

Success Factor Definitions: Union-Eligible

ACCOUNTABILITY: *Owens decisions, outcomes, work products, etc. that are within the scope of one's role.*

- Is attentive/available, responds to directions, and completes job-related tasks in a timely fashion
- Delivers expected results following specified timelines and/or procedures
- Works closely with supervisor to understand expectations for assignments; executes accordingly

COLLABORATION: *Works inclusively to build trust and accomplish tasks, goals, and initiatives.*

- Provides information and assistance to others as requested
- Works closely with supervisor and/or team lead to understand own role and how it contributes to the overall outcomes of the team
- Builds relationships and works collectively with immediate team to accomplish own work responsibilities

COMMUNICATION: *Provides information clearly and accurately in various settings, ensuring understanding and participation.*

- Documents work clearly, correctly, and completely using the appropriate method
- Exchanges information in a straightforward, clear manner; changes tone and message as necessary
- Demonstrates thoughtfulness and attention when listening to others, responding appropriately to questions

CUSTOMER FOCUS: *Understands, anticipates, and appropriately responds to internal and/or external customers' needs.*

- Actively listens to accurately identify and understand needs and requests; takes appropriate action following departmental protocol
- Consistently and reliably performs assigned tasks to meet needs; reviews own work for completeness, thoroughness, and accuracy before submitting
- Follows instructions from manuals, lead(s), and/or supervisor(s) when responding to needs/inquiries

DIVERSITY & INCLUSION: *Values differences by ensuring that all people are included, respected and can engage in their work to the best of their abilities.*

- Builds awareness of diversity and inclusion through participation in diversity and inclusion initiatives
- Demonstrates a positive, respectful attitude towards others of different identity groups; notifies supervisor/manager if other's behavior or environment is hurtful or harmful to inclusion
- Provides service and learns how to make accommodations that meet the needs of people from different backgrounds, thoughts, etc.

JUDGMENT: *Makes appropriate decisions and evaluates risk and uncertainty to create optimal outcomes.*

- Collects and organizes necessary information for decision making
- Follows existing standards, protocols and procedures for monitoring own work; works efficiently; informs supervisor(s) and/or other appropriate parties when necessary
- Identifies short-term effects of decisions on own work products



TIME MANAGEMENT: *Actively manages time to most effectively accomplish work, projects, objectives, and goals.*

- Manages own time with a focus on assignments; prioritizes tasks appropriately
- Completes tasks in a timely manner; meets deadlines
- Adopts new methods or ways of working based on guidance from supervisor

Success Factor Definitions: Support Task Expert (Grades 1-8)

ACCOUNTABILITY: *Owns decisions, outcomes, work products, etc. that are within the scope of one's role.*

- Is attentive and takes responsibility and ownership for tasks, decisions, and related outcomes
- Delivers consistent, accurate results, meeting deadlines and expectations and ensuring team and/or supervisor is aware of completion and/or roadblocks
- Owns individual decisions, outcomes, and work products, monitoring them according to predetermined measures

COLLABORATION: *Works inclusively to build trust and accomplish tasks, goals, and initiatives.*

- Willingly shares relevant information with others in a timely manner and offers support whenever possible
- Recognizes own role on the team and how it contributes to the overall outcomes of the team; ensures own interactions with team are collaborative and respectful
- Builds relationships with colleagues through working cooperatively towards accomplishing objectives, being reliable, and demonstrating trust

COMMUNICATION: *Provides information clearly and accurately in various settings, ensuring understanding and participation.*

- Delivers clear and concise messages via the appropriate method to the situation
- Considers the tone of messages when preparing and delivering information; modifies messages as appropriate
- Demonstrates attention during discussions by taking notes, asking questions, and restating information to ensure understanding

CUSTOMER FOCUS: *Understands, anticipates, and appropriately responds to internal and/or external customers' needs.*

- Asks the right questions and actively listens to understand needs and requests; responds and takes action appropriately
- Responds to standard, routine requests in a consistent and reliable manner; follows quality standards and uses appropriate service and quality techniques
- Works with supervisor, customer, and/or team to meet both customer and university expectations

DIVERSITY & INCLUSION: *Values differences by ensuring that all people are included, respected and can engage in their work to the best of their abilities.*

- Engages in ongoing professional development in diversity and inclusion initiatives and applies this D&I knowledge and awareness to one's work and interactions
- Uses inclusive language when referring to and interacting with individuals from different identity groups (i.e. disability, race, gender, etc.); speaks up and notifies supervisor/manager when actions or environment hinder diversity and inclusion efforts
- Provides support that meets the needs of people from different backgrounds, thoughts, etc.; appropriately demonstrates equality and inclusion when providing support



JUDGMENT: *Makes appropriate decisions and evaluates risk and uncertainty to create optimal outcomes.*

- Collects and organizes available information and uses routine procedures to make decisions
- Demonstrates knowledge of and compliance with standards, protocols, and procedures; escalates complex decisions to appropriate team members
- Balances making decisions independently versus seeking input; considers the short- and long-term effects of own decisions

