



**KOÇ
UNIVERSITY**

**COMPETENCY
REFERENCE GUIDE**

2014



Introduction

This guide is prepared by the Human Resources Directorate of Koç University as a reference source for the administrative staff. Its main purpose is to define in detail the competencies expected from the administrative staff during their work performance and to develop a common language about these competencies within the University.

The Koç University Administrative Staff Essential Competencies consist of 12 competencies grouped under 3 main competencies. It is expected from all employees working in an administrative function at Koç University to be open to change and cooperation, and to manage their responsibilities in an effective manner. In this reference guide, the competencies are explained in a detailed fashion. Each competency within this guide is defined with behaviour indicators. The behaviour indicators are observable behaviours demonstrated by an employee in using a particular competency. Within each competency description, the behavioural indicators are defined in 5 different levels according to the level of availability of the relevant competency in regard to a particular employee. Level 1 represents the non-availability of the relevant competency, while Level 5 signs a state of the highest level of the relevant competency. The competencies included in this guide refer to the entirety of behaviours expected from each administrative staff notwithstanding his/her position in the University.



CHANGE

- **Flexibility / Adaptability**
- **Self-Improvement**
- **Innovation**
- **Initiative**

Flexibility / Adaptability	
Definition	Importance
<p>To have a perspective that can be differentiated positively in order to develop any environment, condition and system required during the performance of a work and to adapt unexpected situations in an easy and expeditious manner.</p>	<p>It is essential to adapt ever-developing and ever-changing working conditions and to produce solutions to be able to meet the expectations under all circumstances; to give meaning to the rules, procedures and policies, not as a status quo, but according to the needs and to the general philosophy of the University.</p>

Behavioural Indicator Levels	
Level 5	Very quickly adapts to the changes and reforms and reflects all of the required changes consistent with the philosophy of the University and encourages others.
Level 4	Quite quickly adapts to the changes and reforms, and reflects this adaptation to his/her work.
Level 3	Satisfactorily adapts to the necessary changes and reforms for the fulfilment of his/her work.
Level 2	Needs time to adapt changing demands, circumstances and unexpected situations.
Level 1	Not open to new conditions and changes and cannot accept them easily; resists.

Positive Behavioural Indications
<ul style="list-style-type: none"> ✓ Recognizes the situations where a change is required and acts accordingly. ✓ Draws a roadmap to realize the change and convinces others in regard to the necessity of this change. ✓ Views the change as a development opportunity and openheartedly accepts any kind of feedback on the process of change. ✓ Carries out measurements at each level and the end of change. ✓ Views the systems and work processes as a development tool for both the institution and individuals and requests it to be updated in accordance the requirements of the day. ✓ Does not perceive the rules and procedures as a solid entirety of norms; when required, shows flexibility conforming to the general perspective and ethical principles of the University.



Self-Improvement	
Definition	Importance
Towards a better performance in his/her job, to identify and improve his/her areas of development, to make an effort to continuously improve his/her current abilities and to be open and eager to learn.	In order to easily adapt to changing environmental conditions and for a continuous development, first of all one should be aware of his/her own development areas and be eager to improve them.

Behavioural Indicator Levels	
Level 5	Assesses all of the improvement opportunities for himself/herself and his/her institution, broadens the borders of his/her work by improving himself/herself and thus adds value to the institution. Asks and provides feedback towards the improvement of both himself/herself and his/her environment.
Level 4	Endeavours to realize and implement the development opportunities, keeps track of innovations in his/her area of job by his/her own initiative and asks feedback.
Level 3	Is open to feedback towards the improvement of his/her job and himself/herself. At the end of works completed, assesses himself/herself and searches for improvement possibilities at the expected level.
Level 2	Should be frequently instructed about his/her personal development and progress requirements under his/her responsibility area, any possibilities and opportunities of improvement should be frequently shown.
Level 1	Cannot assess his/her personal development and works under his/her responsibility, does not accept feedback, does not follow up on any developments.

