



2020 UC Core Competency Model for Staff Employees

Developed by:
UC Talent Management Consortium Workgroup

Endorsed by:
Chief Human Resources Officers, June 20

Background

In 2011, UC Learning and Development leaders, Systemwide Human Resources, and location Chief Human Resources Officers developed and endorsed a UC Core Competency Model for staff. The competency model was adopted at various locations across UC. Various locations chose to adapt modified versions of the model.

In 2018, per best practice, the Human Resources Leadership Consortium (Systemwide HR Leaders and location Chief Human Resources Officers) charged the UC Systemwide Talent Management Consortium, a group consisting of leaders from UC's talent acquisition, talent development, compensation, and organization development functions from campuses, health centers, Lawrence Berkeley National Laboratory, Division of Agriculture and Natural Resources, and Office of the President., to review and update the competency model. The result of their work follows.

The purpose of the 2020 UC Core Competency Model for staff is to serve as the basis of UC's integrated talent management strategy. Establishing core competencies at the systemwide level helps staff employees understand how UC views talent and promotes behaviors that reflects UC's vision and values. They build the foundation for the culture we want at UC. Developing a competency framework also provides for a consistent set of behaviors and shared language that can be used across the talent management life cycle, including, but not limited to:

- Employment, including job descriptions, job postings, recruitment, and selection
- Compensation, including position classification and job family design
- Performance Management
- Career Development
- Succession Management

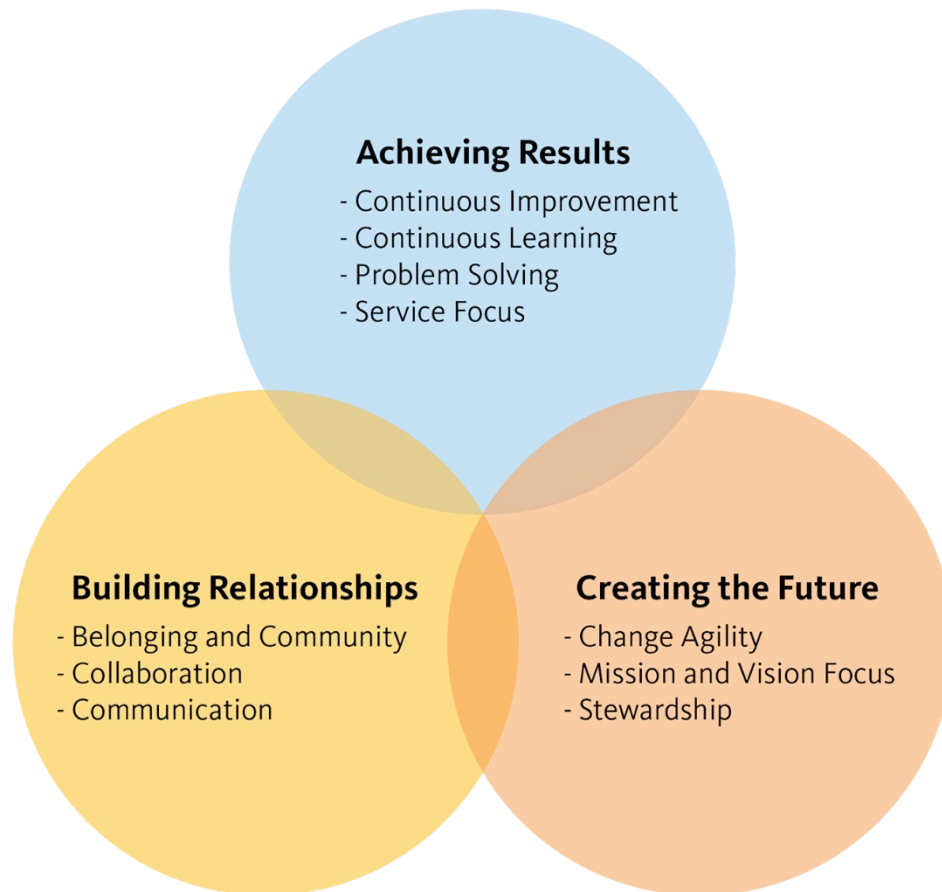
The updated 2020 UC Core Competency Model describes expected performance behaviors of staff and managers of staff at the University of California, where seeking excellence in mission accomplishment is the standard. Additionally, the core competencies described in this model are expected to be demonstrated by all staff employees of the University, regardless of location, level or role. People manager/leader behavior standards are additive expectations for success at UC.

