



UC Davis

Core Competencies Model

Core Competencies

(1 through 10 are listed in alphabetical order and 11 is an additional core competency specifically for managers and supervisors)

1. Communication - *Shares information with and receives information from constituencies using oral, written and interpersonal communication skills*
2. Decision Making - *Makes sound decisions while demonstrating integrity*
3. Leadership - *Inspires others toward a common vision and fosters trust and ethics*
4. Principles of Community - *Demonstrates respect, equity and empathy for a diverse community*
5. Problem Solving - *Identifies problems and seeks best solutions*
6. Quality Improvement - *Strives for high quality performance and takes initiative to make improvements and deliver results*
7. Service Focus - *Values and delivers high quality, innovative service to all customers*
8. Stewardship and Managing Resources - *Demonstrates accountability, discretion and sound judgment in managing university resources*
9. Strategic Planning - *Uses a holistic approach to align priorities with overarching goals, and measures outcomes of planning efforts*
10. Teamwork - *Encourages cooperation, collaboration and partnerships*
11. Managing People - *Coaches, evaluates and develops people; aligns performance with university goals* (NOTE: This is an additional core competency for managers and supervisors)

Levels of Core Competencies and Behavioral Indicators

Each core competency in this model has a brief descriptor as well as several behavioral indicators. There are two levels within each of the core competencies – operational and mastery. The mastery level builds upon the operational level of each core competency. The model is intended to serve as a flexible guide.



Core Competency Descriptions and Behavioral Indicators

1. Communication	
<i>Shares information with and receives information from constituencies using oral, written and interpersonal communication skills</i>	
Behavioral Indicators – Operational level	Behavioral Indicators – Mastery level
<ul style="list-style-type: none"> • Builds and maintains effective working relationships with customers and colleagues 	<ul style="list-style-type: none"> • Leverages working relationships with customers and colleagues to build strong connections, cooperation and collaboration
<ul style="list-style-type: none"> • Receives information to seek and understand differing perspectives 	<ul style="list-style-type: none"> • Actively seeks perspectives from others to ensure inclusiveness and understanding
<ul style="list-style-type: none"> • Uses interpersonal skills to build cooperative relationships 	<ul style="list-style-type: none"> • Models interpersonal communication that invites participation and future dialogue
<ul style="list-style-type: none"> • Receives and learns from feedback 	<ul style="list-style-type: none"> • Encourages feedback and uses it as a factor when considering personal and or organizational changes
<ul style="list-style-type: none"> • Tailors and presents information to diverse audiences using a variety of communication delivery methods (e.g., written, electronic, oral, interpersonal) 	<ul style="list-style-type: none"> • Tailors and delivers high-level presentations to diverse audiences using a variety of communication delivery methods (e.g., written, electronic, oral, interpersonal)
<ul style="list-style-type: none"> • Creates clear and concise written communication 	<ul style="list-style-type: none"> • Creates impactful written communication; improves others' writing through editing and feedback process
<ul style="list-style-type: none"> • Uses negotiation and mediation skills 	<ul style="list-style-type: none"> • Facilitates management of differences by addressing them openly and encouraging mutually beneficial resolutions

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2. Decision Making	
<i>Makes sound decisions while demonstrating integrity</i>	
Behavioral Indicators – Operational level	Behavioral Indicators – Mastery level
<ul style="list-style-type: none"> Distinguishes relevant from irrelevant information 	<ul style="list-style-type: none"> Helps others distinguish relevant from irrelevant information and resolves discrepancies
<ul style="list-style-type: none"> Uses sound judgment and integrity to make clear, transparent decisions 	<ul style="list-style-type: none"> Models the use of sound judgment and integrity to make clear, transparent decisions regarding complex and/or sensitive issues or materials
<ul style="list-style-type: none"> Makes decisions based on relevant information 	<ul style="list-style-type: none"> Makes independent, critical decisions based on relevant information
<ul style="list-style-type: none"> Makes decisions in a timely manner 	<ul style="list-style-type: none"> Applies solutions based on decisions in a timely manner

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3. Leadership	
<i>Inspires others toward a common vision and fosters trust and ethics</i>	
Behavioral Indicators – Operational level	Behavioral Indicators – Mastery level
<ul style="list-style-type: none"> • Demonstrates individual leadership skills (e.g., interpersonal, communication, political acumen) 	<ul style="list-style-type: none"> • Models leadership skills and aligns actions with shared values
<ul style="list-style-type: none"> • Generates trust and credibility; displays honesty, integrity and ethical behavior 	<ul style="list-style-type: none"> • Exemplifies integrity and expects honest, ethical behavior from others
<ul style="list-style-type: none"> • Inspires others to act 	<ul style="list-style-type: none"> • Inspires others to act and fosters a climate of motivation
<ul style="list-style-type: none"> • Employs political acumen skills 	<ul style="list-style-type: none"> • Demonstrates a high level of political acumen in all situations
<ul style="list-style-type: none"> • Influences others 	<ul style="list-style-type: none"> • Persuades and encourages others to adapt to desired changes
<ul style="list-style-type: none"> • Accepts responsibility for successes and failures 	<ul style="list-style-type: none"> • Enables others to accept responsibility for their own work and creates a culture of accountability
<ul style="list-style-type: none"> • Develops self 	<ul style="list-style-type: none"> • Coaches and develops others
<ul style="list-style-type: none"> • Recognizes and acknowledges achievements of others 	<ul style="list-style-type: none"> • Recognizes and acknowledges efforts as well as achievements of others

