

## MCGILL UNIVERSITY COMPETENCY GRID FOR “M GROUP”

BEHAVIOURAL COMPETENCY	PROFICIENCY LEVEL A	PROFICIENCY LEVEL B	PROFICIENCY LEVEL C	PROFICIENCY LEVEL D
<b>CHANGE AGILITY:</b> Embraces change and improvement to move the University ahead.	<b>Accepts change:</b> <ul style="list-style-type: none"> <li>Adjusts priorities to meet changing needs/situations.</li> <li>Maintains composure when things are up in the air.</li> <li>Keeps an even keel when dealing with the unexpected.</li> <li>Does not judge prematurely.</li> </ul>	<b>Actively deals with change and ambiguity:</b> <ul style="list-style-type: none"> <li>Decides and acts without having the total picture.</li> <li>Responds appropriately to risk and uncertainty.</li> <li>Learns quickly when facing new problems.</li> </ul>	<b>Facilitates change and improvement:</b> <ul style="list-style-type: none"> <li>Uses political savvy to enable progress.</li> <li>Facilitates effective brainstorming or solution identification.</li> <li>Demonstrates good judgment about which creative ideas and suggestions will work.</li> <li>Implements change in a manner that is sensitive to the culture.</li> </ul>	<b>Leads change and improvement:</b> <ul style="list-style-type: none"> <li>Turns the creative ideas of others into actions, practices, or services.</li> <li>Paints a credible picture of what the future requires and how to get there.</li> </ul>
<b>RESOURCEFULNESS:</b> Gets things done efficiently and resource-effectively.	<b>Uses resources efficiently:</b> <ul style="list-style-type: none"> <li>Organizes files and documentation in an accessible, useful manner so that others can find what they need.</li> <li>Separates and combines tasks into efficient work flow.</li> <li>Knows where and who the key McGill resources are in relation to own role.</li> </ul>	<b>Maximises available resources :</b> <ul style="list-style-type: none"> <li>Gets things done both through formal channels and the informal network.</li> <li>Simplifies complex processes.</li> <li>Anticipates and adjusts for problems and roadblocks.</li> <li>Accurately scopes out length and difficulty of tasks and projects.</li> </ul>	<b>Mobilizes resources (people, funding, material, support) to get things done:</b> <ul style="list-style-type: none"> <li>Creates an environment that fosters efficient and effective work processes.</li> <li>Follows best practices and maintains relevant external network.</li> <li>Seizes opportunities to leverage resources and ideas between units.</li> <li>Empowers others.</li> </ul>	<b>Leverages external resources:</b> <ul style="list-style-type: none"> <li>Successfully lobbies influential external contacts to obtain support.</li> <li>Brings to bear external best practices, knowledge, and resources to improve efficiency and effectiveness.</li> <li>Nurtures external network to bolster internal resources.</li> </ul>
<b>TEAMING:</b> Contributes to or builds effective teams (applies to all team members and their leaders)	<b>Actively contributes to the team:</b> <ul style="list-style-type: none"> <li>Supports open dialogue.</li> <li>Does fair share of the work.</li> <li>Actively participates in all team meetings.</li> <li>Builds trust and credibility by keeping commitments.</li> <li>Is someone people enjoy working for or with.</li> </ul>	<b>Creates a feeling of belonging to the team:</b> <ul style="list-style-type: none"> <li>Shares wins and successes.</li> <li>Reaches out to help others to enable the team to deliver.</li> <li>Shares expertise.</li> <li>Helps to ensure each team member’s roles, responsibilities, expectations are clear.</li> </ul>	<b>Builds team synergy:</b> <ul style="list-style-type: none"> <li>Invites input from each person and shares ownership and visibility.</li> <li>Creates strong morale and spirit in the team.</li> <li>Builds on each member’s respective strengths to move the team forward.</li> <li>Blends people into teams when needed.</li> <li>Finds common ground and gets cooperation with minimum noise.</li> </ul>	<b>Creates bridges between teams</b> <ul style="list-style-type: none"> <li>Talks beyond today.</li> <li>Builds trust between teams.</li> <li>Creates unity of purpose by defining success in terms of the “broader” team.</li> <li>Makes team successes visible to the broader community.</li> </ul>
