

Revised Core Competencies

Why use core competencies?

Core competencies are broad and inclusive skills which provide a scaffolding for how employees can succeed at work. They relate to our organizational values and create a link between what we believe and how we behave. At MSU Extension, our previous core competencies and administrative competencies have been recreated as one set of competencies which apply to all positions. The importance of each competency and how it manifests itself may vary according to position. These core competencies provide a framework that spans all positions for goal-setting, professional development, and performance management.

Move towards T-shaped learning model:

The T-shaped model includes global competencies that span all positions as well as position-specific skills and competencies. The global competencies are broad, cross-disciplinary skills and knowledge that cut across multiple positions within an organization. The content-based skills and knowledge, which are specific to one’s role and area, are also sometimes referred to as “technical” competencies.

The seven MSU Extension core competencies which follow are global and focus on the top bar of the T (below). Some of these competencies reflect the nature of our organization; we exist to serve communities through research-informed educational programming. For this reason, the competencies below are included as being cross-disciplinary, in the top bar of the T:

- Partnerships and Collaborations
- Program Development, Evaluation, and Reporting
- Educational Delivery and Technology Adoption

For example, not all positions at MSU Extension directly develop programs. However, we all must have a broad understanding of what happens in program development, as it is core to our mission.

Broad: Core Competencies spanning position and discipline

Physical and Fiscal Resources | Team Work and Leadership | Partnerships and Collaborations | Program Development, Evaluation, and Reporting | Educational Delivery and Technology Adoption | Diversity, Equity and Inclusion | Interpersonal and Organizational Professionalism

Align to job position and position-specific responsibilities

**Deep:
Job or
discipline-
specific
expertise**

MSU Extension Core Competencies:

Our core competencies are listed below, along with their alignment to the core and administrative competencies used prior to 2019.

Competency	Alignment to past Administrative and Core Competencies
<p>Physical and Fiscal Resources Mindful of individual and shared workspaces and resources. Exhibits good stewardship of physical and financial resources (e.g., storage, supplies, budgets, financial records and reporting).</p>	<ul style="list-style-type: none"> • Fiscal Management (Administrative) • Office/ Facility Management (Administrative)
<p>Team Work and Leadership Thoughtfully engages in working with others throughout the organization to plan and accomplish the organizational mission and promote shared values. Positively influences groups and individuals. Establishes and supports teams such as advisory boards, committees, councils, etc. (e.g., coaching, mentoring, creating a vision, implementing action plans).</p>	<ul style="list-style-type: none"> • Facilitative Leadership (Core) • Relationships and Liaisons (Administrative)
<p>Partnerships and Collaborations Is aware of issues and variables vital to the community being served, and understands how these variables impact program prioritization, planning, and delivery. Continuously seeks opportunities and builds strategic partnerships to leverage and build support for programming to reach organizational goals and serve communities according to their needs. (e.g., communicates with media, communicates Extension’s value to partners, awareness of community).</p>	<ul style="list-style-type: none"> • Relationship and Liaisons (Administrative) • County Program Development and Management (Administrative) • External Linkages (Core)
<p>Program Development, Evaluation, and Reporting Supports the development and delivery of programs including the collection of appropriate data to measure impacts. Understands the need to communicate programming outcomes to stakeholders and continuously improve programming content and marketing through evaluation. (e.g., needs assessment, marketing, program evaluation).</p>	<ul style="list-style-type: none"> • Program Planning and Reporting (Core) • Program Implementation (Core) • Evaluation, Applied Research & Scholarship (Core) • County Program Development and Management (Administrative)
<p>Educational Delivery and Technology Adoption Delivers content in formal and informal educational contexts using appropriate strategies and methods based on the target audience. Stays current with innovations in educational technology and adopts these technologies as appropriate, using modern theories in teaching and learning. (e.g., being an early adopter or tester of innovative tools).</p>	<ul style="list-style-type: none"> • Program Implementation (Core) • Evaluation, Applied Research, & Scholarship (Core) • Educational and Information Technology (Core)

<p>Diversity, Equity, and Inclusion Leads and supports efforts to advance a diverse, equitable and inclusive community and workplace consistent with Extension’s core values. Builds awareness (of self and others across differences) and prioritizes diverse relationships, networks and collaborations to build and include all Michigan’s population across program planning, delivery and evaluation. Open to understanding, historical and current barriers that impact constituents and colleagues lives at the personal, interpersonal, institutional and culture levels. Consistently upholds the highest standards of equity and inclusion in programs.</p>	<ul style="list-style-type: none"> • Diversity & Multiculturalism (Core)
<p>Interpersonal and Organizational Professionalism Displays positive interpersonal skills and has self-awareness in being accountable, responsible. Recognizes areas for self-improvement and pursues professional development for continuous learning. Aligns actions to the mission and goals of Extension. (e.g., professional in communications, follows through on initiatives and meets deadlines, puts thought into appropriate professional-development, makes an effort to keep skills updated.)</p>	<ul style="list-style-type: none"> • Professionalism & Career Development (Core) • Communication Skills (Core)

Definitions:

<p>Mission</p>	<p>Our MSU Extension mission statement captures the essence of our purpose. <i>“Michigan State University Extension helps people improve their lives through an educational process that applies knowledge to critical issues, needs and opportunities.”</i></p>
<p>Core Competencies</p>	<p>Core competencies are broad and inclusive skills which span positions and provide a scaffolding for how employees can be successful at work. They relate to our organizational values and create a link between what we believe and how we behave. MSU Extension’s Shared Competencies:</p> <ul style="list-style-type: none"> • <i>Physical and Fiscal Resources</i> • <i>Team Work and Leadership</i> • <i>Partnerships and Collaborations</i> • <i>Program Development, Evaluation, and Reporting</i> • <i>Educational Delivery and Technology Adoption</i> • <i>Diversity, Equity, and Inclusion</i> • <i>Interpersonal and Organizational Professionalism</i>
<p>Deep Competencies</p>	<p>These are competencies, or skills which are position specific and relate to one’s discipline or position-specific responsibilities.</p>
<p>Values</p>	<p>In October of 2018, MSU Extension adopted shared values that help define our social contract with each other and our partners.</p>

Extension

We will show up. Whether in person or digitally, MSU Extension professionals will remain engaged by being a part of community conversations, directing appropriate programming and research for community needs and never forgetting who we serve.

We will help people thrive. We will create and maintain positive environments that allow everyone to do their best and be their best. We will work with our communities to highlight their assets while fostering partnerships to discover new possibilities together.

We will be authentic. We know that we can't be all things to all people. But we will live our truth, do what we do best, and connect audiences to colleagues and partners when we can't personally meet their needs. We will do this all while staying rooted in evidence-based science.

We will welcome everyone. We will foster inclusivity across our organization, in our programming, through our community partnerships and in our hearts. We will nurture an environment that respects and values human differences as we continuously work to expand our reach to diverse audiences.

We will manage resources responsibly. We will be good fiscal stewards of the funds that are supplied to us from federal, state, local and university resources, as well as those that are garnered through community partnerships and philanthropy.

We will take risks. We are lifelong learners who look for innovative and new ideas that will help us better serve Michigan residents.