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*