<b>MANAGERIAL COURAGE:</b> Makes and stands behind tough decisions	<b>Communicates with integrity and honesty:</b> <ul style="list-style-type: none"> <li>Expresses what needs to be said diplomatically.</li> <li>Sees issues for what they are – without blinders or rose-coloured glasses.</li> <li>Maintains dialogue with others on work and results.</li> <li>Reads situations quickly.</li> <li>Supports McGill decisions.</li> </ul>	<b>Takes action in difficult situations:</b> <ul style="list-style-type: none"> <li>Provides timely, direct, complete and constructive feedback.</li> <li>Deals with conflicts appropriately.</li> <li>Takes difficult action when necessary.</li> </ul>	<b>Does what is best for McGill despite adversity:</b> <ul style="list-style-type: none"> <li>Proposes solutions that are beneficial to McGill but that many may oppose.</li> <li>Takes a visible stand behind unpopular decisions for the good of McGill.</li> <li>Does not let others pressure him / her out of making the right decision.</li> <li>Hammers out tough agreements and settles disputes amicably.</li> </ul>	
<b>SELF AWARENESS &amp; MANAGEMENT:</b> Practices emotional maturity	<b>Knows self well:</b> <ul style="list-style-type: none"> <li>Accepts feedback.</li> <li>Acknowledges own strengths and limitations.</li> <li>Acts positively and constructively on improvement feedback.</li> </ul>	<b>Keeps emotions under control:</b> <ul style="list-style-type: none"> <li>Remains cool under pressure or when times are tough.</li> <li>Maintains composure when resisted or blocked.</li> <li>Does not let personal conflicts influence own actions.</li> </ul>	<b>Is a stabilizing force for others:</b> <ul style="list-style-type: none"> <li>Provides a settling influence in a crisis.</li> <li>Holds things together during tough times.</li> <li>Is sought out by others for “wise counsel”.</li> </ul>	
<b>CLIENT SERVICE ORIENTATION:</b> Provides service excellence to students, staff, the community and internal clients	<b>Makes self accessible for clients:</b> <ul style="list-style-type: none"> <li>Practices focused listening.</li> <li>Spends the effort to put others at ease.</li> <li>Is sensitive to and patient with the interpersonal style of others.</li> <li>Communicates effectively and tactfully.</li> <li>Acts with clients in mind.</li> <li>Demonstrates a sound understanding of the unit’s practices, policies, procedures, services, and clients.</li> </ul>	<b>Walks the extra mile to meet clients’ needs:</b> <ul style="list-style-type: none"> <li>Establishes and maintains effective relationship with clients and gains their trust and respect.</li> <li>Consistently delivers services which meet the needs of internal and external clients.</li> <li>Demonstrates a general understanding of McGill practices, policies, procedures, services, and clients.</li> </ul>	<b>Proactively responds to anticipated client needs:</b> <ul style="list-style-type: none"> <li>Sees and acts on hidden client/service problems.</li> <li>Gets first hand client information and uses it for improvements in services.</li> <li>Identifies and acts on emerging needs.</li> </ul>	<b>Optimizes services:</b> <ul style="list-style-type: none"> <li>Develops competitive services based on knowledge of emerging trends.</li> <li>Forges partnerships to improve service delivery.</li> <li>Considers risks, opportunities, and future consequences of potential services.</li> </ul>
<b>PERFORMANCE ORIENTATION:</b> Takes ownership of or fosters accountability for delivering results	<b>Is action-oriented:</b> <ul style="list-style-type: none"> <li>Sets and meets objectives and goals for self to ensure deadlines are met.</li> <li>Displays a “can do” attitude.</li> <li>Orchestrates multiple activities at once to accomplish a goal.</li> <li>Takes initiative to resolve issues or seize opportunities.</li> </ul>	<b>Perseveres to ensure results are achieved:</b> <ul style="list-style-type: none"> <li>Looks beyond the obvious and doesn’t stop at the first answers.</li> <li>Measures own performance against goals.</li> <li>Channels issues appropriately and persistently follows up.</li> </ul>	<b>Empowers others to succeed:</b> <ul style="list-style-type: none"> <li>Knows what motivates others and uses it to get the best out of them.</li> <li>Appropriately delegates tasks and decisions and establishes clear directions.</li> <li>Makes each individual aware that his / her work is important.</li> <li>Sets “stretch” objectives.</li> <li>Provides an appropriate level of autonomy – doesn’t “micro-manage”.</li> </ul>	<b>Creates a vision and sense of purpose:</b> <ul style="list-style-type: none"> <li>Creates mileposts and symbols to rally support behind the vision.</li> <li>Creates a climate in which people want to do their best.</li> <li>Communicates a compelling and inspired vision or sense of core purpose.</li> <li>Inspires and motivates entire units.</li> </ul>

