

Kirtland Community College

JOB DIMENSIONS BY GROUP

Administrative

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Kirtland Community College

JOB DIMENSION DEFINITIONS*

Administrative

WORK PERFORMANCE

Knowledge of Work - Level of technical and/or professional expertise and the extent to which it is applied.

This college and the community it serves have a reasonable expectation that administrative employees not only have and maintain the appropriate knowledge and skills specific to their job, but also possess the ability to apply that expertise to perform their jobs effectively. For administrative staff, this may include broad job-specific knowledge such as general accounting practices, instructional methodologies, familiarity with relevant federal and state law and regulations, and the like, in addition to the interpersonal skills necessary to enable communication, collaboration, and effective application by others within their areas of responsibility.

Performance Results - Accomplishing required job expectations with quality relative to goals and objectives, projects, and/or responsibilities.

Administrative staff must assure that not only their work, but also the work of those reporting to them, are accomplished to a high professional standard and in a timely fashion, as necessary and required to fulfill job responsibilities, meet departmental goals and objectives, and fulfill the mission, vision, and values of the college.

Planning and Organizing - Establishing a course of action for oneself and/or others to accomplish job responsibilities in a timely manner (setting goals, coordinating and prioritizing work, following up on tasks, planning and preparing for current and future situations, and managing time effectively).

Administrative staff have an obligation to ensure both their own and others tasks and projects are followed up, details aren't forgotten, and the work gets done on time. Effective managers set goals and objectives with action plans and time frames for completion, use their and others time wisely, and think in the future by planning availability of financial, physical, and human resources, developing work schedules, handling issues before they become problems, anticipating change, etc.

INTERPERSONAL

Impact - Creating a good first impression by being self-confident and knowledgeable and behaving in a manner that earns attention and respect.

Administrative positions generally require individuals who are able to make a favorable initial impression, and ongoing professional behavior that maintains and advances credibility. Administrators are expected to present themselves in a manner that gains the attention and respect of those for whom they are assigned administrative responsibility, as well as for colleagues, students, outside officials, members of the public, and others with whom they may be in contact in a manner which may impact professional credibility. Further, administrative staff have a responsibility to establish appropriate standards for the college as a whole.

Negotiation - Communicating data or arguments in a manner that gains agreement or acceptance.

Administrative employees may be required to arrange contracts or agreements with both internal groups and/or outside vendors or agencies; these positions require individuals who know when to give on a point, when to stand firm and when to provide additional arguments or facts in order to put the best interests of the college as a whole at maximum advantage.

Persuasiveness - Using appropriate interpersonal styles and methods of communication to gain agreement or acceptance of an idea, plan, proposal, or activity.

Administrative positions at Kirtland require individuals who can effectively and regularly articulate and obtain commitment or acceptance from others (peers, subordinates, and other staff as well as external contacts such as business owners, community leaders, etc.). Extensive professional knowledge, compilation of appropriate data, thoughtful analysis, and a concise and well-organized delivery adapted to the recipient's knowledge base are all means by which effective and appropriate persuasion may be effected.

Self-reliance - Demonstrating the conviction to stand up for your ideas and opinions with the willingness to accept the ideas and opinions of others.

Administrative staff must strike an effective balance between standing up for their own convictions and seeking and accepting input or gaining approval from others; who are able to assert their ideas, opinions, or decisions even when their personal popularity may be jeopardized. Self-reliant employees are those who are not unduly affected by group pressure and who do not give in to others solely to please or to avoid confrontation or conflict. Kirtland employees are expected to be able to knowledgeably articulate their own convictions, to accept input from others, and to take a reasoned position according to the best information available.

Sensitivity - Taking appropriate action to show consideration for the feelings and needs of others.

Administrative staff, as all Kirtland employees, are expected to be gracious and considerate toward students and the general public as well as toward fellow employees; to show awareness and understanding of others' needs and to respond appropriately; to give recognition and/or thanks, to maintain the dignity of others even when disagreeing, to give feedback that is constructive and tactful, and if discipline is required that it be administered with due consideration for the dignity of the individual being disciplined. An accurate perception of how others see them is important.

