

## ACADEMIC HR ANALYST COMPETENCY FRAMEWORK

Category	Competency	Definition
<b>Core Competencies for Personal Effectiveness and Individual Leadership</b>	<b>Inclusiveness</b>	Shows respect for people and their differences; promotes fairness and equity; engages the talents, experiences, and capabilities of others; fosters a sense of belonging; works to understand the perspectives of others; creates opportunities for access and success.
	<b>Stewardship</b>	Demonstrates integrity, accountability and efficient stewardship of University resources in a manner consistent with UC policies including the UC Standards of Ethical Conduct and safety policies.
	<b>Problem Solving/Decision Making</b>	Problem Solving - Anticipates and identifies problems; involves others in seeking innovative, simplified solutions; conducts appropriate analyses; searches for best solutions that have benefit within and/or outside the organization; responds quickly to new challenges; takes thoughtful risks that are well balanced. Decision Making - Makes clear, consistent, transparent decisions; acts with integrity in all decision making; distinguishes relevant from irrelevant information and makes timely decisions; considers impact of decisions on University community.
	<b>Strategic Planning &amp; Organizing</b>	Understands big picture and aligns priorities with broader goals, measures outcomes, uses feedback to change as needed, evaluates alternatives, seeks alternatives and broad input; can see connections within complex issues; demonstrates ability to identify strengths and weaknesses of their organization as well as their external opportunities and threats.
	<b>Communication</b>	Connects with peers, subordinates and customers; actively listens; clearly and effectively shares information; demonstrates effective oral and written communication skills; seeks input from others; adapts communication to diverse audiences.
	<b>Quality Improvement</b>	Strives for efficient, effective, high quality performance in self and the unit; delivers timely and accurate results; resilient when responding to situations that are not going well; takes initiative to make improvement; enhances skills by proactively participating in professional development and learning opportunities; able to learn from constructive feedback and mistakes.
	<b>Leadership</b>	Accepts responsibility for own work; develops trust and credibility; demonstrates honest and ethical behavior; handles stress and high demand situations; demonstrates tolerance and adaptability when dealing with ambiguous situations; models University and unit principles and culture; recognizes need for change and effectively manages areas that remain stable and those that are changing; effectively plans for change and deals with setbacks by being resilient and flexible; communicates frequently and authentically during times of change.
	<b>Teamwork</b>	Cooperates and collaborates with colleagues as appropriate; works in partnership with others; cultivates, builds and maintains good relationships with peers, subordinates and customers; delivers on commitments to team/organization.
	<b>Service Focus</b>	Values the importance of delivering high quality, innovative service to internal and external clients; understands the needs of the client; responds promptly to customer and is accessible to them; follows through on customer commitments in a timely manner; maintains positive, long-term working relationships with customers; assumes ownership of process issues and takes appropriate steps to mitigate problems.
<b>Management</b>	<b>Strategic Focus</b>	Sets the vision and defines the strategy.
	<b>Operational Focus</b>	Drives team performance.
	<b>Employee Focus</b>	Drives individual performance.
	<b>Workplace Focus</b>	Ensures a positive working environment.
<b>AP Analyst Technical/Functional</b>	<b>Core Academic HR Expertise and Compliance</b>	Demonstrates foundational knowledge of academic personnel (and related HR) policies and practices, compliance requirements, and risk implications of decisions for Senate and non-Senate academic titles in teaching, research, administration, and program development and coordination, both in union and non-union work environments.
	<b>UC Business Acumen</b>	Demonstrates understanding of the UC mission and the academic nature of the client(s); knowledge of academic hierarchy and decision-making authority; ability to use diplomacy and tact in communications with various academic audiences.
	<b>Organizational Development and Consulting</b>	Advises and counsels clients on policy and practice, utilizing political acumen.
<b>Work/Educational Experience</b>	<b>Level of Experience / Education</b>	Minimal work experience and preferred education.