Positive Behavioural Indications
<ul style="list-style-type: none"> ✓ Recognizes improvement areas he/she believes to increase performance at work and suggests developmental activities on these areas. ✓ Is open to receive feedback for providing better service or displaying better performance. ✓ Makes assessment after his/her work, project is completed, identifies any improvement possibilities. ✓ Uses any opportunity to gain new experiences. ✓ Asks feedback towards self-development. ✓ Continuously keeps track of new developments in regard to the technical knowledge and abilities necessitated in his/her job.



Innovation	
Definition	Importance
To produce innovative solutions and approaches at the work environment, recognize opportunities and use different and extraordinary methods in taking these opportunities.	It is essential to try methods for more efficient solutions at work environment, to challenge the established business manners and to increase productivity by welcoming the opportunities.

Behavioural Indicator Levels	
Level 5	Deeply examines and analyses business methods, serves as a model to his/her teammates by developing various suggestions towards solution and approach and helps to quickly reach work results by setting important subjects to be provided for new approaches.
Level 4	Prioritize his/her tasks on his/her working area and deeply analyses alternative solutions and approaches towards those tasks, brings a new perspective and shows effort to put that perspective into practice, supports the efficiency of his/her suggestions.
Level 3	Questions established approaches towards solutions at the work, searches various resources for any suggestions on alternative solutions and approaches, makes assessments, prioritize his/her tasks at the expected level.
Level 2	Is needed to be instructed and or reminded about different approaches on his/her working area, needs instruction on which subjects are important and privileged.
Level 1	Only concentrates on present solution methods on his/her work, does not question the reasons of any problem, and does not search for new solution methods and approaches.

Positive Behavioural Indications	
✓	Continuously keeps track of work processes and services provided, suggests different styles of approach towards problems, does not limit himself/herself with the opinions or approaches of others.
✓	Uses many and various resources (people, information sources, etc.) in order to be inspired and obtain new ideas, follows updated information sources.
✓	Combines opinions in a different and unique way or associates completely different views with each other, sets alternate thinking styles, uses various perspectives according to the case, and determines various approaches/solutions through brain storming.
✓	Reviews and evaluates many potential solutions before accepting any solution.
✓	Identifies important and privileged working areas needed to be reformed and develops innovative solutions towards important problems at work.
✓	Tries new applications, carries out necessary works for a better application through feedbacks in regard to the results.
✓	Takes risk by trying different and new methods for a work to be done.
✓	Rapidly implements available applications and processes to new emerging work conditions.



Initiative	
Definition	Importance
Even it is not required, to act in conformity with the targets of him/department/institution in order to improve the quality of the work he/she is responsible for, to solve the problems and to create new opportunities.	It is essential for an employee to take initiative without exceeding his/her responsibility area for problems related with the service provided to be quickly solved and improved.

Behavioural Indicator Levels	
Level 5	Even in unexpected and unusual situations, acts appropriately within his/her responsibilities by taking initiative and thus makes difference in his/her responsibility area.
Level 4	Takes action by taking efficient initiative in every situation needed and directs the work and concerned persons.
Level 3	Carries on works by taking the required initiative at the level of role and responsibility expected from him/her without delay.
Level 2	Always needs to be closely followed-up and directed on his/her every work, have difficulties in taking his/her own initiative.
Level 1	Asks advice for everything, always avoids taking initiative and hesitates in cases requiring initiative.

Positive Behavioural Indications
<ul style="list-style-type: none">✓ Acts without demand or without obliged by the situation.✓ Recognizes the opportunities and takes action within the framework of his/her responsibility area.✓ Before taking an action, obtains information from all necessary resources.✓ Automatically goes beyond the call of his/her work, responsibility and duty.✓ Even it is not expected from him/her, analyses even the complicated problems in order to make correct observations.✓ Searches for new and additional duties within his/her responsibility.

COLLABORATION

- **Communication**
- **Collaboration with Others**
- **Team Work**
- **Service Focused**



Communication	
Definition	Importance
The environment created by an employee with open communication enables information to be communicated both in every level of the institution and also outside, and ideas and views to be openly expressed.	This competency is essential particularly for a healthy and peaceful working environment to be built within the institution, and for departments to receive information required to work effectively and in due time.

