

HIGHER EDUCATION OFFICER CORE COMPETENCIES

COMPETENCY	COMMUNICATION	INTERPERSONAL	CUSTOMER SERVICE	PROFESSIONALISM	DIVERSITY	MANAGEMENT	LEADERSHIP
DIMENSIONS OF COMPETENCY	Communicates oral & written information concisely in a form appropriate to the target audience. Listens effectively, seeks & provides timely, frank, honest feedback.	Treats people with respect and fairness. Demonstrates interest & concern for others. Recognizes need for strong professional relationships inside & outside the University. Makes commitments and fulfills promises. Handles congenial and adversarial interactions with sensitivity.	Successfully meets internal & external customers needs. Advocates for customers. Transforms internal processes to meet customer expectations. Provides satisfaction by utilizing available resources.	Demonstrates knowledge of & commitment to the practices of the field. Practices high standard of behavior within an occupation. Respects and maintains the confidentiality of all issues & information. Consistently improves professional knowledge thru learning, practicing & teaching.	Demonstrates commitment in practice & philosophy to all Federal, State, and City EEO laws & University policies & procedures, regarding diversity in the workplace. Shows & fosters respect & appreciation for each person. Strives to understand the worldview of others.	Committed to the organizational mission & accomplishing goals. Self motivated; self observant; flexible; decision maker. Elicits participation, accountability, teamwork & employee commitment. Empowers & develops staff. Manages processes through planning & strategizing. Identifies & meets objectives	Demonstrates a leadership style consistent with University values. Creates & articulates a shared organizational vision that provides a sense of mission & rationale for others. Serves as an innovative agent for meaningful change. Demonstrates courage & integrity.
Asst. to HEO	Conveys ideas & information clearly. Writes basic memos & letters concisely & accurately. Listens effectively. Asks questions. Uses technology based communication. (e.g. E-mail)	Acknowledges authority of others. Friendly, approachable & cooperative. Seeks to understand others point of view. Treats others with respect.	Follows up promptly on customer inquiries. Asks questions to ensure customer needs are met. Refers difficult issues promptly.	Exercises enthusiasm. Demonstrates important basic workplace skills. Seeks training & developmental activities. Accepts & completes all assignments on schedule. Professional in appearance & demeanor.	Consistently acts in accordance with the equal opportunity & diversity vision & values of the University. Demonstrates respect & appreciation for the diversity of others. Seeks to develop cultural competency.	Allocates ones own time effectively. Adjusts & prioritizes work. Seeks advice & input with decisions. Delivers quality service. Displays initiative. Contributes to team/group.	
HEO Asst.	Gives clear instructions to staff or subordinates, requesting feedback to ensure understanding. Consistent in words and actions. Creates opportunities for staff to keep one another informed & share information.	Demonstrates collegiality in relationships. Intervenes to assist peers & subordinates. Participates openly & honestly, shares opinions & knowledge with others. Stimulates cooperation & collaboration.	Takes personal responsibility for providing customer satisfaction. Recommends system innovations for addressing customer needs. Corrects customer problems promptly.	Actively supports group efforts. Shares information & supports colleagues. Fulfills all promises. Remains current in the literature of the profession. Stable and composed. Consistently looks for incremental improvements in the work processes.	Respects diverse viewpoints & opinions. Values the characteristics that make each individual different. Sensitive to cultural difference in the workplace.	Carefully considers the pros & cons of different courses of action in making decisions. Coordinates work efforts, sets deadlines, reviews progress. Handles changing priorities effectively. Takes the initiative in resolving problems.	
HEO Assoc.	Creates strategies to accommodate different audiences. Utilizes various mediums to communicate message. Compiles accurate well organized reports on complex subjects. Seeks constructive feedback & consensus. Defends opinions.	Encourages & motivates others to participate. Manages multiples reporting relationships. Acknowledges the accomplishments of others. Addresses & resolves conflict situations.	Anticipates new needs & implements proactive strategies. Manages a complex array of services to customer. Seeks way to provide better benefits/ value to the customer.	Adjusts to multiple demands & shifting priorities. Accepts accountability. Is adaptable in dealing with change. Speaks, writes & communicates to others about the profession. Serves as a role model. Aware of one's impression on co-workers & clients.	Considers & promotes equal opportunity and work force diversity in all management activities. Intervenes to ensure people are respected. Elevates cultural competency knowledge among coworkers.	Handles multiple demands & competing priorities. Develops short & long term goals. Takes responsibility for work group. Makes effective decisions. Defines standards for quality. Utilizes effective strategies. Encourages collaboration & teamwork.	Acts/plans strategically; addresses difficult issues; takes calculated risks. Challenges the status quo; stimulates others to change. Invests members with a sense of purpose.
HEO	Recognizes and utilizes formal and informal communication channels to get up to date, information. Develops extensive information networks. Prepares & delivers thoughtful & articulate presentations. Creates an atmosphere for timely, quality flow of information. Able to influence others.	Develops relationships based on trust & commitment. Models self observation skills & interpersonal responsibility. Designs training to improve strengths and reduce limitations in others & self. Manages conflict with respect for all points of view.	Monitors & directs all customer service activities; trains staff & set standards for satisfaction delivery. Evaluates the process & implements continuous improvement. Represents customer needs to appropriate university/college decision makers.	Demonstrates high standards & values in all situations. Models integrity & confidence in dealing with challenging situations. Mentors & coaches. Generates enthusiasm for & recruits new talent to the field. Provides staff with opportunities for professional training and growth.	Considers & promotes work-force diversity and equal opportunity in all established practices. Establishes standards of responsibility & behavior for self & subordinates in relation to diversity. Recognizes & promptly refers complaints or violations to appropriate officials.	Designs & implements processes for obtaining feedback. Develops innovative approach for resolving problems. Considers a broad range of factors & consequences in decision making. Handles ambiguity & change. Models customer service skills. Modifies/formulates policy. Acknowledges contributions of others. Develops realistic plans for achieving goals.	Creates & implements future visions by influencing goals/values. Makes & honors commitments. Provides strategic direction to achieve goals. Wields effective tactics for persuasion. Maintains reality based global perspective. Drives for continuous improvement.