EHRA Organizational Competency Guide

- Accountability
- Adaptability
- Advocacy
- Analytical Thinking
- Attention to Detail
- Change Management
- Client/Customer Service
- Collaboration/Team Work
- Communication

- Decision Making
- Developing Others
- Impact
- Initiative
- Innovation
- Integrity
- Leadership
- Leading/Living The Vision And Values

- Planning and Organizing
- Problem Solving
- Resilience
- Safety Awareness
- Stress Tolerance
- Supervision
- Tenacity
- Valuing Diversity

Click on the competency to be take to its definition
and description page.

Accountability

Ability to be relied upon to ensure that projects within areas of responsibility are completed in a timely manner. Ability to monitor programs and/or activities and take corrective action when necessary.

Key Actions

- Prioritize- Define and manage objectives; establish priorities within the department; monitor progress and evaluate results for effectiveness.
- Commit- Accept responsibility for outcome of one's work.
- Inspire- Encourage others to take responsibility; take corrective action in a manner that encourages others to accept responsibility.

Sample Job Activities

- Produces quality work product.
- Acknowledges and corrects mistakes.
- Reviews others' work for quality.
- Reviews own work product for quality.
- Admits mistakes and refocuses efforts when appropriate.
- Arrives on time; notifies appropriate people when late.
- Meets deadlines.
- Manages time and resources.
- Takes ownership of both quality and unsatisfactory work product.
- Acknowledges contributions to work morale.
- Addresses issues quickly and directly.

AppState Careers
APPALACHIAN STATE UNIVERSITY
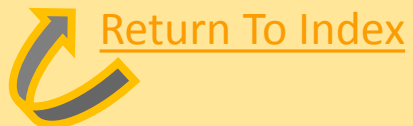
Adaptability

Ability to maintain effectiveness when experiencing major changes in work tasks or the work environment. Ability to adjust effectively to work within new work structures, processes, requirements, or cultures.

Key Actions

- Comprehend- Seek to understand changes in work environment as well as the logic or basis for change; look for opportunities to grasp new policies and procedures that accompany the transition.
- Adopt- Approach change with optimism and enthusiasm, view change as an opportunity; speak positively about change.
- Adjust- Modify behavior; incorporate new policies, procedures and assignments that accompany change; effectively navigate new situations that arise as a result of change.

Sample Job Activities

- Adopts new approaches and practices.
- Seeks available support and resources in order to understand change.
- Builds healthy work relationships with new colleagues and leadership.
- Adapts successfully to new work environments.
- Embraces cultural change.
- Adjusts behaviors to effectively navigate changes to work assignments.
- Focuses on benefits of change.

AppState Careers
APPALACHIAN STATE UNIVERSITY
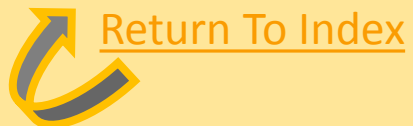
Advocacy

Ability to develop and present faculty, staff, and organizational interests, ideas, and positions.

Key Actions

- Support- Uphold faculty, staff, and organization interests; provide ongoing feedback, coaching, and learning opportunities for others.
- Promote- Champion ideas or positions; proactively promote ideas and positions that address the diverse needs and concerns of the ASU community.

Sample Job Activities

- Engages in actions that reflect the diverse needs and concerns of faculty, staff and broader ASU community.
- Partners with stakeholders to provide opportunities for faculty, staff and broader ASU community.
- Views contribution of ideas and participation in development opportunities as everyone's duty, regardless of employees job title and level of responsibility.
- Provides resources, removes barriers, and supports those initiating change.
- Champions inclusion activities, strategies, and initiatives.
- Collaborates with others to gain access to resources and to modify processes.

