UC Core Competency Model - Purpose

The purpose of the UC Core Competency Model is to serve as a foundational tool for the assessment and development of staff, managers and leaders at the University of California. It is intended to describe target, expected or satisfactory performance behaviors at the University of California. There are nine core competencies that apply to all employees. Managers must demonstrate performance behaviors for an additional competency.

UC Core Competency Model - Managers

COMPETENCY:	DESCRIPTOR:	INDIVIDUAL BEHAVIORAL INDICATORS:
PEOPLE MANAGEMENT	*Leads and engages people to maximize organizational and individual performance through alignment with the University mission and attainment of strategic and operational goals.*	• Engages in outreach, recruitment, selection and retention of diverse and talented employees. • Manages employee performance in alignment with the mission, strategic and operational goals of the department/unit while maintaining consistency with university practices, policies and collective bargaining agreements. • Recognizes people for their contribution and participation. • Optimizes organizational results and individual effectiveness by conveying goals and objectives with clearly outlined expectations and measures of success. • Communicates organizational context while managing and supporting people through organizational change. • Leads and motivates people by modeling interpersonal effectiveness, communication, trust, advocacy and political acumen. • Champions employee learning and development by coaching, mentoring and developing people for career growth and performance. • Demonstrates managerial courage by addressing conflicts promptly using focused listening and behavioral feedback. • Inspires and supports others to achieve the mission of the University.

UC Core Competency Model – All Staff

COMPETENCY:	DESCRIPTOR:	INDIVIDUAL BEHAVIORAL INDICATORS:
1 **COMMUNICATION**	*Shares and receives information using clear oral, written, and interpersonal communication skills*	• Uses working relationships with customers and colleagues to build strong connections, cooperation and collaboration. • Demonstrates interpersonal communication that invites participation and future dialogue. • Actively seeks others' perspectives to ensure inclusiveness and understanding. • Actively listens, provides constructive feedback, and demonstrates respect for differing views. • Tailors communications to diverse audiences. • Addresses conflict constructively with the intention of seeking a mutually beneficial resolution.
2 **DIVERSITY AND INCLUSION**	*Models and promotes the University of California Principles of Community and complies with UC policies on Diversity and Non Discrimination.*	• Demonstrates behaviors that include fairness, respect, inclusiveness, empathy, integrity, and ethical conduct. • Fosters a climate and culture in which each person is accepted and has the opportunity to grow and develop. • Practices behaviors that promote diversity and inclusion in dealings with and on behalf of the University, consistent with laws, regulations, UC policies and Principles of Community. • Advocates for and demonstrates an understanding of the value of differences that promote and sustain a diverse community.
3 **EMPLOYEE ENGAGEMENT**	*Demonstrates commitment to the job, colleagues, the University and its mission by acting in ways that further the accomplishment of its goals.*	• Holds self and others accountable for meeting commitments. • Creates and supports a climate in which people can do their best. • Invites input from others and shares ownership and recognition. • Demonstrates enthusiasm for capturing new opportunities in the face of change or challenges. • Encourages and supports discretionary effort to maximize one's own and others' contributions. • Aligns work with personal talents, passion and the ethical values of UC - Integrity, Excellence, Accountability and Respect.

UC Core Competency Model – All Staff

COMPETENCY:	DESCRIPTOR:	INDIVIDUAL BEHAVIORAL INDICATORS:
INNOVATION AND CHANGE MANAGEMENT (4)	*Uses personal knowledge and professional experience to envision the future, anticipate change, capitalize on opportunities and develop innovative options that further the strategic direction of the organization.*	• Understands and adapts to changes in the strategic and/or operational direction of the organization. • Understands the strategic direction and goals of the organization and aligns personal performance objectives with organizational priorities. • Anticipates and seeks an understanding of the impact and implications of decisions on planned outcome or results. • Uses knowledge and experience to analyze issues and factors which influence or constrain organizational priorities, goals and results. • Resolves conflicting goals and priorities using formal organizational knowledge and informal network relationships to accomplish objectives. • Demonstrates commitment to seek out opportunities and contributes to developing innovative or alternative solutions. • Uses creative techniques and skills to design and develop options that improve how the organization operates.
JOB MASTERY AND CONTINUOUS LEARNING (5)	*Demonstrates responsibility for one's own career path and continuous learning by identifying and applying new skills as needed to perform successfully on the job.*	• Applies background, technical knowledge, education, and prior job experiences to current and new job situations. • Demonstrates technical competence, job knowledge and ability to add value beyond the core job function. • Continually strives to upgrade the depth and breadth of technical and professional skills. • Makes time for appropriate training, keeps current on tools, technology, and information needed to meet job performance and challenges. • Shares knowledge and supports peers, staff and others to increase skills, foster improvement and enhance outcomes.
RESOURCE MANAGEMENT (6)	*Demonstrates integrity, accountability and efficient stewardship of university resources in a manner consistent with the UC Standards of Ethical conduct and other policies.*	• Models and promotes safe behaviors in all work environments in accordance with university health and safety policies, procedures and guidelines. • Embraces and promotes university ethical values and standards when managing and using resources. • Models the use of sound judgment and accountability when managing human resources and using operational, financial resources. • Raises awareness with others and manages risks responsibly in compliance with university policies and controls.

UC Core Competency Model – All Staff

COMPETENCY:	DESCRIPTOR:	INDIVIDUAL BEHAVIORAL INDICATORS:
7 RESULTS ORIENTATION AND EXECUTION	*Demonstrates the ability to analyze situations or problems, make timely and sound decision, construct plans and achieve optimal results.*	• Maintains a sense of urgency to complete high-priority actions and meets commitments. • Leverages personal and organizational resources to creatively develop solutions, overcome obstacles, resolve conflicts among goals to achieve high quality outcomes. • Develops and implements work plans with actionable components and measurable outcomes. • Uses critical thinking to analyze issues systematically by planning, prioritizing and organizing work while anticipating and adjusting to changes. • Understands overriding organizational factors which influence or constrain direction, decision-making, and organizational priorities. • Takes appropriate risks by gathering and using input and data to achieve optimal results.
8 SERVICE FOCUS	*Values and delivers high quality, professional, responsive and innovative service.*	• Readily readjusts priorities to respond to pressing and changing client demands. • Cultivates strategic client relationships and loyalty. • Sets or understands service standards and measures service performance against those standards. • Identifies and assesses client and organization needs. • Delivers services and products that add value while meeting and exceeding client expectations. • Collaborates with clients, stakeholders and colleagues in the delivery of optimal service and service quality improvement. • Applies emerging ideas, innovations and new technologies to ensure high quality service delivery.
9 TEAMWORK AND COLLABORATION	*Collaborates with colleagues in order to achieve results in alignment with the operations and mission of the University of California.*	• Cooperates by adapting to team needs and is flexible in resolving challenges. • Participates in team activities that promote effective peer and work relationships. • Keeps commitments to the team and demonstrates a shared responsibility and focus to ensure objectives and goals are successfully met. • Embraces a shared understanding of team participant roles, responsibilities and decision making. • Fosters team communications and dialogue, identifies opportunities to gain consensus for team options, decisions and outcomes. • Builds collaborative relationships across the organization with stakeholders for resources, information, and decisions.