October 31, 2019

Session Highlights/Updates
Training Courses

**UGAmart for Beginners Training**
- November 19, 9:00 a.m. - noon
- December 12, 9:00 a.m. - noon
- Register via [Training & Development](#)

**Pcard Training - online!**
- Located on the [Procurement site](#)
- Initial PCard Training
  - Refresher PCard Training
  - Procurement Card Information

**What’s New in BPSS in Nov 2019?**
- November 18, 1:30 p.m.
- [Register](#) for the webinar
Training Courses

**Project Status Report Training**
- The new Payroll Tab will be covered at these sessions.
- Register via [Professional Education Portal (PEP)](https://www.uga.edu).
- More info on the [SPA webpage](https://www.uga.edu).
  - November 13, 2:00 p.m.
  - December 9, 10:30 a.m.

**Sponsored Programs (GRASP) Training:**
- For all GRASP courses, register with [Training & Development](https://www.uga.edu).
- Class 5: Prior Approval, Audits, & Reporting; November 13, 9:00 a.m. - noon
  - NEW! [Webinar option](https://www.uga.edu)
- Class 6: Special Topics; December 3, 9:00 a.m. - noon
Training Courses

**UGAJobs Training**
- Available to units by request. *Central HR will come to you!*
  - Email hrweb@uga.edu to make the request for your unit.

**Manage Faculty Events (MFE) Additional Posts: Refresher Training**
- November 1, 10:00 a.m. - noon (Caldwell Hall, Room 410)
  - Register [here](#) for Webinar
Upcoming Downtimes

Finance & OneUSG Connect

- **November 8 at 9:00 p.m. – November 10 at noon**: UGAmart 19.3 release.

- **December 6 at 5:00 p.m. – December 9 at 7:00 a.m.**: Financial & Budget Management Feature Release – PUM (PeopleSoft Update Manager)

- **December 6 at 5:00 p.m. – December 10 at 7:00 a.m.**: The OneUSG Connect site will be unavailable. Please refer to the OneSource News page for additional information and updates.

- **December 13 from 10:00 p.m. to 2:00 a.m.**: Financial Management & Budget Management Operating System Maintenance
Holiday Communication Schedule

No Weekly Status Call
11/28
12/26
1/2

No Tuesday Tips
11/26
12/24
12/31
## Administrative Quarterly Progress Update

<table>
<thead>
<tr>
<th>Area</th>
<th>Issue/Commitment</th>
<th>Progress</th>
</tr>
</thead>
<tbody>
<tr>
<td>Data &amp; Reporting</td>
<td>New Data: Faculty metrics</td>
<td>Data on active faculty, courtesy faculty, graduate program faculty, graduate coordinators, special faculty titles, and course sections with no instructor of record are posted on the operational reports page (under the “Faculty” tab) of the OIR website.</td>
</tr>
<tr>
<td>Data &amp; Reporting</td>
<td>Identify an easy way to see payroll by person on sponsored projects.</td>
<td>A new tab was added to the Project Status Report called “Payroll Transaction List” that shows paid and encumbered amounts by project team member.</td>
</tr>
<tr>
<td>Data &amp; Reporting</td>
<td>Payroll data in reporting tools</td>
<td>This has been released in the Position Funding Cube (requires VPN). Training is available.</td>
</tr>
<tr>
<td>Graduate Assistants</td>
<td>Reduce burden of managing Grad Assistants</td>
<td>OFA will accept all requests to load graduate students in Banner as potential instructors of record, regardless of their position type in OneUSG Connect. This new process was implemented in July 2019 and should reduce burden in managing graduate assistants.</td>
</tr>
<tr>
<td>Human Resources</td>
<td>Launch new HR Service Center dedicated to unit support and improved processing times.</td>
<td>The new Service Center was fully launched by July 2019. Processing times had peaked at an average of 22 days with 1,375 hiring proposals processed in May. By August, this was down to 12 days with 2,025 hiring proposals processed. Processing times in both Central HR and background investigations have decreased. See Fig 1 below for more detail.</td>
</tr>
<tr>
<td>Human Resources</td>
<td>Establish dedicated HR contacts for each unit.</td>
<td>This support structure has been created and is now in use. This was communicated to campus on September 11, 2019. The list of unit contacts can be found on the HR Website.</td>
</tr>
<tr>
<td>Purchasing</td>
<td>Need one place to see open purchase orders and available balances.</td>
<td>The query UGA_PO_OPEN_AMOUNT in the UGA Financial Management System was enhanced to address this issue. Training is available.</td>
</tr>
<tr>
<td>Time &amp; Labor</td>
<td>The discrepancy between the time approval and absence deadlines was causing confusion, and a short turnaround time on Monday mornings.</td>
<td>The Bi-Weekly Payroll Absence approval deadline was moved by USG to 10 a.m. on Mondays to align with the Time approval deadline.</td>
</tr>
</tbody>
</table>

