning, problem solving, quality of work, training and development
eLearning			
ELL	eLearning Leadership	Associate VP of eLearning	Business acumen, change management, strategic thinking, leadership, design
ELCI	eLearning Curriculum & Instruction	Director of eLearning Curriculum & Instruction	Leadership, training and development, results driven, change management
ELI	eLearning Instruction	eLearning Instructional Technologist, eLearning Curriculum Manager, eLearning Instructional Media Tech., eLearning Instructional Designer	Innovative thinking, change management, leadership and teamwork

Legal & Regulation			
LRL	Legal & Regulation Leadership	Director of Institutional Relations, Director of Program Compliance	Leadership, training and development, results oriented, change management
LRS	Legal & Regulation Staff	Executive Assistant, Legal Technician	Analytical thinking, critical thinking, problem solving, initiative, technical credibility

3. DEFINITIONS

Able to Learn New Skills	Tends to learn new skills quickly on his/her own AND apply them both quickly and effectively to work situations.
Adaptability	Adapts to changes in the work environment; manages competing demands; changes approach or method to best fit the situation; able to deal with frequent change, delays, or unexpected events.
Admissions Skills	Demonstrates strong admissions skills by ability to identify customer needs, translate features to benefits, and deliver effective demos.
Analytical	Synthesizes complex or diverse information; uses intuition and experience to complement data.

Analytical Thinking	Synthesizes complex or diverse information; collects and researches data; uses intuition and experience to complement data; designs work flows and procedures
Building Organizational Commitment	Benefits organization through outside activities; supports affirmative action and respects diversity
Business Acumen	Understands business implications of decisions; displays orientation to profitability; aligns work with strategic goals.
Change Management	Develops workable implementation plans; builds commitment and overcomes resistance; prepares and supports those affected by change; monitors transition and evaluates results.
Communication	Communicates effectively and appropriately; uses good judgment as to what to communicate to whom as well as the best way to get that accomplished; speaks in clear and credible manner, selecting the right tone for the situation and audience; listens to others and allows them to make their point.
Conceptual Thinking	Grasps concepts, patterns and underlying issues; uses past experience to help identify likely causes and solutions to problems that might otherwise seem to be unique events; helps others see patterns and concepts by using examples and analogies that relate well to their own experiences and current knowledge level.
Confidence	Demonstrates self-confidence without coming across as arrogant. Is self-assured about his or her ability, opinions and ideas, yet can also convey an appropriate level of humility and respect for the abilities, opinions or ideas of others. Expects to be successful and is not hesitant about speaking up or making decisions. Leaves others confident that he or she will be successful and will make timely and appropriate choices when given authority to do so. This contrasts with those who express self-doubt and hesitate to state ideas and opinions or who waver when decisions need to be made. Such behavior leaves doubts in the minds of others about whether the person can be relied upon to make decisions and take timely and appropriate actions on his or her own. Appropriate confidence also contrasts with those whose self-confidence borders on bravado and who leave others concerned that they may take unnecessary risks or fail to represent the work group or organization in a favorable manner.
Conflict Resolution	Takes actions that resolve conflicts in a manner that is best for both the organization and the individuals involved; addresses complaints and problems quickly and effectively; keeps all parties informed of the status of any negotiations required; encourages employees to report problems or concerns and negotiates outcomes that are viewed as fair and even-handed.
Content Specific Knowledge	Understands the fundamentals, skills, methods and procedures within their area of expertise and instructional practice.

Cost Consciousness	Works within approved budget; develops and implements cost saving measures; contributes to profits and revenue; conserves organizational resources.
Critical Thinking	Develops strategies to achieve organizational goals; understands organization's strengths and weaknesses; analyzes market and competition; identifies external threats and opportunities; adapts strategy to changing conditions.
Customer Focus	Personally demonstrates that external or internal customers are a high priority; identifies customer needs and expectations and responds to them in a timely and effective manner; anticipates and prevents delays or other things that can adversely affect the customer; keeps customer informed about the status of pending actions and inquiries about customer satisfaction with products or services.
Customer Service	Manages difficult or emotional employee and student situations; responds promptly to employee and student needs; solicits employee and student feedback to improve service; responds to requests for assistance; meets commitments.
Delegation	Delegates work assignments; matches the responsibility to the person; gives authority to work independently; sets expectations and monitors delegated activities; provides recognition for results.
Delivers Competent Technical Skills	Possesses the technical skills and knowledge required to perform essential tasks in an efficient and effective manner. Demonstrates the willingness and ability to train or coach others in the technical arena. This is quite different than those individuals who lack technical skills or knowledge and/or have failed to demonstrate a willingness and ability to train others to perform well in technical assignments.
Deliver Results	Achieves defined strategic objective and productivity targets.
Demonstrates Integrity and Respect	Acts in ways that demonstrate personal integrity and serves as a positive example of why others should trust the motives of the organization. Views himself or herself as a reflection of the organization by following through on commitments and accepting ownership of any mistakes he or she might make. Leaves others with the clear impression that integrity is a core value of this organization. This is in contrast to individuals who make commitments that go unmet, fail to acknowledge their role in disappointing events, or whose actions (or inactions) leave others with doubt about the level of trust that should be placed in the organization.
Dependability	Makes and fulfills commitments; has established a pattern of working independently, meeting reasonable deadlines, and accepting responsibility for actions; willingly makes promises and fully intends to keep them; arrives to work on time and ready to contribute; shows up for meetings well prepared.
Design	Generates creative solutions; translates concepts and information into images, brochures, videos and advertisements; uses feedback to modify designs; applies design principles; demonstrates attention to detail.