TIME MANAGEMENT: *Actively manages time to most effectively accomplish work, projects, objectives, and goals.*

- Works with supervisor to set goals and priorities for own work; evaluates urgency and importance to prioritize tasks appropriately
- Demonstrates reliability in meeting deadlines and accomplishing tasks; persists until a problem is solved or goal is achieved
- Adapts to shifting priorities as a result of new ideas, processes, and/or working styles

Success Factor Definitions: Subject Matter Professional (Grades 8-12)

ACCOUNTABILITY: *Owens decisions, outcomes, work products, etc. that are within the scope of one's role.*

- Possesses full responsibility for achieving goals and objectives, effectively utilizing resources
- Takes initiative and completes work, tasks, objectives, etc., and meets commitments made to others ensuring they are on track to complete their work, tasks, etc.
- Actively communicates expectations, ways to accomplish them, and measures of success at both the individual and team levels

COLLABORATION: *Works inclusively to build trust and accomplish tasks, goals, and initiatives.*

- Interacts with others by providing information, feedback, support, and ideas; encourages participation by asking questions and requesting feedback
- Demonstrates approachability and dependability and works toward mutually beneficial outcomes; assumes a facilitator and/or mentor role as needed
- Establishes and maintains working relationships with teams and peers; proactively seeks out and incorporates ideas and perspectives from others

COMMUNICATION: *Provides information clearly and accurately in various settings, ensuring understanding and participation.*

- Speaks and writes clearly and appropriately to both individuals and team(s), ensuring the message is understood and that needs are met
- Communicates using various approaches, formats, and styles, ensuring message is understood; coaches others on how to adjust tone and style when communicating
- Listens attentively to others and probes to confirm understanding of messages and/or request feedback

CUSTOMER FOCUS: *Understands, anticipates, and appropriately responds to internal and/or external customers' needs.*

- Displays an active interest to fully understand concerns and issues; draws on own insights and relationships, in addition to experience, to best handle needs and inquiries
- Models positive service behavior and handles more complex cases; documents quality standards, process improvements, and protocols and uses the appropriate quality method when reviewing own and other's work
- Evaluates customer experience and ensures alignment with expectations and operating metrics; researches and shares best practices in customer service



DIVERSITY & INCLUSION: *Values differences by ensuring that all people are included, respected and can engage in their work to the best of their abilities.*

- Identifies, builds upon and integrates/incorporates specific capabilities needed to enhance diversity and inclusion in particular subject area and interactions
- Observes and is aware of employee interactions, ensuring that colleagues are treated fairly in department processes and practices and identifying/addressing when diversity and inclusion is not upheld
- Effectively integrates diverse perspectives into decisions, projects, and plans

JUDGMENT: *Makes appropriate decisions and evaluates risk and uncertainty to create optimal outcomes.*

- Incorporates past experiences with available information and data to make more complex decisions; assists others in doing the same
- Maintains and follows standard procedures to make decisions and evaluate risks; ensures others are following standards, protocols, and procedures; identifies process improvements as needed
- Weighs both the short- and long-term effects and risks of decisions for self and team; involves others in the decision-making process as necessary

TIME MANAGEMENT: *Actively manages time to most effectively accomplish work, projects, objectives, and goals.*

- Prioritizes work appropriately to meet deadlines and expectations; proactively identifies and responds to obstacles
- Achieves individual and team goals especially when obstacles/problems arise; accomplishes results in spite of challenges
- Balances multiple priorities, adapting quickly to shifting priorities; proactively helps others positively adjust to changes

Success Factor Definitions: Management (Grades 10-12)

ACCOUNTABILITY: *Owens decisions, outcomes, work products, etc. that are within the scope of one's role.*

- Ensures employees are aware of own responsibilities and those of others, while integrating all responsibilities to accomplish goals and objectives
- Measures and tracks performance of individual and/or team(s) against goals and objectives, ensuring each employee contributes to overall outcomes
- Conducts status updates with employees to manage work, including changes, delays and/or risks; ensures realistic and achievable results; coaches individuals on how to manage expectations

COLLABORATION: *Works inclusively to build trust and accomplish tasks, goals, and initiatives.*

- Offers information and support to team members, peers, and leaders and participates in cross-functional/departmental teams
- Communicates effectively within and across teams to streamline efficiency, ensure collaboration, and achieve team goals
- Collaborates with all team members, peers, and leaders to integrate various viewpoints; encourages and acknowledges others' contributions

COMMUNICATION: *Provides information clearly and accurately in various settings, ensuring understanding and participation.*

- Determines and delivers the appropriate messages effectively to any level ensuring clarity and understanding
- Understands various audiences and their nuances, adjusting style and content to appeal to their needs; coaches others on how to adjust tone and style when communicating
- Listens actively to determine unstated needs and concerns, verify messages, and clarify expectations; coaches and offers constructive feedback when appropriate

CUSTOMER FOCUS: *Understands, anticipates, and appropriately responds to internal and/or external customers' needs.*