AppState
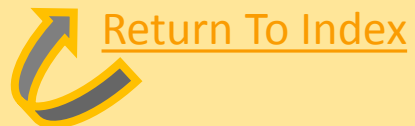Careers
APPALACHIAN STATE UNIVERSITY
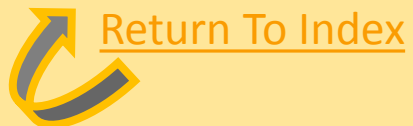
Analytical Thinking

Ability to identify issues, obtain relevant information, relate and compare data from different sources, and identify alternative solutions.

Key Actions

- Organize-Collect, interpret, arrange and present information; present information in a variety of ways to ensure understanding of objectives.
- Evaluate- Consider the costs, benefits, risks and probabilities for success for proposed objectives; determine if objectives align with organizations strategic plan.
- Implement- Determine the priority of things to be done in order to reach objectives; monitor progress and evaluate results for effectiveness; offer support and feedback to others throughout the workflow.

Sample Job Activities

- Creates a contingency plan if issues arise.
- Recognizes alternative methods for achieving goals.
- Considers new goals and how they fit into daily workload.
- Gathers information from a variety of reliable resources.
- Determines if an objective is relevant to department or organization's strategic plan.
- Establishes a clear timeline for objectives.
- Reviews others' understanding of objectives.
- Creates strategies to achieve proposed goals.
- Seeks organizational support to accomplish goals.
- Translates goals for broader understanding.

AppState
Careers

APPALACHIAN STATE UNIVERSITY

Attention to Detail

Ability to accomplish tasks and processes accurately and completely.

Key Actions

- Observe- Follow procedures; perform tasks in accordance with department and university policies and procedures.
- Produce- Examine assignments throughout the work process and create work that is professionally tailored.
- Act- Notify appropriate party to address errors in work processes; if appropriate, take initiative to make corrective action.

Sample Job Activities

- Reviews all parts of a job to ensure quality.
- Completes reports, orders, or other documentation accurately.
- Proofs own work to identify errors or omissions.
- Reviews and edits where necessary all documents to ensure accuracy and completeness.
- Informs appropriate parties of changes in a timely manner.
- Ensures that all details of a task are accomplished.
- Keeps track of many small details without forgetting any.
- Notices errors in work before it is distributed.
- Checks to see that all details in each step of a procedure have been completed.
- Makes sure that correspondence is error free.

AppState Careers
APPALACHIAN STATE UNIVERSITY
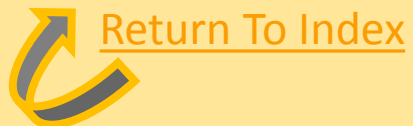
Change Management

Ability to plan and implement change initiatives.

Key Actions

- Encourage- Promote acceptance; anticipate and acknowledge barriers to accepting change; actively promote benefits of changes.
- Facilitate- Implement change; accurately relay process of change; clearly assign timelines, responsibilities and objectives.
- Adapt- Accept the impact of change and direct self and others accordingly; demonstrate willingness to be flexible.

Sample Job Activities

- Develops clear plans and strategies for change.
- Actively engages others in change efforts.
- Recognizes a need for change.
- Ensures that staff understands and applies most current procedures.
- Develops communication and implementation plans with a sense of urgency to achieve needed change(s).
- Motivates others to understand, support, and promote changes that result in operational improvement.
- Accepts inconveniences that come with the change process.
- Identifies barriers or potential obstacles to implementing change and coaches staff to develop solutions.
- Promotes change and new situations as opportunities for learning and growth.
- Develops alternative work methods to align with new initiatives.
- Addresses anxieties associated with change in an appropriate fashion.

AppState
Careers

APPALACHIAN STATE UNIVERSITY
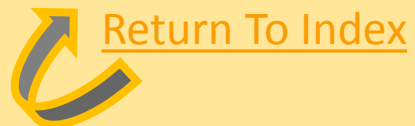
Client/Customer Service

Ability to develop and maintain strong relationships with clients and customers by listening, understanding, and responding to identified needs.

