

Kirtland Community College

**JOB DIMENSIONS BY GROUP**

Non-exempt

Work Performance

Knowledge of Work  
Performance Results  
Planning and Organizing

Problem Solving/Decision Making

Analysis  
Judgment

Interpersonal

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

## **JOB DIMENSION DEFINITIONS**

### Non-exempt

#### **WORK PERFORMANCE**

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

*Kirtland employees are expected not only to have and maintain the appropriate knowledge and skills specific to their job but also to apply that expertise to perform their jobs effectively.*

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

*Tasks are expected to be completed to a high performance standard and in a timely fashion, and work done is expected to be that necessary to meet the requirements of the position. Conflicting requirements will be discussed with the position supervisor and/or task team.*

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 employees are expected to use effective organizing systems to ensure tasks and projects are followed up, details aren't forgotten, the work gets done on time, and to the extent feasible to anticipate and handle issues before they become problems. Employees are expected to collect and use appropriate data. Required reports, records, and other material will be provided in a timely manner.*

#### **INTERPERSONAL**

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, to accept input from others, and to take a reasoned position according to the best information available. In an office environment, this may mean presenting an unpopular but necessary position while listening, evaluating, and responding appropriately to someone in disagreement.*

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.

*Kirtland employees are expected to become familiar with all necessary requirements of their position, to accurately assess the needs of those being professionally served, and to prepare and provide complete and effective service delivery to the extent resources will provide. 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.*

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 job responsibilities, Kirtland employees need to continually upgrade job-specific knowledge, to be aware of related information which may affect the carrying out of responsibilities, to effectively apply new knowledge and technologies, and maintain awareness of related issues so as to contribute to position, 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 judgment in their work. This may include the need to evaluate current job issues, to identify or anticipate problems and opportunities related to the job, to gather and analyze the facts, to identify possible resources, and to consider and recommend alternatives so as to make the best contribution to accomplishing the work and/or goals of the position. Employees at Kirtland need to be aware of current law and college policy in the handling and discussion of sensitive or confidential information, or to seek information if unsure.*

## **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. Employees are expected to react appropriately to criticism, or other matters with which they may disagree, to not undermine core mission objectives or the dignity of others, and to be reasonably tolerant of individual expression. 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, and to expect that decisions are intended in the best interests of the college as a whole.*

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.*

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 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, 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, etc. (this includes using correct grammar and punctuation and effective organization of content).

*Current methods of communication have made effective writing skills important. The use of email and social media in the workplace and work relationships have enhanced direct connections, but also created conditions for misunderstandings and conflict when words have been conveyed poorly. Employees who communicate in written format with others must be aware of structure, format, and how it will be perceived by others who will read it.*

**\*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.**