PERSONAL/MOTIVATIONAL

Attention to Detail - Being concerned with all areas of a task no matter how small to ensure one's work is both accurate and complete.

Administrative staff have a responsibility to assure that both their obligations and those of their assigned staff are being effectively and fully discharged, and to effectively address any shortfalls, who will take steps to assure no critical matter is overlooked, and who can be depended upon to follow-through in resolution of problems and issues. All Kirtland employees are expected to become familiar with all necessary requirements of their position, to be prepared when presentations are required, to accurately assess the needs of those being professionally served, and to plan, prepare, and provide complete and effective service delivery to the extent resources will provide.

Work Standards - Producing quality work and setting high goals or standards of performance for oneself, subordinates, others, or the institution; being honest, fair, and ethical in your dealings with others and in your behavior on the job.

All Kirtland employees are expected to do a good job for the sake of a job well done and to be concerned with the quality of work output as well as the quantity. High work standards means doing more than the minimum called for, and being honest, fair, and ethical according to commonly accepted standards of professional conduct, law, and the college Employee Code of Conduct and other relevant provisions of contract and policy. An administrator will exhibit concern for the quality of the whole; department, division, and institutional, and will actively participate in activities and processes that advance the quality and quantity of output for the whole.

Initiative - Active attempts to influence events to achieve goals; being a self-starter. Taking action beyond what is called for; being proactive rather than reactive.

Administrative staff have a responsibility to anticipate problems and needs and act on them appropriately, to generate ideas and suggest ways to improve their department, procedures and operations, and who seek creative and innovative ways to more effectively achieve the college's mission and goals.

Stress Tolerance - Stability of performance under pressure and/or opposition.

Kirtland employees are expected to remain calm, level headed, professional, and productive regardless of work pressures such as tight time schedules, dealing with angry students, employees, colleagues, or the public, others expressing opposing points of view, when things on the job don't go according to plan, when emergencies occur, and etc.

Technical/Professional Self-development - Active efforts toward self-development in current position or within one's scope of responsibility.

In order to fulfill professional responsibilities, Kirtland employees are obligated to continually upgrade job-specific knowledge, to be aware of related information which may affect the carrying out of responsibilities, to review information on relevant technologies, effectively apply new knowledge and technologies, and maintain awareness of academic and social issues so as to contribute to position, unit, and college goals. Staff charged with executive decision-making must keep up to date with state and federal laws and requirements, issues of employee health and safety, new and emerging technologies and/or professional methodologies, relevant community concerns, and that their own staff keep current on all pertinent requirements for their respective positions.

PROBLEM SOLVING/DECISION MAKING

Analysis/Judgment - Identifying problems and/or opportunities, securing and evaluating relevant information, generating ideas and/or alternatives, and reaching logical conclusions. Using discretion in handling confidential information.

Kirtland employees are expected to use sound analytical skills and appropriate professional judgment in their work. Administrative staff must evaluate situations and identify or anticipate problems and opportunities, gather and analyze the facts needed to determine the most likely cause of and potential solutions for problems or critical issues, identify possible resources, generate alternatives, and think through implications to make quality decisions. Administrators are expected to use the appropriate process when handling requests for college-related and/or confidential information, and to use the authority of their position ethically and appropriately.

Decisiveness - Being ready and willing to make decisions, render judgments, take action, or make a commitment.

Administrative staff are expected to make timely and effective decisions, having sought and assessed sufficient data, and not to needlessly avoid making decisions out of desire for further information or fear of reprisals, recognizing that making decisions or taking action sometimes involves risk of mistakes, criticism, or unpopularity.

BUSINESS DEMEANOR

Commitment to the College - Actively supporting the college's mission and goals; maintaining a positive outlook both internally and externally; promoting the college to others and to the public.