Admin Memo sent 10/28
Posted on the Roadmap Page

![HR Hiring Proposal Processing Times (CY2019)](chart.png)

HR Hiring Proposal Processing Times (CY2019)
Checklists

**Unit Task List**

- 2 pages for BiWeekly
- 2 pages for Monthly
October 31, 2019

Financials,
Budgets,
Reporting
The Fiscal Master Calendar combines key dates and deadlines into a single location. It also includes a "target date" and a "completed date."

- Can be exported into Outlook or Excel.
- Can be filtered to show only items relevant to one or more area:
  - Budgets
  - Accounting
  - Payroll
Purchasing

UGAmart 19.3 Release

- UGAmart 19.3 Release
- 9:00 p.m. Friday, November 8 through noon Sunday, November 10.

- UGAmart will no longer function in Internet Explorer (IE) older versions 6-10. It will continue to function in the latest versions of IE (version 11), Edge, Chrome, Firefox, and Safari.

- Further release details will be communicated through UGA EITS Systems Status
General Ledger/Commitment Control
Speedtype Review

• Currently, 13,000+ different Speedtypes set up in the UGA Financial Management System.

• Please take a moment to review Speedtypes within your unit/department for need and accuracy.

• Each Major Unit has at least one employee that can edit SpeedTypes.

• UGA_GL_SPEEDTYPES query shows Speedtypes by Department ID or other search criteria.

• In this query, the percent sign (%) is used as a wild card in order to see multiple Department IDs at the same time.

  • Example: if you want to see all Speedtypes in the College of Arts & Sciences departments, enter 19% in the department field that comes up as prompt in the query. If all of your departments begin with 1933 then you could insert 1933% to narrow the results.
General Ledger/Commitment Control
Speedtype Review

Review:

• Are the correct combination of chartfields saved in the Speedtype? The Chart of Accounts Code Structure document is a great reference to use for this.

• Do not save Budget Reference or Account Code in Speedtypes. These should be entered separately in each transaction for accuracy.

• Are all of the chartfields still active? For example, is there an old Department ID or Project saved in the Speedtype that is no longer active? If so, please delete or update the Speedtype to prevent errors that will result when selecting the Speedtype to initiate a transaction.

• All Speedtypes must be set up as “Universal.” No Speedtypes should be set as “One User” as this creates problems for processes that run in the Financial Management System. Tutorials are available if you would like a refresher!
Known Issue Title: Transactions missing in Project reporting tables

Audience: Faculty and staff using project reporting tools

Overview: Transactions originating from a GL interface are missing analysis types. This can cause blank ($0) transactions and inaccurate balances. This affects anything that reads from the PROJRESOURCE table, which includes the Project Status Report, Project Status Cube and a variety of Financial Management System queries. Affects a significant number of grants.

Resolution: Additional work is needed. Partial fix was applied to the Financial System to correct data 10/30/19.
2020 Benefits Enrollment
Open through November 8

• Review choices for 2020 in the 2020 USG Comparison Guide.

• Visit the USG Human Resources website or contact the OneUSG Connect-Benefits Call Center at (844)587-4236 for more information.

• Shared Sick Leave Pool Enrollment (those eligible received a direct email on Friday, October 25)
**IMPORTANT**

- Employees carrying health insurance must re-certify tobacco status for all dependents over the age of 18 during open enrollment.
- Employees that cover a spouse on their health insurance must complete the working spouse surcharge section.