It is important to note that the categories and the titles for the competencies were chosen in a very thoughtful, purposeful, and deliberate manner – with a significant amount of discussion and feedback. The workgroup strived to develop a model that is accessible and easy to understand for all UC employees.

The 2020 UC Core Competency Model was reviewed and endorsed by the Human Resources Leadership Consortium (HRLC) at their June 2020 Meeting

UC Core Competency Model Overview

One of the easiest ways to remember the competency model is to put the competencies in categories. The workgroup chose the **ABCs**.



All of the 2020 UC Core Competencies are placed in one of three categories or buckets:

- **A**chieving Results
- **B**uilding Relationships
- **C**reating the Future

Achieving Results

Continuous Improvement:

Strives for high-quality performance in self and the organization. Takes initiative in an ongoing effort to improve products, services or processes to deliver optimum results. Is resourceful, seeks alternatives and broad input; measures outcomes.

Core Behavioral Anchors

- Adopts ideas, technology, and practices that increase efficiency, eliminate waste, and improve performance
- Is reflective; takes initiative to make improvements to current work
- Uses data, feedback, and input from others to improve the quality of products and services

Manager/Leader Behavioral Anchors

- Drives improvement, continually searching for new ways to position the organization for success
- Supports others who take calculated risks
- Recognizes and rewards initiative and innovation

Continuous Learning:

Demonstrates responsibility and ownership for one's job and career path by identifying and expanding skillsets needed to perform successfully on the job. Consistently works to learn and increase knowledge. Asks for help when needed, admits mistakes and is open to feedback.

Core Behavioral Anchors

- Takes responsibility for one's own development; maintains fluency in appropriate work applications, software, or tools
- Keeps up-to-date on current research, trends, and technology in one's field; identifies and pursues areas for development and training that will enhance job performance
- Seeks coaching and feedback to increase self-awareness and personal growth

Manager/Leader Behavioral Anchors

- Creates opportunities for learning and development throughout the organization
- Gives team members autonomy to determine how to complete work; delegates effectively
- Ensures that knowledge and learning is shared across the organization; recognizes staff who learn from each other

Achieving Results

Problem Solving:

Anticipates and identifies problems; conducts appropriate analysis to understand stakeholder interests. Generates and evaluates alternative solutions. Takes thoughtful risks.

Core Behavioral Anchors

- Evaluates the pros and cons, risks and benefits of different solutions; prioritizes opportunities and challenges in order to solve urgent, high impact problems first
- Works effectively with others to solve problems and make decisions; seeks input from partners
- Identifies issues and addresses them in a timely, data driven and transparent manner to achieve sustainable and optimal results

Manager/Leader Behavioral Anchors

- Fosters an environment where employees feel safe raising issues, offering solutions and input
- Accountable for decisions and actions when solving problems
- Utilizes broad organizational knowledge to identify root causes and potential impacts of proposed solutions

Service Focus:

Values and delivers high quality, professional, responsive and innovative service to all customers. Establishes and maintains positive, long-term working relationships.

Core Behavioral Anchors

- Seeks and uses feedback from a variety of sources to improve service quality
- Meets and often exceeds expectations; ensures that stakeholder needs are fulfilled; honors commitments and keeps promises
- Adapts service delivery to meet the needs of diverse client base

Manager/Leader Behavioral Anchors

- Holds self and team members accountable for high quality work and stakeholder relationships
- Provides team members with clear direction and support in meeting their service-delivery objectives
- Ensures that service delivery roles, responsibilities and reporting lines are clearly defined, understood and accepted

Building Relationships

Belonging and Community:

Models, fosters, and promotes the University of California Principles of Community. Demonstrates empathy and respect for all people regardless of differences; promotes fairness and equity. Cultivates, champions, embodies, embraces, and supports a culture of equity, inclusion, and belonging aligned with the University of Principles of Community.

