



DIVISION OF
University Housing
UNIVERSITY OF WISCONSIN-MADISON

University Housing Staff Competency Pyramid

University Housing Core Values

CARE

Care is the foundation of how we approach our work and how we treat others, including residents, guests, fellow employees and campus partners.

CREATIVITY

Creativity is encouraged across the Division so that we may engage and build upon the shared knowledge we have.

EXCELLENCE

Excellence is our goal. We strive to leave the place better than we found it. The quality of our work matters.

INTEGRITY

Integrity is essential in building and maintaining the kind of relationships and services we envision. Integrity is apparent by our words and actions.

OPTIMISM

Optimism grounds our intentions and thinking to create an environment that focuses on opportunities and positive outcomes.

RESPECT

Respect for the dignity and diversity of people and ideas drives us to be inclusive in our thinking, our relationships, and our actions.

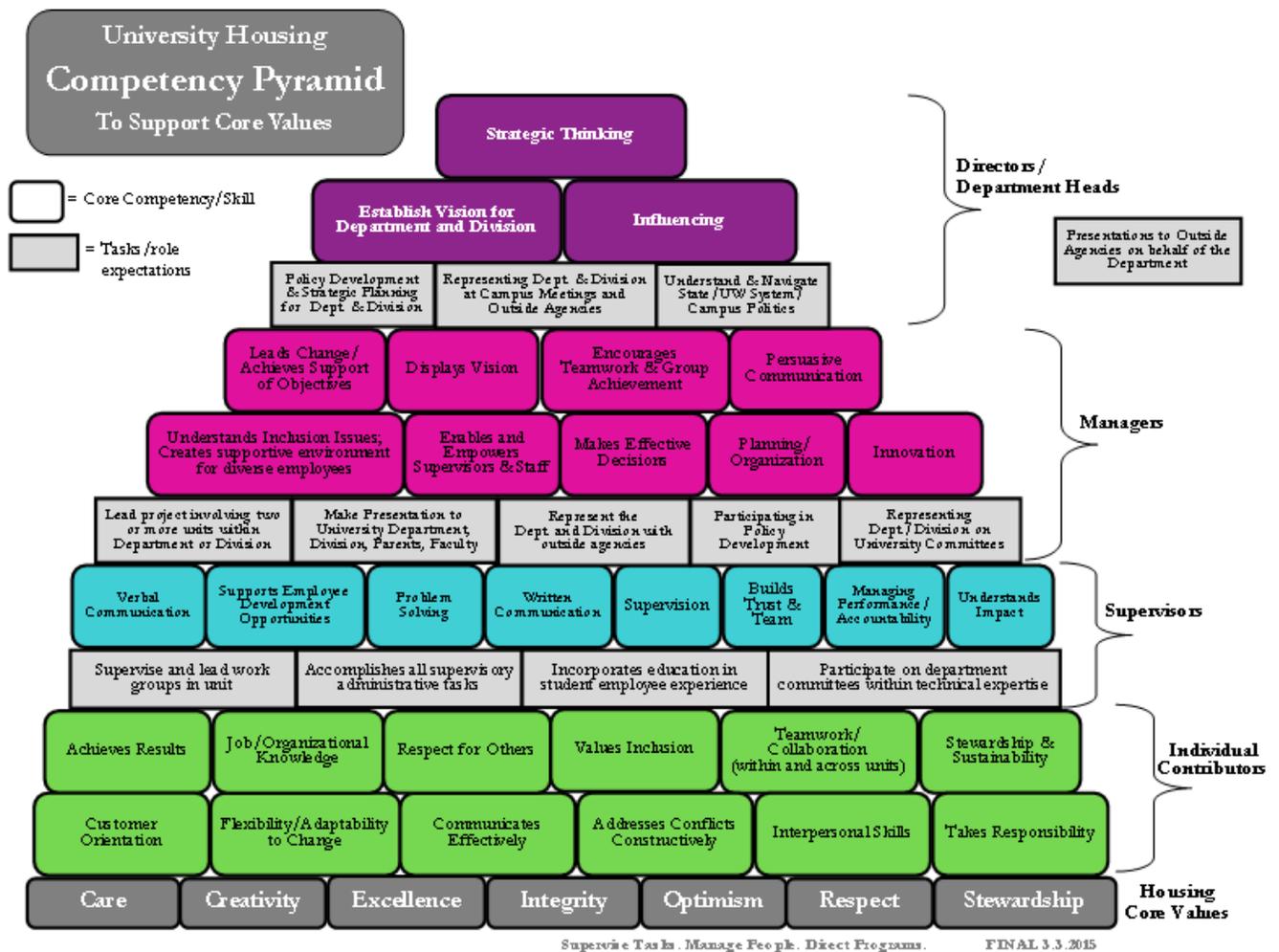
STEWARDSHIP

Stewardship is demonstrated through our commitment to care for the human, financial and natural resources entrusted to us by our residents.

University Housing Mission: *Be the Place where Everyone Wants to Live.*

University Housing Staff Competency Pyramid

The University Housing Staff Competency Pyramid provides a framework for defining job performance competencies required for success in our organization. Additionally, the pyramid incorporates the Housing Core Values and the VCFA EID competencies for supervisors and managers. The Pyramid demonstrates the necessary skills that are required at every work level. Just as a pyramid must have a strong foundation, each individual must master and be able to demonstrate each competency prior to moving up to the next level. The purpose of outlining the required competencies in this fashion is so that each individual may see their professional growth and track their progress as they move up the pyramid of career development.



University Housing Competencies
Individual Contributors

Individual Contributors	Competency	Description/Indicator Statements
	Customer Orientation	<ul style="list-style-type: none"> ▪ Insists on and/or provides high quality service for internal and external customers. ▪ Demonstrates customer focus by seeking out, understanding, and responding to the needs of both internal and external customers. ▪ Responds to needs, questions and concerns of customers in an accurate, effective, and timely manner. ▪ Develops effective partnerships with customers, internal and external. ▪ Effectively and professionally works with customers, solving their problems. ▪ Continually seeks efficient ways of providing services by minimizing procedural requirements.
