Critical Success Factors

*Administrative/Support*

1. **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; maintains awareness of relationships between activities and is able to coordinate numerous projects at any given time.

2. **Adaptability:** Works effectively during periods of high activity while seeking out and utilizing available resources. Maintains effectiveness during procedural/organizational changes and when dealing with varying personality styles and tasks.

3. **Judgment:** Utilizes logic and information to develop alternative courses of action and to decide on the best strategy for a given situation. Takes action in a timely manner.

4. **Quality-of-Service Orientation:** Actively listens to and conveys understanding of customers’ requests, allowing their needs to be anticipated and satisfied. Displays sensitivity to the customer's sense of urgency and openly communicates needs and problems.

5. **Impact:** Leaves a positive impression on others, gaining their respect and confidence. Displays a positive and professional image.

6. **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.

7. **Initiative:** Demonstrates that he/she is a self-starter in influencing events and achieving job goals. Takes action beyond that required by explicit job responsibilities; sets high performance goals and originates action rather than responding to the action of others.

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

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

10. **Sensitivity:** Understands and demonstrates genuine consideration for the feelings and needs of others. Takes action based upon an accurate appraisal of these feelings and needs, as well as of skills and competencies.
11. **Tenacity/Resilience**: Stays with a task or job until it is finished or no longer attainable. Maintains effectiveness despite rejection or disappointment. Attempts to achieve goals even when obstacles are encountered.
Critical Success Factors – Sample Behaviors

Administrative/Support

1. **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; maintains awareness of relationships between activities and is 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:** Works effectively during periods of high activity while seeking out and utilizing available resources. Maintains effectiveness during procedural/organizational changes and when dealing with varying personality styles and tasks.

   **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. **Judgment:** Utilizes logic and information to develop alternative courses of action and to decide on the best strategy for a given situation. Takes action in a timely manner.

**Sample Behaviors:**

- 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.

4. **Quality-of-Service Orientation:** Actively listens to and conveys understanding of customers’ requests, allowing their needs to be anticipated and satisfied. Displays sensitivity to the customer's sense of urgency and 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 customer concerns and complaints; displays sensitivity to their senses 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:** Leaves a positive impression on others, gaining 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:** 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 decisions affect others.
- Helps solve problems.
- Utilizes resources within various organizations to accomplish tasks.
- Recognizes how others view him/her; adjusts work interactions accordingly.
- Identifies where others stand on an issue.

7. **Initiative:** Demonstrates that he/she is a self-starter in influencing events and achieving job goals. Takes action beyond that required by explicit job responsibilities; sets high performance goals and originates action rather than 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:** Effectively gives and receives information in individual and group situations.

**Sample Behaviors:**

**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 or understood.
- Is sensitive to nonverbal communication, choice of words, and use of physical space.
- Focuses on facts rather than interpretations or inferences.
- Checks own understandings 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.

Participating in meetings:
• Arrives prepared, submits ideas for consideration, clearly states opinions, seeks clarification, and listens attentively.

9. Written Communication: Written expression is clear, concise, and conveys the desired message. Writing style is tailored to the varying forms of communications, the purpose (to instruct, persuade, or 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: Understands and demonstrates genuine consideration for the feelings and needs of others. Takes action based upon an accurate appraisal of these feelings and needs, as well as of skills and competencies.

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**: Stays with a task or job until it is finished or no longer attainable. Maintains effectiveness despite rejection or disappointment. Attempts to achieve goals even when obstacles are encountered.

**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.