

# 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 (MPEX-HRMEX Excluded)		APPLYING (MPEX HRM-1)		GUIDING (MPEX HRM-2)		SHAPING (MPEX HRM-3)		LEADING (MPEX HRM-4)	
	A	B	A	B	B	C	B	C	C	D
<b>Behavioural Competency Proficiency Level</b>	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 (MPEX LOG-1)		GUIDING (MPEX LOG-2)		SHAPING (MPEX LOG-3)		LEADING (MPEX LOG-4)	
	A	B	B	C	B	C	C	D	C	D
<b>Behavioural Competency Proficiency Level</b>										
<b>Change Agility</b>	Not applicable		Deals with change			Facilitates change		Leads change		Leads change
<b>Resourcefulness</b>			Maximizes resources			Mobilizes resources	Mobilizes resources			Leverages resources
<b>Teaming</b>			Creates feeling of belonging			Builds team synergy	Builds team synergy	Creates bridges <i>For sub-family Security, Safety, Environment</i>		Creates bridges
<b>Managerial Courage</b>			Takes action			Does what is best	Does what is best		Does what is best	
<b>Self-Awareness &amp; Management</b>			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
<b>Performance Orientation</b>			Perseveres			Empowers others	Empowers others			Creates vision

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## Competency Grid for Students and Academic Services Role Profiles

DEGREE OF COMPLEXITY	SUPPORTING (MUNACA positions)		APPLYING (MPEX SAF-1)			GUIDING (MPEX SAF-2)		SHAPING (MPEX SAF-3)		LEADING (MPEX SAF-4)	
	A	B	A	B	C	B	C	C	D	C	D
<b>Behavioural Competency Proficiency Level</b>	A	B	A	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	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

## MCGILL UNIVERSITY COMPETENCY GRID FOR “M GROUP”

### Competency Grid for Finance Role Profiles

DEGREE OF COMPLEXITY	SUPPORTING (MUNACA positions)		APPLYING (MPEX FIN-1)		GUIDING (MPEX FIN-2)		SHAPING (MPEX FIN-3)		LEADING (MPEX 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

# MCGILL UNIVERSITY COMPETENCY GRID FOR “M GROUP”

## Competency Grid for Communication Role Profiles

DEGREE OF COMPLEXITY	SUPPORTING (MUNACA positions)		APPLYING (MPEX COM-1)		GUIDING (MPEX COM-2)		SHAPING (MPEX COM-3)		LEADING (MPEX 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

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## Competency Grid for Administration Role Profiles

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