

## KEY MANAGEMENT ACCOUNTABILITIES

To be included in all supervisory and management job descriptions, in the purpose statement (includes both S&M and Exempt supervisors and managers).

- 1. Planning and Execution:** Managers are paid to get results through others. They are accountable for the production of others as well as self; they make the right things happen the right way. This includes ensuring that departmental operations are executed successfully and planned results are obtained; delegating appropriately; monitoring activities of subordinates; creating an environment so that subordinates can accomplish their assignments; responding to the needs of the department's clients/customers; conducting necessary planning and organizing efforts, and coordinating and integrating activities and efforts within and outside of their own department.
  - ❖ *Visionary, passionate; visionary of success; goal oriented*
  - ❖ *Results oriented, focused, consistent, persistent, patient*
  - ❖ *Dependable*
  - ❖ *Good delegator*
  - ❖ *Ability and desire to lead others*
- 2. Improvement:** Maximizing the performance of their own department. Making the College organization stronger (more efficient, more effective). Providing appropriate leadership to insure that departmental operations are improved; contributing to college-wide improvement efforts. Identifying the need for change (identify goals and objectives); taking initiative; fostering a climate where subordinates generate suggestions for change.
  - ❖ *Change Management; embraces change*
  - ❖ *Able to see own faults, accept criticism*
  - ❖ *Resilient*
  - ❖ *Self motivated*
  - ❖ *Courage*
- 3. Strategic/College Perspective:** Incorporating consideration of the broader organizational perspective into tasks and assignments (affirmative action, for example); integrating the interests of stakeholders into planning, decision making and action. Conducting self as a spokesperson for College and as a member of the management team. Work collaboratively with other managers across the organization, subordinating departmental interests to broader College interests when appropriate.
  - ❖ *Loyal*
  - ❖ *Strategic thinker*
  - ❖ *Defender*
  - ❖ *Develop and promote*
- 4. Develop Subordinates:** Help them to maximize their contribution to the organization and to grow professionally. Take corrective action with subordinates when performance needs improvement. Foster effective teamwork. Hire, discipline, evaluate employees.
  - ❖ *Challenging*
  - ❖ *Empowering*
  - ❖ *Keeps people engaged*
  - ❖ *Supportive; positive enabler*
  - ❖ *Motivator*
  - ❖ *Ability to know your own strengths and weaknesses*
- 5. Relationships and Communications:** Build effective relationships both within and outside the department; seek input from and maintain effective ongoing communication with others. Manage conflict to ensure least disruption to organization.
  - ❖ *Steadfast, unswayed by opposition but open to listen*
  - ❖ *Love, caring, benevolent, kind, compassion*
  - ❖ *Communicator*
  - ❖ *Approachable, likeable*
  - ❖ *Organized in thoughts, able to communicate*
  - ❖ *Good listener*
  - ❖ *Good interpersonal skills*
  - ❖ *Positively influential*
  - ❖ *Ability to be respected*
- 6. Problem Solving/Decision Making:** Analyze business problems; create effective solutions; exercise good judgment.
  - ❖ *Self-discipline, emotional control; force self to behave differently than you feel to achieve positive outcomes*
  - ❖ *Wisdom*
  - ❖ *Decision maker*
  - ❖ *Intelligence, common sense*
  - ❖ *Open minded; inclusive; non-judgmental*
  - ❖ *Analytical problem solver*
- 7. Safety:** Create a safe work environment; manage risks; reduce exposure to liability.
- 8. Behavior:** Be a role model for subordinates; set the example.
  - ❖ *Integrity, honesty, ethical, trustworthy*
  - ❖ *Charisma; excited, passionate*
  - ❖ *Impartial, fair*
  - ❖ *Positive*
  - ❖ *Engaging*
  - ❖ *Lead by example, role model*
  - ❖ *In control of emotions*
  - ❖ *Accepts criticism; ability to see your own faults; ability to admit when you're wrong; able to learn from mistakes and change*
  - ❖ *Role model*