

Valuing Diversity

- Promotes work environment that values diversity and supports appropriate behaviors in others
- Demonstrates respect for the opinions and beliefs of others
- Demonstrates commitment to university's Affirmative Action goals

Big Picture Perspective

- Responds to major issues, challenges, and opportunities facing the university
- Demonstrates understanding of university mission, structure, culture, and constituencies
- Demonstrates knowledge of own department's work activities and mission; understands how own job impacts work of department
- Considers financial impact to the university of own work activities and decisions

Openness to Change

- Responds positively to changes in the university and the workplace
- Initiates and/or incorporates new work methods, processes, and technology
- Demonstrates flexibility in responding to work demands

People Development

- Helps to create work environment that promotes development of people
- Participates **fully** in performance management process
- Acts as teacher, mentor, and/or coach to others in workplace

Boston College University-Wide Competencies

The university-wide competencies describe what effective performance looks like at Boston College. These competencies are used throughout the performance management process and apply to all employees. Along with these competencies, employee performance must support the unique mission of Boston College as reflected in our Ignatian tradition listed below. By upholding this tradition, the values of the university are strengthened.

- Demonstrates a professional and personal care for others: colleagues, staff, faculty, students.
- Demonstrates a willingness to work with others, to promote the common good of the operation, and to take responsibility for the services that the department provides.
- Demonstrates a willingness to develop new skills and to contribute to the development of the entire operation.
- Demonstrates a social concern for others and accepts that he/she represents the value of the university to the wider community.
- Demonstrates a willingness to learn more about the founding values of Boston College and how these influence the vision today.

Productivity

- Focuses on work activities that add value to university and department, works to eliminate work activities that do not add value
- Uses resources (people, time, materials) in cost-effective manner to achieve work objectives
- Plans and organizes work effectively
- Accepts accountability for job performance and results

Continuous Learning

- Keeps current with new work methods, skills, and technologies to complete work activities
- Takes ownership for own self-development and continuous learning
- Applies learnings from past experiences to current and future work activities

Applying Technology

- Learns and uses technology applications that improve productivity
- Acts as coach (as appropriate) to help others learn new technology applications
- Rethinks work activities to incorporate new technologies
- Secures data appropriately

Communication

- Uses communication tools effectively (e.g., presentation, verbal, writing, relationship building, negotiating, listening) to meet needs of audience and/or situation
- Recognizes appropriate times to communicate and tailors communication to meet the needs and preferences of others
- Shares information and accepts feedback easily and in timely manner
- Demonstrates awareness and sensitivity to others' needs in communicating and /or making decisions

Decision Making/Problem Solving

- Makes and/or facilitates decisions considering impact on others and/or the university
- Reaches sound decisions and exercises good judgment based on balanced consideration of facts, priorities, and alternatives
- Makes decisions in agreed upon time frame; takes initiatives to identify and resolve problems
- Demonstrates ability to examine existing problems/issues in new ways

Teamwork

- Works effectively with others in a variety of university settings
- Balances own responsibilities with interests of team and/or department; respects group goals
- Shares knowledge, responsibilities, and expertise with others easily and frequently
- Demonstrates positive influences within groups/teams in which she/he participates

Customer Focus

- Understands role of "customers" in university environment
- Understands and responds quickly to needs of department and university customers
- Understands how own work activities impact customers' view of university
- Addresses customers' concerns with courtesy and respects; works to build "win-win" relationship