

The Hokie Dozen

Because there is always room for one more.

Communication	Recognizes that people understand and express themselves in different ways.
Accountability and Responsibility	Holds oneself and others accountable for high-quality, timely and cost-effective results by setting priorities, delegating and accepting responsibility for mistakes. Takes appropriate and timely action to correct errors considering both organizational and human impacts.
Advocacy	Builds and maintains legitimacy and trust through honest relationships, ethical behavior, and positive, open communication. Acts as an ally by seeking input and feedback regarding the impacts of existing and proposed policies and regulations on the organization, workplace environment, and the quality of life of individuals.
Strategic Decision Making	Formulates priorities and implements plans with long-term interest in mind while making effective and timely decisions.
Collaboration and Team Development	Works in cooperation with others to achieve goals and maximize impact. Develops teams by empowering them to increase their capabilities, maximize their potential and recognize their options. Actively promotes the value and necessity of working collaboratively for the good of individuals and the organization in the spirit of <i>Ut Prosim</i> (That I May Serve).
Developing Others	Provides ongoing feedback and opportunities to learn through formal and informal methods.
Managing Change	Demonstrates support for organizational changes needed to improve effectiveness, including initiating, sponsoring, and implementing change or helping others successfully manage it.

Cultural Competency	<p>In the spirit of <i>Ut Prosim</i> (That I May Serve) is committed to supporting our diverse community. Values the diverse backgrounds and characteristics of individuals, family/support networks and staff, and helps staff members understand and respond to the culture of individuals and their family/support networks.</p>
Developing Self	<p>Identifies and seeks opportunities for professional development based on their personal strengths and needs, the impact that they have on others, and emerging evidence-based practices.</p>
Initiative	<p>Identifies and addresses current and future problems or opportunities, and confidently uses critical-thinking skills and innovative thinking to implement solutions and resolve conflicts.</p>
Organizational Awareness and Practice	<p>Understands the dynamics, formal and informal decision-making structures, and power relationships in the organization and in the field of long-term services and supports, and puts the organization's mission and vision into practice.</p>
Performance Development	<p>Systematically measures organizational performance, implements evidence-based strategies to improve performance, and empowers staff to participate in these efforts.</p>
Ethics and Principles of Community	<p>Demonstrates professional standards and codes of ethical behavior and social accountability. Demonstrates individual commitment to the Principles of Community.</p>