- Anticipates customer needs and takes appropriate action and/or asks questions to uncover needs, developing a positive rapport with others; promotes an environment to maintain positive customer relationships
- Incorporates data and information from quality reviews to improve and/or enhance services and work products; ensures accuracy and completeness of other's work outputs
- Requests feedback to ensure service levels are being met/exceeded by team(s); responds appropriately based on feedback and best practices in customer service and/or university expectations

DIVERSITY & INCLUSION: *Values differences by ensuring that all people are included, respected and can engage in their work to the best of their abilities.*

- Encourages participation in and provides professional development opportunities for employees as it relates to diversity and inclusion; serves as an example to others by demonstrating appropriate D&I behaviors
- Communicates the positive effects of diversity and inclusion among team(s); ensures that direct reports and peers are treated fairly in department processes and practices and understands their responsibility in creating a diverse and inclusive environment
- Seeks input from key leaders and/or stakeholders and takes appropriate action to ensure that department practices are inclusive

JUDGMENT: *Makes appropriate decisions and evaluates risk and uncertainty to create optimal outcomes.*

- Evaluates the pros and cons of alternative solutions before making a decision by assessing all available information; leads team in doing the same
- Provides clear directions and expectations for others to follow when making decisions, ensuring alignment with university standards and improving where needed
- Weighs possible outcomes when making decisions; considers the broader impact and risks, especially when information is limited and/or decisions are difficult

TIME MANAGEMENT: *Actively manages time to most effectively accomplish work, projects, objectives, and goals.*

- Considers individuals' work capacity when scheduling work, allocating the appropriate amount of time to each task; keeps others informed of overall progress
- Defines objectives and resources required to efficiently complete projects; manages the team to complete work within established timeframes
- Adapts to multiple and/or changing work demands by adjusting own and team priorities; positively exemplifies balance and adaptability/flexibility

Success Factor Definitions: Leadership (Grades 13+)

ACCOUNTABILITY: *Owens decisions, outcomes, work products, etc. that are within the scope of one's role.*

- Creates opportunities for employees to grow, assume more responsibility, and/or gain decision-making authority
- Motivates employees to achieve goals, including departmental/ functional goals and initiatives by giving them direct ownership and accountability for overall outcomes
- Connects with other leaders to identify and define goals/objectives; exemplifies accountability for achieving goals/objectives and managing expectations

COLLABORATION: *Works inclusively to build trust and accomplish tasks, goals, and initiatives.*

- Ensures information flows effectively through proper channels; promotes and encourages the open exchange of information within and across functions/departments
- Builds consensus with individuals within and across the functions/departments; provides clear direction during cross-functional tasks, ensuring open communication and collaboration
- Motivates others to build relationships and work cooperatively within and across functions/departments

COMMUNICATION: *Provides information clearly and accurately in various settings, ensuring understanding and participation.*

- Communicates highly complex or unusual circumstances appropriately, ensuring that content is shared and understood at all function/department levels
- Uses a variety of communication tactics/ methods and adjusts messages and tone to more effectively communicate to various function/department levels
- Models and encourages others to actively listen, allow for questions and discussion, and reflect on key messages, while ensuring stakeholders has a chance to provide input

CUSTOMER FOCUS: *Understands, anticipates, and appropriately responds to internal and/or external customers' needs.*

- Strategically identifies opportunities for service improvement; establishes an environment to maintain positive organizational and customer relationships
- Gathers a variety of data and information and makes recommendations and improvements; leverages the integration and synergies among departments/functions to better serve others
- Promotes a customer centric culture and ensures alignment with best practices and customer/university expectations



DIVERSITY & INCLUSION: *Values differences by ensuring that all people are included, respected and can engage in their work to the best of their abilities.*

- Proactively provides resources and support for ongoing education of employees as it relates to diversity and inclusion; acknowledges and reinforces positive D&I behaviors
- Creates and leads a culture/environment of inclusion by exemplifying inclusive behaviors, challenging the status quo, and suggesting improvements, as appropriate; promotes the interaction and integration of diverse individuals into teams to positively impact the function/department and to ensure diversity and inclusion needs are met
- Integrates different perspectives and backgrounds to meet organizational needs and establish the new way of working; models inclusive decision-making within own and across functions/departments

JUDGMENT: *Makes appropriate decisions and evaluates risk and uncertainty to create optimal outcomes.*

- Conducts in-depth analysis while considering multiple inputs to develop optimal alternatives and solutions
- Sets and implements standards for the function/department and integrates with other functions/departments
- Ensures others understand both short- and long-term effects and risks of decisions; monitors execution of decisions made; makes timely decisions when faced with ambiguous information

TIME MANAGEMENT: *Actively manages time to most effectively accomplish work, projects, objectives, and goals.*

- Prioritizes workload of function/department; identifies barriers to ensure appropriate actions are being taken and deadlines are successfully met; seeks additional resources as necessary
- Manages and oversees multifaceted projects and assignments, ensuring that deadlines are efficiently met
- Anticipates changing circumstances and prepares function/department to maintain performance objectives; promotes a culture of positivity, continuous improvement, and adaptability/flexibility