

Kirtland Community College

JOB DIMENSIONS BY GROUP

Exempt - Classified

Work Performance

Knowledge of Work
Performance Results
Planning and Organizing

Problem Solving/Decision Making

Analysis
Judgment
Decisiveness

Interpersonal

Impact
Negotiation
Persuasiveness
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
Delegation

JOB DIMENSION DEFINITIONS*

Exempt-Classified

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. For exempt staff, this may mean not only that they possess and continually upgrade a high professional level of job-specific knowledge, but that they learn and effectively apply 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.

Tasks are expected to be completed to a high professional standard and in a timely fashion, and work done is expected to be that necessary to meet the requirements, goals, and objectives of the position, department, and college as a whole. Conflicting requirements will be addressed, evaluated, and assigned appropriate priorities.

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

Impact - Creating a good first impression by being self-confident and 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. Staff are expected to present themselves in a manner that gains the attention and respect of those for whom they are providing professional services, 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.

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

Employees may be expected to facilitate agreements or contracts with employee groups or with outside vendors or agencies. It is important to accurately assess when it is in the best interests of the college to give on a point and when to stand firm, and when to provide additional arguments or facts.

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

Effective performance of a task or responsibility may require an employee to gain commitment or acceptance from others (subordinates, peers, administrators, and members of the Board, as well as from 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.

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 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. 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 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. 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 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.

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. This generally includes the need to evaluate current situations and make appropriate decisions in the best interests of the college, to identify or anticipate problems and opportunities, to gather and analyze the facts needed to determine the most likely cause of and potential solutions for problems or critical issues, to identify possible resources, generate alternatives, and think through implications to make sound decisions. Employees at Kirtland are expected to be aware of current law and college policy in the handling and discussion of sensitive or confidential information, and act accordingly.

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.

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 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.

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. Supervisors 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.

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 managers recognize that completing a job well requires working with and through others, and knowing when, how, and to whom to delegate; to recognize the importance of constructive feedback and follow up on and/or monitor progress so they are continually up to date on the status of delegated 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.**

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