

UMMS Core Competency Training: Accountability



Workbook

March 2019

UMass Medical School Core Competencies

ACCOUNTABILITY INITIATIVE PROBLEM SOLVING/DECISION MAKING QUANTITY/QUALITY OF WORK
SERVICE ORIENTATION LEADERSHIP/MANAGEMENT DIVERSITY & INCLUSION



What is Accountability in the Workplace?

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- _____
- _____
- _____
- _____



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6 + 1 Core Competency Model

6 Core Competencies apply to all UMMS employees at every level and in every role:

1. **Accountability**
2. Initiative
3. Problem-Solving/Decision Making
4. Quantity/Quality of Work
5. Service Orientation
6. Diversity & Inclusion

+1 Those entrusted with roles involving supervision and/or coordination of the work of others bear additional responsibilities for managing work and providing leadership.

1. Leadership & Management

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How to Foster Accountability: Developing & Demonstrating the Core Competency

All Employees

- Be honest; own up to mistakes
- Hold others accountable; support other colleagues/team members
- Demonstrate flexibility in response to changing priorities
- Works effectively in teams and with employees from diverse backgrounds

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How to Foster Accountability: Developing & Demonstrating the Core Competency

Managers/Supervisors – Additional Responsibilities:

- Create a culture of accountability (support & trust)
- Communicate
- Feedback
- SMART Goals (*Specific, Measurable, Achievable, Relevant, Timely*)

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How the Accountability Mindset & Behaviors affect Performance Review and Progression in the Workplace



- **Ask for feedback**
 - Accountable employees regularly ask for constructive feedback from supervisors, direct reports, peers & customers
 - They review their performance from multiple perspectives to get a complete picture on how to grow and develop
- **Embrace change**
 - Accountable employees embrace and drive change. They don't have to like or agree with every decision, but have to do their job and work to make the implementation successful.
- **Demonstrate “Accountability verbs”** (*i.e. ownership, fulfilling promises and deadlines, etc.*)

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Core Competencies (expectations for all UMMS employees):

ACCOUNTABILITY

Holds self and others accountable for measurable, high-quality, timely, and cost effective results

Consistently demonstrates energy, enthusiasm, and maximum effort in completing responsibilities

Demonstrates flexibility in response to changing priorities

Accepts personal responsibility for own actions, including errors

Supports other team members by prioritizing and altering daily routines to complete assignments

Complies with established policies, procedures, and rules

Participates in cross-functional teams and works effectively with employees from diverse backgrounds

INITIATIVE

Takes prompt action to accomplish tasks and meet goals and objectives

Completes assignments with minimal direct oversight

Utilizes equipment, supplies, and technology to achieve maximum efficiency

Recommends process improvements within department and organization

Collaborates with other employees and departments as needed

Actively participates in the development and achievement of team goals

PROBLEM SOLVING/DECISION MAKING

Identifies and analyzes problems weighing the relevance and accuracy of available information and recognizing one's filters, privileges, biases, and cultural preferences

Generates and evaluates alternative solutions and makes effective and timely decisions

Reviews the effects and implications of decisions and takes appropriate follow up actions

QUANTITY/QUALITY of WORK

Pays close attention to detail

Strives to achieve accuracy and consistency in all tasks

Organizes work to achieve maximum productivity

Actively applies strategies and tactics that routinely deliver results

Follows all safety rules, proactively works to prevent accidents, and encourages the use of sound judgment in order to comply with departmental and UMMS safety policies and procedures

Produces a consistently high volume of work that also meets quality standards

SERVICE ORIENTATION

Applies effective interpersonal and problem-solving skills when responding to clients

Treats all of our diverse internal and external clients with respect and courtesy

Understands the needs and expectations of diverse clients and anticipates how to fulfill them

Demonstrates cultural sensitivity and competence when interacting with clients, fellow employees, and guests

Takes personal responsibility applying proactive, solution focused approaches in responding to client needs

DIVERSITY & INCLUSION

Understands how social group identities shape the settings in which we work

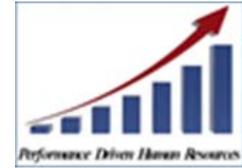
Demonstrates self-awareness and the ability to see other points of view, valuing diverse experiences and ways of knowing