Key Actions

- Competence- Maintain quality service standards and recommend improvements; demonstrate knowledge of unique needs of clients.
- Respond- Respond promptly and accurately to clients based on established policies and procedures; follow up thoroughly.
- Cultivate- Develop and maintain productive and collaborative work relationships in order to facilitate effective service delivery and problem resolution with clients.

Sample Job Activities

- Provides responsive services/answers tailored to their requirements.
- Explains the application of policies and procedures in terms of client needs and business results and goals.
- Identifies options and makes recommendations within established guidelines to meet competing needs.
- Advocates for the value of program services to the client and how to deliver those services.
- Responds promptly and accurately to clients and follows up to ensure resolution.
- Explains established procedures and practices in terms of client needs and business results and goals.
- Follows up on issues needing policy interpretation with higher-level staff or supervisor and responds back to clients.

AppState
Careers
APPALACHIAN STATE UNIVERSITY
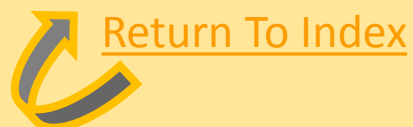
Collaboration/Team Work
Ability to develop and use cooperative relationships to facilitate the accomplishment of work goals.

Key Actions

- Network- Take time to establish relationships inside and outside of department, building a mutual connection.
- Connect- Look for common ground; connect actions and ideas to common goals and initiatives; solicit support from ASU leadership to promote departmental goals and initiatives.
- Exchange- Make others feel respected and heard; promote the positive exchange of ideas; offer venues for others to be involved in discussions; acknowledges the contribution of others.

Sample Job Activities

- Cooperates with others to achieve goals.
- Advocates for department goals and initiatives.
- Partners with appropriate leadership to develop support for new initiatives.
- Welcomes input and feedback from all individuals regardless of position.
- Promotes the exchange of ideas and information across departments.
- Encourages participation in development opportunities, wellness programs, campus events, etc.
- Promotes cooperation with other departments.
- Solicits active participations from all team members, including self, to accomplish mutual goals.
- Expresses gratitude for others' contributions.
- Listens to the interests of others.

AppState
Careers

APPALACHIAN STATE UNIVERSITY
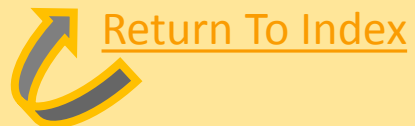
Communication

Ability to clearly and concisely present information to individuals or groups.

Key Actions

- Express- Clearly convey information; express ideas clearly and concisely, using the appropriate tone, conventions and media; check in with others to ensure understanding.
- Deliver- Tailor content; deliver presentations suited to the characteristics and needs of the audience; relay information to individuals or groups using a variety of media; choose appropriate venue to relay information.
- Listen- Listen attentively; show understanding through verbal and non-verbal communication; understand the interests of others.

Sample Job Activities

- Asks clarifying questions.
- Uses the appropriate channels to correspond.
- Provides clear instructions.
- Relays ideas clearly and effectively in individual and group settings.
- Addresses sensitive issues in appropriate venue.
- Follows policies and procedures related to confidential information.
- Demonstrates understanding of content relaying information using proper format and terminology.
- Shows confidence presenting information to broad and diverse audiences.
- Keeps audience's attention.
- Adapts communication style to suit a variety of audiences.
- Reviews correspondence to ensure it is clear, concise and void of errors before delivering.
- Ensures timely relay of information.
- Shows a genuine interest in other people.
- Interacts with others in a positive manner.

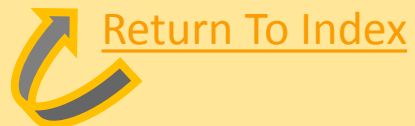AppState Careers
APPALACHIAN STATE UNIVERSITY
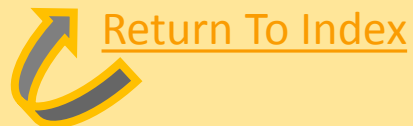
Decision Making

Ability to weigh alternative actions and make decisions that incorporate opinions, facts, tangible and/or intangible factors.

