



THE UNIVERSITY OF NORTH CAROLINA WILMINGTON

Student Services Specialist Competency Profile

Description of Work:

Work in this career band involves performing a range of student services and related administrative work within a university student support setting. Some positions included in this career band are characterized by tasks, which follow prescribed laws and guidelines while other positions are focused on student academic, social, and emotional development. Work includes managing, administering, directing, promoting, and leading activities in the areas of admissions, financial aid, registration, residence life, student center and outdoor facilities and other administrative units dedicated to student service. Employees are responsible for managing data using a variety of computer applications, making independent decisions within university policy, interpreting, communicating, and adhering to policies and procedures, developing and establishing adequate internal controls to support legislation, evaluating patterns and recommending alternatives, student personnel management and scheduling, student development, developing and maintaining effective working relationships with and among students, parents, faculty, and staff, and other external entities and providing excellent customer service. This work may also include research, planning, development, and implementation of student programming in response to student and university needs. Work will often require extensive contact with accreditation agencies, counterparts and colleagues at other Universities, as well as the campus community and local and/or regional community in order to explain programming options, processes, policies, and procedures. Work may involve the coordination of off-campus travel for student or employee groups participating in activities and competitions as well as travel to attend college fairs, workshops, conferences, etc. Employees will be required to exercise confidentiality in accordance with policy and applicable state, federal and local laws such as FERPA (Family Educational Rights and Privacy Act) and HIPAA (Health Insurance Portability and Accountability Act). Employees will also be expected to make independent administrative decisions regarding labor, budget management, facilities and inventory management, program expenses within current funding levels, as well as projecting future expenses for program continuation, development, and implementation.

Competencies	Definition
Managing Work Processes	Ability to measure and evaluate work processes, services and products to achieve organizational goals. Ability to redesign processes as needed using best methods and technology to meet or exceed business needs. Ability to use appropriate methods to identify opportunities, implements solutions, and measure impact. Ability to develop and establish adequate internal controls to measure and evaluate work processes.
Decision Making	Knowledge of and ability to use effective approaches for choosing a course of action of developing appropriate solutions and/or reaching conclusions. Ability to take action consistent with available facts, constraints, and anticipated consequences. Ability to

	analyze and synthesize relevant policies and legislation, and apply them across a variety of situations.
Coordination - Operations	Ability to facilitate the flow of work for a process or procedure. Knowledge of appropriate procedures for collecting and reviewing information. Ability to monitor or regulate those procedures, tasks or activities.
Program Management	Ability to coordinate and administer programs, activities and protocols. Ability to manage resources, monitor activities and assess environmental risks and quality control associated with the program.
Client/Customer Service	Ability to develop and maintain strong relationships with clients (those who purchase goods or services and for whom formal professional services are rendered) or customers (those who consume goods and services) by listening to the client/customer and understanding and responding to identified needs. Customers include but are not limited to students, faculty, donors, parents and visitors.
Information/Records Administration	Knowledge of appropriate data collection policy and procedures, filing systems, computer application and data management systems and programs. Ability to compile, assimilate, organize and store printed and electronic information. Ability to review, compile and analyze information to prepare reports. Knowledge of policies and procedures related to the collections, retention, destruction and dissemination of electronic and printed records.
Managing Work & Performance	Ability to establish work rules, acceptable levels of quality and quantity of work and learning outcomes for student workers and staff; reviews work and measures performance of others and develops individuals' competencies.

