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# Communication

## Definition

Respectfully listens to others to gain a full understanding of issues; comprehends written material; presents information in a clear and concise manner orally and in writing to ensure others understand his/her ideas; appropriately adapts his/her message, style, and tone to accommodate a variety of audiences.

**Key Words:** Informative, Willing to share information, Open, honest and direct

## Behavioral Indicators

1. Ensures that important information from management is shared with employees and others as appropriate
2. Knows that listening is essential to understanding
3. Shares ideas and information with others who might find them useful
4. Keeps manager informed about progress and problems
5. Ensures that regular consistent communication takes place within area of responsibility
6. Gives and receives constructive feedback

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## PROFICIENCY LEVEL: Communication

### LEVEL I

- Actively listens to students and staff to put him/herself in other people's shoes to gain a better understanding of what they are saying
- Comprehends written and oral information and direction and takes appropriate action
- Communicates intentions, ideas and feelings openly and directly
- Consistently delivers accurate, clear and concise messages orally and/or in writing to effectively inform an audience
- Listens attentively to the speaker and actively asks questions to confirm understanding and avoid miscommunications
- Adapts to the needs of most audiences to ensure his/her message is understood

### LEVEL II

- Presents an open and accepting persona that allows even the most reluctant person to express his/her views
- Assists others in comprehending written and oral information and directions so they can take appropriate action
- Encourages an open exchange of ideas and different points of view; tells the truth even when it is unwelcome.
- Delivers accurate, clear and concise messages that inform and frequently persuade audiences to take action
- Demonstrates a keen ability to recognize when others are having difficulty understanding his/her message and adapts style
- Adapts to the needs of diverse audiences and/or complex situations

### LEVEL III

- Discusses the impact of change efforts honestly and directly with those affected

- Ensures the University's vision and goals are fully understood by translating them into day-to-day practices; explains the business purpose behind assignments and shifts in priorities so others can understand the "big picture"
  - Gains strong support from key players to mobilize team to champion and implement University change
  - Communicates the strategic direction in such a way that employees, at all levels, fully understand their role in achieving University goals; engages employees regularly about student services so they understand their importance to the University and their potential to contribute
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