# Michigan Tech

## Michigan Technological University Competency Model

## Introduction

Michigan Tech developed this competency model to assist and guide employees at all levels and functions at the University in understanding the competencies required for the success in their position. Eleven competencies are identified; five standard competencies are foundational and apply to all employees regardless of position or function at the University and six competencies have varying proficiency levels.

The six competencies with varying proficiency levels are: Leadership; Knowledge; Accountability; Communication; Diversity, Cultural Competence, and Sense of Belonging; and Safety and Risk Management.

The five standard competencies include: Confidentiality and Sensitive Information; Continuous Improvement; Ethics; Service Excellence; and Fiscal Stewardship.

*What is a Competency?*

A competency is the ability to apply or use a set of related knowledge, skills, and abilities to perform effectively in the work environment. Competencies are then applied as measurable and observable behaviors and activities that impact performance.

*How to Use this Competency Model?*

Competencies aid in the recruitment and selection of employees, the assessment of employee performance, and discussions related to career progression and employee development.
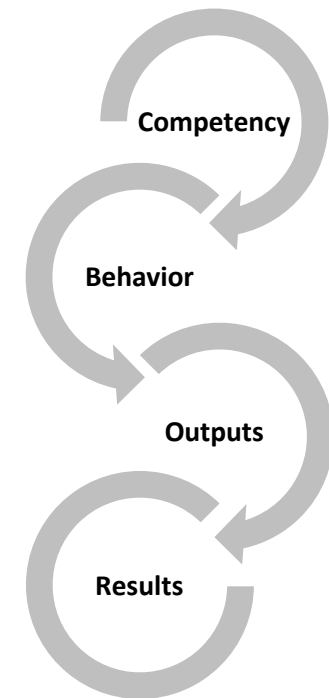
In each of the following competency charts, the competency definitions can be utilized directly on job postings.

Proficiency levels will also be determined for each position and discussed annually with staff during the performance management process.

*Related Resources*

Michigan Tech Strategic Plan: http://www.mtu.edu/stratplan/

Michigan Tech Values: http://www.mtu.edu/stratplan/values/

**Competency**

**Behavior**

**Outputs**

**Results**

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# Leadership

*Competency Definition*

Ability to create a positive working environment, which influences, encourages, and supports others to deliver results.

*Competency Proficiency Levels*

| Proficiency Level | Role Model | Emerging Leader | Effective Leader | Transformational Leader | Strategic Leader |
|---|---|---|---|---|---|
| **Definition** | **Lead by example, contributing with honesty, respect, and integrity.** | **Champion University vision and values through day to day activities and behavior.** | **Establish a clear direction and purpose to support University vision and values.** | **Implement strategic direction, keeping University vision and values at the forefront of decision-making.** | **Set strategic direction and promote University vision and values.** |
| **Attributes** | Set and achieve personal performance targets while keeping others informed of progress and barriers. Support vision and values in daily work and actions. Cooperate within a team to achieve goals and deliverables. | Identify short term goals to support long term strategy. Obtain input from others to promote effectiveness of the group. Model desired behaviors. Create synergies across work groups and teams. | Create an environment where ideas can be shared, questions asked, and individuals are held accountable. Establish a clear direction that guides others. Enable cooperative and productive group interactions. Create structure to allow a team to perform at its best. | Communicate vision and values to others to inspire commitment. Ensure others support University vision and values. | Visionary about the future of the University. |

*Competency Developmental Activities*

- Do research about leadership, coaching, and/or mentoring.
- Identify a mentor to engage with and learn from or be a mentor to someone
- Take a training course in leadership such as Dale Carnegie training.
- Request to shadow an experienced leader you admire.
- Identify ways to build positive relationships with colleagues.
- Take a training course in coaching employees for success.
- Volunteer for a role in University activities such as University Senate, Staff Council, or a departmental committee.
- Request an opportunity to lead an initiative.

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# Knowledge

*Competency Definition*

Demonstrate job-related and professional knowledge and apply it to execute essential job functions successfully.