ROLE DESCRIPTIONS BY COMPETENCY LEVEL		
Contributing	Journey	Advanced
<p>Coordinates a limited scope of work processes and program operations; Assists in development of program standards and changes; Solves routine problems within standard requirements and refers exceptions to higher authority. Participates in student learning and leadership involvement initiatives to meet program goals and services; Collects, researches and provides preliminary data analysis for standard reports. Monitors work of student workers, reviews daily performance and gives instructions for improvement.</p>	<p>Coordinates and manages a broad scope of work operations or multiple programs requiring special expertise and processes to meet programmatic expectations and outcomes. Initiates creative programming to engage student participation and develops internal processes. Identifies and understands student service issues, client needs, and matters of a recurring nature to effectively address and resolve the issue. Independently interprets policy and procedure within delegated authority when responding to client/customer requests and non-standard issues. Collects, researches, and analyzes information for processing, monitoring, or measuring data for non-standard reports. May assign and review the work of others. Mentors and assists others in various areas of technical expertise. Conducts training for groups and individuals.</p>	<p>Provides leadership and sets the direction for the department or unit to achieve organizational goals. Authority to independently initiate or implement new approaches and policies to resolve non-standard problems and issues of broad scope and complexity. Works to resolve issues that are unprecedented in nature and may have far reaching impact. Develops and oversees processes, procedures and programs to enhance organizational goal achievement. Develops new, innovative approaches to address and improve current and future programs, processes and procedures. Develops multifaceted reports for use in a variety of areas within student services. Provides expertise in main area of focus Evaluates accomplishments of the unit to ensure program missions and goals are being met. Makes final review for most difficult, controversial or sensitive work to assess and problem solve.</p>

Competency Definition	Note: Competency statements are progressive and not all competencies apply to every position/employee. Evaluate only those that apply.		
Managing Work Processes	Contributing	Journey	Advanced
Ability to measure and evaluate work processes, services and products to achieve organizational goals. Ability to redesign processes as needed using best methods and technology to meet or exceed business needs. Ability to use appropriate methods to identify opportunities, implements solutions, and measure impact. Ability to develop and establish adequate internal controls to measure and evaluate work processes.	Identifies, documents, drafts and provides input to proposed changes to work standards, processes and procedures for discussion with stakeholders and supervisors. Assists in the development of learning activities designed to implement these changes.	Communicates and works with employees to gain understanding of a commitment to set work standards, processes, and procedures; Provides ongoing feedback to employees on performance expectations and identifies and suggests areas of improvement. Creates and facilitates learning opportunities that may include active participation, networking with colleagues in other organizations or attending in-house training on related systems operations. Provides directional input on program services.	Provides leadership and sets the direction for the department or unit to achieve organizational goals. Actively seeks input to identify best practices; designs, finalizes and implements changes that affect a broad range of constituents.
Decision Making	Contributing	Journey	Advanced
Knowledge of and ability to use effective approaches for choosing a course of action of developing appropriate solutions and/or reaching conclusions. Ability to take action consistent with available facts, constraints, and anticipated consequences. Ability to analyze and synthesize relevant policies and legislation, and apply them across a variety of situations.	Recommends approaches to solving routine problems relating to programmatic requirements or standards.	Knowledge and use of effective approaches for choosing a course of action or developing appropriate solutions and/or reaching conclusions. Takes action consistent with available facts, constraints, and anticipated consequences. Ability to analyze and synthesize relevant policies and legislation, and apply them across a variety of situations.	Authority to independently initiate or implement new approaches and policies to resolve non-standard problems and issues of broad scope and complexity.

Coordination - Operations	Contributing	Journey	Advanced
Ability to facilitate the flow of work for a process or procedure. Knowledge of appropriate procedures for collecting and reviewing information. Ability to monitor or regulate those procedures, tasks or activities.	Coordinates a limited scope of work operations and processes to meet desired outcomes, including student, staff and program work operation scheduling.	Coordinates and manages a broad scope of work operations and processes to meet programmatic expectations and outcomes.	Appropriately directs, evaluates and implements improvements to maximize organizational goal achievement. Develops and oversees processes, procedures and programs to enhance organizational goal achievement.
Program Management	Contributing	Journey	Advanced
Ability to coordinate and administer programs, activities and protocols. Ability to manage resources, monitor activities and assess environmental risks and quality control associated with the program.	Addresses and resolves routine service matters, referring to higher authority for issues outside standard operating procedures. Collects, researches and provides preliminary data analysis. Creates standardized reports for review by supervisor. Proactively participates in promoting student learning and leadership involvement initiatives in meeting program goals and services. Prioritizes workload.	Identifies and understands student service issues, client needs, and matters of a recurring nature to effectively address and resolve the issue. Initiates creative programming to engage student participation. Collects, researches, and analyzes information for processing, monitoring, or measuring data. Develops some internal processes and prioritizes workload. Generates non-standard reports. May function as a team member of more than one student service program team or specific area of expertise. May assign and review the work of others. Mentors and assists others in various areas of technical expertise. Conducts training for groups and individuals.	Works to resolve issues that are unprecedented in nature and may have far reaching impact. Develops new, innovative approaches to address and improve current and future programs, processes and procedures. Develops multifaceted reports for use in a variety of areas within student services. Provides expertise in main area of focus.

