**JMU Training and Development Competencies**

**Administrative Skills** - workshops are designed for individuals that would like to increase awareness and understanding of working in or managing an office at JMU.

*For JMU specific Administrative Assistant Skills, see the JMU Administrative Assistance Certificate Program (AACP) information at [http://www.jmu.edu/training/development/adminasst.shtml](http://www.jmu.edu/training/development/adminasst.shtml)*

1. **Knowledge of job, department and JMU in order to effectively fulfill job duties**
   a. **Fundamental**
      i. Awareness of how role or position fits into the organizational mission and structure
      ii. Understands how individual job impacts team, department, unit and organization
      iii. Understands organization specific policies and procedures that impact job
   b. **Intermediate**
      i. Documents job duties to ensure there is no single point of failure in job duties
      ii. Shares job knowledge with others as needed
      iii. Accesses organization specific resources as appropriate and when needed
   c. **Advanced**
      i. Takes leadership role in promoting services and programs
      ii. Cross trains others on job duties to ensure there is no single point of failure in job duties
      iii. Provides leadership and mentors others in areas of expertise

2. **Understands and practices professional etiquette**
   a. **Fundamental**
      i. Understands office and departmental etiquette and protocol
      ii. Comes to work wearing professional attire acceptable for the setting and context
      iii. Is friendly and approachable
   b. **Intermediate**
      i. Balances personal and professional time and relationships
      ii. Understands and practices multiple levels of etiquette (social, workplace, dining, networking...)
   b. **Advanced**
      i. Adjusts behavior, attire and manners to match setting and audience
      ii. Establishes etiquette protocol and expectations

3. **Expresses an attitude conducive to a productive and effective work environment**
   a. **Fundamental**
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i. Understands different perspectives, viewpoints and work styles
ii. Balances workload to contribute productively to team, unit, department and organization

d. Intermediate
   i. Responds to external and internal forces affecting work environment
   ii. Demonstrates diplomacy and tact by appreciating and respecting differences

e. Advanced
   i. Creates an environment in which team members share both risks and rewards
   ii. Effectively manages group dynamics to increase productivity

4. Shows aptitude for needed mechanical and electronic tasks (including computer related)
   a. Fundamental
      i. Uses basic features of hardware and software for data manipulation, electronic correspondence and word processing
      ii. Creates documents using appropriate formats for displaying information effectively
   b. Intermediate
      i. Uses advanced features of hardware and software for data analysis, presentation and dissemination
      ii. Provides advice to others on the use of specific hardware or software
   c. Advanced
      i. Determines hardware and software necessary to meet current and future needs and enhance effectiveness
      ii. Identifies potential new applications of available hardware and software to enhance effectiveness

5. Shows willingness and motivation to experience/take on other tasks
   a. Fundamental
      i. Completes tasks before being asked or before the situation necessitates action
      ii. Volunteers to assist peers as workload permits
   b. Intermediate
      i. Seeks out and willingly accepts assignments, responsibilities and challenges
      ii. Goes beyond the basic job requirements
      iii. Actively takes advantage of opportunities to solve job-related problems
   c. Advanced
      i. Spearheads the implementation of new ideas
      ii. Proactively influences work processes and results, including activities outside core responsibilities

6. Knows when to take initiative or make executive decisions
   a. Fundamental
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i. Shows a consistent pattern of being able to recognize the activities needed to accomplish an objective and initiate action with minimal supervision
ii. Handles day to day challenges confidently
iii. Knows when to get supervisory or managerial approval before proceeding

b. Intermediate
   i. Exercises discretion and follows chain of command
   ii. Collaborates with team members before making important decisions
   iii. Volunteers ideas and investigates ways to implement ideas

c. Advanced
   i. Understands the balance between independent decision-making and not exceeding the authority of the position; “autonomy within the boundaries”
   ii. Guides team toward making effective decisions
   iii. Overcomes obstacles to reach/achieve goals

7. Shows understanding of workplace dynamics
   a. Fundamental
      i. Understands formal and informal organizational structures
      ii. Understands and respects the balance of authority, the political and power structures and their role
   b. Intermediate
      i. Interacts appropriately with people in various positions and levels in light of organizational culture
      ii. Keeps informed of others’ viewpoints and organizational dynamics and culture
   c. Advanced
      i. Uses influence and networks to anticipate impact of organizational decisions, solve problems and advance opportunities for self and others
      ii. Expands others’ awareness of organizational dynamics

8. Utilizes effective organizational skills to maximize efficiency
   a. Fundamental
      i. Is familiar with current organizational systems and relies on readily available documents and information
      ii. Follows established work routines and relies on available systems to increase efficiency
   b. Intermediate
      i. Complements established routines and systems with own processes
      ii. Continually looks for ways to improve existing organizational processes and systems
   c. Advanced
      i. Establishes work routines and organizational systems
      ii. Proactively plans and manages work while establishing procedures and systems to increase efficiency

9. Utilizes effective time management skills
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d. **Fundamental**
   i. Knows and understand time management tools and techniques
   ii. Stays focused to meet established deadlines

e. **Intermediate**
   i. Distinguishes between important (critical) and urgent tasks to prioritize and plan work
   ii. Effectively uses time management tools and techniques; engages in the appropriate amount of preparation in order to increase efficiency

f. **Advanced**
   i. Uses time management techniques to cope productively with interruptions
   ii. Understands limitations of time management tools and techniques and compensates for those limitations

10. Effectively manages projects and resources

a. **Fundamental**
   i. Uses time and resources wisely
   ii. Organizes and prioritizes work
   iii. Understands role in context of larger projects

b. **Intermediate**
   i. Plans ahead to organize and deploy resources effectively
   ii. Develops own work plans
   iii. Develops project plans including work routines, project flow, objectives, goals, outcomes, communication

c. **Advanced**
   i. Develops effective plans for implementation of complex systems, projects and programs including securing resources, identifying opportunities and risks that could impact success
   ii. Orchestrates multiple projects/programs successfully
   iii. Evaluates projects to learn what went well and what did not go well in order to improve future projects

11. Detail oriented without losing sight of the big picture

a. **Fundamental**
   i. Understands big picture view without impacting daily responsibilities and tasks
   ii. Understands far reaching effects of routine activities

b. **Intermediate**
   i. Maintains perspective between overall big picture and details
   ii. Displays sufficient attention to detail, but does not get bogged down

c. **Advanced**
   i. Considers future impact of current decisions and responsibilities
   ii. Helps others balance attention to detail with big picture/vision