Key Actions

- Identify- Recognize issues, problems, or opportunities and determine whether action is needed.
- Gather- Identify and collect information to better understand issues, problems, and opportunities.
- Interpret- Integrate information from a variety of sources; detect trends, associations, and cause-effect relationships.
- Generate- Create relevant alternatives for addressing problems/opportunities and achieving desired outcomes.
- Formulate- Choose appropriate action using clear decision criteria; evaluate options by considering implications and consequences; choose an effective option.
- Commit- Make decisions within a reasonable time.
- Involve- Include others in the decision-making process, as warranted, to obtain good information; make the most appropriate decisions, and ensure buy-in and understanding of the resulting decisions.
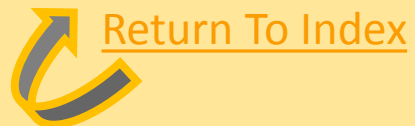
Sample Job Activities

- Selects new products, materials, vendors, or consultants.
- Makes decisions about customers' complaints.
- Makes decisions not directly covered by organizational policies or procedures.
- Informs manager/supervisor/team leader of important issues or problems.
- Informs manager/supervisor/team leader or others in the organization of decisions.
- Anticipates the consequences of decisions.
- Takes action or generates alternative solutions to resolve problems or situations.
- Considers multiple factors (e.g., customers' needs, feasibility, due dates, costs, etc.) when making decisions.

AppState
Careers

APPALACHIAN STATE UNIVERSITY

Developing Others

Ability to provide employees with the knowledge, skills and abilities to accomplish work and provide career development opportunities.

Key Actions

- Collaborate- Establish development goals; work with individuals to identify areas for development, understand need for improvement and set specific development goals.
- Plan- Collaboratively establish development plans; work with individuals to identify options for meeting development goals; explores environmental supports and barriers to development; jointly determine appropriate developmental activities.
- Support- Creates learning environment; secure resources required to support development efforts; ensure that opportunities for development are available; offer assistance to help individuals overcome obstacles to learning.
- Monitor- Give individuals specific feedback on their performance related to established goals.
- Model- Demonstrate appropriate behavior and work/job duties for employee to emulate.
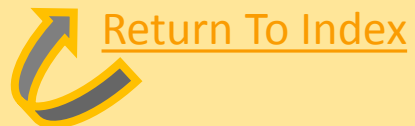
Sample Job Activities

- Involves others in determining developmental goals and actions.
- Helps and encourages others to determine and develop the skills necessary for current and future jobs.
- Designs a formal plan for career development of others.
- Considers others' motivations, interests, and current situations in planning long-range developmental activities.
- Assigns tasks to help others meet career development plans.
- Designs or locates appropriate developmental projects or training programs for others.
- Creates opportunities for on-the-job application of new skills.
- Cross-trains others to broaden experience and develop potential.
- Diagnoses and provides feedback on developmental progress.
- Designs or locates appropriate training programs for others.

AppState
Careers

APPALACHIAN STATE UNIVERSITY

Impact
Ability to demonstrate assurance and establish a proper first impression, creating an environment of mutual respect.

Key Actions
- Impression- Represent the department or organization, make a professional first impression on internal/external customers or other organizations.
- Composure- Display professional demeanor, exhibit a calm appearance; does not appear nervous or overly anxious; respond openly and warmly when appropriate.
- Confidence- Speak confidently, with a self-assured tone of voice; demonstrate faith and trust in the organization.
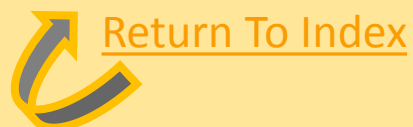
Sample Job Activities
- Meets with people from the community, government, or other organizations for business purposes.
- Hosts visitors and makes a good impression.
- Interacts with external customers or representatives of other organizations.
- Makes initial contact with customers or others in which creating a positive impression on others is important.
- Attends business social functions in which creating a positive impression on others is important.
- Greets visitors from outside the department or organization.
- Dresses appropriately—Maintains professional, businesslike image.