Core Behavioral Anchors

- Engages others in a way that makes them feel valued and accepted
- Values a wide range of experiences and ideas; cultivates and maintains an environment of inclusion that empowers all team members to contribute ideas and achieve goals
- Is self-aware, understands one's impact on others; treats all people with dignity, respect, and equity

Manager/Leader Behavioral Anchors

- Creates a positive work environment that is free from discrimination and harassment
- Draws on a variety of skills, backgrounds and knowledge of people to achieve more effective results
- Ensures that conflicts are resolved in ways that leave all team members feeling respected and heard

Collaboration:

Interacts with others in ways that demonstrate collaboration and cooperation. Builds partnerships with others to achieve organizational results. Cultivates, builds and maintains positive relationships across the organization.

Core Behavioral Anchors

- Cooperates with others; shares information and knowledge to identify and implement solutions in which all parties can benefit
- Helps and supports fellow employees in their work to contribute to overall success
- Places the needs of the team above self-interest; builds and maintains effective working relationships

Manager/Leader Behavioral Anchors

- Fosters an open environment where employees feel safe providing constructive feedback
- Develops and cultivates mutually beneficial work relationships and alliances inside and outside the organization
- Encourages and assists others in building networks to improve relationships and maximize results

Building Relationships

Communication:

Clearly and effectively shares information both orally and in writing. Uses the most appropriate and effective medium for communicating. Adapts and adjusts messages in line with audience experience, role and background. Seeks input and actively listens; checks for understanding of messages.

Core Behavioral Anchors

- Consistently shares accurate, timely information; takes into account audience and communication method
- States opinions honestly and in a straight-forward manner; maintains open dialogue with others; actively listens
- Written and verbal communications are consistently clear, concise and appropriate to the audience

Management Behavioral Anchors

- Speaks honestly about issues; seeks the truth about a situation, no matter how unpleasant
- Listens to concerns and carries them up the organizational chart; shares senior management strategies and information with employees
- Sets and demonstrates high standards of integrity; practices discretion; demonstrates diplomacy and tact

Creating the Future

Change Agility:

Anticipates and adapts to change. Supports change initiatives by energizing others at all levels and ensuring continued commitment when faced with new initiatives. Demonstrates tolerance and adaptability when dealing with ambiguous situations. Effectively plans for change and deals with setbacks through flexibility and resilience.

Core Behavioral Anchors

- Adapts approaches as needed to address changing priorities; is flexible, open, and receptive to new approaches; willing to step outside of one's comfort zone
- Seeks to understand context while navigating through organizational change
- Aware of own and others' responses to change and responds in a way that is productive for the organization and its team members

Manager/Leader Behavioral Anchors

- Creates a supportive environment in which team members anticipate and are able to adapt to change
- Actively supports change initiatives; holds team members accountable to adopt change
- Actively builds awareness of change strategies and change impacts to team members; serves as a liaison between the team and change leaders

Mission and Vision Focus:

Shows understanding of and commitment to the UC mission and vision.

Core Behavioral Anchors

- Uses the organization's mission and vision as guideposts for decision-making
- Connects individual role and aligns goals in fulfillment of the UC mission and vision
- Inspires others to achieve the mission and vision of the organization and the University

Manager/Leader Behavioral Anchors

- Clearly communicates a team mission and vision that aligns with University goals
- Harnesses information and opportunities to more effectively achieve the mission and vision of the organization and the University
- Proactively builds an environment where all team members strive to excel

Creating the Future

Stewardship:

Demonstrates accountability, discretion and sound judgment when utilizing tangible and intangible University resources to ensure the public trust.