# MCGILL UNIVERSITY COMPETENCY GRID FOR “M GROUP”

## Competency Grid for Human Resources Role Profiles

DEGREE OF COMPLEXITY	SUPPORTING (Excluded)		APPLYING (PER-1)		GUIDING (PER-2)		SHAPING (PER-3)		LEADING (PER-4)	
Behavioural Competency Proficiency Level	A	B	A	B	B	C	B	C	C	D
<b>Change Agility</b>	Accepts change			Deals with change		Facilitates change		Facilitates change		Leads change
<b>Resourcefulness</b>	Uses resources		Uses resources		Maximizes resources			Mobilizes resources	Mobilizes resources	
<b>Teaming</b>	Contributes		Contributes		Creates feeling of belonging			Builds team synergy		Creates bridges
<b>Managerial Courage</b>	Integrity		Integrity		Takes action		Takes action		Does what is best	
<b>Self-Awareness &amp; Management</b>	Knows self		Knows self		Keeps emotions under control		Keeps emotions under control		Is stabilizing force	
<b>Client Service Orientation</b>		Walks extra mile		Walks extra mile		Proactively responds		Proactively responds		Optimizes services
<b>Performance Orientation</b>	Action oriented			Perseveres	Perseveres			Empowers others	Empowers others	

# MCGILL UNIVERSITY COMPETENCY GRID FOR “M GROUP”

## Competency Grid for Logistics and Facilities Role Profiles

DEGREE OF COMPLEXITY	SUPPORTING		APPLYING (LOG-1)		GUIDING (LOG-2)		SHAPING (LOG-3)		LEADING (LOG-4)	
Behavioural Competency Proficiency Level	A	B	B	C	B	C	C	D	C	D
Change Agility	Not applicable		Deals with change			Facilitates change		Leads change		Leads change
Resourcefulness			Maximizes resources			Mobilizes resources	Mobilizes resources			Leverages resources
Teaming			Creates feeling of belonging			Builds team synergy	Builds team synergy	Creates bridges <i>For sub-family Security, Safety, Environment</i>		Creates bridges
Managerial Courage			Takes action			Does what is best	Does what is best		Does what is best	
Self-Awareness & Management			Keeps emotion under control			Is stabilizing force	Is stabilizing force		Is stabilizing force	
Client Service Orientation			Walks extra mile			Proactively responds	Proactively responds			Optimizes services
Performance Orientation			Perseveres			Empowers others	Empowers others			Creates vision

# MCGILL UNIVERSITY COMPETENCY GRID FOR “M GROUP”

## Competency Grid for Students and Academic Services Role Profiles

DEGREE OF COMPLEXITY	SUPPORTING (MUNACA positions)		APPLYING (SAF-1)			GUIDING (SAF-2)		SHAPING (SAF-3)		LEADING (SAF-4)	
	A	B	A	B	C	B	C	C	D	C	D
<b>Behavioural Competency Proficiency Level</b>											
<b>Change Agility</b>	Accepts change			Deals with change			Facilitates change		Leads change		Leads change
<b>Resourcefulness</b>	Uses resources			Maximizes resources			Mobilizes resources	Mobilizes resources			Leverages resources
<b>Teaming</b>	Contributes			Creates feeling of belonging		Creates feeling of belonging		Builds team synergy			Creates bridges
<b>Managerial Courage</b>	Integrity		Integrity			Takes action		Does what is best		Does what is best	
<b>Self-Awareness &amp; Management</b>		Keeps emotion under control		Keeps emotion under control			Is stabilizing force	Is stabilizing force		Is stabilizing force	
<b>Client Service Orientation</b>		Walks extra mile			Proactively responds		Proactively responds		Optimizes services		Optimizes services
<b>Performance Orientation</b>	Action oriented			Perseveres		Perseveres		Empowers others			Creates vision

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## Competency Grid for Finance Role Profiles