<p>Client/Customer Service</p> <p>Ability to develop and maintain strong relationships with clients (those who purchase goods or services and for whom formal professional services are rendered) or customers (those who consume goods and services) by listening to the client/customer and understanding and responding to identified needs. Customers include but are not limited to students, faculty, donors, parents and visitors.</p>	<p>Contributing</p> <p>Works to develop good, efficient customer relations within program area. Answers routine requests, referring non-standard issues to higher authority level</p>	<p>Journey</p> <p>Develops and maintains effective working relationships with client/customer in order to initiate, facilitate and complete work in assigned student service program area. Independently interprets policy and procedure within delegated authority when responding to client/customer requests and non-standard issues. Recognizes how individual decisions impact other program areas and their goals. Employs de-escalation techniques and conflict management strategies when appropriate. Understands the role of clients in their work environment.</p>	<p>Advanced</p> <p>Proactively and independently troubleshoots issues within program area. Authorized to make exceptions to policies and procedures that may have wide impact on other program areas.</p>
<p>Information/Records Administration</p> <p>Knowledge of appropriate data collection policy and procedures, filing systems, computer application and data management systems and programs. Ability to compile, assimilate, organize and store printed and electronic information. Ability to review, compile and analyze information to prepare reports. Knowledge of policies and procedures related to the collections, retention, destruction and dissemination of electronic and printed records.</p>	<p>Contributing</p> <p>Collects and inputs data and performs research and analysis for supervisory review. Assists with program improvements. Adheres to university, state, and federal confidentiality regulations. Assists with program improvements and documentation.</p>	<p>Journey</p> <p>Performs research, data collection, and analysis of information, and report writing. Utilizes, reconciles, and manipulates data from different internal and external software systems; Applies an in-depth knowledge of program specialty or multiple program areas to improve existing programs or develop new programs.</p>	<p>Advanced</p> <p>Appropriately evaluates, updates and applies learning to improve overall program(s) specialty or a broad range of student centered program services. Researches and develops new, innovative approaches to address and improve current and future programs, processes and procedures; Utilizes and interprets data from a broad scope to implement innovative approaches and program improvements. Develops comprehensive reports to be utilized in a variety of areas.</p>

Managing Work & Performance	Contributing	Journey	Advanced
Ability to establish work rules, acceptable levels of quality and quantity of work and learning outcomes for student workers and staff; reviews work and measures performance of others and develops individuals' competencies.	Monitors work of student workers and staff, closely and ongoing, to assess and problem-solve. Reviews performance on a daily basis and provides suggestions and gives instructions for improving work.	Reviews work of student workers and staff upon completion to assess and problem solve. Reviews accomplishments of the unit over a short-range period to insure that performance and service meet the required standards.	Evaluates accomplishments of the unit to ensure program missions and goals are being met. Makes final review for most difficult, controversial or sensitive work to assess and problem solve.
Training & Education	Recommended Minimum Training: Graduation from a four-year college or university or equivalent combination of training and experience.		
Special Note:	This is a generalized representation of positions in this class and is not intended to identify essential work functions per ADA. Examples of competencies are primarily those of the majority of positions in this class and may not be applicable to all positions. Diplomas or degrees must be received from appropriately accredited institutions		