Core Behavioral Anchors

- Acts in a manner consistent with the UC Standards of Ethical Conduct and other UC policies
- Utilizes available resources (people, processes and tools) to achieve organizational goals; models accountability
- Understands and adheres to safety guidelines; reports and corrects potential threats; models safe behaviors

Manager/Leader Behavioral Anchors

- Holds team members accountable for upholding the UC Standards of Ethical Conduct and other UC Policies
- Identifies ways to share resources, promoting greater efficiencies across the University and communities served
- Holds team members accountable for adhering to safety guidelines, reporting and correcting potential threats; and modeling safe behaviors

UC Core Competency ABCs

The core competencies below apply to all UC staff employees, regardless of location, level or role within the University. They are aligned with the mission, vision and values of the University and its locations. Core behavioral anchors (left column) also apply to all UC staff employees, regardless of location, level or role within the University. **In addition to** the core behavioral anchors, UC staff leaders and managers are expected to demonstrate the management behavioral anchors (right column).

Achieving Results

Continuous Improvement

Strives for high-quality performance in self and the organization. Takes initiative in an ongoing effort to improve products, services or processes to deliver optimum results.
Is resourceful, seeks alternatives and broad input; measures outcomes.

Core Behavioral Anchors

- Adopts ideas, technology, and practices that increase efficiency, eliminate waste, and improve performance
- Is reflective; takes initiative to make improvements to current work
- Uses data, feedback, and input from others to improve the quality of products and services

Manager/Leader Behavioral Anchors

- Drives improvement, continually searching for new ways to position the organization for success
- Supports others who take calculated risks
- Recognizes and rewards initiative and innovation

Continuous Learning

Demonstrates responsibility and ownership for one's job and career path by identifying and expanding skillsets needed to perform successfully on the job.
Consistently works to learn and increase knowledge. Asks for help when needed, admits mistakes and is open to feedback.

Core Behavioral Anchors

- Takes responsibility for one's own development; maintains fluency in appropriate work applications, software, or tools
- Keeps up-to-date on current research, trends, and technology in one's field; identifies and pursues areas for development and training that will enhance job performance
- Seeks coaching and feedback to increase self-awareness and personal growth

Manager/Leader Behavioral Anchors

- Creates opportunities for learning and development throughout the organization
- Gives team members autonomy to determine how to complete work; delegates effectively
- Ensures that knowledge and learning is shared across the organization; recognizes staff who learn from each other

UC Core Competency ABCs

Achieving Results Continued

Problem Solving

Anticipates and identifies problems; conducts appropriate analysis to understand stakeholder interests.
Generates and evaluates alternative solutions. Takes thoughtful risks.

Core Behavioral Anchors

- Evaluates the pros and cons, risks and benefits of different solutions; prioritizes opportunities and challenges in order to solve urgent, high impact problems first
- Works effectively with others to solve problems and make decisions; seeks input from partners
- Identifies issues and addresses them in a timely, data driven and transparent manner to achieve sustainable and optimal results

Manager/Leader Behavioral Anchors

- Fosters an environment where employees feel safe raising issues, offering solutions and input
- Accountable for decisions and actions when solving problems
- Utilizes broad organizational knowledge to identify root causes and potential impacts of proposed solutions

Service Focus

Values and delivers high quality, professional, responsive and innovative service to all customers.
Establishes and maintains positive, long-term working relationships.

Core Behavioral Anchors

- Seeks and uses feedback from a variety of sources to improve service quality
- Meets and often exceeds expectations; ensures that stakeholder needs are fulfilled; honors commitments and keeps promises
- Adapts service delivery to meet the needs of diverse client base

Manager/Leader Behavioral Anchors

- Holds self and team members accountable for high quality work and stakeholder relationships
- Provides team members with clear direction and support in meeting their service-delivery objectives
- Ensures that service delivery roles, responsibilities and reporting lines are clearly defined, understood and accepted

UC Core Competency ABCs

Building Relationships

Belonging and Community

Models, fosters, and promotes the [University of California Principles of Community](#). Demonstrates empathy and respect for all people regardless of differences; promotes fairness and equity. Cultivates, champions, embodies, embraces, and supports a culture of equity, inclusion, and belonging aligned with the University of California Principles of Community.