*Competency Proficiency Levels*

| Proficiency Level | Entry Level | Working Knowledge | In-depth Knowledge | Comprehensive Knowledge | Expert |
|---|---|---|---|---|---|
| **Definition** | **Basic proficiency in the use of appropriate techniques, tools, and software; adequate knowledge to perform tasks.** | **Moderate level of knowledge in field; is able to gather and analyze data, reason logically, and draw valid conclusions.** | **Advanced knowledge of concepts, practices, and procedures within field of specialization and/or management.** | **Comprehensive knowledge of concepts, practices, and procedures within field of specialization and management.** | **Expert knowledge related to principles, theories, and practices in area of expertise and related specialties, including management.** |
| **Attributes** | Knowledge of functional skills and procedures required to perform tasks. Apply knowledge and related procedures to determine course of action. In-depth knowledge of a particular topic may be required. | Knowledge of methods and procedures required to perform tasks. Apply goals, priorities, and related procedures to determine course of action. Gather and analyze data, reason logically, and draw valid conclusions. | Aware of emerging trends and changes in field of specializations. Develop methods and/or procedures. Understand fundamental elements of other specialties. | Understand complex elements of other specialties and has a cross-functional perspective. Knowledge of emerging technologies applicable to department or multiple department processes. | Serve as a consultant in fields of expertise to internal and external departments and customers. Aware of emerging broad issues and management trends |

*Competency Developmental Activities*

- Take a course to build your skill level for tools and software required in your position
- Serve and support university activities that could benefit from your knowledge/skill-set
- Network and/or benchmark with others in your field of work
- Take time to learn applicable University policies and procedures
- Subscribe to Tech Today, professional journals, and/or publications
- Become a member of a professional association related to a specific discipline

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# Accountability

*Competency Definition*

Commit to deliver on job responsibilities, responsible for self and contributions to the organization, and present oneself as a credible representative of the University.

*Competency Proficiency Levels*

| Proficiency Level | Individual Contributor | Team Contributor | Unit Leader | Inter-Departmental Administrator | University Leader |
|---|---|---|---|---|---|
| **Definition** | **Demonstrate ability to exercise independent thought and judgment.** | **Demonstrate understanding of policies and procedures to carry out activities autonomously and resolve issues with some guidance.** | **Provide solutions to resolve issues affecting the unit while having the ability to grant exceptions when appropriate.** | **Plan and execute the design and development of broad administrative and fiscal policies with little direction.** | **Strategically develop, execute, and analyze complex situations with wide range impact.** |
| **Attributes** | Work is guided by defined policies and established precedents. Refer situations to supervisor which existing guidelines cannot be applied or require deviation. Utilize established policies and procedures to analyze facts or circumstances surrounding problems or transactions to take appropriate action. | Work is guided by broad operating policies and department guidelines. Refer situations to supervisor which require significant deviation from existing guidelines. Exercise independent judgment and autonomy as defined by departmental policies and guidelines. | Work is guided by University policies and established strategies and plans. Resolve non-routine or unusual issues. Responsible for tracking information, monitoring accounts, and account maintenance. | Provide recommendations that influence University policies or programs. Provide fiscal, administrative, and policy direction and ensure the integration of programs and services. Plan and execute the design, development, and management of systems to meet current and future business needs. | Evaluate the impact of University policy and procedural changes and adjust accordingly. Interpret and possibly grant exceptions to University policies |

*Competency Developmental Activities*

- Incorporate more frequent check-ins to monitor your projects and/or performance goals
- Become familiar with policies and procedures related to your position
- Create action plans to ensure success
- Ask for a new assignment or to lead a project

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# Communication

*Competency Definition*

Understand and communicate effectively with others within a variety of contexts and using a variety of formats, which include writing, speaking, reading, listening and interpersonal skills.

*Competency Proficiency Levels*

| Proficiency Level | Proficient Communicator | Refined Communicator | Collaborative Communicator | Proactive Communicator | Strategic Communicator |
|---|---|---|---|---|---|
| **Definition** | **Display well developed oral and written communication skills and effective listening.** | **Interpret and communicate complex concepts using persuasion and negotiation to build consensus and cooperation.** | **Communicate direction and performance requirements to others in a compelling and engaging manner.** | **Champion initiatives through proactive communication, coaching, and influence.** | **Promote a collaborative climate that shapes strategic direction and vision.** |
| **Attributes** | Listen and present ideas effectively in formal and informal situations. Communicate well in writing with accuracy and attention to detail. | Maintain continuous, open and consistent communication with others. Share complete and accurate information with others. | Establish and maintain constructive and cooperative interpersonal relationships. Tailor communication to diverse audiences. | Communicate complex issues clearly and credibly with internal and external audiences. Bring opposing groups or individuals together in order to accomplish organizational goals | Communicate strategically to achieve specific objectives. Use a variety of communication vehicles and opportunities to promote dialogue and develop shared understanding. |