	Flexibility / Adaptability to Change	<ul style="list-style-type: none"> ▪ Displays flexibility and openness in daily work and encourages others to stay open to change, improvements, etc. ▪ Adapts own attitudes and behavior to work effectively with different people and situations. ▪ Accepts and readily adapts to changing priorities, better ideas, strategies, procedures, and methods. ▪ Maintains work effectiveness in new situations. ▪ Stress Management.
	Communicates Effectively	<ul style="list-style-type: none"> ▪ Communicates in an open, candid and consistent manner. ▪ Explains concepts and procedures clearly and completely while maintaining attention and interest. ▪ Displays sensitivity in verbal and written communications. ▪ Shows tact and diplomacy in dealing with others. ▪ Keeps supervisors well informed of key organizational issues and needs. ▪ Keeps individuals informed about issues that may affect them. ▪ Keeps others informed on the status of assigned work. ▪ Delivers information effectively in a variety of settings including one-on-one, team setting, and presentations. ▪ Delivers information effectively in a variety of formats including emails, memos, work orders, analytical reports, and decision documents.
	Addresses Conflicts Constructively	<ul style="list-style-type: none"> ▪ Effectively manages conflict with the appropriate individuals initially involved. ▪ Acknowledges personal responsibility in conflict situations in a professional, not personal, manner. ▪ Directly communicates with persons involved in disagreements. ▪ Identifies and constructively addresses disagreements which undermine performance. ▪ Encourages people to bring difficult issues into the open. ▪ Uses the strength of the facts, rather than the loudness of argument. ▪ Resolves differences between people using persuasion, diplomacy and logic. ▪ Manages conflict with others in ways that preserve good relations. ▪ Offers open exploration of differing ideas and solutions within the team.
	Values Inclusion	<ul style="list-style-type: none"> ▪ Establishes and maintains effective working relationships with people from varied backgrounds and opinions. ▪ Views differences in people as opportunities to learn. ▪ Contributes to an environment where differences are valued and encouraged, and all are included.

