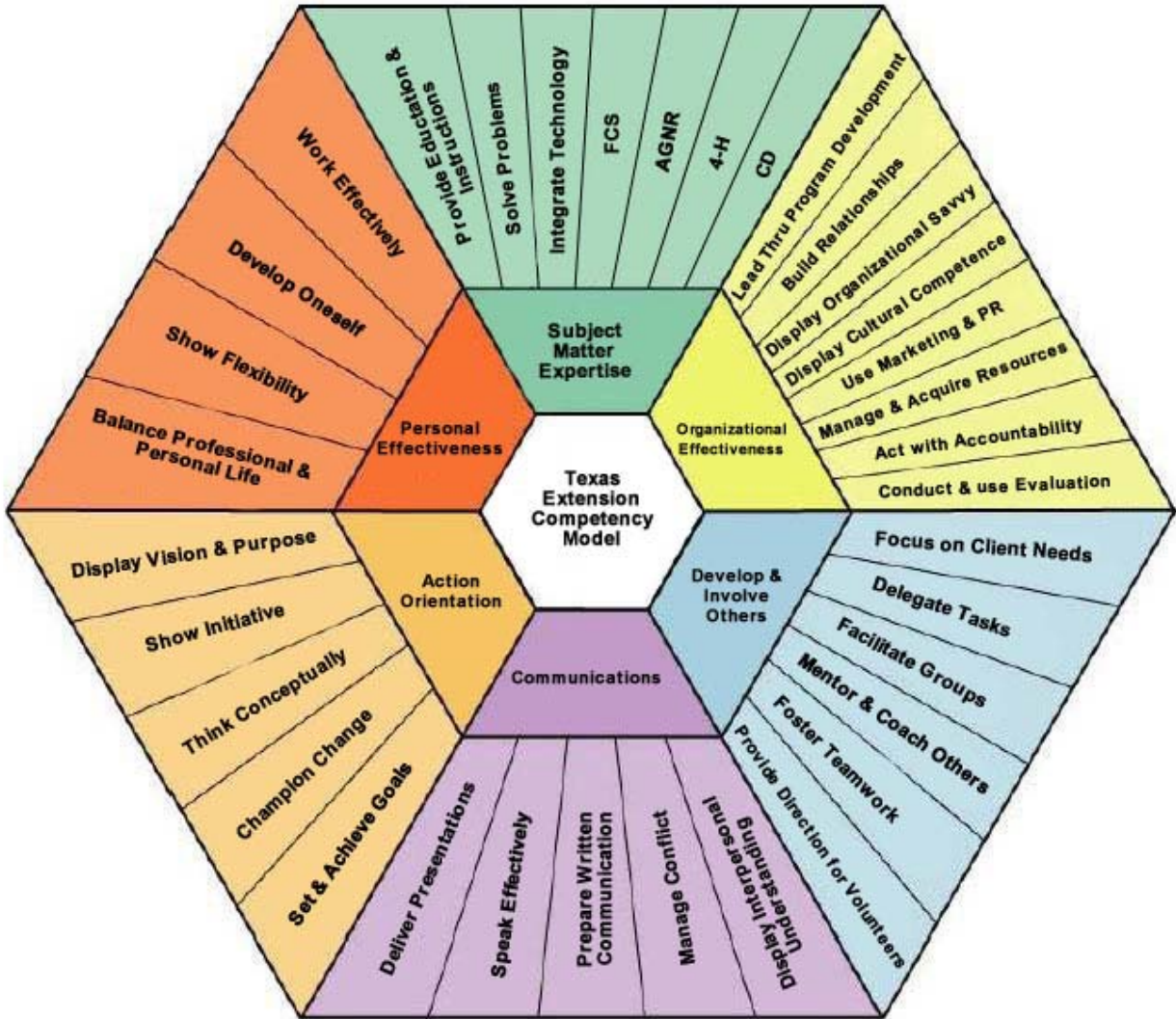


Texas Cooperative Extension, The Texas A&M University System
Competency Model

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Texas Cooperative Extension, The Texas A&M University System
Competency Definitions