*Competency Developmental Activities*

- Practice to develop effective listening skills
- Identify a colleague to read and critique your written work
- Take a public speaking course
- Identify a practice or activity to expand your vocabulary
- Seek opportunities to develop networking skills and develop broad organizational networks
- Volunteer to present or write something
- Attend a critical writing or critical thinking training

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**Diversity, Cultural Competence, and Sense of Belonging** – *Coming Soon*

*Competency Definition*

Support and promote an environment that holds opportunities for all and values, encourages, and supports differences.

*Competency Proficiency Levels*

| Proficiency Level | | | | |
|---|---|---|---|---|
| **Definition** | | | | |
| **Attributes** | | | | |

*Competency Developmental Activities*

- Coming soon…

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# Safety and Risk Management

*Competency Definition*

Focus on the operational, financial, reputational, strategic, and compliance risk of the University. Specifically relate to workplace laws, regulations, standards, and best practices relating to physical safety and security, security of data and sensitive information, and compliance.

*Competency Proficiency Levels*

| Proficiency Level | Practitioner | Role Model | Leader | Strategic Planner | Direction Setter |
|---|---|---|---|---|---|
| **Definition** | **Understand, encourage, and carry out the principles of workplace safety, security, and compliance.** | **Demonstrate commitment to a culture of safety and compliance by setting safety and risk management as a key professional value and essential component of daily practice.** | **Provide leadership and integrate safety and risk management activities to foster a culture of safety.** | **Demonstrate understanding of the organizational roles and responsibilities for safety and risk management among management, supervisors, and employees.** | **Promote the creation, dissemination, translation, and implementation of knowledge and best practices for a culture of safety and risk management.** |
| **Attributes** | Performs work in a safe manner at all times. Use personal protective gear as required. Organize the personal workspace to minimize the likelihood of accidents or unsafe conditions. Check for and reports potential hazards. Encourage and support others to be safe while at work. Attend required training. | Understand the risks associated with the work they do and are responsible for. Identify solutions to control risk. Recognize situations and settings in which safety, security, and compliance problems may arise. Communicates effectively to prevent adverse events. | Systematically identify, implement, and evaluate safety and risk management solutions. Work with staff and consult with experts to solve safety problems and to mitigate identified risks. Review or audit tasks, facilities, and processes to monitor risk. | Optimize human and environmental factors to minimize risk and achieve a safe and secure workplace. Mentor others to further foster a culture of safety and risk management and follow their progress. Undertake formal assessments of risk, compliance, and safety. | Use understanding of key operational, financial, strategic, reputational, and compliance risks to set priorities for the university. Recognize and reward behavior that positively impacts safety and risk management. Communicate on behalf of the university related to risk, safety, and compliance. |

*Competency Developmental Activities*

- Identify distinct areas in which your department/position should be more safety minded
- Incorporate safety into regular/patterned discussion

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# Michigan Tech Standard Competencies

| Core Competency | Definition |
|---|---|
| **Confidentiality/Sensitive Information** | Respect formal rules and cultural practices that limit access or place restrictions on certain types of information. Protects all information as directed. |
| **Continuous Improvement** | Practice a philosophy built around establishing a collaborative culture that focuses on solving problems, eliminating wasteful activities, and increasing customer value. |
| **Ethics** | Earn trust and respect through consistent honesty and professionalism in all interactions. Behave in accordance with sound personal and business principles and values through openness, candor, truthfulness, and forthrightness. |
| **Fiscal Stewardship** | Follow fiscal guidelines, regulations, principles, and standards when committing fiscal resources or processing financial transactions. |
| **Service Excellence** | Understand and work to meet the needs of the university and greater community, and strive to build and maintain satisfaction without compromising institutional values. |

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