Individual Contributors

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	Interpersonal Skills	<ul style="list-style-type: none"> ▪ Attentive to and understands the views of others. ▪ Assume positive intent. ▪ Demonstrates an awareness of own style and how it affects others, and makes adjustments as necessary. ▪ Resolves interpersonal issues in the workplace. ▪ Responds positively to constructive suggestions. ▪ Displays objectivity in assessing situations. ▪ Develops and maintains positive work relationships with others. ▪ Manages stress appropriately in the workplace.
	Achieves Results	<ul style="list-style-type: none"> ▪ Gets the job done, according to expectations. ▪ Handles and delivers multiple projects simultaneously. ▪ Implements plans and makes mid-course changes when necessary to achieve goals. ▪ Sets appropriate project goals, creating specific plans to meet them. ▪ Shows persistence and optimism in overcoming obstacles. ▪ Follows-through to attain desired results.
	Job/Organizational Knowledge	<ul style="list-style-type: none"> ▪ Understands key policies and procedures integral to being effective in the workplace. ▪ Possesses and continually develops knowledge and skills necessary to perform job. ▪ Defines resources and actions, and uses them to achieve objectives within constraints. ▪ Builds effective networks and alliances inside and outside the Unit/University, which benefit the unit/University.
	Respect for Others	<ul style="list-style-type: none"> ▪ Treats all people with dignity. ▪ Demonstrates compassion, consideration, and caring. ▪ Believes/assumes the best in others. ▪ Demonstrates care for health and safety of others. ▪ Values contributions of others. ▪ Constructively speaks up on behalf of others when differences are not respected.
	Takes Responsibility	<ul style="list-style-type: none"> ▪ Follows-through on commitments. ▪ Only makes promises that can be kept. ▪ Takes responsibility for actions, results, and mistakes. ▪ Is willing to accept additional responsibility or authority.
	Teamwork / Collaboration (within and across division)	<ul style="list-style-type: none"> ▪ Openly shares information, knowledge and expertise with the team and co-workers. ▪ Cooperates with other members to achieve the workgroup's goals. ▪ Appropriately gives and is open to feedback from team/coworkers. ▪ Puts accomplishing the interests of the University/unit ahead of accomplishing individual goals. ▪ Actively works to remove barriers to team effectiveness. ▪ Utilizes skills of team members to accomplish goals.
	Stewardship/ Sustainability	<ul style="list-style-type: none"> ▪ Understand and utilize best practices within all areas of stewardship, including human, financial and environmental. ▪ Uses resources wisely and appropriately. ▪ Assist the University's sustainability efforts. ▪ Understand the sources of the University Housing budget, i.e., student rent monies.

University Housing Competencies
Supervisors

Supervisors	Competency	Description/Indicator Statements
	Verbal Communication	<ul style="list-style-type: none"> ▪ Possesses the skills needed to effectively communicate with and to different constituencies. ▪ Understands, recognizes, and utilizes verbal communication as appropriate. ▪ Understands the impact of tone, non-verbal body language and volume.
	Student Employee Development Opportunities	<ul style="list-style-type: none"> ▪ Provides information, tools, resources, and opportunities to help others improve their skills and abilities. ▪ Helps employees identify areas for development. ▪ Supports appropriate employee development opportunities. ▪ Gives staff challenging assignments to develop their capabilities.
	Problem Solving	<ul style="list-style-type: none"> ▪ Proactively anticipates and addresses concerns of employees, peers, upper management, and customers. ▪ Uses facts to analyze and solve problems. ▪ Takes ownership for solving problems; approaches issues from a professional, not personal, perspective. ▪ Strikes a balance between being participative, (i.e. involving team members in decisions) and being directive, depending on the needs of the team and the situation. ▪ Seeks diverse perspectives to solve problems. ▪ Understands the organization and the affect decisions have on other parts of the organization. ▪ Considers alternative/creative solutions to problems. ▪ Resolves sensitive issues without making the situation worse. ▪ Understands locus of control for solving problems; utilizes supervisors appropriately for support and guidance. ▪ Makes timely decisions with quality outcomes.
	Written Communication	<ul style="list-style-type: none"> ▪ Knows when to use different types of communication: when to have a conversation and when to use written/electronic communication techniques. ▪ Possesses the skills needed to effectively communicate through use of letters, memos, etc. ▪ Document important discussions and decisions. Understands need for important documentation. ▪ Provides clear and concise written/electronic follow-up as needed.
	Understands Impact	<ul style="list-style-type: none"> ▪ Comprehends importance of role as a supervisor in Division, including choices, decisions, statements, actions and behaviors in this role can/may impact the personal, positional, team, division and campus. ▪ Acknowledges that a lack of action on your part may also impact others. ▪ Grasps that decisions and team performance can affect our students and customers, as well as internal and external partners.