Core Behavioral Anchors

- Engages others in a way that makes them feel valued and accepted
- Values a wide range of experiences and ideas; cultivates and maintains an environment of inclusion that empowers all team members to contribute ideas and achieve goals
- Is self-aware, understands one's impact on others; treats all people with dignity, respect, and equity

Manager/Leader Behavioral Anchors

- Creates a positive work environment that is free from discrimination and harassment
- Draws on a variety of skills, backgrounds and knowledge of people to achieve more effective results
- Ensures that conflicts are resolved in ways that leave all team members feeling respected and heard

Collaboration

Interacts with others in ways that demonstrate collaboration and cooperation. Builds partnerships with others to achieve organizational results. Cultivates, builds and maintains positive relationships across the organization.

Core Behavioral Anchors

- Cooperates with others; shares information and knowledge to identify and implement solutions in which all parties can benefit
- Helps and supports fellow employees in their work to contribute to overall success
- Places the needs of the team above self-interest; builds and maintains effective working relationships

Manager/Leader Behavioral Anchors

- Fosters an open environment where employees feel safe providing constructive feedback
- Develops and cultivates mutually beneficial work relationships and alliances inside and outside the organization
- Encourages and assists others in building networks to improve relationships and maximize results

Communication

Clearly and effectively shares information both orally and in writing. Uses the most appropriate and effective medium for communicating. Adapts and adjusts messages in line with audience experience, role and background. Seeks input and actively listens; checks for understanding of messages.

Core Behavioral Anchors

- Consistently shares accurate, timely information; takes into account audience and communication method
- States opinions honestly and in a straight-forward manner; maintains open dialogue with others; actively listens
- Written and verbal communications are consistently clear, concise and appropriate to the audience

Manager/Leader Behavioral Anchors

- Speaks honestly about issues; seeks the truth about a situation, no matter how unpleasant
- Listens to concerns and carries them up the organizational chart; shares senior management strategies and information with employees
- Sets and demonstrates high standards of integrity; practices discretion; demonstrates diplomacy and tact

UC Core Competency ABCs

Creating the Future

Change Agility

Anticipates and adapts to change. Supports change initiatives by energizing others at all levels and ensuring continued commitment when faced with new initiatives. Demonstrates tolerance and adaptability when dealing with ambiguous situations. Effectively plans for change and deals with setbacks through flexibility and resilience.

Core Behavioral Anchors

- Adapts approaches as needed to address changing priorities; is flexible, open, and receptive to new approaches; willing to step outside of one's comfort zone
- Seeks to understand context while navigating through organizational change
- Aware of own and others' responses to change and responds in a way that is productive for the organization and its team members

Manager/Leader Behavioral Anchors

- Creates a supportive environment in which team members anticipate and are able to adapt to change
- Actively supports change initiatives; holds team members accountable to adopt change
- Actively builds awareness of change strategies and change impacts to team members; serves as a liaison between the team and change leaders

Mission and Vision Focus

Shows understanding of and commitment to the UC mission and vision.

Core Behavioral Anchors

- Uses the organization's mission and vision as guideposts for decision-making
- Connects individual role and aligns goals in fulfillment of the UC mission and vision
- Inspires others to achieve the mission and vision of the organization and the University

Manager/Leader Behavioral Anchors

- Clearly communicates a team mission and vision that aligns with University goals
- Harnesses information and opportunities to more effectively achieve the mission and vision of the organization and the University
- Proactively builds an environment where all team members strive to excel

Stewardship

Demonstrates accountability, discretion and sound judgment when utilizing tangible and intangible University resources to ensure the public trust.

Core Behavioral Anchors

- Acts in a manner consistent with the [UC Standards of Ethical Conduct](#) and other UC policies
- Utilizes available resources (people, processes and tools) to achieve organizational goals; models accountability
- Understands and adheres to safety guidelines; reports and corrects potential threats; models safe behaviors

Manager/Leader Behavioral Anchors

- Holds team members accountable for upholding the [UC Standards of Ethical Conduct](#) and other UC Policies
- Identifies ways to share resources, promoting greater efficiencies across the University and communities served
- Holds team members accountable for adhering to safety guidelines, reporting and correcting potential threats; and modeling safe behaviors