

What do we expect of each other as staff members at Baylor? ¹

Commit to Baylor's mission and vision

- Support Baylor's mission
- Work within your role to help accomplish the mission and vision
- Keep informed about issues affecting higher education and how they affect Baylor's mission and vision
- See the big picture of how your work fits into Baylor's mission and vision, and into your department's goals

Pursue excellence in your work

- Continuously work to hone your technical/functional skills
- Continuously work to improve processes in your department
- Take personal responsibility for your work
- Attend to important details
- Drive for results
- Practice good judgment and good decision making
- Take pride in doing things right, rather than "just getting it done"
- Be action oriented and energetic about your work
- Persevere

Serve others willingly and well

- Take extra steps when necessary to provide better service
- Listen to the people you serve; seek ways to serve them better; think of ways to make their lives easier
- Be empathetic, friendly and tactful to those you serve
- Learn to serve even difficult people graciously
- Use good service techniques, such as good telephone skills
- Establish good relationships with the people you serve
- Work to overcome barriers to good service in your area

Be a good steward of time, resources, and your own energy

- Practice good organization skills and good time management
- Prioritize
- Use goal setting and planning to help you focus your efforts
- Be responsible with Baylor's money; follow Baylor's financial policies
- Maintain a balance between work and the rest of your life

Seek learning

- Welcome and apply feedback
- Seek development opportunities
- Take on new challenges
- Learn to deal with change productively

Build good work relationships and contribute to a collegial work environment

- Be honest and ethical
- Be trustworthy; work to build trust
- Work to communicate well both interpersonally and in writing
- Listen
- Approach work and others with a positive attitude
- Identify and acknowledge your own strengths and weaknesses
- Accept and appreciate differences in others
- Cooperate; think win-win
- Be caring and considerate
- Respect your co-workers
- Be approachable, pleasant, and gracious
- Be composed and patient
- Express disagreements assertively and tactfully
- Work to resolve problems productively

¹ Note the bullet points under each general expectations are meant to be examples, not exhaustive lists, of behaviors that might be included within that general expectation.

In addition, What is expected of Baylor Supervisors?²

Be fair /Inspire trust

- Use fair and legal management practices
- Avoid even the perception of favoritism
- Don't discriminate
- Keep confidences
- Be truthful and direct
- Model consistency and composure
- Intentionally behave in ways that build trust

Hire well

- Use legal and fair hiring practices
- Identify what knowledge, skills and attitudes are required for a position
- Use interviewing and other hiring techniques skillfully
- Follow policies and procedures in hiring
- Consider motivational and behavioral fit, and fit with Baylor's mission when hiring, as well as technical skill

Help people develop

- Hold regular development discussions
- Help employees construct and execute development plans
- Encourage employees to regularly take time for development activities
- Use delegation as a developmental tool
- Help people to learn from their mistakes
- Provide constructive feedback
- Be aware of each employee's career goals
- Encourage people to develop their gifts/skills – even if it means they may eventually leave you or leave Baylor

Lead with courage

- Let people know where they stand
- Face up to problems quickly and directly
- Step up to conflicts; see them as opportunities for improvement
- Don't be afraid to take negative action when necessary (probation, firing, etc.)

Manage legally and according to policy

- Keep up to date on the legal implications of various management practices
- Make sure your management practices are well within legal parameters
- Keep abreast of Baylor policies and fulfill your responsibilities accordingly

Manage performance

- Develop goals and standards for your area that are aligned with the mission and vision of the university
- Establish clear expectations and directions
- Set and communicate priorities
- Hold yourself and the people in your area accountable for accomplishing goals and standards
- Help individuals develop goals that are in alignment with departmental goals
- Provide information that will help individuals monitor their own and the department's performance
- Use coaching and feedback skills to help people perform well
- Recognize and reward good performance
- Take action to improve performance deficiencies
- Organize resources and processes to accomplish the work of the department effectively

Build a good working environment

- Be approachable
- Understand that different people are motivated by different things; match motivation to the individual
- Empower the people whom you supervise
- Invite input; share ownership and visibility
- Acknowledge and celebrate team accomplishments
- Recognize and utilize contributions of people from diverse backgrounds and different behavioral styles
- Promote team cohesiveness
- Keep people informed about decisions, changes, issues, etc. that affect them
- Encourage and model open and direct two-way communication
- Use coaching and feedback skills to help people work together well

² These expectations for supervisors are in addition to the general expectations for all Baylor employees.