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4. Principles of Community	
<i>Demonstrates respect, equitable behavior and empathy for a diverse community</i>	
Behavioral Indicators – Operational level	Behavioral Indicators – Mastery level
<ul style="list-style-type: none"> Promotes and sustains a community that acknowledges and celebrates differences 	<ul style="list-style-type: none"> Advocates for the UC Davis Principles of Community in all interactions
<ul style="list-style-type: none"> Creates opportunities for inclusion in a variety of settings 	<ul style="list-style-type: none"> Designs and advocates for inclusive practices in all settings
<ul style="list-style-type: none"> Shows respect for people and their differences 	<ul style="list-style-type: none"> Advocates for deep understanding and respect for the diversity of cultures, values, perspectives and beliefs
<ul style="list-style-type: none"> Works to understand the perspectives of others and demonstrates empathy 	<ul style="list-style-type: none"> Works to understand the perspectives of others and encourages them to provide their perspectives
<ul style="list-style-type: none"> Works to build mutual respect, fairness and equity 	<ul style="list-style-type: none"> Models and promotes mutual respect, fairness and equity to foster a sense of belonging

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5. Problem Solving	
<i>Identifies problems and seeks best solutions</i>	
Behavioral Indicators – Operational level	Behavioral Indicators – Mastery level
<ul style="list-style-type: none"> Identifies issues and problems 	<ul style="list-style-type: none"> Communicates in a variety of media, information regarding issues and problems
<ul style="list-style-type: none"> Gathers and organizes data related to problems 	<ul style="list-style-type: none"> Exercises independent judgment in gathering and organizing data related to problems
<ul style="list-style-type: none"> Analyzes and synthesizes data to generate potential solutions 	<ul style="list-style-type: none"> Analyzes and synthesizes highly sensitive and complex data to generate potential solutions
<ul style="list-style-type: none"> Consults others during various phases of the problem solving process 	<ul style="list-style-type: none"> Mobilizes others during various phases of the problem solving process
<ul style="list-style-type: none"> Demonstrates creative and innovative thinking to find best solutions 	<ul style="list-style-type: none"> Models creative and innovative thinking to find best solutions
<ul style="list-style-type: none"> Responds to challenges and problems in a timely manner 	<ul style="list-style-type: none"> Anticipates challenges and problems and responds in a timely manner

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6. Quality Improvement	
<i>Strives for high quality performance and takes initiative to make improvements and deliver results</i>	
Behavioral Indicators – Operational level	Behavioral Indicators – Mastery level
<ul style="list-style-type: none"> • Sets and meets quality improvement targets 	<ul style="list-style-type: none"> • Uses benchmarking and reviews best practices to set and meet quality improvement targets
<ul style="list-style-type: none"> • Strives for efficient, effective, high quality performance 	<ul style="list-style-type: none"> • Takes initiative and evaluates trends to improve efficiency and effectiveness resulting in high quality performance in self and in the organization
<ul style="list-style-type: none"> • Delivers results by deadlines 	<ul style="list-style-type: none"> • Manages timeframes and deadlines
<ul style="list-style-type: none"> • Responds to difficult situations and takes initiative to make improvements 	<ul style="list-style-type: none"> • Displays resiliency and takes proactive measures to make improvements
<ul style="list-style-type: none"> • Focuses on quality 	<ul style="list-style-type: none"> • Ensures the delivery of high quality results

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7. Service Focus	
<i>Values and delivers high quality, innovative service to all customers</i>	
Behavioral Indicators – Operational level	Behavioral Indicators – Mastery level
<ul style="list-style-type: none"> • Seeks to understand organizational business needs 	<ul style="list-style-type: none"> • Identifies and assesses organizational business needs
<ul style="list-style-type: none"> • Seeks to understand customer needs 	<ul style="list-style-type: none"> • Identifies and assesses customer needs
<ul style="list-style-type: none"> • Responds to customer needs 	<ul style="list-style-type: none"> • Models innovative ways to respond to customer needs
<ul style="list-style-type: none"> • Recommends solutions to customer needs 	<ul style="list-style-type: none"> • Uses best practices to develop solutions and respond to customer needs
<ul style="list-style-type: none"> • Assumes shared accountability for improving service delivery 	<ul style="list-style-type: none"> • Evaluates customer satisfaction and uses the data to improve service delivery

