

USMC COMPETENCIES GUIDE
For Non-Union Employee Group

Core Competency (expected of all USMC Employees)
<p>Reliability/Accountability/Flexibility</p> <ul style="list-style-type: none">• Follows through on assignments• Takes ownership of work• Is reliable and responsible• Adheres to USMC policies and procedures• Demonstrates the ability to be a self-starter and to act without prompting when faced with challenges• Able to drive projects from beginning to end• Prioritizes effectively
<p>Teamwork/Collaboration</p> <ul style="list-style-type: none">• Serves as a positive colleague or team member• Is flexible, adapts to changing business needs, conditions, and work responsibilities and works with a variety of situations, individuals, groups, and varying customer needs• Establishes productive working relationships• Recognizes the value of team members input in solving problems and seeks guidance appropriately• Ability to collaborate with others to achieve mutually beneficial outcomes, including operational processes and multi-disciplinary projects
<p>Problem Solving</p> <ul style="list-style-type: none">• Ability to assess and resolve issues• Seeks pertinent data, recognizes what is important and recommends appropriate solutions• Demonstrates exemplary critical thinking skills in analyzing problems, assessing risk and developing alternatives• Able to resolve problems in high pressure and/or crisis situations• Makes timely, informed decisions that take into account the facts, goals, constraints, and risks
<p>Communication</p> <ul style="list-style-type: none">• Speaks and/or writes effectively, listens, and clarifies information when necessary• Employs the appropriate tone and gives appropriate content for designated audience• Listens to and acknowledges others• Negotiates effectively in order to facilitate cooperation and participation from others
<p>Civility/Inclusion</p> <ul style="list-style-type: none">• Earns others' trust and respect through consistent honesty and professionalism in all interactions• Strives to achieve service standards• Helps create a work environment that embraces and appreciates equity, diversity and inclusion

Managerial Competency (for employees with managerial responsibilities)

Managing Performance of Others

- Holds staff members accountable
- Coaches and contributes to the continuous growth and development of staff in order for them to succeed in their roles
- Completes performance appraisals honestly and fairly
- Helps staff members to prioritize and revise goals
- Develops opportunities for staff to achieve personal learning and development opportunities
- Effectively manages performance, recognizing and leveraging strengths while providing timely, constructive and balanced feedback for improvement

Leadership

- Promotes University's mission and goals, and shows the way to achieve them.
- Sets clear vision for a work unit and obtain commitment from group
- Provides positive leadership, support, and direction
- Plans, controls, and delegates effectively
- Motivates others to perform at the highest level
- Sets a positive example for the team
- Promotes transparency and open discussion to assess conflicts and work towards favourable outcomes for all parties
- Effectively identify, resolve and prevent disagreements between others
- Recognizes different viewpoints and mediates conflicts by listening with empathy and facilitating collaboration
- Develops strategies and systems to prevent potential conflicts