Negotiates conflict and facilitates discussions with culture competence and cultural humility

Shows commitment to continuous learning/improvement in managing diversity

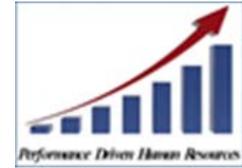
Leadership/Management (for those with supervisory responsibilities)
Sets clear priorities, goals and expectations and provides timely, constructive, and balanced feedback in holding staff members accountable
Delegates effectively and empowers team members and flexes style when faced with diverse teams understanding and effectively managing complex group dynamics and diverse perspectives
Manages performance problems and team conflicts skillfully
Demonstrates effective mentoring, developing and motivating skills
Inspires and fosters team commitment, spirit, pride and trust and is attentive to the well-being of her/his staff
Takes a long-term view building a shared vision with staff in planning, decision making, and process improvement
Acts as a positive role model
Ensures that diverse, talented employees are appropriately recruited, selected, oriented, and acclimated to the organization



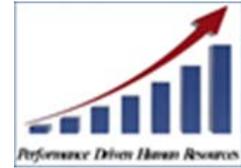


UMMS Position Specific Competency Master List

1. **Accounting** - Knowledge of traditional accounting practices including accrual, obligations, and costs methods.
2. **Budget Administration** - Knowledge of the principles and practices of budget administration and analysis; including preparing, justifying, reporting on, and executing the budget.
3. **Clerical** - Knowledge of filing, typing, entering data, maintaining records, taking shorthand, and using and completing forms.
4. **Coaching and Motivating** - Works to improve and reinforce performance of others. Facilitates their skill development by providing clear, behaviorally specific performance feedback, and making or eliciting specific suggestions for improvement.
5. **Communications and Media** - Knowledge of the production, communication and dissemination of information and ideas to inform and entertain via written, oral, and visual media.
6. **Computer Skills** - Uses computers, software applications, databases, and automated systems to accomplish work.
7. **Conflict Management** - Encourages creative tension and differences of opinions. Anticipates and takes steps to prevent counter-productive confrontations. Manages and resolves conflicts and disagreements in a constructive manner.
8. **Confidentiality** - Respects and adheres to ethical principles and confidentiality regarding any sensitive information or documents used as part of professional activity.
9. **Conscientiousness** - Displays a high level of effort and commitment towards performing work; demonstrates responsible behavior.
10. **Continual Learning** - Assesses and recognizes own strengths and weaknesses; pursues self – development.
11. **Creativity and Innovation** - Develops new insights into situations. Questions conventional approaches. Encourages new ideas and innovations. Designs and implements new or cutting edge programs/processes.
12. **Data Analysis** - Identifies and reports key metrics, statistics, data trends, and abnormalities using tools such as Excel, SAS, SQL, R and Access.
13. **Data Security/Confidentiality** - Understands the importance of protecting confidential data and the security of systems and fully complies with all legal, regulatory, and organizational policies.
14. **Dependability** - Arrives on time to work, meetings and appointments. Adheres to schedule. Follows up on decisions, actions, and commitments.
15. **Developing Others** - Develops the ability of others to perform and contribute to UMMS by providing ongoing feedback and by providing opportunities to learn through formal and informal methods.