Behavioural Indicator Levels	
Level 5	Openly expresses his/her views without fear of criticism and encourages his/her teammates to do the same. Creates atmospheres to make everyone freely express their opinions.
Level 4	Has quite effective communication skills, acts respectful, always uses effective communication tools within/outside his/her group.
Level 3	Clearly expresses his/her views, shares information, understands others correctly and makes sure that he/she is understood correctly.
Level 2	Has difficulties in communicating with others, expressing himself/herself and acting in an open manner related with his/her job.
Level 1	Does not openly share his/her views and information. Has problems in communicating with others, does not understand the messages conveyed, and cannot express himself/herself and/or incompatible.

Positive Behavioural Indications
<ul style="list-style-type: none"> ✓ Attach importance to the opinions of others, seeks to ensure them to be correctly understood. ✓ Asks open ended questions in order to receive others' opinions, encourages others to express their views. ✓ Informs his/her colleagues on actual topics and provides a negative information flow as well as a positive one related with his/her service. ✓ Expresses his/her opinion in an appropriate way. ✓ Avoids judging and criticizing others too fast, approaches with empathy to criticisms and emotions of others. ✓ Waits to hear out the opinions of others before expressing his/her own opinion. ✓ Encourages his/her colleagues to share information. ✓ Makes sure to use respectful, fair and non-discriminatory words during meetings and in conversations with colleagues. ✓ Regardless of being negative or positive, shares any significant information with the responsible person.

Collaborating with Others	
Definition	Importance
To endeavour to create collaboration and team-working environments within the workplace and to produce solutions usable for all concerned parties.	This competency is essential for providing new collaboration areas within the institution by combining various resources and opportunities.

Behavioural Indicator Levels	
Level 5	Creates exemplary collaboration opportunities for the benefit of the University, always encourages his/her teammates and colleagues in a positive way.
Level 4	Offers his/her own knowledge and experiences in order to create solutions for the benefit of the University.
Level 3	While working together with other departments, endeavour to produce common solutions at the expected level.
Level 2	Does not necessarily adopt an encouraging attitude in producing solutions of common interest within the working environments at the University, the importance of this attitude is needed to be reminded him/her from time to time.
Level 1	Does not appreciate opinions of others, tries to look out for himself/herself in his/her solutions.

Positive Behavioural Indications
<ul style="list-style-type: none"> ✓ Cares and appreciates opinions of others. ✓ Endeavours to produce solutions usable for all concerned parties and openly encourage such environments. ✓ Encourages his/her colleagues to work for the contribution to the success of the University. ✓ Updates all concerned parties of any developments. ✓ Shares his knowledge, skills and experiences with others in order to contribute to the success of the University. ✓ Appreciates his/her colleagues that have contributed to a work result.

Team Work	
Definition	Importance
To head towards a common objective, to contribute to the success of the team in solidarity, to maintain the motivation of the team at a high level and to support the formation of an atmosphere of cooperation.	For positive work results, it is essential to work in harmony, to positively influence and improve the communication and motivation either within the department or in an inter-departmental level.

Behavioural Indicator Levels	
Level 5	Motivates both himself/herself and others towards team success under any compelling circumstances, gives all necessary support for success, is an exemplary employee in that sense.
Level 4	Understands both his/her and others' necessities in obtaining a common success, shows the required flexibility, contributes to the production of a common solution.
Level 3	Works in harmony with his/her teammates in order to reach team targets, has a positive communication level within the team.
Level 2	Should be frequently guided for team working, his/her responsibility in the success of team is needed to be reminded him/her from time to time.
Level 1	Is not compatible and tolerant while working together with other team members, does not sensitive to the desires and needs of his/her colleagues, ignores their opinions.

