

**University of Virginia
Facilities Management Human Resources & Training**

Lead@UVA Worksheet

This worksheet is to help you develop the information you will enter into Lead@UVA.

Prior to entering your goals, competencies and development activity into Lead@UVA, please use this form as a tool during your discussion with your supervisor.

- (1) You may fill out this form on-line and print it; or,
- (2) You may print this form and fill it out by hand.

Employee Position

SMART Goals

Each employee must enter 3 SMART Goals to work on during the next evaluation period. Achievement of these goals represents 50% of the overall rating on the evaluation.

Goal 1 Due Date

Description (350 characters maximum)

Goal 2 Due Date

Description (350 characters maximum)

Goal 3 Due Date

Description (350 characters maximum)

Competencies

Each employee must select 3 Competencies to work on over the next evaluation period. Competencies represent how the job is performed and represent 50% of the overall rating on the evaluation. The 3 Competencies should be selected from the list below for entry into Lead@UVa.

U.Va. Competency Model with Definitions

Threshold Characteristic It is expected that the University will hire individuals who already possess these characteristics.

1. **Adaptability** Effectively adjusts to changes in work processes and environment and alters behavior to align with evolving situations; openly receives new ideas and accepts other perspectives.
2. **Individual Efficiency** Effectively manages time and resources to ensure that individual work is completed efficiently.
3. **Technical/Professional Knowledge** Is professionally and technically accomplished to perform one's job; achieves an accomplished level of technical and professional skill or knowledge in position-related areas; consistently stays abreast of current developments and trends in areas of expertise.
4. **Values Diversity and Equity** Makes and demonstrates in one's work commitments to equity and diversity; collaborates with and involves others with divergent viewpoints, as well as diverse people and groups, contributing to developing an environment that is equitable, inclusive, respectful and cooperative.

Key Competency

5. **Accountable for Results (KC)** Takes responsibility for accomplishing goals and achieving quality results; follows through on commitments; is always there in the clutch.
6. **Balanced Decision-making (KC)** Makes effective decisions in a timely manner, sometimes with incomplete information and under tight deadlines and pressure; uses a mixture of analysis, wisdom, experience and judgment.
7. **Develops Self and Others (KC)** Views learning and development as a lifelong endeavor; identifies and pursues learning and career development goals; effectively applies new learning and development in daily work and career progression.
8. **Strategic Focus (KC)** Understands the University's long-term objectives and focuses current activities on what is critical to achieving aligned goals for self, work unit, Department/School and the University and eliminating non-value added activities.
9. **Teamwork (KC)** Builds and participates in collaborative individual and formal team relationships to accomplish work goals; offers and accepts assistance when needed.
10. **Uncommon Integrity (KC)** Is trusted, authentic, self-aware, above reproach; operates by and adheres to the University's core values and holds others accountable for them; interacts with others in a way that gives confidence in self and the organization; acts in the University's best interests and puts that interest above personal gain or unit or office; works within the limits of authority to achieve goals.
11. **Works with Passion (KC)** Is actively engaged in the work of the University and operates in positive and affirmative ways to support University goals; demonstrates deep regard for University history, mission, core values and commitments when executing work activities and interacting with others.

General Competency

12. **Ability to Conceptualize** Mentally assembles diverse pieces of information and grasps their significance as a coherent, meaningful whole.
13. **Builds Partnerships** Invests in the development of strategic internal and external partnerships; uses collaboration and reciprocity to facilitate productive agreements and foster goodwill.
14. **Communicates Effectively** Clearly conveys information and ideas to individuals and groups through a variety of communications modes, including formal presentations; practices attentive and active listening; synthesizes information from multiple resources and incorporates it into current discussion content.
15. **Creativity and Innovation** Uses the imagination to create something new or different, such as work products, inventions, works of art or performances; identifies new and different approaches or solutions to situations, problems and opportunities.
16. **Critical Thinking** Practices objective rather than subjective modes of reasoning and action; maintains perspective when assessing qualitative and quantitative information; appropriately challenges and questions common beliefs.
17. **Delegates/Shares Responsibility** Appropriately allocates decision-making authority and/or task responsibility to others; maximizes the use of individual resources to increase organizational effectiveness.
18. **Facilitates Change** Recognizes and fosters the implementation and acceptance of constructive change within the workplace.
19. **Gains Commitment** Works with goodwill; effectively explores alternatives and positions to facilitate agreements with the support and acceptance of all parties; uses appropriate interpersonal styles and strategies to gain acceptance of ideas or plans.
20. **Impact** Consistently displays professionalism and confidence; creates a positive first impression as an individual and as a representative of the University.
21. **Interpersonal Versatility** Succeeds in understanding others; is open and skilled in using one's interpersonal style to interact meaningfully with others, including empathy, humility and patience; demonstrates tolerance and civility when engaging with employees, colleagues and customers.
22. **Leadership Presence** Lives the University's core values and leads by consistent example; daily espouses these values and demonstrates expectations; helps others understand the organization's vision and values and keeps them at the forefront of organizational decision making and action; recognizes the importance of straight talk balanced with action; is willing to take the lead; demonstrates genuine empathy for individuals as well as concern for the well-being of the larger group.
23. **Manages Conflict** Takes positive action, using appropriate interpersonal styles and methods, to reduce tension or conflict between two or more people; effectively handles antagonistic situations using objectivity and avoiding personal attacks.
24. **Manages Information** Collects and makes effective use of information needed to manage an organization or ongoing activities within it.
25. **Mentors and Coaches** Recognizes and acknowledges strengths in others; provides timely guidance and feedback to help others develop knowledge and skill areas to accomplish tasks or solve problems.
26. **Organizational Agility** Has a working knowledge of business operations and the reasoning behind key practices; is savvy; accomplishes tasks through formal and informal channels and networks; properly balances interests or demands of multiple constituencies through strategy, awareness and a strong sense of consequence arising from cause and effect relationships.

27. **People Focus** Makes people and their needs a primary focus of action; takes full responsibility for fostering productive people relationships; focused on creating goodwill.

28. **Persistence** Stays with a position or plan of action until the desired objective is obtained or is no longer reasonably attainable.

29. **Plans and Organizes** Establishes courses of action for self and others to ensure that work is completed efficiently; develops ways to get work done; effectively organizes people and activities; sees opportunities for cooperation and integration where others might not.

30. **Quality Focus** Continually seeks to improve work processes, products and services; sweats the details; accomplishes tasks through concern for all areas involved; ensures outputs are free from errors and omissions; takes action to correct problems.

Development Activity

Each employee must enter at least 1 Development Activity to work on during the next evaluation period. This Development Activity should be aligned with one of the Competencies selected from the list above and should be designed to assist in developing the selected competency. While employees are not rated on achieving their Development Activity, they are rated on how well they have done on developing their selected competency.

Development Activity (Choose 1 of the 3 you selected above.)

Aligned Competency

Due Date

Description (350 characters maximum)