

# BEHAVIORAL DESCRIPTORS | Manager Competencies

Use this job aid when completing annual performance reviews.

## Performance Level

Competency

	<b>Beginner</b> Managers with less than 1 year tenure	<b>Intermediate</b> Managers with 1-5 years tenure	<b>Advanced</b> Managers with 5+ years tenure
<b>Developing Others</b>	<ul style="list-style-type: none"> <li>Provides ongoing opportunities for employees to acquire new work-related knowledge and skills</li> <li>Gives necessary guidance and instructions for employees to address work expectations</li> <li>Provides constructive feedback in a timely manner</li> <li>Helps employees identify solutions to overcome on-the-job performance concerns</li> <li>Responds promptly and thoroughly to employee questions and suggestions</li> <li>Encourages employees to continue learning and developing skills aligned with college/unit goals and talks with employees to identify training goals</li> <li>Informs employees of new expectations or policies promptly</li> <li>Participates in UIC's performance management process to help employees develop job-related competencies</li> </ul>	<ul style="list-style-type: none"> <li>Provides on-the-job skill enhancement opportunities to address identified employee development needs</li> <li>Plans for and identifies development opportunities and stretch assignments that engage and motivate employees</li> <li>Gives employees project "ownership" to encourage critical and innovative thinking</li> </ul>	<ul style="list-style-type: none"> <li>Identifies career issues and advancement opportunities for team members</li> <li>Leverages university-wide opportunities to assign employees to roles that will move their careers forward and help UIC achieve its goals</li> </ul>
<b>Managing Budgets</b>	<ul style="list-style-type: none"> <li>Allocates budget resources responsibly and balances college/unit funds while anticipating future needs</li> <li>Demonstrates proficiency in following UIC budgeting policies and practices using required forms</li> <li>Prepares complete and thoughtful product and service cost estimates</li> </ul>	<ul style="list-style-type: none"> <li>Prepares budget justifications and proposals that reflect department needs</li> <li>Translates UIC objectives, priorities, and analysis of current resources into accurate budget plans</li> </ul>	<ul style="list-style-type: none"> <li>Considers additional revenue sources</li> <li>Defines strategy to manage additional revenue streams</li> </ul>
<b>Allocating Resources</b>	<ul style="list-style-type: none"> <li>Determines staffing, training, and monetary resources required for effective department operations</li> <li>Seeks to accomplish department objectives in a cost effective manner consistently</li> <li>Creates a work climate in which performance efficiency is valued and rewarded</li> </ul>	<ul style="list-style-type: none"> <li>Works to secure additional resources for the department in a proactive manner</li> <li>Uses resources to upgrade technology</li> <li>Disperses funds ethically</li> </ul>	<ul style="list-style-type: none"> <li>Monitors resource availability and makes contingency plans to ensure availability of adequate resources in event of unforeseen circumstances</li> <li>Recommends methods for streamlining processes</li> <li>Identifies ways to maintain level and quality of work while utilizing fewer resources</li> </ul>
<b>Collaborative Conflict Resolution</b>	<ul style="list-style-type: none"> <li>Gathers information to identify and resolve workplace conflict</li> <li>Encourages constructive, open discussion between employees to resolve conflict</li> <li>Listens to ideas and solutions proposed by others to resolve conflict</li> <li>Models behavior in the workplace that fosters collaborative working relationships among staff</li> </ul>	<ul style="list-style-type: none"> <li>Works with employees to identify a range of acceptable solutions to workplace conflict</li> <li>Encourages employees to take advantage of conflict resolution services provided by the Office for Access and Equity</li> <li>Demonstrates knowledge of UIC conflict resolution policies and resources</li> </ul>	<ul style="list-style-type: none"> <li>Preempts conflict by addressing unacceptable behaviors immediately</li> <li>Creates opportunities for employees to discuss concerns consistently</li> </ul>
<b>Results Focused</b>	<ul style="list-style-type: none"> <li>Manages time and schedules to maximize efficiency</li> <li>Identifies department goals and confirms staff actions necessary to achieve goals</li> <li>Defines metrics to monitor and track progress toward achieving department goals</li> </ul>	<ul style="list-style-type: none"> <li>Identifies underperforming employees and provides guidance and support to improve their work product</li> <li>Simplifies processes to enable employees to work in a more efficient manner</li> </ul>	<ul style="list-style-type: none"> <li>Collaborates with employees, alumni, and community to achieve defined college/unit goals</li> <li>Outlines best practices and goal-setting targets to achieve college/unit strategic intent and benchmarks for success</li> </ul>