Encouraging Skill Development	Encourages and facilitates skills development by finding training and development activities and resources, identifying areas that need development, reducing or neutralizing barriers to such development, encouraging and motivating skills development and framing skills development as a desirable and practical way to enhance long-term personal impact and effectiveness.
Ethics	Treats people with respect; keeps commitments; inspires the trust of others; works with integrity and ethically; upholds organizational values.
Handles Difficult Issues	Handles sensitive or difficult issues with grace and confidence; remains clear headed and focused and inspires others to do the same; remains objective in the face of strong emotions; can acknowledge strong emotions without being unduly influenced by their intensity.
Implementing Policies	Ensure that new policies are understood and taken seriously; communicates new policies and procedures to employees, supports them with adequate and timely resources; monitors actual practices in a manner that makes it clear that full compliance is expected; avoids behavior or communications that might send a mixed message about the importance of new procedures or suggests that full compliance is optional.
Initiative	Recognizes opportunities and initiates actions to capitalize. Comes across as confident and well-prepared when making group presentations. Makes effective use of visual aids or presentation software and looks at ease while handling questions from the audience. His/her presentation holds the audience's attention and tend to be the right length for the amount of information covered. This is in contrast to those who appear unprepared, attempt to cover too much material, use jargon or visual aids that fail to augment the presentation or come across as ill at ease when addressing questions from the audience. Looks for new and productive ways to make an impact. Demonstrates this characteristic when it comes to generating new ideas or processes, capitalizing on new business opportunities, seeking out and taking on increasing responsibility or resolving problems as they occur. Uses sound judgment about when to take action and when to seek guidance or permission. This is in contrast to those who fail to notice opportunities, wait to be asked or instructed before taking action, seldom offer new ideas or express reservations about taking on additional responsibilities.
Innovative Thinking	Identifies new and innovative approaches that will improve efficiency; embraces and champions new ideas and encourages others to do likewise; recognizes and rewards people and teams who are creative and innovative.
Instructional Skills	Comes across as confident and well-prepared when providing instruction in small and large groups; effectively utilizes instructional resources to meet the variety of student learning needs; applies engagement and assessment techniques.
Integrity	Acts in a way that demonstrates personal integrity; serves as a positive example of why others should trust the motives of the organization; views self as a reflection of the organization by following through on commitments and accepting ownership of mistakes; leaves others with the clear impression that integrity is a core organization value.
Interpersonal Skills	Focuses on solving conflict; maintains confidentiality; listens to others without interrupting; keeps emotions under control.

Judgment	Displays ability to make decisions; exhibits sound and accurate judgment; supports and explains reasoning for decisions; includes appropriate people in decision-making process.
Leadership	Inspires and motivates others to perform well; effectively influences actions and opinions of others; accepts feedback from others; gives appropriate recognition to others; able to build morale and group commitment to goals and objectives.
Maintains Safety Compliance	Observes safety and security procedures; determines appropriate action beyond guidelines; reports potentially unsafe conditions; uses equipment and materials properly.
Manage Employee Performance	Takes action to ensure that employees fully understand their roles, responsibilities and performance standards/expectations; provides ongoing feedback and support as employees strive to achieve expectations; engages in two-way conversations throughout the year that ensure an up-to-date understanding of expectations, performance gaps and actions required to close any gaps.
Management Excellence	Includes staff in planning, decision-making, facilitating and process improvement; takes responsibility for subordinates' activities; makes self available to staff; provides regular performance feedback; develops subordinates' skills and encourages growth; solicits and applies employee and student feedback; fosters quality focus in others; improves processes, products and services; continually works to improve supervisory skills.
Manages Multiple Priorities	Handles multiple assignments and priorities yet still fulfills all commitments; readily accepts new responsibilities and adapts well to changes in procedures; gives appropriate priorities to various work demands.
Meeting Targets	Meets or exceeds activity targets while presenting a mix of programs. The programs presented reflect both a broad knowledge of the programs as well as successful efforts to educate applicants.
Models Superior Technical Skills and Regulatory Knowledge	Assesses own strengths and weaknesses; pursues training and development opportunities; strives to continuously build knowledge and skills; shares expertise with others.
Motivating Team	Exhibits confidence in self and others; inspires and motivates others to perform well; effectively influences actions and opinions of others.
Organization Support	Follows policies and procedures; completes projects and tasks correctly and on time; supports organizations goals and values.
Planning	Prioritizes and plans work activities; uses time efficiently; plans for additional resources; sets and meets goals and objectives.

