

The Johns Hopkins University Administrative Competency Dictionary



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Customer Focus

Decision Making

Functional/Technical Skills

Informing

Integrity and Trust

Interpersonal Savvy

Planning

Priority Setting

Time Management

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Customer Focus

Establishes and maintains effective relationships with customers and gains their trust and respect.

Dependent contributor	Independent contributor	Contributes through others
<ul style="list-style-type: none">• Demonstrates that customer service is a priority.• Responds to colleagues, customers, faculty, and staff requests/needs in a timely manner.• Establishes effective relationships with customers.• Gains trust and respect of internal customers.• Consistently and promptly follows up on inquiries and requests.	<ul style="list-style-type: none">• Interacts regularly with customers and colleagues to gain feedback and discover ways to improve services.• Acts with stakeholders in mind and considers customer service to be of paramount importance.• Dedicated to measurable service excellence.	<ul style="list-style-type: none">• Provides and ensures superior customer service for colleagues, customers, faculty and staff.• Establishes and nurtures relationships with stakeholders, regularly inviting feedback and suggestions.• Models respect for all customers.• Coaches to provide exceptional service.

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Decision Making

Makes high quality, timely decisions that are compliant with legal and university policy.

Dependent contributor	Independent contributor	Contributes through others
<ul style="list-style-type: none">• Uses process management, rules, procedures, and policies as a guideline for decision making.• Demonstrates technical competency when making decisions.• Understands when a decision needs to be moved to the next level.• Recognizes need for additional information and asks pertinent questions.• Demonstrates credibility and trust.	<ul style="list-style-type: none">• Processes and applies analytical skills.• Takes time to investigate, analyze data and compare options and results.• Is inclusive of key stakeholders when making decisions.• Understands department needs and culture in order to provide appropriate recommendations.• Make decisions with reasonable caution and sound judgment.	<ul style="list-style-type: none">• Considers a number of solutions and offers clients more than one approach.• Takes efficiency and effectiveness into consideration.• Helps clients understand underlying factors and potential results/impact.• Encourages and values feedback and input before decision is made.• Effectively manages outcomes of decisions.• Is viewed as a subject matter expert.

The Johns Hopkins University Administrative Competency Dictionary

Functional/Technical Skills

Has the functional and technical knowledge and skills to do the job at a high level of accomplishment.

Dependent contributor	Independent contributor	Contributes through others
<ul style="list-style-type: none">• Uses the functional and technical knowledge and skills to perform the job well.• Chooses appropriate tools or technology for the task.• Seeks training for development.	<ul style="list-style-type: none">• Independently applies functional or technical knowledge in order to do the job well.• Has the capability and knowledge base to share technical skills with others.	<ul style="list-style-type: none">• Applies advanced functional or technical knowledge to perform the job well.• Consistently selects, combines tools or technology to accomplish tasks.• Serves as a resource to others for expertise and knowledge.

The Johns Hopkins University Administrative Competency Dictionary

Informing

Provides faculty and staff information so they can make accurate decisions.

Dependent contributor	Independent contributor	Contributes through others
<ul style="list-style-type: none">• Shares information with colleagues, customers, faculty and staff in a timely manner.• Provides colleagues, customers, faculty, and staff with information so they can make accurate decisions.• Seeks knowledge and asks confirming questions.• Informs appropriate individuals in a timely manner about work issues.	<ul style="list-style-type: none">• Evaluates and shares information with colleagues, customers, faculty and staff in a timely manner.• Based on understanding of department goals and priorities, provides colleagues, customers, faculty and staff with appropriate information so they can make accurate decisions.	<ul style="list-style-type: none">• Develops and presents complex information to colleagues, customers, faculty and staff in a timely manner.• Leverages a variety of communication tools (i.e. meetings, presentations, reports) to ensure colleagues, customers, faculty and staff have appropriate information so they can make accurate decisions.

The Johns Hopkins University Administrative Competency Dictionary

Integrity and Trust

Is seen as a direct, truthful individual and can present the truth in an appropriate and helpful manner in adherence to ethical principles and University Values.