AppState
Careers
APPALACHIAN STATE UNIVERSITY

Initiative

Ability to take prompt action to accomplish objectives. Ability to take action to achieve goals beyond what is required. Ability to be proactive.

Key Actions

- Act- Respond quickly, take immediate action when confronted with a problem or when made aware of a situation.
- Initiate- Implement new ideas or potential solutions without prompting; does not wait for others to take action or to request action.
- Exceed- Go above and beyond, take action in a way that goes beyond job requirements in order to achieve objectives.
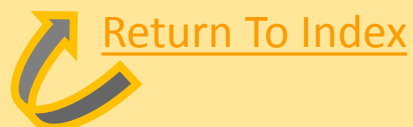
Sample Job Activities

- Performs tasks outside one's area of responsibility to help the department or organization.
- Volunteers for committees or task force assignments that are beyond the normal limits of the job.
- Identifies ways to make a job easier or more productive.
- Takes action on a project without being asked by one's manager/supervisor/team leader.
- Collects extra information that might be useful for reports or meetings.
- Tries a new way to do the job because it might be more productive.
- Questions the way administrative processes are done and suggest changes.
- Questions methods for ensuring quality and make suggestions to improve processes.
- Volunteers to help peers when own workload is small.
- Initiates new methods for keeping customers informed.
- Volunteers to serve on employee-level committees.
- Suggests ways to solve problems, improve workflow, etc., without being asked.

AppState
Careers

APPALACHIAN STATE UNIVERSITY

Innovation
Ability to introduce new solutions and ideas to the work environment.

Key Actions

- Challenge- Identify implicit assumptions in the way problems or situations are defined or presented; see alternative ways to view or define problems; is not constrained by the thoughts or approaches of others.
- Leverage- Draw upon multiple and diverse sources (individuals, disciplines, bodies of knowledge) for ideas and inspiration.
- Expand- Combine ideas in unique ways or makes connections between disparate ideas; explore different lines of thought; view situations from multiple perspectives; brainstorm multiple approaches/solutions.
- Evaluate- Examine numerous potential solutions and evaluate each before accepting any.
- Target- Identify opportunities for innovation and develop solutions that address meaningful work issues.

Sample Job Activities

- Generates novel solutions to business problems.
- Suggests new ways to apply existing knowledge.
- Develops creative improvements to the organization's products/services.
- Creates novel combinations of existing products/services to meet new opportunities.
- Looks beyond tried-and-true methods of solving problems.
- Recognizes opportunities to use new/unusual ideas.
- Develops creative improvements to organization's processes/procedures.
- Creates novel combinations of existing processes/procedures to solve business problems.
- Seeks ongoing improvements to organization's processes/procedures.
- Solves a new problem with little background information.

AppState
Careers

APPALACHIAN STATE UNIVERSITY

Integrity

Ability to maintain social, ethical, and organizational norms. Ability to firmly adhere to codes of conduct and ethical principles.

Key Actions

- Honesty-Maintain confidentiality; Report or addresses inaccuracies, unethical actions, or prohibited actions.
- Ethics- Embody the values, principles, and ethics of the University; Contribute in a positive manner to a safe and productive work environment.
- Compliance- Uphold policies regarding harassment, discrimination, and workplace violence.

Sample Job Activities

- Maintains confidentiality with customer, client, or organizational information.
- Complies with University personnel policies, including prohibitions on harassment, discrimination, and workplace violence.
- Chooses ethical actions, even under pressure.
- Avoids situations considered inappropriate or that present a conflict of interest.
- Holds self and other accountable for ethical decisions.
- Addresses unethical actions directly through proper channels.
- Treats all people with dignity and respect.

AppState
Careers
APPALACHIAN STATE UNIVERSITY
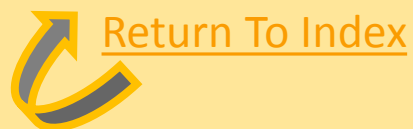
Leadership

Ability to coordinate, facilitate and participate in a collaborative approach to the complete tasks or assignments.