Presentation Skills	Comes across confident and well-prepared when making group presentations; makes effective use of visual aids or presentation software and looks at ease when handling questions from the audience; presentations hold the audience's attention and tend to be in the right length for the amount of information covered.
Problem Solving	Identifies and resolves problems in a timely manner; gathers and analyzes information skillfully; develops alternative solutions; works well in group problem-solving situations; uses reason, even when dealing with emotional topics.
Productivity	Meets or exceeds productivity standards that have been established for organizational level or position; has successfully combined skills, ability and effort level to ensure that expectations related to results/output are achieved.
Professionalism	Approaches others in a tactful manner; reacts well under pressure; treats others with respect and consideration regardless of their status or position; accepts responsibility for own actions; follows through on commitments.
Project Management	Develops project plans; coordinates projects; communicates changes and progress; completes projects on time and budget; manages project team activities.
Quality Management	Demonstrates accuracy and thoroughness; looks for ways to improve and promote quality; monitors own work to ensure quality.
Quality of Work	Has established a track record of producing work that is highly accurate, demonstrates attention to detail, and reflects well on the organization; is personally committed to high quality work and encourages others to have similar standards.
Quantity of Work	Completes work in a timely manner; works quickly.
Relationship Building / Networking	Builds rapport and develops alliances with a broad range of people. Adjusts communication style to meet the needs of individuals at various organizational levels and to meet the needs of applicants. Forms alliances by demonstrating concern and respect for others, as well as by highlighting common interests and aspirations. Leaves others feeling that he/she will be a trusted ally and is careful to act in ways that reinforce that trust over time.
Results Driven	Achieves results within established timelines; understands and demonstrates that intentions, activities, and results are not the same; expects that obstacles will occur and refuses to accept favorably those who seek to justify poor results [by describing intentions or activities, who get derailed by obstacles and fail to take effective steps to avoid or overcome them, and /or who frequently miss deadlines without giving prior warning].
Status Reports	Keeps manager informed of progress and obstacles related to ongoing tasks or projects. Uses written or verbal status reports to ensure that manager is up-to-date and will not be surprised by the status of key activities, actual expenses or end results.

Strategic Thinking	Develops initiatives to achieve organizational goals; adapts strategy to changing conditions.
Student Achievement Focus	Personally demonstrates that students and employers are a high priority; identifies student needs and expectations and responds to them in a timely and effective manner; anticipates and prevents delays or other things that can adversely affect the student; keeps student informed about progress.
Teamwork	Contributes to building a positive team spirit; willing to provide help when needed; committed to accomplishing the College's goals and objectives.
Technical Credibility	Has achieved credibility related to technical standards and procedures. Can describe the rationale for standards and procedures and serves as a positive role model when it comes to following policy and procedures.
Technical Job Skills	Possesses sufficient job skills and knowledge to perform the job in a competent manner; is able to demonstrate skills and knowledge in day-to-day situations.
Time Management	Prioritizes tasks and manages time to ensure that deadlines are met; plans time and sticks to those plans; prevents or manages interruptions until the highest priority tasks are accomplished.
Training and Development	Ensures that staff members get a sufficient amount of orientation, training, and development opportunities to maximize their chances of being successful in their assignments; views training and development as an investment in employees and uses mentoring, cross-functional assignments, job rotation or other on-the-job learning opportunities to enhance the depth and breadth of skills and experience; encourages self-development opportunities.
Values and Ethics	Treats people with respect; keeps commitments; inspires the trust of others; works with integrity and ethically; upholds organizational values.
Versatility	Is able to take on a variety of different tasks and roles in the organization. Can move in a relatively seamless manner from one task or focus to another and can fill in for other team members when they are absent or are experiencing work overload.
Visionary Leadership	Displays passion and optimism; inspires trust and respect; mobilizes others to fulfill the vision; provides vision and inspiration to peers and subordinates.
Work Ethic	Is keenly aware of the time frame in which tasks or projects need to be done; accepts and mirrors the level of urgency conveyed by the manager or customer being served; puts first priority on the needs of the organization or the needs of its customers.
Writing Skills	Writes clearly and informatively; edits work for spelling and grammar; present numerical data effectively; able to read and interpret written information.

