Core Competencies and Performance Indicators

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developed by the USF Library Core Competencies Task Force in collaboration with USF Talent Management for use in Annual Staff Evaluations and Periodic Reviews.

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Performance Indicators

Developed by the Core Competencies Task Force for use in Annual and Semi-Annual Staff Evaluations.

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1. **Job Knowledge**

Optimal competencies to be demonstrated:

*Demonstrates sufficient knowledge, competency, and understanding to perform all aspects of the job efficiently, effectively, and safely.*

- Demonstrates a thorough understanding of the policies, procedures, practices, standards, or concepts associated with work assignment and appropriately applies them depending on the task or issue.

- Works within library guidelines, procedures, and/or best practices. Knows how to adjust or adapt methods and procedures depending on the result required.

- Seeks out and utilizes resources that are available when completing work assignments in an effort to increase job efficiency and effectiveness. (e.g. technology, information, financial and intellectual).

- Works to remain current in applicable field. Acquires technical knowledge by participating in meetings and training programs.

- Seeks out new learning opportunities by participating in work assignments or special projects that will require expansion of core competencies. Incorporates new learning into work plans and activities going forward.

- Looks for opportunities to share knowledge by assisting others with work related problems or issues. Demonstrates or explains occupational practices, ideas, or concepts and communicates their necessity.

**Achieves:** Understands, has fundamental knowledge and skills to complete all job assignments. Accepts training when offered or occasionally requests training. Understands and contributes to the departmental and strategic goals for the library and university.

**Commendable:** Has solid base of skills and knowledge to perform job assignment and routinely seeks out training to improve. Assists others with job assignments and occasionally helps train others in the department. Understands role in achieving USF’s and the Library’s strategic goals. Routinely seeks out ways to help achieve strategic goals.

**Exemplary:** Has skills and knowledge far above current assignment’s core competencies. Routinely uses them to assist the department and others with problems and issues. Actively seeks out projects, assignments, and/or training in an effort to enhance professional
development. Understands and is instrumental in achieving USF’s and the library’s strategic goals.

**Needs Improvement:**
Has little interest in training or professional development unless directed or periodically shows resistance. May be familiar with the USF’s and Library’s strategic goals but has little interest in understanding their role in achieving these goals. May have basic knowledge or skills for position, but needs frequent supervision and or direction.

**Unsatisfactory:**
Has no interest and or occasionally refuses training or professional development. Is unfamiliar with the university’s and Library’s strategic goals. Has little or no knowledge needed to complete assigned task and does not make any effort to acquire skills. Needs continual close supervision and/or direction.
2. **PRODUCTIVITY:**

Optimal competencies to be demonstrated:

*Meets established deadlines and effectively uses work time to achieve goals and objectives; work effort results in the desired outcomes to include quality, quantity, and timeliness.*

- Sets challenging yet realistic goals and clear measures of success in line with job, department, and University commitments. Identifies and successfully manages barriers and perseveres through challenges, adjusting priorities as required. Efforts usually lead to commitments being met.

- When commitments cannot be met identifies the implications. Works to minimize their negative effects on others by developing contingency plans or alternatives and alerting those impacted.

**Achieves:**

Routinely completes job assignments on time and accurately. Effectively sets and manages priorities. Accepts training and new job assignments when offered. Assists with other tasks and assignments.

**Commendable:**

Consistently completes assignments on time and accurately. Effectively sets and manages priorities so that tasks are sometimes completed ahead of schedule. Seeks out and accepts training opportunities and additional job assignments.

**Exemplary:**

Constantly completes assignments on time and accurately. Effectively sets and manages priorities so that tasks are frequently completed ahead of schedule. Actively seeks new projects and job assignments. Assists others without being asked. Demonstrates ability to be forward thinking and identifies projects and assignments that will assist with library and departmental goals.

**Needs Improvement:**

Periodically does not complete job assignments on time and/or completes assignment on time but incorrectly. or manage priorities effectively. May make some effort to improve when prompted, but does not actively work towards becoming productive. Requires periodic intervention to meet deadlines.