Subject Matter Expertise	
A thorough knowledge and skills in the performance of a given task or subject matter area, including skills in providing education and instruction, solving problems, and integrating technology.	
Demonstrate Subject Matter Expertise in: <ul style="list-style-type: none"> • Family & Consumer Sciences • Ag & Natural Resources • 4-H and Youth Development • Community Development 	Has the knowledge and skills to be viewed as an expert in the performance of a given task or subject matter area. Has the delegated authority to examine the issue and plan and implement a strategy for resolving the issue.
Provide Education & Instruction	A thorough working knowledge of the principles of teaching and learning. Selects appropriate instructional strategies for the audience. Promotes high levels of learning and involvement and seizes opportunities to provide alternative instructional delivery to meet the needs the program objectives.
Solve Problems	Defines an issue clearly and succinctly, gathers the information needed and brings an objective, unbiased approach to problem solving. Grasps complexities and perceives relationships among problems or issues. Clarifies complex situations for others when working in groups. Views problems as challenges to be overcome and recognize that problems can be opportunities to build skill, abilities, and relationships.
Integrate Technology	Understands the impact of technological change on the organization and accepts the inevitability of change and the growth of technology and science. Seeks efficient and cost efficient ways to integrate technology in the workplace and in programs to help Extension and clientele.

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Organizational Effectiveness	
Accomplishes the mission of Extension through program development and evaluation efforts, as well as the ability to build relationships and act with accountability.	
Lead Through Program Development	Engages the community in developing and delivering effective educational programs. Designs implements, evaluates and accounts for significant Extension education programs that improve the quality of life for their clientele.
Build Relationships	Builds solid relationships with others both in the organization and externally in order to develop effective programs and achieve the goals of the organization. Acts with integrity and is trustworthy. Develops networks and builds alliances, collaborates across boundaries and finds common ground with a widening range of stakeholders.
Display Organizational Savvy	Demonstrates a broad understanding of the mission, vision and values of the organization as well as the formal and informal Extension culture. Knows and effectively applies practices related to advisory groups, program delivery strategies, risk management systems, facilities management, and resource management practices in order to deliver programs most effectively. Understands Extension policies, rules, and system protocols; and uses that information to leverage the system to meet client needs.
Display Cultural Competence	Values diversity and differences in both the workplace and in program and builds on these differences. Engages the community so that they are reflected in the program. Initiates and manages cultural change within the organization to enhance program impact and effectiveness.
Use Marketing & Public Relations	Builds and maintains relationships in which there is an exchange of value. Knows their clientele and stakeholders and then markets Extension programs clearly, effectively, and accurately to the target audience.
Manage & Acquire Resources	Practices sound fiscal management responsibilities, prepares realistic goals and a budget to support educational programs and activities. Acquires and manages resources wisely. Approaches grantsmanship and fund development cautiously and responsibly to achieve the educational and financial goals of the program.
Act with Accountability	Assess program outcomes and processes and is accountable in relation to resources invested. Understands what and how to communicate results of programs to others who are engaged and invested in the program.
Conduct & Use Evaluation	Determines the value of programming, uses the information to improve the operation of a project or program or to determine the effectiveness of a program; involves systematic data collection, analysis and reporting of evidence collected and comparing it to appropriate criteria.

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Develop & Involve Others	
<p>Maintains healthy relationships with other people in order to meet the needs of Extension's clientele. Responsibilities include mentoring, delegation, teamwork, facilitating groups, and providing direction for volunteers.</p>	
Focus on Client Needs	Examines everything against whether or not it contributes to meeting the needs of the customer or client. Focus on the customer includes individuals that are external to the organization as well as internal groups. Listens to customers and considers their needs in relation to the goals of the program. Identify, meet and exceed the needs of their customers, and anticipate future needs.
Delegate Tasks	Gives someone the responsibility and authority to make decisions and complete an assignment that is normally part of another person's work assignment. Takes special care to give another person the responsibility to perform a task as well as the authority and expectations to complete the assignment.
Facilitate Groups	Has the ability to guide the group process, and is sensitive to group dynamics, conflict situations, and controversial ideas. Balances the need for goal achievement and group development.
Mentor & Coach Others	Able to build rapport and a learning partnership in which there is giving and receiving of advice, feedback and support. This relationship will allow another person to grow in understanding and ability in how to be more effective in their work that he or she would have learned more slowly or not at all.
Foster Teamwork	Inspires, motivates, and guides others toward goal accomplishment. Consistently develops and sustains cooperative working relationships. Encourages and facilitates cooperation within the organization and with volunteers and community members. Fosters commitment, team spirit, pride, and trust to help the group succeed.
Provide Direction for Volunteers	Develops and manages a successful volunteer program that supports the goals of the Extension program. Recognizes the contributions and expertise of unpaid staff. Understands the scope of volunteer development and management and acts consistently with the trends and specific interests of volunteers.