Those that take no action on these items will automatically be defaulted to the $100/month surcharge for each category.
Manager Self-Service
Known Issue

• If you experience issues with delegation in OneUSG Connect, after following the complete steps outlined in the training materials, please send email to oneusgsupport@uga.edu with subject "Delegation Accepted but not active".
  • OneUSG Support will need to reinitiate the delegation.
  • Best practice would be to initiate your delegation early to make sure it is working correctly.
  • This is time sensitive as the proxy will not be able to work transactions between the begin date and OneUSG Support reinitializing the delegation.
Payroll
Additional Pay Query

Payroll section of OneUSG Connect System Manager WorkCenter:

NEW:

- 180_PY_ACTIVE_ADDL_PAY query
- Pulls active additional pay

Replaces:

- 180_PY_ADDL_PAY_BY_PAYRUNID query
- Projected additional pay based on payrun ID
Workforce Administration
Additional view for OneUSG Connect Job Data

- Possibility to *link from future Queries*
- Included with *Job Data View role (must be requested)*
  - *Training Link*

- Provides a view of effective dated job actions

- Navigation: Navigator > Workforce Administration > Job Information > Review Job Information > *Workforce Job Summary*
Workforce Administration

Additional view for OneUSG Connect Job Data

- Provides a single-screen view to effective dated rows
- Similar tabs as Job Data View
Workforce Administration

Additional view for OneUSG Connect Job Data

- Lists effective dates in chronological order
- Groups effective sequences together in descending order
- Shows Top Of Stack first (could be a future dated row)
Workforce Administration

Additional view for OneUSG Connect Job Data

Easier to view which data is effective
October 31, 2019

Staff Competency Model Initiative
Staff Competency Model Initiative
SCM Advisory Group Meeting
October 2019

UGA Human Resources
Agenda

- Objectives
- Review: What is a Competency Model?
- High-Level Timeline
- Competency Model Inputs
- Data Analysis Process by Level
- Engagement Activity
- Critical KSAO Results
- Top 10 Mentioned KSAOs – Focus Groups

- Competency Composition – Core, Functional, & Leadership
- Competency Model
- Next Steps
- Behavioral Descriptor Workshops
- Support Needed
- Questions
- Appendix

RESPECT – TRANSPARENCY – EXCELLENCE -- ACCOUNTABILITY
Objectives

1. Update the progress on our timeline

2. Share the results so far and the proposed competency model framework
What is a Competency Model?

- **KSAO** – the knowledge, skill, ability or other characteristics that an individual have or displays that helps him or her perform well on the job.

- **Competency** – a *collection* of Knowledge, Skills, Abilities, and other characteristics that contribute to varying levels of performance.

- **Competency Model** – a collection of competencies that will help us hold each other accountable, set standards and expectations, and help carry us as an institution forward into the future.
**UGA STAFF COMPETENCY MODEL TIMELINE**

OneSource HCM Team begins extensive review of UGA and USG job code categories including impact on budget processes, HR changes and impacts, OIR reporting needs, and impact on employee types.

**Spring 2018**

**Summer-Fall 2018**
UGA adopts new USG Job Categories (B-CATS) with go-live of OneUSG Connect HCM implementation. USG Job Categories migrated into UGALabs system.

**December 2018**
HR kicks off UGA Staff Competency Model Initiative with an initial meeting of the Advisory Group.

**Winter 2019**
Project team collects job data from staff and begins data analysis including Task Review Questionnaire, Focus Groups, and Job Analysis Questionnaire.

**Spring-Summer 2019**

**2020**
Review and revision of competency model based on evaluation and feedback from supervisors, managers, and targeted campus stakeholders.

**January 2020**
Phase I Roll-out of Staff Competency Model to supervisors and managers, including training.

**Fall 2019**
Data analysis and validation efforts continue with goal of developing job description templates and job competency descriptions.

**2022**
Staff annual performance assessment based on competency model available for use.
Comptency Model Inputs

**Preliminary Task Analysis 04/2019**
Data collected from SMEs on common tasks and attributes in UGA job families via surveys

**Focus Groups 06/2019**
Data collected from 62 focus groups conducted to clarify common tasks & attributes

**Job Analysis Questionnaire 09/2019**
Data collected from SMEs on common tasks and attributes in UGA job families

**Data Analysis & Model Creation 09/2019**
SMEs identified common task in UGA job families

**Behavioral Statement Development & Validation 09/2019-11/2019**
Write, sort, & rate behavioral statements

**Post-Implementation Evaluation, Feedback, & Revisions 2020**
Review and revise based on 30-60-90 feedback and evaluation

**Training and Implementation 01/2020**
Engagement Activity
Please identify 5 of the following KSAOs that you believe will most help us achieve UGA's mission and adhere to USG's core values.