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8. Stewardship and Managing Resources	
<i>Demonstrates accountability, discretion and sound judgment in managing university resources</i>	
Behavioral Indicators – Operational level	Behavioral Indicators – Mastery level
<ul style="list-style-type: none"> Exercises accountability in managing university resources 	<ul style="list-style-type: none"> Models accountability in managing university resources in an open, effective manner
<ul style="list-style-type: none"> Uses discretion and sound judgment 	<ul style="list-style-type: none"> Models the use of discretion and sound judgment
<ul style="list-style-type: none"> Understands university values 	<ul style="list-style-type: none"> Embraces university values and integrates them when managing any resources
<ul style="list-style-type: none"> Understands and applies university policies and procedures 	<ul style="list-style-type: none"> Establishes and promotes university policies and procedures
<ul style="list-style-type: none"> Manages resources 	<ul style="list-style-type: none"> Displays stewardship when allocating and managing resources
<ul style="list-style-type: none"> Manages budgets 	<ul style="list-style-type: none"> Oversees budgets
<ul style="list-style-type: none"> Adheres to university safety guidelines 	<ul style="list-style-type: none"> Models and promotes behavioral safety in accordance with university safety guidelines
<ul style="list-style-type: none"> Manages risks 	<ul style="list-style-type: none"> Raises awareness in others about managing risks

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9. Strategic Planning	
<i>Uses a holistic approach to align priorities with overarching goals, and measures outcomes of planning efforts</i>	
Behavioral Indicators – Operational level	Behavioral Indicators – Mastery level
<ul style="list-style-type: none"> • Understands the “big picture” and vision of the organization 	<ul style="list-style-type: none"> • Champions the organization’s vision
<ul style="list-style-type: none"> • Aligns priorities with goals 	<ul style="list-style-type: none"> • Establishes priorities and ensures their alignment with goals
<ul style="list-style-type: none"> • Measures outcomes 	<ul style="list-style-type: none"> • Establishes methodology for measuring outcomes; communicates results
<ul style="list-style-type: none"> • Seeks input from a variety of constituencies 	<ul style="list-style-type: none"> • Seeks input from a variety of constituencies and uses the feedback to redirect efforts as needed
<ul style="list-style-type: none"> • Considers alternative solutions 	<ul style="list-style-type: none"> • Seeks, evaluates and implements alternative solutions
<ul style="list-style-type: none"> • Comprehends connections within complex issues 	<ul style="list-style-type: none"> • Encourages others to appreciate connections within complex issues
<ul style="list-style-type: none"> • Creates budgets 	<ul style="list-style-type: none"> • Oversees budgets
<ul style="list-style-type: none"> • Implements change 	<ul style="list-style-type: none"> • Manages change
<ul style="list-style-type: none"> • Organizes projects and associated time and priorities 	<ul style="list-style-type: none"> • Oversees project management and implements strategies

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10. Teamwork	
<i>Encourages cooperation, collaboration and partnerships</i>	
Behavioral Indicators – Operational level	Behavioral Indicators – Mastery level
<ul style="list-style-type: none"> • Cooperates and collaborates 	<ul style="list-style-type: none"> • Fosters cooperation and collaboration in others through trust-building and relationships
<ul style="list-style-type: none"> • Is flexible 	<ul style="list-style-type: none"> • Encourages and enables flexibility
<ul style="list-style-type: none"> • Contributes to the team 	<ul style="list-style-type: none"> • Facilitates and models teamwork across the organization
<ul style="list-style-type: none"> • Shares accountability 	<ul style="list-style-type: none"> • Creates a culture of accountability
<ul style="list-style-type: none"> • Works in partnership with others 	<ul style="list-style-type: none"> • Fosters partnerships towards a shared vision
<ul style="list-style-type: none"> • Organizes effective teams 	<ul style="list-style-type: none"> • Builds effective teams across organizations and levels, inside and outside own organization

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11. Managing People (additional core competency for managers and supervisors)	
<i>Coaches, evaluates and develops people; aligns performance with university goals</i>	
Behavioral Indicators – Operational level	Behavioral Indicators – Mastery level
<ul style="list-style-type: none"> • Recruits, selects and works to retain employees 	<ul style="list-style-type: none"> • Facilitates the recruitment, selection and retention of employees
<ul style="list-style-type: none"> • Delegates tasks, sets performance expectations and supervises work of others 	<ul style="list-style-type: none"> • Delegates assigned tasks in alignment with operational goals
<ul style="list-style-type: none"> • Monitors and assesses work performance 	<ul style="list-style-type: none"> • Coaches to maximize achievement of performance expectations
<ul style="list-style-type: none"> • Provides objective behavioral feedback 	<ul style="list-style-type: none"> • Models objective behavioral feedback
<ul style="list-style-type: none"> • Creates opportunity for employee development 	<ul style="list-style-type: none"> • Champions employee development for career growth and mobility

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