DEGREE OF COMPLEXITY	SUPPORTING (MUNACA positions)		APPLYING (FIN-1)		GUIDING (FIN-2)		SHAPING (FIN-3)		LEADING (FIN-4)	
	A	B	B	C	B	C	C	D	C	D
<b>Behavioural Competency Proficiency Level</b>	A	B	B	C	B	C	C	D	C	D
<b>Change Agility</b>	Accepts change		Deals with change			Facilitates change		Leads change		Leads change
<b>Resourcefulness</b>	Uses resources		Maximizes resources			Mobilizes resources		Leverages resources		Leverages resources
<b>Teaming</b>	Contributes		Creates feeling of belonging			Builds team synergy	Builds team synergy			Creates bridges
<b>Managerial Courage</b>	Integrity		Takes action		Takes action		Does what is best		Does what is best	
<b>Self-Awareness &amp; Management</b>		Keeps emotion under control	Keeps emotion under control		Keeps emotion under control		Is stabilizing force		Is stabilizing force	
<b>Client Service Orientation</b>	Makes self accessible		Walks extra mile			Proactively responds		Optimizes services		Optimizes services
<b>Performance Orientation</b>	Action oriented		Perseveres		Perseveres			Creates vision		Creates vision

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## Competency Grid for Communication Role Profiles

DEGREE OF COMPLEXITY	SUPPORTING (MUNACA positions)		APPLYING (COM-1)		GUIDING (COM-2)		SHAPING (COM-3)		LEADING (COM-4)	
	A	B	A	B	B	C	C	D	C	D
<b>Behavioural Competency Proficiency Level</b>	A	B	A	B	B	C	C	D	C	D
<b>Change Agility</b>	Accepts change			Deals with change		Facilitates change	Facilitates change			Leads change
<b>Resourcefulness</b>	Uses resources			Maximizes resources		Mobilizes resources		Leverages resources		Leverages resources
<b>Teaming</b>	Contributes			Creates feeling of belonging		Builds team synergy		Creates bridges		Creates bridges
<b>Managerial Courage</b>	Integrity		Integrity		Takes action		Does what is best		Does what is best	
<b>Self-Awareness &amp; Management</b>		Keeps emotion under control		Keeps emotion under control	Keeps emotion under control		Is stabilizing force		Is stabilizing force	
<b>Client Service Orientation</b>		Walks extra mile		Walks extra mile	Walks extra mile		Proactively Responds			Optimizes services
<b>Performance Orientation</b>	Action oriented			Perseveres	Perseveres		Empowers others			Creates vision

# MCGILL UNIVERSITY COMPETENCY GRID FOR “M GROUP”

## Competency Grid for Administration Role Profiles

DEGREE OF COMPLEXITY	SUPPORTING (MUNACA positions)		APPLYING (ADM-1)		GUIDING (ADM-2)		SHAPING (ADM-3)		LEADING (ADM-4)	
Behavioural Competency Proficiency Level	A	B	A	B	B	C	C	D	C	D
<b>Change Agility</b>	Accepts change			Deals with change		Facilitates change		Leads change		Leads change
<b>Resourcefulness</b>	Uses resources			Maximizes resources		Mobilizes resources	Mobilizes resources			Leverages resources
<b>Teaming</b>	Contributes			Creates feeling of belonging		Builds team synergy	Builds team synergy			Creates bridges
<b>Managerial Courage</b>	Integrity		Integrity		Takes action		Does what is best		Does what is best	
<b>Self-Awareness &amp; Management</b>		Keeps emotion under control		Keeps emotion under control	Keeps emotion under control		Is stabilizing force		Is stabilizing force	
<b>Client Service Orientation</b>		Walks extra mile		Walks extra mile		Proactively responds		Optimizes services		Optimizes services
<b>Performance Orientation</b>	Action oriented			Perseveres		Empowers others	Empowers others			Creates vision

# MCGILL UNIVERSITY COMPETENCY GRID FOR “M GROUP”

## Competency Grid for Information Systems Technology Role Profiles

DEGREE OF COMPLEXITY	SUPPORTING		APPLYING (IST-1)		GUIDING (IST-2)		SHAPING (IST-3)		LEADING (IST-4)	
	A	B	A	B	A	B	B	C	C	D
Behavioural Competency Proficiency Level										
Change Agility	MUNACA positions		Accepts change			Deals with change		Facilitates change		Leads change
Resourcefulness			Uses resources			Maximizes resources		Mobilizes resources		Leverages resources
Teaming			Contributes			Creates feeling of belonging	Creates feeling of belonging		Builds team synergy	
Managerial Courage			Integrity		Integrity		Takes action		Does what is best	
Self-Awareness & Management			Knows self			Keeps emotions under control	Keeps emotions under control		Is stabilizing force	
Client Service Orientation			Makes self accessible			Walks extra mile		Proactively responds	Proactively responds	
Performance Orientation			Action-oriented			Perseveres		Empowers others	Empowers others	