Adaptability & Flexibility
Attention to Detail
Cooperation
Critical Thinking
Dependability
Effective Communication
Inclusiveness
Initiative
Institutional Knowledge
Integrity
Judgement & Decision-Making
Learning Agility
Optimism
Persistence
Problem Sensitivity
Results Driven
Service Orientation

A
B
C
D
E
F
G
H
I
J
K
L
M
N
O
P
Q
Top 10 Mentioned KSAOs – Focus Groups

- Learning Agility
- Adaptability /Flexibility
- Detail Orientation
- Cooperation
- Planning/Prioritization
- Service Orientation
- Effective Communication
- Organizational Skills
- Results Driven
- Concern for Others
JAQ Participants

6,130 Staff Invited
3,013 Staff Participated
49.2% Response Rate
2,833 Valid Sample

Leaders
15
Managers
392
Exempt Staff
982
Non-Exempt Staff
1444
Data Analysis Process by Job Level

- **Non-Exempt Staff**
  - By Job Level Task & KSAO Data Analyzed
- **Exempt Staff**
  - By Job Level KSAO cut-offs identified
  - By Job Level KSAOs mapped to Competencies
- **Managers**
- **Leaders**
# JAQ Critical KSAO Results

<table>
<thead>
<tr>
<th>All Job Levels</th>
<th>Only Managers &amp; Leaders</th>
<th>Functional Knowledge and Skills</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Integrity</td>
<td>1. Giving &amp; Receiving Feedback</td>
<td></td>
</tr>
<tr>
<td>2. Attention to Detail</td>
<td>2. Complex Problem Solving</td>
<td></td>
</tr>
<tr>
<td>4. Effective Communication</td>
<td>4. Leadership</td>
<td></td>
</tr>
<tr>
<td>5. Adaptability &amp; Flexibility</td>
<td>5. Process Improvement</td>
<td></td>
</tr>
<tr>
<td>7. Critical Thinking</td>
<td>7. Strategic Thinking</td>
<td></td>
</tr>
<tr>
<td>8. Initiative</td>
<td>8. Coaching</td>
<td></td>
</tr>
<tr>
<td>10. Results Oriented</td>
<td>10. Management of Personnel Resources</td>
<td></td>
</tr>
<tr>
<td>11. Persistence</td>
<td>• Innovation</td>
<td></td>
</tr>
<tr>
<td>12. Inclusiveness</td>
<td></td>
<td></td>
</tr>
<tr>
<td>13. Institutional Knowledge</td>
<td></td>
<td></td>
</tr>
<tr>
<td>14. Optimism</td>
<td></td>
<td></td>
</tr>
<tr>
<td>15. Judgment &amp; Decision Making</td>
<td></td>
<td></td>
</tr>
<tr>
<td>16. Problem Sensitivity</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Service Orientation (Concern for Others)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Competency Model Mapping

Critical KSAO Results

All Job Levels
1. Integrity
2. Attention to Detail
3. Dependability
4. Effective Communication
5. Adaptability & Flexibility
6. Cooperation
7. Critical Thinking
8. Initiative
9. Learning Agility
10. Results Oriented
11. Persistence
12. Inclusiveness
13. Institutional Knowledge
14. Optimism
15. Judgment & Decision Making
16. Problem Sensitivity
   • Service Orientation (Concern for Others)

Only Managers & Leaders
1. Giving & Receiving Feedback
2. Complex Problem Solving
3. Change Management
4. Leadership
5. Process Improvement
6. Political Astuteness
7. Strategic Thinking
8. Coaching
9. Administration & Management
10. Management of Personnel Resources
   • Innovation

Functional Knowledge and Skills

- Acts with Integrity
- Leverages Learning
- Serves Others
- Delivers Results
- Makes Well-Informed Decisions
- Communicates Effectively
- Functional Knowledge and Skills
- Drives Results
- Leads Strategy
## Competency Composition – Core