University Housing Competencies
Supervisors

Supervisors	Competency	Description/Indicator Statements
	Supervision	<ul style="list-style-type: none"> ▪ Uses good judgment to make decisions. ▪ Provides advice and/or information to individuals and teams in a timely manner. ▪ Takes initiative and ownership. ▪ Teaches staff necessary skills to be successful in their positions. ▪ Manages conflict constructively. ▪ Provides oversight for daily tasks of staff. ▪ Deescalate and provide perspective. ▪ Understands “total job concept” of supervisor role. ▪ Balances all aspects of role as a supervisor; know when and how to manage time. ▪ Engages staff through a variety of techniques. ▪ Teaches and trains staff as needed. ▪ Take ownership of team performance, successes and failures. ▪ Utilize Outlook calendar. ▪ Hiring. ▪ Helps employees quickly and effectively understand and adjust to new roles, challenges and changes in the University environment and in their jobs.
	Builds Trust and Team	<ul style="list-style-type: none"> ▪ Actions support his/her words. ▪ Maintains a reputation for honesty, candor, confidentiality, fairness and reliability. ▪ Protects the interests of people who aren't present. ▪ Understands team dynamics; utilize to complete tasks and achieve goals. ▪ Create high functioning team. ▪ Follows-up on commitments and keeps others appropriately informed in a timely, accurate and complete basis. ▪ Makes position clear on difficult issues. ▪ Makes good hiring decisions. ▪ Understands importance of gaining trust from employees, peers and across departments.
	Managing Performance/ Accountability	<ul style="list-style-type: none"> ▪ Set clear expectations and hold staff to them. ▪ Takes responsibility for actions, results and mistakes. ▪ Fulfills commitments. ▪ Holds employees accountable. ▪ Able to direct a group’s attention to a common goal and assist in the process of achieving that goal in the best way possible. ▪ Meets deadlines. ▪ Provides timely, regular, feedback to staff. ▪ Incorporates Housing Core Values into annual reviews.

University Housing Competencies
Managers

Managers	Competency	Description/Indicator Statements
	Leads Change/Achieves support of Objectives	<ul style="list-style-type: none"> ▪ Helps supervisors quickly and effectively understand and adjust to new roles, challenges and changes in the University environment and in their jobs. ▪ Stays up-to-date on key trends, and opportunities. ▪ Initiates change instead of reacting to external pressures for change. ▪ Makes sure technical/functional decisions are based on department priorities. ▪ Uses available resources (people, funds, time, material, support) and coordinates/manages these components, including those outside the organization.
	Enables and Empowers Supervisors & Staff	<ul style="list-style-type: none"> ▪ Provides information, resources, and support so supervisors can function independently. ▪ Enables staff to take appropriate risks. ▪ Encourages and promotes decision making and accountability at all levels. ▪ Organizes and structures work for others in a manner that encourages ownership and accountability.
	Persuasive Communication	<ul style="list-style-type: none"> ▪ Puts forth a conscious effort to influence the belief, attitudes, and ultimately, the behaviors of another person through effective communication techniques. ▪ Give knowledge and options to supervisors to allow for effective decision-making. ▪ Know your audience, situation at hand, including what is important to them; know what the end goal should and could be in situation.
	Makes Effective Decisions	<ul style="list-style-type: none"> ▪ Gathers information on an issue, impartially considering all sides and makes logical decisions that are clear. ▪ Evaluates positive and negative alternatives within time and resource constraints. ▪ Uses agreed upon criteria for decision-making rather than hidden agendas. ▪ Delegate decision-making responsibility when appropriate. ▪ Considers the total organization when making decisions. ▪ Keeps the department's long-term goals in mind when addressing short-term issues and problems. ▪ Understands the short-sightedness of short-term solutions and quick-fixes. ▪ Operates with confidence in decision-making. ▪ Knows when to stop a discussion and make a decision.
	Planning/Organization	<ul style="list-style-type: none"> ▪ Establishes priorities that address the details and timelines needed to achieve the intended results. ▪ Focuses on end result. ▪ Is flexible and utilizes resources. ▪ Updates staff regularly and communicates plans to those involved. ▪ Ensures projects are being completed according to plan and reevaluates if necessary. ▪ Plans ahead and utilizes appropriate timelines for projects, such as Managers should plan 3 months out, Supervisors plan 1 month out and employees should focus on daily/weekly work. Teaches this concept to supervisees.

