



Victoria University Competencies Guide

Competency	Definition and desired behaviours
Problem Solving	The 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. Proactively identifies potential issues and prepares contingency plans. Recognizes the value of team members' input in solving problems and seeks guidance appropriately. Willing to assist in solving problems in other departments. Able to resolve problems in high pressure and/or crisis situations.
Organizational Skills	The degree of efficiency in managing time and resources to complete work tasks and organize information. Able to drive projects from beginning to end. Develops effective systems to store and display information to support business continuity. Displays mastery of processes and commitment to continuous improvement. Prioritizes effectively and develops action plans.
Accountability	The degree to which the quality of work meets pre-established standards of quality, displaying intention to grow and exceed expectations. Takes accountability for accuracy of work and resolves discrepancies. Accepts and supports changes to work methods, plans and procedures to achieve higher standards and outcomes. Demonstrates the ability to be a self-starter and to act without prompting when faced with challenges.
Communication	The degree to which the employee transmits oral/written ideas professionally (tone, emotion, clarity, logic). Expresses oneself confidently in discussions and when making presentations. Listens to and acknowledges others. Communication style suits target audience. Communicates and shares information in a timely manner, and follows up appropriately. Negotiates effectively in order to facilitate cooperation and participation from others.
Awareness and Foresight	The extent to which employee displays understanding of current issues, goals and priorities, as well as future needs. Demonstrates exceptional awareness and understanding of the University's operational and political environments, governance and the institution's mission/values, community and culture. Aligns individual goals with departmental and institutional goals, effectively balancing current needs with long-term priorities.
Adaptability	The extent of responsiveness to change. Responds well to uncertainty and adopts strategies to respond to changing needs. Develops innovative ideas in response to unfamiliar issues and circumstances. Shows flexibility when completing work, adjusting approach as needed to achieve desired outcomes. Acts as a champion for change, actively working towards maximizing benefits from new systems and processes.
Working Collaboratively	The ability to collaborate with others to achieve mutually beneficial outcomes, including operational processes and multi-disciplinary projects. Displays understanding of group goals and recognizes how to best contribute to the team. Recognizes the contributions of others and clearly communicates plans to ensure seamless teamwork.
Commitment to Equity, Diversity, Inclusion (EDI)	The degree to which employee applies an EDI lens in their work. Treating others fairly and with respect, regardless of their background, position or status. Actively work towards minimizing or eliminating barriers with EDI implications. Recognizes and eliminates presence of microaggressions in the workplace.



Competencies for People Managers

Competency	Definition and desired behaviours
Leadership	The ability to set a clear vision for a work unit and obtain commitment from the group. Communicates expectations and motivates team to adopt vision and implement strategies to carry out priorities. Inspires others through energy, enthusiasm, and optimism, creating a climate in which people are inspired to do their best.
Managing Conflict	The ability to effectively identify, resolve, and prevent disagreements between others. Promotes transparency and open discussion to assess conflicts and works towards favourable outcomes for all parties. Recognizes different viewpoints and mediates conflicts by listening with empathy and facilitating collaboration. Develops strategies and systems to prevent potential conflicts. Proactively addresses issues and complaints raised within the unit.
Managing Others	The level of commitment towards supporting the growth and development of others. Effectively manages performance, recognizing and leveraging strengths while providing constructive feedback for improvement. Coaches and contributes to the continuous growth and development of staff in order for them to succeed in their roles. Develops opportunities for staff to achieve personal learning and career goals.