<table>
<thead>
<tr>
<th>Acts with Integrity*</th>
<th>Serves Others</th>
<th>Delivers Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>Inclusiveness</td>
<td>Cooperation</td>
<td>Attention to Detail</td>
</tr>
<tr>
<td>Integrity</td>
<td>Dependability</td>
<td>Initiative</td>
</tr>
<tr>
<td></td>
<td>Optimism</td>
<td>Persistence</td>
</tr>
<tr>
<td></td>
<td>Service Orientation (Concern for Others)</td>
<td>Results Oriented</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Leverages Learning*</th>
<th>Communicates Effectively</th>
<th>Makes Well-Informed Decisions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Institutional Knowledge</td>
<td>Active Listening</td>
<td>Judgment &amp; Decision Making</td>
</tr>
<tr>
<td>Learning Agility</td>
<td>Oral Communication</td>
<td>Critical Thinking</td>
</tr>
<tr>
<td>Adaptability &amp; Flexibility</td>
<td>Written Communication</td>
<td>Problem Sensitivity</td>
</tr>
</tbody>
</table>

*See UGA’s Mission Statement & Values Appendix 9
## Competency Composition – Functional (Examples)

<table>
<thead>
<tr>
<th></th>
<th>Unacceptable (1)</th>
<th>Meets Expectations (3)</th>
<th>Far Exceeds Expectations (5)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Does not demonstrate</td>
<td>Does not demonstrate the skills and knowledge necessary to effectively accomplish tasks within one’s own function or work group.</td>
<td>Demonstrates skills and knowledge relevant to one’s own function or work group.</td>
<td>Demonstrates expertise in skill and knowledge within areas relevant to one’s own function or work group.</td>
</tr>
<tr>
<td>the skills and knowledge necessary to effectively accomplish tasks within one’s own function or work group.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Seldom considers or applies best practices in discipline or specialty area.</td>
<td>Applies current best practices in discipline or specialty area.</td>
<td>Develops and contributes to best practices in discipline or specialty area for the work group.</td>
<td></td>
</tr>
<tr>
<td>Does not stay aware of major developments in discipline or specialty area.</td>
<td>Stays aware of major developments in discipline or specialty area.</td>
<td>Serves as a resource for others regarding major developments in discipline or specialty area, and facilitates sharing of methods and knowledge.</td>
<td></td>
</tr>
<tr>
<td>Seen by customers and team members as lacking functional knowledge and skills.</td>
<td>Recognized by customers and team members for functional knowledge and skills.</td>
<td>Consistently, in all cases, seen by customers and team members as possessing high functional knowledge and skills.</td>
<td></td>
</tr>
</tbody>
</table>
### Competency Composition - Leadership

<table>
<thead>
<tr>
<th>Leads Strategy</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administration &amp; Management</td>
</tr>
<tr>
<td>Change Management</td>
</tr>
<tr>
<td>Complex Problem Solving</td>
</tr>
<tr>
<td>Innovation</td>
</tr>
<tr>
<td>Strategic Planning</td>
</tr>
<tr>
<td>Process Improvement</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Drives Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>Coaching</td>
</tr>
<tr>
<td>Gives &amp; Receives Feedback</td>
</tr>
<tr>
<td>Leadership</td>
</tr>
<tr>
<td>Management of Personnel Resources</td>
</tr>
<tr>
<td>Political Astuteness</td>
</tr>
</tbody>
</table>
# Competency Model

<table>
<thead>
<tr>
<th>Core Competencies</th>
<th>Non-Exempt</th>
<th>Exempt</th>
<th>Managers</th>
<th>Leaders</th>
</tr>
</thead>
<tbody>
<tr>
<td>Acts with Integrity</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Leverages Learning</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Serves Others</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Delivers Results</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Makes Well-Informed Decisions</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Communicates Effectively</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Functional Knowledge &amp; Skills</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Leadership Competencies</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Leads Strategy</td>
<td></td>
<td></td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Drives Results</td>
<td></td>
<td></td>
<td>X</td>
<td>X</td>
</tr>
</tbody>
</table>
## Behavioral Descriptors

<table>
<thead>
<tr>
<th>Communicates Effectively</th>
<th>Unacceptable (1)</th>
<th>Meets Expectations (3)</th>
<th>Exceed Expectations (5)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>At times does not provide regular, consistent, or meaningful information to others; requires frequent prompting and follow-up</td>
<td>Provides regular, consistent, and meaningful information to others; ensures appropriate individuals are informed.</td>
<td>Proactively gives regular, consistent, and meaningful communication throughout organization; ensures important matters are shared with all appropriate individuals.</td>
</tr>
<tr>
<td></td>
<td>Does not tailor communication style to the needs of the audience; shows little appreciation for importance.</td>
<td>Tailors communication style to the needs of each situation and audience.</td>
<td>Consistently, in all cases, tailors communication style to the needs of the audience; often follows up to ensure message is understood.</td>
</tr>
<tr>
<td></td>
<td>Does not listen carefully; seldom ensures message is understood.</td>
<td>Listens carefully to others, asks questions for clarification, and ensures message is understood.</td>
<td>Consistently listens to others with care and interest; asks questions for clarification and ensures the message is understood.</td>
</tr>
</tbody>
</table>
Questions
Appendix 4: Critical KSAO Definitions

• **Integrity** - Job requires being honest, transparent, and ethical.

