



Champlain College Staff Competencies

DEVELOPMENT PLAN WORKBOOK



LET US DARE

INTRODUCTION

The Staff Competencies were developed to align with the Champlain College 2020 Strategic Plan. These competencies are professional behaviors which we believe are necessary for all Staff.

The purpose of this workbook is to provide information on these competencies and guide you in your professional development.

This workbook will provide you with some tools and resources that will help you to:

- Become aware of your strengths.
- Identify the competencies you need to achieve current goals and the competencies you need for career growth with Champlain College.
- Begin to explore means for you to develop these competencies .
- Develop a plan for gaining the knowledge you need to build your capacity relative to the competencies you identified.

We encourage you to have ongoing discussions with your manager on these competencies and look forward to your growth and development.

PROFESSIONAL STAFF CAREER COMPETENCIES

Achievement Orientation

Focuses efforts on achieving high quality results consistent with the organization's goals while supporting the College's ethics and values. Deals with situations and issues proactively and persistently, seizing opportunities that arise. Proposes solutions that further the objectives, priorities and vision of the organization. May generate viable, new approaches and solutions when applicable.

Adaptability

Works effectively in changing situations, and with diverse individuals and groups. Demonstrates flexibility in responding to changes and new opportunities. Remains focused in the face of ambiguity or strenuous demands.

Client Focus

Provides excellent service to internal and/or external clients. Demonstrates "human touch" with students, alumni and other stakeholders. Consistently seeks ways to improve outcomes and enhance services and seeks to understand client needs.

Continuous Learning

Identifies and addresses learning and development needs to enhance own performance. Stays abreast of developments within profession, including technology.

Critical Judgment

Evaluates ideas and information while referring to objective criteria to reach rational conclusions. Understands and processes complex information and exercises sound judgment, considering the situation, the issues, the key players, and levels of authority involved.

Diversity and Intercultural Understanding

Fosters and promotes diversity within the organization. Develops capability to accurately understand and adapt behavior to cultural differences and commonalities.

Teamwork and Inclusion

Listens to others and communicates articulately, fostering open communication. Works respectfully and collaboratively with others to achieve results – creates the "human touch." Promotes a safe and inclusive environment that provides for the open exchange of ideas. Establishes, sustains and fosters professional relationships.

ASSESSMENT OF COMPETENCIES

The most important step in the competency development process is self-assessment. Conducting a self-assessment will allow you to identify your strengths and build on these strengths, as well identify competencies that you would be best served to develop.

Achievement Orientation

What does excellence look like for your current position? _____

What does excellence look like for your department? _____

Level 1	Level 2	Level 3	Level 4	Level 5
Meets pre-determined standards	Exceeds standards	Helps others meet and exceed standards	Improves organizational performance	Sets performance standards
<ul style="list-style-type: none"> • Demonstrates understanding of, and works to meet, pre-determined standards. • Promptly and efficiently completes work assignments. • Continually compares own work performance against standards. 	<ul style="list-style-type: none"> • Defines ambitious, but realistic, personal goals and standards. • Evaluates personal progress and adjusts actions to meet and exceed expectations. • Undertakes and meets significant challenges. • Tries new ways to get things done, while taking steps to reduce the risks. 	<ul style="list-style-type: none"> • Makes efforts to improve others' efficiency. • Motivates and coaches others to follow own example of excellence. • Contributes ideas for improvements in work methods and outcomes. 	<ul style="list-style-type: none"> • Sets highly challenging, but attainable, goals for own organizational area. • Assesses group performance against goals and identifies areas for improvement. • Improves inefficient/ineffective work processes. • Uses positive motivational approaches, tailored to diverse individuals and groups, to help staff improve performance and maximize results achieved. • Encourages responsible risk taking to achieve high quality results. 	<ul style="list-style-type: none"> • Ensures the development and use of objective criteria to measure and improve critical organizational processes and outputs. • Ensures the active encouragement of ideas for improving outcomes and containing costs. • Takes leading action in clarifying the boundaries of acceptable risk, congruent with achieving high quality results.