**Unsatisfactory:**

Frequently does not complete job assignments on time and/or completes assignments incorrectly. Makes little or no effort to improve and resists any assistance with completing assignments. Requires frequent intervention to meet deadlines.
3. **Quality of Work**

Optimum competencies to be demonstrated:

*Produces work that is comprehensive in scope, complete in detail, and accurate in content.*

- Pays attention to details and accuracy.
- Seeks out and acts on feedback from others on own performance. Understands own strengths and weaknesses.
- Is accountable for results, good or bad. Learns from mistakes.
- Follows through on all job assignments and projects ensuring all documentation has been completed.

**Achieves:** Routinely completes job assignments on time and accurately. Strives to improve accuracy and minimize mistakes. Locates and identifies errors, corrects errors and/or reports them to supervisor when necessary.

**Commendable:** Consistently completes assignments accurately and sometimes ahead of schedule. Seeks out training to assist with work quality. Locates, identifies and corrects errors. Provides suggestions for quality improvement. Rarely makes the same mistake twice.

**Exemplary:** Constantly completes assignments and projects accurately and frequently ahead of schedule. Assists others with challenges or problems without being asked. Independently makes corrections. Identifies process issues and provides suggestions for improvement.

**Needs Improvement:** Frequently makes routine mistakes. May make some effort to improve when prompted, but does not actively work towards accuracy and or quality.

**Unsatisfactory:** Typically does not complete job assignments accurately. Consistently makes errors and makes no effort to improve.
4. Communication

Optimum competencies to be demonstrated:

*Shares information effectively both verbally and in writing (including formal presentations) with various types of audiences; listens attentively and openly to the ideas, concerns, and suggestions of others.*

- Selects the most effective type, (e.g. oral, written) and medium (e.g. presentation, e-mail) for communicating the message by considering the message content and the audience (patrons/co-workers, etc) for which it is intended. Communicates in person, whenever possible, particularly when communicating important and complex information. Understands, uses and stays current with computer/technology in communicating with others.

- Communicates according to the listeners'/readers’ perspective. Varies explanation and communication style based on the background of the audience (e.g. familiarity with topic, diversity) using appropriate language, and University specific terminology or references.

- Probes audience to ensure the message has been received as intended. Listens carefully to questions to understand what is being asked. Provides appropriate clarification and follow-up to ensure audience understanding. Understands and uses "special vocabularies" particular to individual job assignments appropriately according to the audience.

- Translates difficult ideas or concepts into concrete, tangible terms. Provides examples or draws comparisons where appropriate, and seeks more effective/creative ways of communicating to achieve impact and ensure the right message gets across.

- Openly shares information, opinions, and ideas with others. Understands when information may be unpopular or sensitive and presents this to others in a way that conveys an appreciation for their position or the situation.

- Keeps others informed (e.g. peers, manager, and clients) on critical issues that may impact their work both now and into the future. Documents actions or conversations when necessary.

- Knows when and how to deviate from a set “script” in order to better serve audience needs. Is prepared to offer additional information as needed.

- Ask questions when not clear or does not understand. Knows who to ask and is not afraid to ask questions when needed.

Achieves: Routinely communicates with supervisor and co-workers. Responds to e-mails and phone calls in an acceptable amount of time. Has good written and verbal skills, and makes efforts to improve. Rarely has negative interaction with patrons/coworkers.

Commendable: Consistently communicates with supervisor and co-workers as needed. Responds to e-mails and phone calls in a timely manner. Has good written and verbal skills and continually makes efforts to improve. Rarely has negative interaction with patrons/coworkers.
and is often able to change a negative interaction into a positive interaction.

**Exemplary:** Constantly communicates with supervisor and co-workers as needed. Responds to e-mails and phone calls in a timely manner and is committed to providing a timely response, even if only a status update. Has excellent written and verbal skills. Rarely has negative interaction with patrons/coworkers and is typically able to change a negative interaction into a positive interaction. Assists with developing departmental communications as well as assisting others with communication issues.

**Needs Improvement:** Sometimes avoids communication with supervisor and co-workers. Occasionally ignores or fails to respond properly to e-mails and phone calls. Has unacceptable written and verbal skills but makes some effort to improve. Occasionally has negative interaction with patrons/coworkers.