• **Attention to Detail** - Job requires being careful about detail and thorough in completing work tasks.

• **Dependability** - Job requires being reliable, responsible, dependable, and fulfilling obligations.

• **Effective Communication** - The ability to communicate information and ideas so others will understand in both written and oral formats.

• **Adaptability & Flexibility** - Job requires being open to change (positive or negative) and to considerable variety in the workplace.
Appendix 4: Critical KSAO Definitions

• Cooperation - Job requires being pleasant with others on the job and displaying a good-natured, cooperative attitude.

• Critical Thinking - Using logic and reasoning to identify the strengths and weaknesses of alternative solutions, conclusions or approaches to problems.

• Initiative - Job requires a willingness to take on responsibilities and challenges.

• Learning Agility - The ability and willingness to learn from experience and then apply that learning to perform successfully in new situations.

• Results Driven - Focuses on producing consistent and quality outcomes.

• Persistence - Job requires persistence in the face of obstacles.
Appendix 4: Critical KSAO Definitions

- **Inclusiveness** - Creating a working environment that values the individual and group differences within its work force to achieve the vision and mission of the organization.

- **Institutional Knowledge** - Knowledge of the processes, systems, cultural values, and policies that makes up the organization.

- **Optimism** - Having a positive outlook; exemplifying positive behavior and speech.

- **Judgement & Decision-making** - Considering the relative costs and benefits of potential actions to choose the most appropriate one.

- **Problem Sensitivity** - The ability to tell when something is wrong or is likely to go wrong. It does not involve solving the problem, only recognizing there is a problem.

- **Service Orientation** - Actively looking for ways to help people.
Appendix 4: Critical KSAO Definitions

- **Giving & Receiving Feedback** - The ability to give and receive constructive criticism without becoming defensive or forcing others to become defensive.

- **Complex Problem Solving** - Identifying complex problems and reviewing related information to develop and evaluate options and implement solutions.

- **Change Management** - Understanding the need for change and helps plan for and accommodate it as creatively and positively as possible.

- **Leadership** - Job requires a willingness to lead, take charge, and offer opinions and direction.

- **Process Improvement** - Helping keep the focus on improving the way things are done on a regular basis.

- **Political Astuteness** - The ability to exhibit confidence and professional diplomacy, while effectively relating to people at all levels of the organization both internally and externally.
Appendix 4: Critical KSAO Definitions

- **Strategic Planning** - Sets priorities, focuses energy and resources, strengthens operations, ensures that stakeholders are working toward common goals, establishes agreement around intended outcomes/results, and assesses and adjusts the organization's direction.

- **Coaching** - Guiding others to make the most of their available skills to ensure success and continuously develop.

- **Administration & Management** - Knowledge of business and management principles involved in strategic planning, resource allocation, human resources modeling, leadership technique, production methods, and coordination of people and resources.

- **Management of Personnel Resource** - Motivating, developing, and directing people as they work, identifying the best people for the job.

- **Innovation** - Job requires creativity and alternative thinking to develop new ideas for and answers to work-related problems.
Appendix 5: UGA Mission & Values

• UGA’s Mission Statement
  • To Teach
  • To Serve
  • To Inquire into the nature of things

• USG Core Values
  • Integrity - We will be honest, fair, impartial, and unbiased in our dealings both with and on behalf of the USG
  • Excellence - We will perform our duties to foster a culture of excellence and high quality in everything we do.
  • Accountability - We firmly believe that education in the form of scholarship, research, teaching, service, and developing others is a public trust. We will live up to this trust through safeguarding our resources and being good stewards of the human, intellectual, physical, and fiscal resources given to our care.
  • Respect - We recognize the inherent dignity and rights of every person, and we will do our utmost to fulfill our resulting responsibility to treat each person with fairness, compassion, and decency.
Questions/Suggestions/Concerns

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