# USMC COMPETENCIES GUIDE

## For Non-Union Employee Group

### Core Competency (expected of all USMC Employees)

#### Reliability/Accountability/Flexibility
- 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

#### Teamwork/Collaboration
- 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

#### Problem Solving
- 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

#### Communication
- 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

#### Civility/Inclusion
- 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