**Unsatisfactory:** Typically does not communicate with supervisor and/or co-workers. Consistently ignores or fails to respond properly to e-mails and phone calls. Has unacceptable written and verbal skills and makes little or no effort to improve. Often has negative interaction with patrons/coworkers.
5. **STANDARDS OF SERVICE**

Optimal competencies to be demonstrated:

*Demonstrates a commitment to the University’s established standards of service; interacts professionally and effectively with various customers in both routine and non-routine situations; establishes and develops collaborative relationships with others in the community.*

♦ Seeks to understand and clarify the customer’s (internal/external) needs. Does not work on assumptions. Probes beyond the customer’s initial request to uncover additional opportunities to provide service.

♦ Is aware of what is going on around them and takes personal responsibility for outcomes affecting the customer, dealing immediately with problems without making excuses or deflecting. Follows up to ensure satisfaction is met.

♦ Understands the true measures of customer satisfaction in an effort to continuously improve the service provided. Requests and responds to customer feedback in a constructive manner. Builds a relationship where the customer can comfortably rely on this individual for assistance, guidance, and/or advice.

♦ Aware of the value, quality of services and resources provided to customer. Tries to provide the best possible service to customer. Demonstrates enthusiasm, concern, and urgency for customer issues.

**Achieves:** Routinely meets USF and Library standards of service without supervision. Achieves goals, satisfies customer needs, and meets commitments. Builds good relationships and routinely addresses customer concerns and issues.

**Commendable:** Consistently meets USF and Library standards of service without supervision. Frequently exceeds goals, satisfies customer needs and meets commitments. Builds good relationships and consistently addresses customer concerns and issues. Assists co-workers with providing service to customers.

**Exemplary:** Is a premier example of meeting USF and Library standards of service. Constantly exceeds standards without supervision. Surpasses goals, exceeds customer expectations, and meets commitments. Builds excellent relationships and rarely if ever fails to address customer concerns and issues. Is able to convey these standards to co-workers and assist the department with exceeding standards.

**Needs Improvement:** May be aware of USF and Library standards of service, but does not consistently meet these standards without direct supervision. Occasionally does not achieve goals, customer needs or commitments.

**Unsatisfactory:** Does not know, meet or make an effort to meet USF’s or Library’s standards of service. Consistently does not achieve goals, meet customer needs or meet commitments.
6. TEAMWORK

Competencies to be demonstrated:

Participates in achieving organizational unit goals and objectives and works effectively with other colleagues at the University.

♦ Demonstrates personal respect for others and conveys an understanding of others’ needs, feelings and perspectives. Ensures each member of the team (unit/department/library or committee) is given equal opportunity to provide his or her input and opinion.

♦ Works effectively as a team member, actively helping and supporting others. Works together with others to complete job assignments and provide quality service to patrons.

♦ Recognizes when collaboration and/or compromise is necessary, and is flexible in their views in order to accomplish this. Is not hesitant to seek assistance from others when needed to augment knowledge or ability.

♦ Demonstrates personal communication style that promotes effective group efforts. Keeps others informed of relevant information that impacts upon team activities.

♦ Addresses tensions in the appropriate forum to resolve conflict before it escalates and impedes the achievement of team objectives.

♦ Encourages buy-in and acceptance to achieve team goals and objectives. Challenges others to be innovative and looks for better ways to do things.

♦ Acknowledges others on their strengths, contributions, and achievements. Builds team morale by celebrating successes and promoting a positive image of the team to others.

Achieves: Routinely works as a team member and helps others with meeting patrons/customers needs. Helps others in the department and willingly accepts team projects. Willingly accepts cross training and backup support.

Commendable: Consistently works effectively as a team member and helps others with meeting customer’s needs. Often helps others in the department and often seeks out team projects without being prompted. Requests cross training and backup support.

Exemplary: Constantly works effectively as a team member and goes above and beyond to help others with meeting customers’ needs. Actively helps others in the department and typically seeks out team projects without being prompted. Independently seeks out opportunities for cross training and volunteers as backup support for other team members for the benefit of the team.

Needs Improvement: Inconsistently contributes as a team member and is sometimes disruptive to team efforts. Sometimes is resistant to develop team
skills and occasionally avoids or resists opportunities at team building unless directed.