Key Actions

- Cultivate- Provide mentoring and coaching opportunities; delegate projects in order to develop others; review performance expectations, follow through to see if expectations are understood; connect others to development opportunities across campus.
- Mediate- Resolve difficult situations, address performance and employee relations issues promptly, honestly, ethically and in accordance with University Policy.
- Motivate- Inspire enthusiasm and dedication toward visons and objectives.
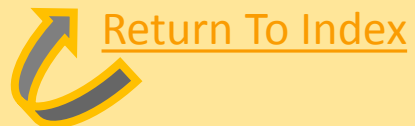
Sample Job Activities

- Provides open honest feedback.
- Lets others take the lead in a safe environment.
- Actively acknowledges and rewards others for their contributions.
- Delegates challenging work that will motivate team members.
- Provides direction and meaning to staff/faculty assignments.
- Encourages continuous learning.
- Communicates vision in a way that fosters excitement and enthusiasm in team.

AppState Careers

APPALACHIAN STATE UNIVERSITY

Leading/Living The Vision And Values

Ability to place organization's vision and values at the basis of decision-making and action.

Key Actions

- Communicate- Convey the importance of the vision and values; helps others understand the organization's vision and values and their importance.
- Motivate- Move others to action; translates the vision and values into day-to-day activities and behaviors; guide and motivate others to take actions that support the vision and values.
- Model- Take actions, make decisions, and shape team or group priorities to reflect the organization's vision and values.

Sample Job Activities

- Sets the tone through own actions in creating an environment where ideas can be shared, questions can be asked, and individuals are accountable for their own actions.
- Highlights the organization's purpose and future direction to all staff so they can do their jobs more effectively.
- Encourages open discussion of plans for future action and the reasons behind the plans.
- Shows passion for organization's products or services.
- Ensures that individual's goals and performance are aligned with organization's vision and values.
- Compares own decisions and actions to the vision to ensure alignment.
- Clarifies for others what they can do to demonstrate the organization's vision and values.
- Paints a vivid picture in words and actions to show what the vision and values mean to all employees.
- Conveys business directions for the organization.

AppState
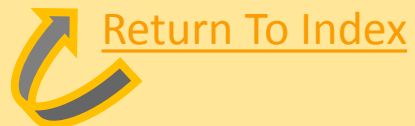Careers

APPALACHIAN STATE UNIVERSITY
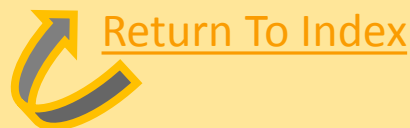
Planning and Organizing

Ability to create an effective and efficient method to accomplish work operations and objectives.

Key Actions

- Prioritize- Identify more critical and less critical activities and assignments; adjust priorities when appropriate.
- Determine- Identify project/assignment requirements by breaking them down into tasks; identifying equipment, materials, and people needed; and coordinating with internal and external partners.
- Schedule- Allocate appropriate amounts of time for completing own and others' work; avoid scheduling conflicts; develop timelines and milestones.
- Leverage- Take advantage of available resources (individuals, processes, departments, and tools) to complete work efficiently.
- Focus- Use time effectively and prevent irrelevant issues or distractions from interfering with work completion.

Sample Job Activities

- Plans use of own time to accomplish a variety of tasks.
- Schedules own work so that the most important work gets done.
- Schedules work with other departments or areas.
- Prepares plans for projects or major assignments.
- Develops timetables or milestone charts for projects.
- Schedules meetings with peers, employees, internal/external customers, vendors, or others.
- Adjusts schedule based on priority situations that occur throughout the week.
- Advises others and coordinates their schedules to address priority customer issues.
- Coordinates own time and priorities with the needs of customers and others.
- Knows and relies on the "experts" in various departments who can solve and address special problems.
- Plans own work schedule with little or no supervision or guidance.
- Prioritizes time and financial (corporate) resources.
- Puts together and executes project plans.