What level do I/others think I am at? _____

What level do I need to be at in my current role? _____

What level do I need to be at for my next role? _____

Achievement Orientation (continued)

Development Resources

Publications:

- Covey, Stephen R., The Seven Habits of Highly Effective People; New York: Simon and Schuster, c1989 (available in the Miller Information Commons Library)

Adaptability

What does excellence look like for your current position? _____

What does excellence look like for your department? _____

Level 1	Level 2	Level 3	Level 4	Level 5
Recognizes the need to adapt	Adapts to the situation	Adapts to widely varied needs	Adapts plans and goals	Adapts organizational strategies
<ul style="list-style-type: none"> Expresses willingness to do things differently. Understands and recognizes the value of other points of view and ways of doing things. Displays a positive attitude in the face of ambiguity and change. 	<ul style="list-style-type: none"> Changes own behavior or approach to suit the situation. Flexibly applies rules or procedures, while remaining guided by the organization's values. Adapts behavior to perform effectively under changing or unclear conditions. 	<ul style="list-style-type: none"> Adapts to new ideas and initiatives across a wide variety of issues or situations. Supports and adapts to major changes that challenge traditional ways of operating. Adapts interpersonal style to highly diverse individuals and groups in a range of situations. Anticipates change and adapts own plans and priorities accordingly. 	<ul style="list-style-type: none"> Adapts organizational or project plans to meet new demands and priorities. Revises project goals when circumstances demand it. Recognizes and responds quickly to shifting opportunities and risks. 	<ul style="list-style-type: none"> Adjusts broad/macro organizational strategies, directions, priorities, structures and processes to changing needs in the environment. Adapts behavior to perform effectively amidst continuous change, ambiguity and, at times, apparent chaos. Shifts readily between dealing with macro-strategic issues and critical details. Anticipates and capitalizes on emerging opportunities and risks.

What level do I/others think I am at? _____

What level do I need to be at in my current role? _____

What level do I need to be at for my next role? _____

Adaptability (continued)

Development Resources

Publications:

- Adaptability: Responding Effectively to Change, Calarco, Allan; Greensboro, N.C.: Center for Creative Leadership, c2006  (e-book available from CC library website)
- Adaptability: How To Survive Change You Didn't Ask For, M.J. Ryan: Broadway Books, 2009 ISBN: 0767932625

On the Job Activities:

- Perform post-implementation reviews of a project and change initiatives to find lessons learned.

Client Focus

What does excellence look like for your current position? _____

What does excellence look like for your department? _____

Level 1	Level 2	Level 3	Level 4	Level 5
Responds to immediate client needs	Maintains client contact	Provides added value	Provides seasoned advice	Ensures continued service excellence
<ul style="list-style-type: none"> Responds to client needs in a timely, professional, helpful, and courteous manner, regardless of client attitude. Clearly shows clients that their perspectives are valued. Strives to consistently meet service standards. 	<ul style="list-style-type: none"> Follows up with clients during and after delivery of services to ensure that their needs have been met. Keeps clients up-to-date on the progress of the service they are receiving and changes that affect them. Ensures service is provided to clients during critical periods. Puts clients' issues in order of priority and addresses most pressing concerns. 	<ul style="list-style-type: none"> Looks for ways to add value beyond clients' immediate requests. Explores and addresses the unidentified, underlying and long-term client needs. Enhances client service delivery systems and processes. Anticipates clients' upcoming needs and concerns. 	<ul style="list-style-type: none"> Acts as a seasoned adviser, providing independent opinion on complex client problems and novel initiatives, and assisting with decision-making. Pushes client to consider difficult issues that are in their best interests. Advocates on behalf of clients to more senior management, identifying approaches that meet clients' needs as well as those of the organization. 	<ul style="list-style-type: none"> Strategically and systematically evaluates emerging and longer-term opportunities and threats to meeting clients' needs. Determines strategic business direction to best meet clients' evolving needs. Monitors, evaluates and, as needed, renews the client service model and service standards.