**Unsatisfactory:** Typically does not effectively work as a team member and actions are frequently disruptive to team efforts. Frequently is not willing to develop team skills and typically avoids or resists opportunities at team building.
7. **INITIATIVE**

Optimal competencies to be demonstrated:

*Accepts and carries out current and new responsibilities through resourcefulness and self-reliance.*

- Seeks new projects and job assignments. Identifies needs for new processes/task/projects and sets these in motion with supervisory guidance. Investigates opportunities to save time and improve efficiency.

- Balances current assignments with taking time to develop new ideas. Does not sacrifice timely service and reasonable turnaround/productivity while striving for innovation.

- Provides positive and constructive input into change initiatives, both within and outside immediate area of responsibility. Understands how change initiatives in own area impact upon the work processes of other areas and seeks their input and advice prior to implementing the change.

- Seeks out information and shares relevant knowledge. Contributes ideas and solutions to processes that improve productivity, work environment, and service standards.

**Achieves:**

Recommend new ideas and solutions for improvements. Makes some contributions beyond current assigned responsibilities. Accepts innovation and helps to identify projects, issues, or process improvements within the department.

**Commendable:**

Develops and assists with the implementation of new ideas and solutions for improvements. Consistently makes contributions beyond current assigned responsibilities. Is proactive in seeking out innovation and promotes projects that address issues or process improvements within the department. Often works with others to develop new ideas and solutions.

**Exemplary:**

Develops and independently implements new ideas and solutions for improvements with appropriate approval. Takes the lead in seeking out projects and additional assignments. Identifies projects, issues, or process improvements within the department and takes an active role in improving their work process. Routinely and actively works with others to develop and encourage acceptance of new ideas and solutions.
**Needs Improvement:**
Inconsistently makes effort to do anything beyond what is required. Makes few contributions beyond minimal job requirements. Is resistant or slow to accept innovation and seldom offers new ideas and solutions for improvements.

**Unsatisfactory:**
Makes little or no effort to do anything beyond what is required. Typically does not contribute beyond minimal job requirements and sometimes avoids or shows resistance to make such contributions. Creates obstacles to innovation and responds negatively to new ideas and solutions for improvements.
8. **Problem Solving**

Optimal competencies to be demonstrated:

*Develops sound, timely, and practical solutions to daily challenges and unique conflicts.*

♦ Projects a positive attitude, looking for solutions rather than dwelling on problems.

♦ Avoids making quick and uninformed decisions. Gathers and analyzes the right information to support a decision. Does not work on assumptions. Displays sound investigative skills, asking the right questions to draw out needed information.

♦ Clearly defines the issue or problem before trying to resolve it. Defines the desired end result, and clearly lays out a course of action to achieve it. Uses proven practices or precedents to guide decisions.

♦ Employs the most effective process for making a decision or solving a problem. Knows when and who to get involved and finds the appropriate balance between the need for being thorough with the requirement to make a timely decision.

♦ Works to identify and address potential problems before they arise. Knows the most likely place for problems to occur and monitors these areas and takes action.

♦ Follows up to ensure solutions worked and or had a positive effect. Takes preventative steps to ensure the same problems do not reoccur.

**Achieves:**

Routinely helps to resolve issues and problems. Identifies issues and problems with systems and processes. Willingly accepts assignments that involve problem solving.

**Commendable:**

Consistently helps to identify and resolve issues or problems. Provides recommendations and assists with implementing solutions. Often seeks assignments that involve problem solving.

**Exemplary:**

Constantly resolves issues and problems independently, without being asked. Frequently provides recommendations, creates implementation plans and takes the lead in executing solutions. Routinely and actively seeks assignments that involve problem solving.
**Needs Improvement:** Helps to resolve issues or problems but only when instructed or prompted to do so. Often avoids or shows resistance to any assignments that involve problem solving.

