CRITICAL SUCCESS FACTORS

ADMINISTRATIVE/SUPPORT STAFF

1. PLANNING & ORGANIZING
2. ADAPTABILITY
3. JUDGEMENT
4. QUALITY-OF-SERVICE ORIENTATION
5. IMPACT
6. TEAM ORIENTATION
7. INITIATIVE
8. ORAL COMMUNICATION
9. WRITTEN COMMUNICATION
10. SENSITIVITY
11. TENACITY/RESILIENCE
1. PLANNING & ORGANIZING

Planning & Organizing: Establishes specific action plans to achieve short- and long-term job goals; sets priorities and allocates time and resources properly; identifies key activities necessary to reach goals; sets priorities; allocates proper amounts of time and resources to activities; maintains an awareness of inter-relationships between activities; able to coordinate numerous projects at any given time.

Sample Behaviors:

Develops a planning timetable; realistically schedules the steps involved.

Uses University/Unit mission and goals when setting own goals and objectives.

Identifies factors critical to effective plan implementation; considers contingencies and potential consequences.

Considers how best to attain desired goals with available resources.

Seeks others’ opinions when developing plans.

Balances information-gathering with action-taking.

Uses a calendar to schedule activities and meetings.

Maintains a list of issues to discuss with others.

Keeps a “to-do” list.

Ensures that appropriate material/information is available when needed.
2. ADAPTABILITY

Adaptability: Working effectively during periods of high activity and with varying personality styles and tasks; seeking out and utilizing available resources. Maintaining effectiveness during procedural/organizational changes and when dealing with people of various styles or backgrounds.

Sample Behaviors:

Communicates ideas effectively to both individuals and groups.

Adapts oral/written communication style to fit different personalities.

Reaches goals using a wide variety of means.

Shifts temperament when work patterns require.

Modifies a strongly held opinion in response to contrary evidence.

Maintains effectiveness during change and/or when assigned a variety of responsibilities.
3. JUDGEMENT

Judgement & Decisiveness: Utilizes logic and information to develop alternative courses of action and deciding on the best strategy for a given situation; takes action in a timely manner. Judgement reflects the degree to which people effectively use the information they have, develop alternative possibilities, explore the pros and cons of each and choose the most appropriate path. Decisiveness involves those decisions which must be made in a timely manner, requiring individuals who, given the facts available, can and does make sound decisions.

Sample Behaviors:

Judgement -

Responds to internal/external customer concerns.
Sets own priorities.
Makes sound decisions during supervisor’s absence and/or actively seeks counsel in the absence of the supervisor.
Considers confidentiality before sharing with others.
Obtains as much information as possible before making a decision.
Informs senior people of important work or emergencies.

Decisiveness -

Makes quick decisions when necessary.
Knows which decisions can be made alone and which require consultation with others; acts accordingly.
Makes decisions with a minimal amount of deliberation, when needed.
4. QUALITY-OF-SERVICE ORIENTATION

Quality-of-Service Orientation: Actively listens and conveys understanding of customers' requests such that their needs can be anticipated and satisfied; displays sensitivity to their sense of urgency; openly communicates needs and problems.

Sample Behaviors:

Talks with internal/external customers to assess concerns; recovers effectively from customer dissatisfaction.

Anticipates problems that internal/external clients may not have identified themselves.

Resolves internal/external customers concerns and complaints; displays sensitivity to their sense of urgency.

Communicates empathy and builds rapport with internal/external customers; conveys trust and assurance.

Does follow-up to ensure that a complaint or concern has been resolved.
5. IMPACT

Impact: Creates a positive impression on others; gains their respect and confidence; displays a positive and professional image.

Sample Behaviors:

Gains immediate attention and respect of others when receiving visitors or dealing with telephone inquiries.

Represents the organization well when dealing with others.

Displays confidence when dealing with others.
6. TEAM ORIENTATION

Team Orientation: Accomplishes tasks by working with others and being a good team player; recognizes how his/her decisions may impact others; seeks input from others.

Sample Behaviors:

Recognizes and considers how their decisions affect others.

Helps solve problems.

Utilizes resources within various organizations to accomplish tasks.

Recognizes how others view them; adjusts work interactions accordingly.

Identifies where others stand on an issue.
7. INITIATIVE

Initiative: He or she is a self-starter (rather than passive) in influencing events and achieving job goals; takes action beyond explicit job responsibilities; sets high performance goals and originates action rather than just responding to the action of others.

Sample Behaviors:

Makes self-development efforts.

Collects extra information for reports or meetings because it may be useful.

Makes suggestions without being asked; recommends solutions once a problem is identified; suggests changes or new programs; looks for ways to improve efficiency and effectiveness; tries new methods and ways of accomplishing job tasks.

Investigates alternatives before deciding on one approach; digs beneath the obvious to get at the facts.

Does far more than is minimally required in a project or task.

Takes action on a project without being asked.

Shows interest in learning about programs not in his/her area of responsibility.

Takes action to avoid problems, overcome obstacles and achieve goals.
8. ORAL COMMUNICATION

Oral Communication: Effectively gives and receives information in individual and group situations.

Sample Behaviors:

When communicating with others:

Maintains a balance between telling and listening.
Attempts to understand the situation from all points of view.
Suspends judgment until all points of view are fully explained/understood.
Is sensitive to nonverbal communication, choice of words and use of physical space.
Focuses upon facts rather than interpretations or inferences.
Checks own understanding of what others are saying, e.g. paraphrasing.
Expresses information in a clear, succinct manner.
Gives conscious attention to the dissemination of information to others.

When participating in meetings:

Arrives prepared; submits ideas for consideration; clearly states opinions; seeks clarification; listens attentively.
9. WRITTEN COMMUNICATION

Written Communication: Written expression is clear, concise and conveys the desired message. Writing style is tailored to the varying forms of communication, the purpose (instruct, persuade, inform) and the audience.

Sample Behaviors:

Defines the audience and determines the purpose of the message.

Researches the subject at hand.

Uses words, punctuation and writing style that allow the reader to easily, quickly and effectively understand the intended message.

Maintains the central idea or theme.

Ensures the reader understands exactly what is expected of him/her.

Refrains from overstating and overwriting.

Reviews/revises written material to ensure proper grammar, style, readability and quality.
10. SENSITIVITY

Sensitivity: Understands and demonstrates genuine consideration for the feelings and needs of others; takes action based upon an accurate appraisal of the feelings, skills, competencies and needs of others. Sensitivity involves taking action on insights, not just having the insight.

Sample Behaviors:

Shows consideration and communicates empathy for others.

Shows appreciation for special help provided by others.

Acknowledges good work done by others.

Recognizes others as individuals, shows respect for their beliefs/values and treats each with fairness and understanding.

Accepts others’ different styles; understanding their strengths and limitations.

Makes every effort to put people at ease.

Tries to understand how he/she is perceived by others.

Solicits feedback from others in an effort to improve.
11. TENACITY/RESILIENCE

Tenacity/Resilience: Stays with a task or job until it is finished or no longer attainable; maintains effectiveness in spite of rejection or disappointment. Attempts to achieve goals even when encountering obstacles (Tenacity). Maintains motivation and work standards in the face of disappointment or rejection (Resilience).

Sample Behaviors:

Continues to present information on a new or unpopular idea to supervisor(s) to gain acceptance.

Works beyond normal hours when necessary.

Reviews and revises work before submitting for opinion or approval.

Strives to improve work performance.

Stays with a position or plan until the desired objective is achieved or is no longer viable.