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Communications	
The ability to communicate effectively in interpersonal and group situations, whether through written or oral means.	
Deliver Presentations	Prepares and delivers presentations that are well organized, dynamic, and mindful of the accuracy of the content. Anticipates the audience's needs, uses visual aids effectively and delivers presentation confidently and professionally.
Speak Effectively	Makes clear and convincing oral presentations to individuals or groups. Uses appropriate language, voice tones and inflections when speaking. Listens effectively and clarifies information as needed. Facilitates an open exchange of ideas and fosters an atmosphere of open communication.
Prepare Written Communication	Expresses facts and ideas in writing in a clear, convincing, and organized manner. Clearly expresses their ideas and point of view in memos, documents, reports, etc., and uses appropriate style, level of detail grammar and organization of thought.
Manage Conflict	Acts reflectively in conflict situations with sensitivity to other's feelings. Has a high emotional IQ and their emotional reactions to different situations are appropriate and admirable.
Display Interpersonal Understanding	Considers and responds appropriately to the needs, feelings and capabilities of different people in different situations. Is tactful, compassionate and sensitive, and treats others with respect. Listens to people in such a way to demonstrate a true understanding of another's point of view. Responds appropriately to what is being said to them and is aware of how people are reacting and adjusts accordingly.

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Action Orientation	
Shows strong initiative, acts as a champion for change, creates a vision and working diligently toward that goal.	
Set & Achieve Goals	Sets challenging goals and achieves high levels of performance. Strongly motivated to do good work and to do more than is expected.
Champion Change	Sees the need for change before others do, and willing to take the risk to begin the change process. Initiates change in a positive, viable way; knowing when it is the appropriate time for change and knowing when to postpone change.
Think Conceptually	Takes time to think through many aspects of a problem or an issue before taking action. Looks at an issue or problem from different points of view. Makes an effort to see "the big picture." But also knows that "the big picture" cannot be fully appreciated or realized until attention is paid to the time consuming, tedious details.
Show Initiative	Seizes opportunities to make work better and to grow personally and professionally. Routinely sets personal and professional goals and continuously seeks new ways to add value to the organization. Shows persistence even when the work is difficult, intellectually challenging, time consuming, complex or politically complicated.
Display Vision & Purpose	Strives to have each moment carry an element of the destination. Focuses individual and team energy on imagining what might or could be done to improve the organization, and capitalizes on strategic opportunities. Shows agility in making decisions and comfortable with the paradoxical nature of the workplace.

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Personal Effectiveness	
A commitment to the profession as well as the flexibility to balance all aspects of personal and professional life in order to work effectively.	
Balance Professional & Personal Life	Develops and supports work practices that shows a commitment to the profession as well as to the health and well being of the individual from the personal life perspective. Highly organized, good decision-making skills, and high Emotional Intelligence.
Show Flexibility	Open to changes and new information. Adapts behavior and work methods in response to new information, changing conditions, or unexpected obstacles. Deals effectively with pressure; maintains focus and intensity; remains optimistic and persistent even under adversity. Recovers quickly from setbacks.
Develop Oneself	Grasps the essence of new information; masters new technical and business knowledge; recognizes own strengths and weaknesses; pursues self-development, seeks feedback from others and opportunities to master new knowledge. Demonstrates a willingness to look for opportunities to learn, to develop themselves, to apply lessons learned, and willing to change and grow according to legitimate feedback.
Work Effectively	Demonstrates sound planning, coordinating, organizing and scheduling. Defines work tasks, arranges people and other resources to best accomplish the tasks. Effectively juggles priorities and efficiently complete large volumes of work without compromising quality.

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Competency Proficiency Level Definitions	
Core <i>(Learner)</i>	The individual understands the behaviors that are associated with a competency but may not be able to consistently apply the knowledge and skills in a work situation. This level of contribution may be common to someone learning a new skill. It may include a new hire learning the basics of program development or a more experienced Extension professional learning the complexities of grant management.
Intermediate <i>(Producer)</i>	A person understands the concept of the competency and is able to apply the knowledge and skills effectively. If an individual demonstrated this level of proficiency in a particular competency, he or she would likely be a productive as well as effective Extension professional.
Advanced <i>(Innovator/Mentor)</i>	A person that makes a contribution at the highest level of application not only understands and applies the competency, but also is able to consistently provide innovative or creative solutions to a problem or situation. They are extremely effective in the competency area and able to coach others in the skills and behaviors associated with the competency.