Demonstrates a leadership style that is self-motivated, self-reflective, flexible, and decision-making oriented. Elicits participation, accountability, teamwork, and employee commitment. Empowers and develops staff. Manages processes through planning and strategizing. Identifies and meets objectives.

Allocates one's own time effectively. Adjusts and prioritizes work. Seeks advice and input with decisions. Delivers quality service. Displays initiative. Contributes to team/group.

Acknowledges contributions of others. Develops realistic plans for achieving goals. Creates and maintains a sense of mission and rationale for others. Serves as an innovative agent for meaningful change. Demonstrates courage and integrity.


HEO Assoc.


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.

Conveys ideas & information clearly. Writes basic memos & letters concisely & accurately. Listens and asks questions. Uses technology based communication. (e.g. E-mail)

Conveys clear instructions to staff or subordinates, requesting feedback to ensure understanding. Consistent in words and actions. Creates opportunities for staff to keep another informed & share information.


Recognizes and utilizes formal and informal communication channels to get up to date, information. Develops extensive information networks. Prepares professional, thoughtful & articulate presentations. Creates an atmosphere for timely, quality flow of information. Able to influence others.

Recognizes & utilizes observations of quality & interpersonal responsibility. Designs training to improve strengths and reduce limitations in others & self. Manages conflict with respect for all points of view.

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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.

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