**Unsatisfactory:** Typically makes little or no effort to resolve issues or problems. Consistently avoids or shows resistance to any assignments that involve problem solving.
9. **Adaptability**

Optimum competencies to be demonstrated:

*Adapts to shifting University/Division/Department priorities. Focuses on the positive aspects of change and works to minimize any negative effects or disruption the change may create.*

- Looks beyond short-term inconvenience to see long-term advantages of change.
- Approaches new challenges without procrastinating. Seeks to clarify and works to improve new ideas to minimize obstacles. Goes to the right people for assistance when difficulty arises.
- Welcomes the ideas of others even when they differ from own opinions. Assesses the merits of new ideas objectively recognizing the validity of other viewpoints.
- Adapts and accepts training/professional development that is necessary to remain current and effective in current and/or future work assignments.
- Accepts the challenges of new assignments resulting from organizational/departmental, personnel, and process changes.
- Adapts to a diverse working environment understanding differences in culture, communication styles, backgrounds, and experience.

**Achieves:** Readily accepts change. Assists with improvements to processes and plays an active role in development. Willingly accepts new job assignments. Works well in a diverse environment.

**Commendable:** Consistently supports changes that offer improvements and efficiency. Readily accepts roles in projects to identify improvements. Takes an active role in development and implementation of change; offers constructive criticism. Assists in fostering a positive, diverse environment.

**Exemplary:** Is instrumental in developing changes that offer improvements and efficiency. Constantly seeks out roles in projects that will identify improvements. Takes a leadership role in development and implementation of change. Fosters a positive and diverse environment.
**Needs Improvement:** Occasionally does not adapt to, accept, and/or challenges change. Is resistant to accepting process improvements and/or new job assignments. Sometimes shows resistance to or discomfort with working in a diverse environment.

**Unsatisfactory:** Routinely does not adapt to or accept changes. Typically resists process improvements. Often avoids or resists new job assignments.
10. **Supervise PEOPLE (IF APPLICABLE)**

Optimum competencies to be demonstrated:

*Demonstrates a clear understanding of the collective agreement(s), University policies and procedures, and manages Library employees in line with these.*

♦ Leads by example. Provides a good role model for others to follow. Demonstrates University values and ethics.

♦ Seeks to motivate, promote positive attitudes, and encourage employees in order to achieve the goals of the department.

♦ Creates a positive working environment that recognizes and accommodates diversity and equity.

♦ Together with employee(s) sets clear standards and expectations. Is readily available to provide input and guidance to employee(s) when needed. Removes barriers that are impeding progress.

♦ Revisits performance standards and expectations throughout the year and provides feedback. Recognizes successes and identifies the need for performance improvement.

♦ Ensures a safe work environment.

**Achieves:** Routinely exercises supervisory responsibilities and demonstrates supervisory competencies. Addresses performance issues as needed. Identifies training needs and facilitates the process.

**Commendable:** Consistently exercises supervisory responsibilities and demonstrates supervisory competencies. Often mentors employee(s) assigned. Readily addresses performance issues. Identifies training needs in cooperation with employees and facilitates the development process.

**Exemplary:** Constantly exercises supervisory responsibilities and demonstrates supervisory competencies while placing emphasis on mentoring employee(s) assigned. Rarely fails to address performance issues. Is aware of employee strengths and weaknesses and develops individual development plans accordingly. Meets with employee(s) on a regular basis to plan personal/professional development.

**Needs Improvement:** Often avoids supervisory responsibility and/or demonstrates lack of supervisory competencies. Sometimes ignores or avoids performance issues unless directed.

**Unsatisfactory:** Routinely avoids supervisory responsibility and/or demonstrates lack of supervisory competencies. Typically avoid or ignores performance issues even when directed.
GLOSSARY

Core Competency / Competency – A set of knowledge, skills or abilities (KSAs) which are needed for job effectiveness.

Routinely – On regular basis.

Often – A frequent basis.

Consistently – A continuous basis.

Constantly – A habitual basis.

Optimum – The top level of performance or ultimate level of expertise.

Performance Indicator – Areas of the performance evaluation which relate to the KSAs.


Achieves – Meets all expectations.

Commendable – Exceeds expectations.

Exemplary – Excels beyond expectations.

Project – A task or work assignment with a beginning and end which may be within your regular job assignment or part of a special assignment.

Mentoring – Formal or informal sharing of KSAs or experience.

KSA – Knowledge, Skills and Abilities.
Bibliography


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