AppState
Careers

APPALACHIAN STATE UNIVERSITY

Problem Solving
Ability to identify and understand issues, problems, and opportunities.

Key Actions

- Identify- Gather information needed to clarify a situation or to develop a solution.
- Facilitate- Resolve and/or develops recommendations for issues and problems.
- Enable- Help others understand situations and reach solutions.

Sample Job Activities

- Consults appropriate parties to gather information or clarify a problem.
- Contributes to change initiatives.
- Develops course of action to resolve issue.
- Seeks opportunities to make processes more efficient.
- Encourages others to offer solutions.
- Shares information, advice, and suggestions to help others understand issues, develop new solutions and facilitate action.

AppState Careers
APPALACHIAN STATE UNIVERSITY
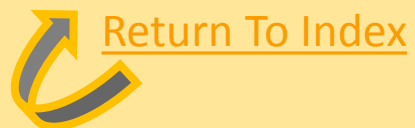
Resilience
Ability to handle disappointment and/or rejection while still working effectively.

Key Actions

- Emotional control – Express emotions in a manner that is professional and appropriate for setting even when confronted with challenging situations; focus energy on situations that they can impact, not situations outside of their control.
- Perspective – Analyze set-backs in context of work environment, not as a negative reflection of ability or self-worth; View setback, failures and mistakes as opportunities to learn.
- Support- Utilize resources; recognize the importance of support and guidance when facing challenges; solicit support when needed.
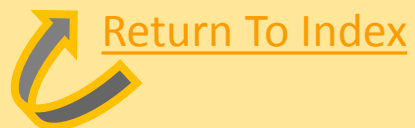
Sample Job Activities

- Responds constructively to setbacks.
- Sets achievable goals.
- Views challenges as an opportunity.
- Views setbacks as temporary rather than permanent.
- Establishes a healthy professional network.
- Offers support and accepts support from others

AppState Careers
APPALACHIAN STATE UNIVERSITY

Safety Awareness

Ability to promote a culture of safety for employees by establishing work processes that are free from safety and health hazards, taking corrective action.

Key Actions

- Identify- Identify hazardous working conditions and safety problems; check equipment and work environment.
- Act- Address unsafe working conditions; engage in safety and emergency procedures; comply with and procedures.
- Monitor- Actively assess work environment; update polices and procedures to maintain safety and prevent hazardous incidents; Keep others informed of up to date emergency polices and procedures.

Sample Job Activities

- Addresses unsafe work conditions.
- Identifies and reports hazardous working conditions and faulty work equipment.
- Documents unsafe work conditions and practices.
- Regularly and thoroughly maintains equipment.
- Reviews safety training materials.
- Ensures that all employees understand and follows safety/emergency policies and procedures.
- Regularly participates in emergency drills.
- Ensures new employees have proper safety training.
- Posts the safety/emergency policies and procedures in work areas.
- Formally reviews safety/emergency policies and procedures.
- Trains employees on how to recognize and report hazardous conditions.

AppState
Careers

APPALACHIAN STATE UNIVERSITY
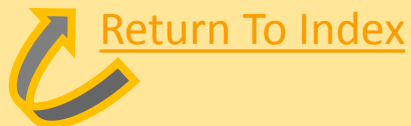
Stress Tolerance
Ability to manage stressful situations in a manner that aligns with organization's mission, values and polices.

Key Actions

- Focus- Maintain productive work environment when under stress.
- Optimism- Stay positive, presents positive attitude to maintain healthy work enviroment when under stress.
- Contribute- Create and maintain healthy work environment; address conditions that create stress; establish work environment that promotes physical and mental health;
- Support- Reacts with empathy toward coworkers when they are experiencing stress.

