

UC Competency Model

(Draft 2/25/2014, v.19)

Organizational Leader Competencies (to be defined)

People Management Competencies

1. Self Focus
2. Organizational Focus
3. Operational Focus
4. Employee Focus
5. Workplace Focus

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Core Competencies

1. Communication
2. Diversity and Inclusion
3. Employee Engagement
4. Innovation and Change Management
5. Job Mastery and Continuous Learning
6. Resource Management
7. Results Orientation and Execution
8. Service Focus
9. Teamwork and Collaboration

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Individual Contributor

People Manager

Organizational Leader

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1. SELF focus: *Understands one's leadership skills, knowledge, and abilities, in order to influence organizational goal achievement.*

- a) Demonstrates leadership fundamentals
- b) Develops and communicates personal vision of performance
- c) Demonstrates managerial courage
- d) Demonstrates self-awareness and self-control
- e) Demonstrates authenticity

2. ORGANIZATION focus: *Understands and implements the organization's strategies.*

- a) Develops and uses organizational acumen
- b) Aligns team plans with organization vision and leadership strategies
- c) Influences, communicates, and presents effectively
- d) Makes timely and ethical supervision decisions
- e) Develops financial and resource plans
- f) Manages change and cultivates adaptability and resiliency
- g) Develops organizational readiness

3. OPERATIONAL focus. *Drives team performance.*

- a) Defines and delegates work
- b) Sets team goals and quality/customer service standards
- c) Organizes and facilitates meetings
- d) Builds detailed operational plans
- e) Develops metrics, team systems, and processes for continuous improvement

- f) Assesses team success and addresses problems
- g) Manages budget and resources
- h) Resolves conflict
- i) Builds collaboration

4. EMPLOYEE focus: *Drives individual performance.*

- a) Defines position roles and requirements
- b) Interviews and selects new staff
- c) Onboards new employees
- d) Sets expectations and individual performance goals
- e) Gives and receives feedback
- f) Engages and develops employees
- g) Conducts performance appraisals
- h) Motivates, recognizes, and rewards employees
- i) Coaches for performance and development
- j) Manages corrective and other personnel actions within multi-union, staff/academic, and complex system/local process environment
- k) Builds trust

5. WORKPLACE focus. *Ensures a positive working environment.*

- a) Develops a high performance culture
- b) Ensures an inclusive workplace
- c) Ensures a safe workplace
- d) Ensures compliance with all legal, contractual, and UC policy requirements

People Management Competency Statement (Draft, 2/25/2014, v19)

These UC People Management Competencies are focused on enhancing the skills, knowledge, and performance of people in managing others. The term “People Management” is used to include all UC employees who supervise other employees, regardless of title or level. This may include roles such as lead, supervisor, manager, vice chancellor, and others. Other employees who aspire to roles in supervision may benefit from developing skills in these areas.

UC locations should use these People Management Competencies as the foundation for assessment, development, and evaluation of people managers, except where a location has already implemented a local set of people manager competencies. These UC People Management Competencies are not meant to replace existing local people management competencies.