

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

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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