Positive Behavioural Indications
<ul style="list-style-type: none"> ✓ Prefers team success to his/her personal success and produces ideas to achieve team success. ✓ Motivates the other teammates towards common success. ✓ Is aware of showing flexibility and sensitivity while working together with colleagues, other departments/institutions and cultures and put this awareness into practice. ✓ Notices if his/her teammates need any help and shows the necessary support. ✓ Is tolerant and supportive towards different opinions within the team.



Service Focused	
Definition	Importance
To pursue the goal of satisfying the needs of internal and external partners (students, colleagues, managers, providers, customers, etc.) and thus making them content.	One of the main factors in the success of all the services of the University is the satisfaction felt by the service consumers in regard to the service provided.

Behavioural Indicator Levels	
Level 5	Is exemplarily service focused, anticipates the needs of partners and creates a satisfaction level that makes difference in service focus.
Level 4	Is concerned with the needs and satisfaction of partners, regularly examines the service and offers new solutions in order to increase satisfaction level.
Level 3	Understands the needs of his/her service customers, presents specified actions at the expected level for satisfaction of the needs.
Level 2	In order to increase satisfaction level, should be frequently reminded about the needs of partners, is expected from him/her to examine situations and service more often
Level 1	Is unconcerned with the needs of his/her service consumers, does not care, satisfaction level of his/her services is low.

Positive Behavioural Indications	
✓	Asks questions so as to understand the expectations and necessities of others.
✓	Confirms his/her understanding with the relevant partner in order to make sure that he/she understands the necessity correctly.
✓	Searches new trends in his/her service outside of the University as well and tries to understand the necessities of the future as well as of the present.
✓	Timely includes all concerned partners into the solution and decision-making processes.
✓	Invites partners to assess his/her service in order to increase the satisfaction level.
✓	Seeks creative solutions in order to increase efficiency and decrease costs.
✓	Directs partners to the appropriate department or employee for a rapid solution to problems.
✓	When directs partner to another person or department, follow up the process in order to make sure that the problem has been resolved.
✓	Consistently and continuously endeavours to improve the service quality.

**OPERATIONS
MANAGEMENT**

- **Planning and Organisation**
- **Result Oriented**
- **Problem Solving**
- **Diligent and Accurate Work**



Planning and Organisation	
Definition	Importance
In order to make it able to reach a target with success, to make a systematic action plan, to set priorities and to make planning for an effective usage of the available sources.	It is essential to perform his/her objectives within his/her undertakings at the job successfully, to use the resources effectively and to be able to manage his/her priorities.

Behavioural Indicator Levels	
Level 5	Is an exemplary employee in planning and organization. Makes action plans for himself/herself and others and manages the resources in order to reach the works to result on time according to the changing priorities.
Level 4	Is able to revise his/her work plan according to the priorities, always follows up his/her incomplete works and knows the actual state of them, regularly gives updated information on his/her work.
Level 3	Plans his/her works at the expected level, set his/her priorities at the required level.
Level 2	His/her work plans need to be frequently controlled. S/he needs to be frequently inquired about the actual state of his/her works.
Level 1	Cannot make any work plan, cannot specify his/her priorities in an accurate way and cannot effectively use the resources.

Positive Behavioural Indications	
<ul style="list-style-type: none"> ✓ Creates his/her systematic (such as “to-do” lists, calendar usage, track systems usage) on work for an organized and tracking way of working. ✓ Makes realistic time and action planning to fulfil the expected works on time. ✓ Distinguished the important subjects and set his/her priorities accordingly. ✓ Follows-up the completed and incomplete works. ✓ Regularly documents the works done related with incomplete works. ✓ Knows his/her actual phase in his/her works. ✓ Uses his/her time in an effective/efficient way. 	



Result Oriented	
Definition	Importance
Commitment to obtain results without sacrificing the required level of quality needed to achieve a responsibility at the high quality standards.	This competency is essential to achieve the targeted situations at the specified level of quality despite any obstacles.