Managers

Managers	Competency	Description/Indicator Statements
	Displays Vision	<ul style="list-style-type: none"> ▪ Thinks and considers possible future change. ▪ Helps provide a clear customer-focused sense of direction for the team and co-workers to support the department's vision. ▪ Develops and/or explains strategic action plans for practical use. ▪ Inspires and energizes others to commit to vision. ▪ Develops and refines vision to reflect constant and accelerating change impacting UW-Madison.
	Encourages Teamwork and Group Achievement	<ul style="list-style-type: none"> ▪ Creates a high performance work environment where others pull together to complete tasks. ▪ Encourages team members to discover the best ways to perform their jobs effectively. ▪ Actively promotes functional as well as cross-functional teams. ▪ Empowers teams to achieve goals by providing resources, training, responsibility and authority. ▪ Holds teams accountable for performance. ▪ Shares successes with team members. ▪ Monitors and evaluates team success and difficulty, and provides productive feedback.
	Innovation	<ul style="list-style-type: none"> ▪ Injects originality into daily work through research, personal knowledge, and networking relationships. ▪ Thinks ‘outside the box.’ ▪ Brainstorms and encourages new ideas and solutions. ▪ Takes appropriate risks.
	Understands Inclusion Issues: Creates Supportive Environment for Diverse Employees	<ul style="list-style-type: none"> ▪ Actively supports the development of others regardless of differences. ▪ Respects the talent and unique contributions of every individual, culture and ethnic group to increase effectiveness of the unit. ▪ Create an environment where inclusivity is the norm. ▪ Influences the culture in ways that value inclusion and supports diversity. ▪ Aware of personal biases, as well as biases of their supervisors and their team; knows potential impact on team.

University Housing Competencies
Directors/Department Heads

Directors	Competency	Description/Indicator Statements
	Influencing	<ul style="list-style-type: none"> ▪ Successfully navigates political environment/situations to achieve needed results. ▪ Generates support within unit and from those who are not direct reports. ▪ Builds belief in people, providing motivating and calming atmosphere. ▪ Provides stability during times of uncertainty and change.
	Establish Vision for Department & Division	<ul style="list-style-type: none"> ▪ Creates space for thinking; considers possible future change. ▪ Helps provide a clear customer-focused sense of direction for the team and co-workers to support the department's vision. ▪ Intentionally manages change; develops and/or explains strategic action plans for practical use. ▪ Inspires and energizes others to commit to vision. ▪ Develops and refines vision to reflect constant and accelerating change impacting UW-Madison.
	Strategic Thinking	<ul style="list-style-type: none"> ▪ Identifies the implications of social, economic, political, and global trends. ▪ Shows and understanding of market conditions and customer needs. ▪ Takes a long-term perspective on problems and opportunities. ▪ Proposes innovative strategies that leverage the organization's competitive advantage. ▪ Sees the "Big picture" and acts on it.