Sample Job Activities

- Appropriately handles stressful situations.
- Effectively navigates new situations.
- Appropriately addresses personal conflicts or arguments, employee relations and customer complaints and concerns.
- Represents organization positively, even when addressing challenging individuals and circumstances.
- Creates positive work life balance; communicates support, if needed.
- Addresses and accepts interruptions in work environment.
- Reacts appropriately to challenging customers, last minute assignments and emergencies.

AppState
Careers
APPALACHIAN STATE UNIVERSITY
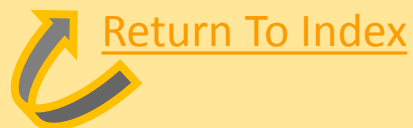
Supervision

Ability to recruit, select, counsel, discipline, establish performance standards, and evaluate performance of employees to retain a diverse workforce.

Key Actions

- Engage- Inspire enthusiasm and dedication toward visons and objectives; motivate individual employees to reach their highest potential.
- Administer- Ensure compliance with department and ASU policies and procedures; keep informed of new policies and policy modifications that relate to professional knowledge area.
- Guide- Monitor and assess work, provide feedback and provide technical supervision.
- Cultivate- Ability to develop knowledge, skills, and abilities of employees and plan for and support employees in career development opportunities.
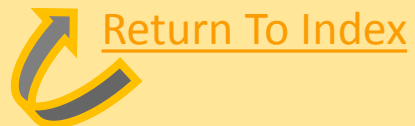
Sample Job Activities

- Takes action to improve moral issues.
- Presents information in a way that energizes group.
- Understands the key policies, practices, and procedures related to professional knowledge area.
- Complies with university policies and regulations.
- Assists others.
- Provides effective coaching.
- Offers professional development opportunities.
- Supports others who seek development opportunities through recognition and reinforcement.
- Recognizes and reinforce employees efforts to achieve goals.

AppState
Careers
APPALACHIAN STATE UNIVERSITY

Tenacity

Ability to continue working on an assignment until complete or until establishing concretely that the objective is no longer attainable or relevant.

Key Actions

- Persevere- Continue work efforts even when presented with unforeseen challenges or obstacles.
- Redirect- Effectively transition to new objectives and goals after determining previous objective is no longer attainable or relevant.

Sample Job Activities

- Sticks with plan until the desired objective is achieved or no longer attainable.
- Commits to meeting goals and targets set.
- Works on obtaining goals despite obstacles or problems.
- Takes responsibility to see something through to the end.
- Determines whether results have been achieved and/or if pursuing goal is still a valuable use of time and resources.
- Regularly presents ideas for review or action.

AppState Careers

APPALACHIAN STATE UNIVERSITY
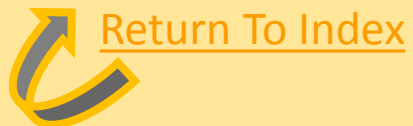
Valuing Diversity

Ability to appreciate and leverage the capabilities, insights, and ideas of all individuals; working effectively with individuals of diverse style, ability, and motivation.

Key Actions

- Foster- Encourage the contribution of ideas, opinions, and insights from varied backgrounds and cultures; maximize the talents of each individual.
- Develop- Seek greater understanding and knowledge of different cultures and backgrounds.
- Advocate- Take action to increase diversity in the workplace; report discriminatory actions; challenges institutional discrimination.
- Respect- Reflect on own biases and modify behaviors to promote an environment of inclusion; take action based on an understanding of individual differences.

Sample Job Activities

- Attends diversity training.
- Participates in local diversity efforts.
- Supports diversity initiatives.
- Takes action or seek appropriate resources when issues arise.
- Recruits, develops and retains individuals from varied backgrounds and cultures.
- Communicates the value of diverse perspectives.
- Fosters an environment of inclusion where the exchange of diverse views is valued.
- Demonstrates understanding and respect of varying racial, ethnic, religious and social groups.
- Conducts programming with diverse audiences.
- Incorporates demographic, economic, human service and environmental data into educational programs and services.
- Ensures that program content reflects and values all people.

AppState
Careers

APPALACHIAN STATE UNIVERSITY