Behavioural Indicator Levels	
Level 5	Reaches a result despite of all obstacles confronted at his/her work, also encourages others to be result oriented.
Level 4	Reaches specified high quality standards related with his/her responsibility area by finding solutions despite any obstacles, plays a motivating role towards his/her colleagues to this end.
Level 3	Achieves results in works under his/her responsibility by finding solution methods at the required level and adopts encouraging attitudes towards his/her colleagues.
Level 2	Should be frequently assessed and controlled in order to reach his/her works to a result, should be told how to overcome any obstacles confronted.
Level 1	Cannot achieve result in work, leaves his/her works inconclusive without overcoming the obstacles confronted.

Positive Behavioural Indications
<ul style="list-style-type: none"> ✓ Specifies high quality standards both for himself/herself and others in order to enable the realization of the strategies of the University. ✓ Creates alternatives and takes initiative at the necessary situations in order the reach a result. ✓ Encourages his/her teammates to reach results. ✓ If necessary, seeks and implements new solution methods in the face of the obstacles confronted while carrying out a work, reaches a solution without frustration. ✓ Follows new methods in order to reach challenging targets and takes action to remove any risks. ✓ Persists in achieving personal and team targets, and fulfilling the promises. ✓ Motivates others to turn new ideas into action and reach them to result.



Problem Solving	
Definition	Importance
To be able to make analysis on data and cases related with his/her job, to be able to build cause and effect relations in order to get to the root of the condition or problem, to make accurate judgments and give reasonable consideration for the solution of a problem.	In order to perform a job in a reliable and correct manner, it is essential to be able to make a systematic progress in the solution of any encountered problems and to ensure that accurate judgments are given with solutions based on analysis.

Behavioural Indicator Levels	
Level 5	Highly successful in preventing problems through anticipation even without their appearance, and develops and applies long-term solutions.
Level 4	Investigates the reasons in problem solving, selects appropriate tools and resolves problems quickly and efficiently by developing various solution suggestions.
Level 3	Achieves the required level in analysing the routine or similar previous problems, and produces alternative solutions.
Level 2	Tends to directly jump into solution without analysing the problems or investigating the reasons.
Level 1	Does not confront problems and is incapable to produce solutions.

Positive Behavioural Indications	
✓	Able to manage complex problems and divide into coherent parts; systematically and elaborately deals with problems.
✓	When faced with a problem, able to present various explanations and perspectives for its root.
✓	In solving of a problem, recognizes obstructive factors and takes action in order to overcome them.
✓	While defining an appropriate solution for a problem, recognizes the values and priorities of the institution and develops a solution accordingly.
✓	Able to address the lack of knowledge required to solve a problem and provides it in a correct and complete form.
✓	Able to use internal and external resources in obtaining information for the solution of a problem.
✓	While explaining reasons of a problem, brings forward suggestions of solution at the same time.
✓	Able to anticipate the results of events and cases.



Diligent and Accurate Working	
Definition	Importance
To keep track of any aspects involved, regardless of their extent, in discharging a responsibility. He/she continuously keeps track of his/her work and any information related with the work, makes resource planning for effective use and organizes his/her work.	Notwithstanding its importance on every level of duty, this competency is essential particularly for positions with intensive operation level and great risk potential for the institution in the event of any mistake related with the work.

Behavioural Indicator Levels	
Level 5	His/her work outputs are exceptional, his/her concentration on job is excellent.
Level 4	His/her diligent and accurate working level is high, no need to be checked.
Level 3	Shows due diligence in his/her work, accurate, his/her work rarely needs checking.
Level 2	His/her work often results in substandard performance, needs close follow-up and checking.
Level 1	Negligent in doing his/her job, his/her work is unreliable, his/her work always needs to be checked.

Positive Behavioural Indications
<ul style="list-style-type: none">✓ Completes his/her works in due course and accurately.✓ Communicates information to relevant persons accurately, on time and in an available manner.✓ Use tools such as checklist and calendar actively in order not to miss any detail.✓ Double-checks the information and his/her work in order to be sure of its accuracy.✓ Monitors the quality of his/her work.✓ Openly expresses his/her interest on quality and accuracy of the work.✓ Follows any procedures, rules, instructions and measurement criteria in regard to his/her work.✓ Gets his/her work outputs in accordance with standards.