16. **Entrepreneurship** - Positions UMMS for future success by identifying new opportunities. Builds the organization by developing or improving products or services. Takes calculated risks to accomplish organizational objectives.
17. **Execution** - Actively implements strategies that routinely deliver results. Anticipates and surmounts any obstacles that might get in the way of achieving stated objectives.
18. **External Awareness** - Understands and keeps up -to -date on local, national, and international policies and trends that affect the organization and shape stakeholders' views; is aware of the organization's impact on the external environment.
19. **Facilitation** - Directs group discussions to identify key issues, to examine options and evidence, and to build consensus around potential solutions.
20. **Financial Management** - Understands the organization's financial processes. Prepares, justifies, and administers the program budget. Oversees procurement and contracting to achieve desired results.
21. **Flexibility** - Is open to change and new information; rapidly adapts to new information, changing conditions, or unexpected obstacles.
22. **Grants Management** - Knowledge of requirements, practices, and procedures for soliciting, receiving, reviewing, and processing proposals, and awarding and administering grants and agreements.
23. **Health Care Financing Knowledge** - Understanding the variety of methods by which health care is paid for, particularly in regard to populations who have low incomes, disabilities or are otherwise reliant on public programs.
24. **Health Care System Knowledge** - Understanding of how the health care is organized and delivered in the U.S., particularly in regard to populations who have low incomes, disabilities or are otherwise reliant on public programs.
25. **Influencing/Negotiating** - Persuades others. Builds consensus through give and take. Gains cooperation from others to obtain information and accomplish goals.
26. **Integrity/Honesty** - Behaves in an honest, fair, and ethical manner. Shows consistency in words and actions. Models high standards of ethics.
27. **Interaction with Others** - Works cooperatively and collegially with others to share appropriate information, authority, responsibility, and resources. Treats others with respect and dignity.
28. **Interpersonal Communication** - Connects effectively with others in person. Treats others with courtesy, sensitivity, and respect. Considers and responds appropriately to the needs and feelings of different people in different situations.
29. **Job Knowledge** - Understands job responsibilities and scope of authority. Understands and applies functional concepts and skills necessary to accomplish job tasks.
30. **Learning** - Uses efficient learning techniques to acquire and apply new knowledge and skills; uses training, feedback, or other opportunities for self-learning and development.



31. **Legal Analysis** - Familiarity with state and federal health care laws; ability to draft and interpret legislation, regulations, contracts and other legal documents.
32. **Leveraging Diversity** - Fosters an inclusive workplace where diversity and individual differences are valued and leveraged to achieve the vision and mission of UMMS.
33. **Listening** - Receives, attends to, interprets, and responds to verbal messages and other cues such as body language in ways that are appropriate to listeners and situations, along with the ability to recall information.
34. **Manages Resources** - Selects, acquires, stores, and distributes resources such as materials, equipment, or money.
35. **Managing Client Relationships** - Understands the techniques required to develop, maintain and manage business relationships to implement and manage projects and to identify new business opportunities.
36. **Negotiation** - Works with others towards an agreement that may involve exchanging specific resources or resolving differences.
37. **Partnering** - Develops networks and builds alliances; collaborates across boundaries to build strategic relationships and achieve common goals.
38. **Policy Analysis** - Knowledge of the public policy process and the ability to develop and assess public policies using tools such as (but not limited to) literature review, qualitative and quantitative data gathering and analysis, statistics, and cost-benefit analysis.
39. **Political Savvy** - Identifies the internal and external politics that impact the work of UMMS. Perceives organizational and political reality and acts accordingly.
40. **Professional Credibility** - Understands and appropriately applies principles, procedures, requirements, regulations, and policies related to specialized expertise.
41. **Professional Presence** - Presents oneself through dress, demeanor and interpersonal behavior in a manner that conveys knowledge, perspective, honesty, openness, self-assurance, and poise, and that inspires trust and confidence in others.
42. **Project Management** - Knowledge of the principles, methods, or tools for developing, scheduling, coordinating, and managing projects and resources, including monitoring and inspecting costs, work, and contractor performance.
43. **Promoting Collaboration** - Looks for opportunities to make connections with other areas within UMMS. Considers and includes internal stakeholders from across the enterprise when planning and making decisions in which they have an interest.
44. **Promoting Engagement** - Encourages and inspires others to give their best effort each day, commit to UMMS's goals and values, and contribute to UMMS success.
45. **Public Presentation** - Makes clear and convincing oral presentations to individuals and groups. Listens and responds effectively to questions. Clarifies information as needed.
46. **Quality and Process Improvement** - Identifies and implements process improvement strategies resulting in continuous quality improvement.