What level do I/others think I am at? _____

What level do I need to be at in my current role? _____

What level do I need to be at for my next role? _____

Client Focus (continued)

Development Resources

Publications:

- Clients for Life: How Great Professionals Develop Breakthrough Relationships, Sobel, Andrew; Simon & Schuster, 2000 ISBN: 0684870290

On the Job Activities:

- Ask for feedback from clients with respect to the service they received from you. What would the client suggest you do differently next time? Look for ways to improve your responses based on client feedback.
- Ask probing questions of the client. Try to understand the true nature of their problems and concerns.
- Keep in regular contact with clients. Try to anticipate potential problems and needs. Act quickly to respond to client demands when they arise.
- Look for opportunities to do more than what the client expects of you. Find ways to add value but be honest about when you can achieve deliverables and the limitations of your capabilities.
- Share knowledge of client groups to improve client awareness. Request input or advice from colleagues when dealing with difficult client situations.

Continuous Learning

What does excellence look like for your current position? _____

What does excellence look like for your department? _____

Level 1	Level 2	Level 3	Level 4	Level 5
Learns from available opportunities	Seeks learning opportunities	Implements a self-directed development plan	Expands own skill set for current job	Focuses learning on future needs
<ul style="list-style-type: none"> • Self-assesses against standards for current position to identify learning needs. • Takes advantage of learning opportunities provided (e.g., courses, feedback from supervisor or peers) to meet requirements of current job. • Reflects on completed activities, identifying what worked well, what didn't, and how to improve own performance. 	<ul style="list-style-type: none"> • Requests additional feedback to clarify learning needs. • Follows-up on issues to maintain knowledge and skills. • Seeks coaching in areas where techniques are rapidly evolving. • Continually acquires and applies new knowledge and learning to improve job performance. 	<ul style="list-style-type: none"> • Gathers information from varied sources to identify own strengths and weaknesses in current position. • Identifies and plans learning targeted to specific developmental needs in current position. • Monitors progress in meeting learning goals and updates learning plan as needed. 	<ul style="list-style-type: none"> • Stays abreast of emerging trends in own area, identifying emerging new requirements. • Pursues challenging experiences beyond customary role or area of expertise to add value in current area. • Strategically undertakes learning activities that, while not obviously linked to current position, ultimately provide contacts and content that will impact significantly on current work. 	<ul style="list-style-type: none"> • Continuously scans environment to keep abreast of emerging developments in the broader work context. • Undertakes development opportunities to meet future organizational needs beyond own area.

What level do I/others think I am at? _____

What level do I need to be at in my current role? _____

What level do I need to be at for my next role? _____

Continuous Learning (continued)

Development Resources

On The Job Activities:

- Seek out and read information related to your work on an ongoing basis. Identify and subscribe to valuable sources of information.
- Learn from mistakes: Although this has been said many places and many ways, it is worth repeating. When a mistake has been made, we have a natural tendency to deny it is a mistake, defend our action, hide our mistake, or pretend it never happened. Moving beyond the loss of self-esteem, the shame, learn to calmly analyze the root causes of the mistake and to write down ways to address the factors that led to the mistake. Once a number of options has been written, choose the best option for your circumstances and implement your solution. If you are in a leadership position, foster a culture for continuous learning where mistakes are considered human and where learning from them becomes an expectation.
- Become involved in fitness-enhancing activities such as sports, exercise, and proper dietary consumption.
- Promote creative thinking. Incorporate a system of multi-lateral communication through Intranet discussion forums, weekly debates, feedback forms, etc. Encourage co-operational learning and career development through inter-departmental initiatives.
- Find others who can provide new and broader perspectives on the work that you do. (e.g. participate in conferences, courses, newsgroups and discussion groups).
- Seek advice from others (colleagues, boss, employees).

