

UC People Management Competencies

Leads and engages people to maximize organizational performance by focusing on five sets of behaviors: self-awareness, organizational strategies, operational performance, employee performance and working environment.

1. INDIVIDUAL: *Develops and uses one's leadership skills, knowledge and abilities.*

- Demonstrates leadership fundamentals
- Develops managerial courage
- Demonstrates self-awareness and self-control
- Demonstrates personal growth orientation

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

- Leads through vision and values
- Develops and uses organizational acumen
- Leads change
- Develops organizational readiness

3. OPERATION: *Drives team performance.*

- Aligns performance for success
- Practices continuous improvement
- Plans and organizes activity

4. EMPLOYEE: *Drives individual performance.*

- Delegates responsibility
- Influences others
- Manages Performance
- Facilitates learning
- Manages conflict

5. WORKPLACE: *Ensures a positive working environment and successful employee experience.*

- Implements work standards
- Builds partnerships
- Develops a high performing and innovative culture

UC People Management Competencies

Purpose

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 UC 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.

University of California – People Management

Competencies & Behavioral Indicators

DESCRIPTOR: Leads and engages people to maximize organizational performance by focusing on five sets of behaviors: self-awareness, organizational strategies, operational performance, employee performance and working environment.

1. Individual: Develops and uses one's leadership skills, knowledge and abilities
2. Organization: Understands and implements the organization's strategies
3. Operation: Drives team performance
4. Employee: Drives individual performance
5. Workplace: Ensures a positive working environment

**People Management
Competencies:**

Individual Behavioral Indicators:

Ratings:

Individual		For each individual behavior indicator identify frequency of demonstrated behavior using the following scale: RATING: 4 = Consistently 2 = Sometimes 3 = Frequently 1 = Rarely	
		SELF RATING	LEADER RATING
DESCRIPTOR: Develops and uses one's leadership skills, knowledge and abilities.	Demonstrates Leadership Fundamentals		
	Exhibits high integrity, openness and honesty		
	Behaves consistently with high standards		
	Acts in accordance with moral, ethical, professional, and organizational guidelines		
	Models interpersonal effectiveness, political acumen and good communication		
	Interacts with others in a way that builds trust and confidence in his/her intentions		
	Demonstrates authenticity		
	Demonstrates Managerial Courage		
	States his/her opinions honestly and straight-forwardly, even when it is difficult or unpopular to do so		
	Addresses conflicts promptly using focused listening and behavioral feedback		
	Assumes responsibility and accountability for successful execution		
	Demonstrates Self-Awareness and Self-Control		
	Honors commitments, keeps promises and protects confidentiality		
	Develops and communicates personal vision of performance		
	Sets high standards of performance for oneself		
	Modifies behavior based on self-awareness to improve impact		
	Demonstrates Personal Growth Orientation		
	Explores personal strengths and weaknesses		
	Develops and communicates personal vision of performance		
	Receives and takes action upon feedback		
	Leverages opportunities for self-development		
Manages change effectively			
Cultivates adaptability and resilience			
Comments:			

**People Management
Competencies:**

Individual Behavioral Indicators:

Ratings:

Organization Focus		For each individual behavior indicator identify frequency of demonstrated behavior using the following scale: RATING: 4 = Consistently 2 = Sometimes 3 = Frequently 1 = Rarely	
		SELF RATING	LEADER RATING
DESCRIPTOR: Understands and implements the organization's strategies.	Leads through Vision and Values		
	Keeps the organization's vision and values at the forefront of employees' decision making and action		
	Vividly communicates a compelling view of the future state in a way that inspires others to achieve the mission of the organization and the University		
	Aligns team plans with organizational vision and leadership strategies		
	Helps others translate the organization's vision and objectives into challenging and meaningful goals		
	Makes timely and ethical supervision decisions		
	Develops and Uses Organizational Acumen		
	Ensures that all processes and work flows are aligned to achieve the strategic goals of the organization		
	Actively champions and advocates for new projects		
	Influences, communicates and presents effectively		
	Optimizes organizational results by communicating clearly outlined expectations and measures of success		
	Leads Change		
	Recognizes situations or conditions where change is needed		
	Manages change and cultivates adaptability and resiliency		
	Communicates organizational context while managing and supporting people through organizational change		
	Develops Organizational Readiness		
Draws conclusions by comparing data from different sources to identify and deconstruct issues, problems, and opportunities			

**People Management
Competencies:**

Individual Behavioral Indicators:

Ratings:

	Balances “day to day” work with long-term view to make business decisions.		
	Weighs alternative solutions and approaches against important decision criteria to		
	Anticipates organizational growth and challenges by developing effective financial and resource plans		
Comments:			

**People Management
Competencies:**

Individual Behavioral Indicators:

Ratings:

Operational Focus		For each individual behavior indicator identify frequency of demonstrated behavior using the following scale: RATING: 4 = Consistently 2 = Sometimes 3 = Frequently 1 = Rarely	
		SELF RATING	LEADER RATING
DESCRIPTOR: Drives team performance.	Aligns Performance for Success		
	Leverages and redirects available resources to accomplish operational goals		
	Resolves conflicts to achieve high quality outcomes		
	Manages employee performance to achieve the operational goals of the department/unit		
	Assesses operational and team effectiveness and addresses problems promptly		
	Builds collaboration		
	Establishes goals and quality/customer service standards		
	Practices Continuous Improvement		
	Quickly recognizes areas where operational change or efficiency is needed		
	Implements plans to improve work processes even in the absence of apparent problems		
	Develops metrics, team systems, and processes for continuous improvement		
	Looks for additional ways to add value to customers		
	Plans and Organizes Activity		
	Anticipates organizational needs and builds detailed operational plans accordingly		
	Organizes processes and tasks using realistic timelines to achieve work accomplishments		
	Collaborates with other areas of the organization in order to work toward a common operational goal.		
	Engages others in learning about changes within the organization, strategy or direction		
	Ensures an operational focus in the delivery of services and ongoing work		
	Obtains information and identifies key issues to make timely and ethical supervision decisions		

**People Management
Competencies:**

Individual Behavioral Indicators:

Ratings:

	Effectively manages budget and resources to support organizational success		
	Organizes and facilitates meetings that serve the business objectives		
	Conducts meetings in a way that considers the needs and potential contributions of others		
	Evaluates organizational needs and processes to define position roles and requirements		
Comments:			

**People Management
Competencies:**

Individual Behavioral Indicators:

Ratings:

Employee		For each individual behavior indicator identify frequency of demonstrated behavior using the following scale: RATING: 4 = Consistently 2 = Sometimes 3 = Frequently 1 = Rarely	
		SELF RATING	LEADER RATING
DESCRIPTOR: Drives individual performance.	Delegates Responsibility		
	Defines position roles and requirements		
	Allocates decision-making authority and/or task responsibility to appropriate others		
	Effectively defines and delegates work then monitors activity to successful result		
	Demonstrates confidence and trust in other people's abilities		
	Sets clear and achievable expectations and individual performance goals		
	Demonstrates awareness of his/her team members' strengths and weaknesses		
	Creates opportunities for team members' development		
	Influences Others		
	Uses effective involvement and persuasion strategies to gain acceptance of ideas and commitment to action		
	Engages employees in a way that makes them feel a part of the team and a sense of ownership and builds trust		
	Develops a collaborative, team oriented environment to facilitate the accomplishment of work goals		
	Inspires confidence in the organization and challenges others to meet their fullest potential		
	Uses interpersonal styles and methods to inspire and motivate employees		
	Effectively motivates, recognizes and rewards employee contributions and accomplishments		
	Demonstrates traits, inclinations, and dispositions that make him/her approachable, respected and congenial		
	Manages Performance		
	Aligns the team's work objectives with the strategy of the organization		

**People Management
Competencies:**

Individual Behavioral Indicators:

Ratings:

Plans and supports the integration and onboarding and development of all staff employees		
Tenaciously works to meet or exceed goals		
Gives and receives feedback using appropriate methods and a flexible interpersonal style.		
Optimizes employee effectiveness by conveying goals and objectives with clearly outlined expectations and measures of success		
Engages in outreach, recruitment, selection and retention of diverse and talented employees		
Leverages insight to effectively evaluate employee performance and conduct performance appraisals		
Balances “getting results” with a concern for others’ needs		
Manages effectively across groups that have divergent goals and conflicting interests		
Facilitates Learning		
Creates an environment that fosters learning		
Uses appropriate interpersonal styles and techniques to facilitate learning and gain commitment		
Provides timely guidance and feedback to help others strengthen specific knowledge/skill areas needed for performance and development		
Encourages others to consider new approaches frequently		
Champions employee learning and development by coaching, mentoring and developing people for career growth and performance		
Manages Conflict		
Deals effectively with others in situations to resolve conflict		
Seeks common ground and obtains cooperation with minimum noise		
Uses appropriate interpersonal styles and methods to reduce tension or conflict between two or more people		
Manages corrective and other personnel actions effectively within multi-union, staff/academic, and complex systems/local process environment		

**People Management
Competencies:**

Individual Behavioral Indicators:

Ratings:

Workplace		For each individual behavior indicator identify frequency of demonstrated behavior using the following scale: RATING: 4 = Consistently 2 = Sometimes 3 = Frequently 1 = Rarely	
		SELF RATING	LEADER RATING
DESCRIPTOR: Ensures a positive working environment and successful employee experience.	Implements Work Standards		
	Demonstrates appreciation and insight into the strategic impact of the workplace in relation to the overall mission of the organization and its people		
	Helps people understand how meeting customer’s needs is central to the mission and goals of the organization		
	Identifies opportunities and takes action to build inclusive relationships and practices		
	Actively cultivates and ensures a safe working environment		
	Ensures compliance with all legal, contractual, and UC policy requirements		
	Builds Partnerships		
	Places the needs of the team above self-interest and/or personal agenda		
	Develops a high performing and innovative culture		
	Creates an environment (culture) that inspires people to generate novel solutions with measurable value		
	Encourages experimentation with new ways to solve work problems		
	Seizes opportunities that result in unique and differentiated solutions		

Comments: