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