Critical Judgment

What does excellence look like for your current position? _____

What does excellence look like for your department? _____

Level 1	Level 2	Level 3	Level 4	Level 5
Processes complex information	Integrates and interprets broad and complex information	Identifies and handles ambiguity	Formulates broad strategies on multi-dimensional strategic issues	Manages macro-strategic issues
<ul style="list-style-type: none"> Judiciously weighs varied factors involving data/information gathering and analysis on specific aspects of an issue. Formulates explanations that account for several aspects of a situation or event. Identifies the problem based on a limited number of clear and basic factors. Selects the solution from predefined options, using clear criteria/procedures. Constructively questions current practices and processes. Suggests improvements to current approaches. 	<ul style="list-style-type: none"> Recommends optimal approaches to address critical issues. Identifies implications of own analysis (e.g., potential impact of judgment, potential impact on certain stakeholders). Anticipates how others in own and other affected organizations will respond to and use the information/data generated. Identifies problems based on a range of factors, most of which are clear. Identifies an optimal solution and recommendation based on weighing the advantages and disadvantages of alternative approaches. Applies guidelines and procedures that require some interpretation in dealing with exceptions. Makes straightforward recommendations based on information that is generally adequate. 	<ul style="list-style-type: none"> Foresees longer-term implications of recommendations, positions, options and approaches that are not readily apparent. Exercises sound judgment in new situations in the absence of specific guidance. Identifies and considers emerging opportunities and risks when articulating astute and defensible options and recommendations. Strategically provides new information or data to key decision makers or stakeholders to enhance their understanding and decisions. Identifies the problem based on a broad range of factors, many of which are ambiguous or difficult to define. Identifies alternate recommendations or solutions, including some that are not based on precedent. Applies guidelines and procedures that leave considerable room for discretion and interpretation. 	<ul style="list-style-type: none"> Maintains a broad, strategic perspective while identifying and focusing on crucial details. Demonstrates broad and rich understanding of the dynamic relationships, viewpoints and agendas, both acknowledged and implicit, of key players and stakeholders. Makes complex recommendations for which there is no set precedent. Considers a multiplicity of interrelated factors for which there is incomplete and contradictory information. Balances competing priorities in making recommendations. 	<ul style="list-style-type: none"> Identifies solutions and makes recommendations based on a multitude of factors, many of which are complex and sweeping in nature, difficult to define and often contradictory. Creates procedures to articulate the nature of the problem and to identify and weigh alternate solutions. Makes judgment-based recommendations that have wide-ranging impacts on a given area (nationally and possibly internationally). Identifies unique approaches to deal with situations for which no known precedent exists.

What level do I/others think I am at? _____

What level do I need to be at in my current role? _____

What level do I need to be at for my next role? _____

Critical Judgment (continued)

Development Resources

Publications:

- Beyond Feelings: A Guide to Critical Thinking; Ruggiero, Vincent, McGraw Hill, C2007
ISBN: 0073535699

On The Job Activities:

- Brainstorm with your team. Generate ideas and/or solutions by brainstorming with your team. Then, critically evaluate ideas based on an agreed set of criteria decided in advance. Determine the next steps for the best ideas may they be more consultations, or specific actions.
- Investigate the root causes of issues. When faced with a new or difficult problem, think through the chain of causes leading to the problem. Write down or draw a diagram outlining the chain of events. Review the causes to see where prevention might be most effective.
- Learn to weigh the pros and cons of each alternative solution to a problem. Avoid the temptation to adopt the first idea or solution that comes to mind. Systematically identify the criteria and standards needed to evaluate the solution. Rate and weigh each alternative solution on the set of criteria to decide on the optimal solution.
- Organize an exchange forum of subject matter experts. Invite a number of experts and interested parties to participate in an ongoing exchange forum of ideas and learning. Include people from different areas of your organization or even different industries in the forum. Assign topics to cover in lunch and learn sessions. Make sure to include a debate at the end of these sessions to analyze the implications of the ideas that transpired during the session.