Kirtland's image is critical for continued public support and student perception of quality of instruction, and employee morale is important for effective delivery of college services. A professional understands how to effectively question, critique, and/or oppose matters with which they may disagree, without undermining core mission objectives or individual dignity, and to encourage individual expression and group collaboration to advance the goals of all. All Kirtland employees have an obligation to efficiently implement duly authorized decisions, whether or not in agreement, to confirm information before repeating rumors, to avoid personal attacks, to practice tolerance of errors of effort, to listen and seek to at least understand the position and rationale of others, to fairly consider feedback, to make decisions in the best interests of the college as a whole, and expect that others intend the same. Administrative employees have the obligation to model these behaviors, and provide leadership in their implementation in the professional culture of the college.

Teamwork - Cooperating with and helping others to accomplish department and college goals; being willing to assist others and doing more than the minimum called for to enable others to succeed.

The effective operation of the college requires individuals who not only can perform their individual jobs effectively, but who can work equally effectively with a broad cross-section of people in collaborative effort. Employees in supervisory, mentor, or instructional positions may further need to develop, encourage, and teach essential concepts of teamwork to others. Administrative staff must collaborate effectively together, seek appropriate input from their respective staffs, and enable the conditions for all staff to work effectively with each other as necessary and appropriate.

Dependability - Completing high quality work within designated timelines; being at work and being on time.

Each individual employee has an important contribution to the functioning of the college and in meeting the needs of students and colleagues. To achieve this, work must be of a high professional standard relating to the level assigned, delivered within required timelines, and performed when, where and as needed for those affected. All employees are expected to be present and/or available when and as required unless otherwise authorized or for valid reasons beyond their control.

COMMUNICATIONS

Informal Communication - Listening and conversing effectively in informal settings with supervisors, co-workers, subordinate staff, and others.

Kirtland employees are expected to use active listening skills to ensure a full and accurate understanding of others' verbal communications, and to themselves express ideas simply, clearly, and concisely to enhance understanding.

Written Communication - Clearly expressing ideas and/or information in written form such as memos, letters, reports, e-mails, etc. (this includes using appropriate grammar and punctuation and effective organization of content, as well as wording so as to clearly convey the message, without misinterpretations of content or intent).

Current methods of communication have made effective writing skills vitally important. The proliferation of use of email and social media in the workplace and professional interrelationships have enhanced direct connections, but also created conditions for misunderstandings and conflict when words have been conveyed poorly. Other employees, members of the public, and students will possess a wide variety of skills for interpreting and understanding written communications, so those who communicate in written format with others are obligated to be cognizant of what, how and at what levels they are writing at.

Oral Presentations - Effectively expressing oneself when making prepared presentations or speeches.

Administrative staff at Kirtland will typically be routinely required to make face-to-face presentations, and will increasingly be in a position to present in an electronic format. Such presentations are expected to be effectively organized and geared toward the audience; presenters are expected to use effective delivery skills such as eye contact, gestures, facial expressions, vocal variety, etc., to add conviction, enthusiasm, and interest to their presentations.

MANAGEMENT

Influence - Using appropriate leadership styles and methods in guiding others to accomplish department and college goals.

To the extent it ever was, leadership is no longer the sole assignment of a select few in a rigid hierarchical structure, but a necessary attribute of all Kirtland employees knowledgeable about their jobs. Administrators must not only exercise their responsibility to guide and direct others in the accomplishment of individual, unit, and college goals, but also nurture and encourage the exercise of individual influence within staff under their supervision so as to consider, analyze, understand and plan for all known work issues affecting the individual, unit, and college. Effective administrators are able to appropriately exercise assertiveness, flexibility, and an understanding of human nature and behavioral patterns to direct the actions of others; are able to adapt their management style to the situation; will direct, persuade, and/or participate as circumstances warrant; are aware of the sources, and limitations, of the authority they exercise, and are able to successfully influence others in individual and collaborative effort to achieve college and departmental goals and objectives.

Delegation - Using subordinates effectively; giving decision-making and other responsibilities to appropriate individuals and taking action to monitor the results of delegated assignments or projects.

Effective administrators recognize that getting the job done requires working with and through others, and who know when to delegate, how to delegate, and to whom to delegate; they recognize the importance of feedback and follow up on and/or monitor progress so they are continually up to date on the status of subordinates' work.

***NOTE: The definitions provided are not all-inclusive, but are intended to be representative of the type and nature of expectations for performance under the stated dimension.**