

Kirtland Community College

**JOB DIMENSIONS BY GROUP**

Exempt - Faculty

Work Performance

Knowledge of Work  
Performance Results  
Planning and Organizing

Problem Solving/Decision Making

Analysis  
Judgment  
Decisiveness

Interpersonal

Impact  
Self-reliance  
Sensitivity

Business Demeanor

Commitment to the College  
Teamwork  
Dependability

Personal/Motivational

Attention to Detail  
Work Standards  
Initiative  
Stress Tolerance  
Technical/Professional Self-  
development

Communications

Informal  
Written  
Oral Presentations

Management

Influence

## **JOB DIMENSION DEFINITIONS\***

### **Exempt- Faculty**

#### **WORK PERFORMANCE**

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

*Faculty members are required by contract and long-standing practice to “maintain state of the art knowledge as it relates to their subject area(s).” All Kirtland employees are expected not only to have the appropriate job knowledge and skills but also to apply that expertise to perform their jobs effectively. For Faculty, this means not only that they possess and continually upgrade a high professional level of subject-specific knowledge, and an awareness of the employment requirements for their subject, but also high-level presentation and other communication skills required to elicit, foster, and grow student interest, involvement, and learning, in whatever mode of presentation is undertaken.*

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

*Kirtland Faculty have an obligation to effectively present subject-matter material so that students are encouraged and enabled to learn to their fullest potential, and also to accurately assess the extent to which individual students have learned and can apply said material. Students will be apprised of their progress in a timely matter, and the instructor’s ability to support student retention and other relevant college goals are job performance evaluation factors.*

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).

*Kirtland Faculty are expected to structure and organize courses and the presentation of material so as to best facilitate and challenge intellectual growth in all students. Required course documents and student assessment records will be submitted to the appropriate offices in a timely manner.*

#### **INTERPERSONAL**

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

*Professional credibility typically requires a favorable initial impression, and ongoing professional behavior that maintains and advances credibility. Faculty are expected to present themselves in a manner that gains the attention and respect of students, their colleagues, and members of the public.*

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

*Kirtland employees are expected to be able to knowledgeably articulate their own convictions, and accept input from others. In the classroom, this may mean presenting a standard academic position while hearing, moderating, and presenting information for consideration to those offering opposing viewpoints.*

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

*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 difficulties, and to respond appropriately; to give recognition and/or thanks, to maintain the dignity of others even when disagreeing, and to give feedback that is constructive and tactful.*

## **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.

*In the classroom, this would include being prepared with presentation material, being aware of the level of student understanding, responding effectively to questions, accurately assessing student skill development, and timely referral of students with particular problems. In the office and in the broader college environment, this may include the details of planning course content and in student employment counseling, as well as the accurate and timely submission of progress reports, grade reports, book and material requests, and so forth. Kirtland employees are expected to take care of both the small and large aspects of a task, not forget things that need to be done, and be depended upon to thoroughly and accurately complete job requirements.*

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 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. Further, an individual with high work standards will exhibit concern for the quality of the whole; department, division, and institutional, and be expected to 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.

*Fulfillment of Kirtland's mission requires employees who anticipate problems and needs and act appropriately on them, and who generate ideas and suggest ways to improve their job, department, procedures and operations, quality of work, etc. Kirtland Faculty are required by contract and accepted standards of professionalism to "investigate and initiate new teaching/learning strategies, identify the need for and develop new courses, revise existing curriculum, and/or implement improved pedagogy."*

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 or co-workers, others expressing opposing points of view, when things on the job don't go according to plan, 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 and contractual responsibilities, Kirtland Faculty are obligated to continually upgrade their subject-matter knowledge, review information on relevant technologies, effectively apply new knowledge and technologies, and maintain awareness of academic and social issues so as to contribute to unit and college goals.*

## **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. In the classroom, this may include evaluation of teaching/learning strategies, assessing course content and materials, evaluating student needs and progress, responding to student questions, and meaningful contributions to the operation of the instructional division and in meeting the needs of the college as a whole.*

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

*Responsible Kirtland employees will collect necessary data and make timely decisions, notwithstanding 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. 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.*

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.*

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. Regular and reliable attendance is an expectation essential to faculty duties.*

## COMMUNICATIONS

Informal Communication - Listening and conversing effectively in informal settings with supervisors, co-workers, students, 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 instructions, memos, letters, reports, etc. (this includes using generally accepted standards of grammar and punctuation, and effective organization of content).

*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. Students in particular will possess a wide variety of skills for interpreting and understanding written communications, so those who communicate in written format with students are particularly obligated to be cognizant of what, how and at what levels they are writing at.*

Oral Presentations - Effectively expressing oneself when making face-to-face or video presentations.

*In some positions and circumstances, Kirtland employees may be required to make face-to-face or video presentations. 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. Faculty must not only exercise a measure of influence with their students, engaging in active learning strategies according to the student's learning styles, but actively contribute to committee deliberations, AQIP processes, and the advancement of pedagogy at Kirtland.*

**\*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.**

01/2013