

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).

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 sense of diversity, equity, inclusion and belonging.

Core Behavioral Anchors

- Engages others in a way that makes them feel valued and accepted
- Values diverse people, 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 diversity 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

UC Core Competency ABCs

Building Relationships Continued

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, diversity 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