47. **Reasoning** - Identifies rules, principles, or relationships that explain facts, data, or other information; analyzes information and makes correct inferences or draws accurate conclusions.
48. **Research** - Knowledge of the scientific principles, methods, and processes used to conduct a systematic and objective inquiry; including study design, collection, analysis, and interpretation of data; and the reporting of results.
49. **Resilience** - Deals effectively with pressure; remains optimistic and persistent, even under adversity. Recovers quickly from setbacks.
50. **Results Orientation** - Focuses on desired results and sets and achieves challenging goals. Defines all related tasks and activities in terms of how they contribute to the results to be achieved.
51. **Speaking** - Uses correct English grammar to organize and communicate ideas in words that are appropriate to listeners and situations; uses body language appropriately.
52. **Strategic Thinking** - Formulates objectives and priorities, and implements plans consistent with the long -term interests of the organization in a global environment. Capitalizes on opportunities and manages risks.
53. **Stress Tolerance** - Deals calmly and effectively with high stress situations (for example, tight deadlines, hostile individuals, emergency situations, dangerous situations).
54. **Teaching Others** - Helps others learn through formal or informal methods; identifies training needs; provides constructive feedback; coaches others on how to perform tasks; acts as a mentor.
55. **Team Building** - Inspires and fosters team commitment, spirit, pride, and trust. Facilitates cooperation and motivates team members to accomplish group goals.
56. **Technology Management** - Keeps up to -date on technological developments. Makes effective use of technology to achieve results. Ensures access to and security of technology systems.
57. **Vision** - Takes a long -term view and builds a shared vision with others; acts as a catalyst for organizational change. Influences others to translate vision into action.
58. **Visual Display of Data** - Presents complex data, analyses, and information in easily understood formats.
59. **Working Effectively on a Team** - Promote a spirit of cooperation with other members of the work group. Champion an environment that supports effective teamwork. Have the trust and respect of the team. Foster an environment of collaboration.
60. **Written Communication** - Writes in a clear, concise, organized, and convincing manner for the intended audience.

Core Competencies (expectations for <u>all</u> UMMS employees):	How I demonstrated these competencies:	
ACCOUNTABILITY		
Holds self and others accountable for measurable, high-quality, timely, and cost-effective results	Example #1:	
Consistently demonstrates energy, enthusiasm, and maximum effort in completing responsibilities		
Demonstrates flexibility in response to changing priorities		
Accepts personal responsibility for own actions, including errors		
Supports other team members by prioritizing and altering daily routines to complete assignments		Example #2:
Complies with established policies, procedures, and rules		
Participates in cross-functional teams and works effectively with employees from diverse backgrounds		
INITIATIVE		
Takes prompt action to accomplish tasks and meet goals and objectives	Example #1:	
Completes assignments with minimal direct oversight		
Utilizes equipment, supplies, and technology to achieve maximum efficiency		
Recommends process improvements within department and organization		Example #2:
Collaborates with other employees and departments as needed		
Actively participates in the development and achievement of team goals		
PROBLEM SOLVING/DECISION MAKING		
Identifies and analyzes problems weighing the relevance and accuracy of available information and recognizing one's filters, privileges, biases, and cultural preferences	Example #1:	
Generates and evaluates alternative solutions and makes effective and timely decisions		
Reviews the effects and implications of decisions and takes appropriate follow up actions		Example #2:



QUANTITY/QUALITY of WORK		
Pays close attention to detail	Example #1:	
Strives to achieve accuracy and consistency in all tasks		
Organizes work to achieve maximum productivity		
Actively applies strategies and tactics that routinely deliver results		
Follows all safety rules, proactively works to prevent accidents, and encourages the use of sound judgment in order to comply with departmental and UMMS safety policies and procedures		Example #2:
Produces a consistently high volume of work that also meets quality standards		
SERVICE ORIENTATION		
Applies effective interpersonal and problem-solving skills when responding to clients	Example #1:	
Treats all of our diverse internal and external clients with respect and courtesy		
Understands the needs and expectations of diverse clients and anticipates how to fulfill them	Example #2:	
Demonstrates cultural sensitivity and competence when interacting with clients, fellow employees, and guests		
Takes personal responsibility applying proactive, solution focused approaches in responding to client needs		
DIVERSITY & INCLUSION		
Understands how social group identities shape the settings in which we work	Example #1:	
Demonstrates self-awareness and the ability to see other points of view, valuing diverse experiences and ways of knowing		
Negotiates conflict and facilitates discussions with culture competence and cultural humility		Example #2:
Shows commitment to continuous learning/improvement in managing diversity		