Dependent contributor	Independent contributor	Contributes through others
<ul style="list-style-type: none">• Protects confidential information.• Demonstrates credibility and integrity in working towards the common good.• Presents the straightforward truth in an appropriate and helpful manner.• Does not misrepresent self for personal gain.• Adheres to standards of ethical conduct and compliance.• Maintains confidentiality of sensitive information.• Admits mistakes and accepts responsibility.• Honors commitments.• Interacts with others in ways that gives them confidence in the organization and in one's intention.	<ul style="list-style-type: none">• Protects confidential information.• Presents oneself in a professional manner to maintain image and credibility.• Consistently follows through on commitments.• Shares credit with others.• Demonstrates behaviors that are consistent with standards for professional and ethical conduct.	<ul style="list-style-type: none">• Protects confidential information.• Fosters consistent behavior of trust and integrity.• Credits others for their contributions.• Creates a work environment that encourages staff to practice respect, demonstrate open communication and promote accountability.

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Interpersonal Savvy

Relates easily to faculty and staff through building constructive and effective professional relationships.

Dependent contributor	Independent contributor	Contributes through others
<ul style="list-style-type: none">• Relates well to colleagues, customers, faculty and staff.• Creates a warm and welcoming environment for others.• Builds strong professional relationships with others inside work unit/area.• Uses tact to diffuse situations as appropriate.	<ul style="list-style-type: none">• Builds constructive professional relationships with colleagues, customers, faculty, and staff.• Diffuses situations and puts others at ease.• Demonstrates respect, patience, and consideration when dealing with others.	<ul style="list-style-type: none">• Uses various techniques to diffuse escalated situations and put others at ease.• Demonstrates ability to hold difficult conversations as appropriate.• Fosters an environment that generates acceptance and goodwill toward colleagues, customers, faculty, and staff.

The Johns Hopkins University Administrative Competency Dictionary

Planning

Has the ability to accurately determine the length and difficulty of tasks and projects, sets objectives and goals and breaks down work into process steps.

Dependent contributor	Independent contributor	Contributes through others
<p>In collaboration with supervisor:</p> <ul style="list-style-type: none">• Evaluates length and difficulty of tasks and projects in collaboration with supervisor.• Sets clear, realistic and time-bound objectives and goals.• Breaks down work into the process of steps.• Understands priorities and appropriately develops schedules and timelines.• Is respectful of other people's time and resources.	<ul style="list-style-type: none">• Plans and organizes projects and tasks for self, as well as for the department or area.• Sets clear, realistic, time-bound and measurable goals.• Identifies and resolves possible roadblocks.• Develops alternative methods for redirecting tasks to ensure objectives are met.	<ul style="list-style-type: none">• Develops policies and procedures for department or area operations.• Designs methods of implementing plans for measuring success.• Creates plan for communication to include university/school/department's mission, vision, values and goals.• Anticipates situations that may impact projects and plans for the unexpected.

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Priority Setting

Creates focus by identifying the critical tasks that need to be addressed in accomplishing the goal.

Dependent contributor	Independent contributor	Contributes through others
<ul style="list-style-type: none">• Focuses on critical tasks, and plans for those less important.• Is cognizant of others' time.• Understands goals and plans time to accomplish them.• Collaborates with others to efficiently coordinate efforts.• Consistently spends time on most important tasks.	<ul style="list-style-type: none">• Organizes resources to perform complex tasks and guides activities efficiently.• Foresees roadblocks in accomplishing goals and prepares creative alternatives.• Proactively coordinates department/area operational activities.	<ul style="list-style-type: none">• Designs plans for completing multiple complex projects for department/area.• Clearly communicates expectations for the completion of the tasks involved.• Anticipates roadblocks, trends, and diversions and addresses as appropriate.

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Time Management

Uses his/her time effectively and efficiently and concentrates on the tasks that have greater priority.

Dependent contributor	Independent contributor	Contributes through others
<ul style="list-style-type: none">• Concentrates efforts on priorities.• Uses time effectively and efficiently.• Able to adapt when plans and priorities change.• Can balance multiple tasks at once.	<ul style="list-style-type: none">• Concentrates efforts on the most important priorities.• Can handle multiple tasks at once.• Looks ahead and doesn't get distracted by immediate tasks at hand.• Effectively balances immediate and longer term tasks.	<ul style="list-style-type: none">• Is an expert on efficient use of time and effort of self and others.• Thoughtfully plans schedule.• Skillfully discriminates between the urgent and the important while accommodating a broad time frame.