

Doc D: Examples of Key Areas of Responsibility (KAR)

Examples of Key Areas of Responsibility (KAR)

Quick Examples of a KAR

- Budget management
- Team leadership
- Institutional projects
- Staff development
- Safety compliance
- Grant writing

Detailed Examples with Goals:

Example I:

KAR: **Budget Management** – Develop and manage the department budget, including monitoring expenses on a monthly basis for accuracy and appropriateness, completing timely reports to leadership and taking corrective action promptly when required.

Goal: Create and maintain a balanced budget by the end of the year

Measurement: Financial statement shows a balanced budget by 1-1-2010; demonstrate leadership competency: problem solving; use critical analysis of the current budget and institutional goals to make decisions

Comments: 10-5-2009, SW, met and discussed budget gaps

Example II:

KAR: **Team Leadership** – Create an environment conducive to teamwork by fostering team problem-solving and decision-making processes, establishing effective feedback systems to and from team members, and implementing team member recognition processes.

Goal: Engage staff in setting goals based on our Employee Engagement data; set two priorities and engage staff in addressing the improvements needed

Measurement: Anecdotal comments from staff that pertain to the two priorities, what we're doing to make improvements and making suggestions; 5 point improvement on selected EE data points; demonstrate leadership competency: People and Partners: empowers others

Comments: 7-1-2009, JP, present EE data to staff

Example III:

KAR: **Staff Development** – Assess the professional development needs of individual team members so as to maximize their performance and effectiveness in their role; mutually develop a plan to address their needs; review and assess progress and achievement of the development goals; and provide feedback to the team member.

Goal: Identify two skill/competency areas for each team member, and mutually agree upon a plan of action to develop in the specified area by 9/1/2009

Measurement: The action plan will be developed by 9/1/09. Progress will be discussed quarterly. Observation of the team member's skill will be reported by manager and others. Demonstrate leadership competency of Develops Talent, providing constructive feedback and educational opportunities

Comments: 7-1-2009, JP, discussed mutually agreed-upon plan of action.

Doc D: Examples of Key Areas of Responsibility (KAR)

Example IV:

KAR: **Communication and Relationship Management:** Develop and maintain professional relationships with colleagues within and outside of the Department which enhance mutual understanding and respect. Share relevant information about on-going research, research techniques and developments in a variety of venues and formats.

Goal: Develop a presentation to be given to the April 2010 Leadership Team and/or All Staff on "New Opportunities with Document Imaging". Include information on improved methods of managing "Outside Record Information" and "e-Imaging" and its impact on operations.

Measurement: Presentation to be completed at April 2010 meeting. Key Leadership Competency: Demonstrates Strategic Orientation – Aligns individual performance with organizational goals

Comments: 2-5-10 TM shared outline of presentation with Director

Example V:

KAR: **Continuous Improvement:** Improve processes and systems so as to reduce waste and wait time and increase productivity and first-time quality by learning and applying the principles of lean thinking and the Michigan Quality System.

Goal: Develop a current and future state map for Ophthalmology record management that reduces paper processes and initiates increased utilization of on-line EHR data and tools.

Measurement: By June 2010; Key Leadership Competency: Improves Processes – Encourages and uses lean principles to improve the business and administration of the organization in areas of quality, safety, efficiency, service appropriateness and service delivery

Comments: 11-6-09; CB contacted Lean Coach

Example VI:

KAR: **Professional Development:** Continuously assess one's strengths and developmental areas, preparing an annual plan for competency and skill development, and participating in an annual evaluation of progress.

Goal: Attend ongoing departmental, medical school and campus workshops to enhance these skills.

Measurement: Attend three programs; review key learning at one-on-one meetings; Key Leadership Competency – Develops Oneself Professionally

Comments: 9-22-09 KM Met to discuss schedule and prioritize possible workshops

Example VII:

KAR: **Oversee laboratory operations:** Plan and manage the daily operational functions of the laboratory, including preparing experiments, purchasing and maintaining supplies and equipment, and ensuring compliance with all applicable policies, regulations and laws.

Goal: Review all licenses and update as appropriate by 1-1-10; review computer program options for improved data management

Measurement: 1-1-10; Key Leadership Competency –Monitors Information Technology

Comments: 2-6-10 Made recommendations for updates

Doc D: Examples of Key Areas of Responsibility (KAR)

Example VIII:

KAR: **Human Resource Management:** Supervise the activities of the staff, including providing clear direction and feedback, addressing problems promptly and constructively, fostering teamwork, coaching, developing and empowering staff.

Goal: Improve employee engagement score, Willing to Recommend, by 5% for the unit during March 2010 survey.

Measurement: Key Leadership Competency: Creates an Ideal Experience for Customer, Staff, Business Associates – Keeps in mind the impact of one's actions on other, making adjustments as necessary

Comments: 9-19-09 Shared data with staff; developed plan to address key concerns

Examples of One KAR with Multiple Goals

Example 2:

KAR: **Vision/Local and National Presence:** Attend national and local conferences and present lab research data; maintain high standards

Goal 1: Publish and present lab's research at local seminars, journal clubs and at national meetings

Measurement: 1 National conference; 2 local or regional conferences, 1 journal club session

Comments: 10-21-09 HD Sent proposal for presentation to the National Professional Organization

Goal 2: Embed ethical practices in the lab; understand misconduct in science and what accepted practices are and set ethical tone for the lab

Measurement: Attend research and responsibility workshop; propose improvements by 2-1-10; Key Leadership Competency: Manages Quality

Comments: 11-6-09 HD met to discuss history of any problems in lab

Example 2:

KAR: **Managing Resources/Compliance:** Manage lab resources and ensure laboratory compliance

Goal 1: Manage lab resources - Order laboratory supplies in a resourceful way, making sure to order in appropriate quantities, ordering from appropriate funds that allow these purchases. Confirm orders are appropriate when they arrive and that paperwork is turned into finance. Keep catalog of lab resources and chemical inventories (reagents, primers, databases, strains, etc);

Goal 2: Compliance - Become familiar with A-21 guidelines and indirect costs practices and policies and make sure orders for supplies are played in compliance with these. Maintain mouse colony's and appropriate records.

Measurement: Monthly updates at one-on-one meeting; Key Leadership Competency: Demonstrates Financial Acumen

Comments: 9-24-09 LW Met for one-on-one meeting and share plan for tracking lab supply use