Diversity and Intercultural Understanding

What does excellence look like for your current position? _____

What does excellence look like for your department? _____

Level 1	Level 2	Level 3	Level 4	Level 5
Recognizes cultural diversity and personal biases	Adapts workplace behaviors based on an understanding of cultural diversity	Creates a work environment that embraces diversity	Develops practices, policies and procedures which incorporate diversity	Promotes a culture that leverages diversity
<ul style="list-style-type: none"> Has an understanding of own attitudes, beliefs and values towards people of different cultures. Seeks out opportunities to learn about cultures different from own. Respects human rights laws and company policies on diversity. Respects individual differences and opinions. Willingly works with individuals from other cultures. 	<ul style="list-style-type: none"> Accepts and respects differences of others. Adapts to the diversity of members of a team. Seeks out opportunities to learn about cultures and lifestyles different from their own. 	<ul style="list-style-type: none"> Advocates for services to accommodate diverse employees. Develops programs to support new employees in recognizing the importance of cultural diversity. Encourages constructive discussions of differences. Coaches others in displaying behaviors that support diversity. Builds diverse work teams. Provides fair workplace opportunities and treats individuals equitably. 	<ul style="list-style-type: none"> Establishes unbiased recruitment and selection processes. Actively recruits diverse candidates. Accommodates cultural practices in the selection process. Establishes and supports programs to enhance cultural competence among members of the organization. 	<ul style="list-style-type: none"> Allocates resources to programs that will enhance the understanding of diversity at all levels of the organization. Develops a framework for understanding other cultures. Integrates cultural knowledge into organizational standards, policies and practices.

What level do I/others think I am at? _____

What level do I need to be at in my current role? _____

What level do I need to be at for my next role? _____

Diversity and Intercultural Understanding (continued)

Development Resources

Publications:

On The Job Activities:

Multimedia:

Teamwork and Inclusion

What does excellence look like for your current position? _____

What does excellence look like for your department? _____

Level 1	Level 2	Level 3	Level 4	Level 5
Collaborates with others	Proactively assists and involves others	Fosters teamwork	Coaches others/resolves conflicts	Builds bridges between teams
<ul style="list-style-type: none"> Deals honestly and fairly with others, showing consideration and respect for individual differences. Does own fair share of the work. Seeks assistance from other team members, as needed. Assists other team members. Shares all relevant information with others. 	<ul style="list-style-type: none"> Initiates collaboration with others. Assumes additional responsibilities to facilitate the achievement of team goals. Seeks input from other team members on matters that affect them. 	<ul style="list-style-type: none"> Gives credit and acknowledges contributions and efforts of other team members. Makes outstanding efforts to help other team members. Fosters team spirit. Ensures that all group members have an opportunity to contribute to group discussions. Helps build consensus among team members. 	<ul style="list-style-type: none"> Coaches others on teamwork skills to promote high team performance. Provides constructive feedback to fellow team members. Facilitates beneficial resolutions to conflict among team members. 	<ul style="list-style-type: none"> Facilitates collaboration across teams to achieve a common goal. Breaks down barriers (structural, functional, cultural) between teams, facilitating the sharing of expertise and resources. Creates opportunities for groups to work together and get to know each other to further organizational objectives. Promotes agendas that support the organization's broader goals. Creates cross-functional teams to solve problems.

What level do I/others think I am at? _____

What level do I need to be at in my current role? _____

What level do I need to be at for my next role? _____

Teamwork and Inclusion (continued)

Development Resources

On the Job Activities:

- Make it a habit to consider the impact of your actions on the team and its work. Be willing to accept criticism for your actions.
- Be considerate to the opinions of others. Acknowledge the successes of others both publicly and privately. Be sensitive to their failures. Offer constructive criticism that is intended to help rather than discourage them. Use emotional intelligence to assess attitudes and feelings.

PROFESSIONAL DEVELOPMENT PLAN

Name: _____

Date: _____

Current Role: _____

Knowledge/Skills Needed to Achieve Goals	How Will Knowledge/Skill Be Learned?	Timeframe

Competency(ies) I Plan to Develop	How Will Competency (ies) Be Developed?	Timeframe

Future Roles: _____

Competencies/Knowledge/Skills Needed for Future Roles	How Will I Develop These Skills/Competencies?	Timeframe