ACADEMIC HR ANALYST COMPETENCY FRAMEWORK

Core Competencies for Personal Effectiveness and Individual Leadership					
		Job Level			
Definition	Key Skills	Acad HR Analyst 2	Acad HR Analyst 3 / Sup 2	Acad HR Analyst 4 & 5	Acad HR Mgr
Inclusiveness  Stewardship  Problem Solving / Decision Making  Strategic Planning & Organizing  Communication	<ul style="list-style-type: none"><li>Shows respect for people and their differences; works to understand the perspectives of others; supports opportunities to experience diversity on campus</li><li>Demonstrates integrity, accountability and efficient stewardship of University resources in a manner consistent with UC policies including the UC Standards of Ethical Conduct and safety policies</li><li>Actively listens; clearly and effectively shares information; demonstrates effective oral and written communication skills; seeks input from others</li><li>Delivers timely and accurate results</li><li>Takes initiative to make improvement; able to learn from constructive feedback and mistakes</li><li>Enhances skills by proactively participating in professional development and learning opportunities</li><li>Accepts responsibility for own work</li><li>Demonstrates honest and ethical behavior; models University and unit principles and culture</li><li>Cooperates and collaborates with colleagues as appropriate; works in partnership with others; delivers on commitments to the team/organization</li><li>Values the importance of delivering high quality, innovative service to internal and external clients; responds promptly to customer and is accessible to them; follows through on customer commitments in a timely manner</li></ul>	✓	✓	✓	✓
Quality Improvement  Leadership  Teamwork  Service Focus	<ul style="list-style-type: none"><li>Models and maintains the values of openness and inclusiveness</li><li>Connects with peers, subordinates and customers; adapts communication to diverse audiences</li><li>Responds quickly to new challenges</li><li>Makes clear, consistent, transparent decisions; acts with integrity in all decision making; distinguishes relevant from irrelevant information and makes timely decisions</li><li>Sees connections within complex issues; utilizes diverse perspectives to broaden the scope of problem-solving</li><li>Resilient when responding to situations that are not going well</li><li>Handles stress and high demand situations; demonstrates tolerance and adaptability when dealing with ambiguous situations</li><li>Develops trust and credibility</li><li>Cultivates, builds and maintains good relationships with peers, subordinates and customers</li><li>Understands the needs of the client; maintains positive, long-term working relationships with customers; addresses customer problems in a professional manner; personally follows through to ensure issues are resolved to meet the client's expectations</li><li>Takes responsibility for failures as well as successes</li><li>Resolves conflicts in a timely and constructive manner; exercises sound judgment and escalates issues as appropriate to management</li></ul>		✓	✓	✓
	<ul style="list-style-type: none"><li>Promotes fairness and equity; engages the talents, experiences, and capabilities of others; fosters a sense of belonging; creates opportunities for access and success; encourages and initiates collaboration</li><li>Anticipates and identifies problems; involves others in seeking innovative, simplified solutions; conducts appropriate analyses; searches for best solutions that have benefit within and/or outside the organization</li><li>Takes thoughtful risks that are well balanced</li><li>Understands big picture and aligns priorities with broader goals, measures outcomes, uses feedback to change as needed, evaluates alternatives, seeks alternatives and broad input; understands culture of department/division/campus; considers impact of decisions on University community</li><li>Strives for efficient, effective, high quality performance in self and the unit</li><li>Recognizes need for change and effectively manages areas that remain stable and those that are changing; effectively plans for change and deals with setbacks by being resilient and flexible; communicates frequently and authentically during times of change</li><li>Assumes ownership of process issues and takes appropriate steps to mitigate problems</li><li>Breaks down hidden agendas to resolve underlying issues; demonstrates balanced perspective in polarized situations</li><li>Provides sound guidance on controversial issues</li><li>Coaches others on appropriate workplace behavior</li><li>Leads by example</li><li>Encourages independent thinking / problem solving</li><li>Provides opportunities for learning and development for others</li><li>Creates a shared responsibility among team members by involving them in critical deliberations and decisions as appropriate</li></ul>			✓	✓
	<ul style="list-style-type: none"><li>Demonstrates ability to identify strengths and weaknesses of organization as well as external opportunities and threats</li><li>Exercises significant influence in creating vision for the department/division and establishes strategic plans with material impact</li><li>Builds working and collegial relationships at all organizational levels, and leverages those relationships to ensure best outcomes for the unit/organization</li><li>Communicates strategic context, vision, goals in a highly effective manner that moves the organization forward</li><li>Takes responsibility for mitigating strategic and operational risks</li><li>Ensures that full and unbiased information is used to make informed decisions</li><li>Motivates others by setting a direction and allowing others to participate in achieving an aligned vision</li><li>Identifies potential opportunities for the unit and engages with senior unit leadership to realize these opportunities</li><li>Recognizes when work processes are negatively impacting the customer; assumes ownership of the issue and takes the appropriate steps to review processes to help eliminate problems</li></ul>				✓

Key Skills indicate minimal knowledge and ability at each job level and are inclusive and cumulative through the job levels

ACADEMIC HR ANALYST COMPETENCY FRAMEWORK

Competency: Management Skills				
		Job Level		
Definition	Key Skills	Lead	Supervisor	Manager
Strategic Focus (Sets the vision and defines the strategy)	• Develops and uses organizational acumen	✓	✓	✓
	• Sets strategy and direction			✓
	• Creates organizational structure			✓
	• Develops financial and resource plans			✓
	• Influences, communicates and presents effectively	✓	✓	✓
	• Makes timely and ethical supervision decisions		✓	✓
	• Manages change	✓	✓	✓
	• Develops organizational readiness			✓
Operational Focus (Drives team performance)	• Aligns team plans with organization vision and leadership strategies		✓	✓
	• Defines and delegates work		✓	✓
	• Sets team goals & quality / customer service standards		✓	✓
	• Organizes and facilitates meetings	✓	✓	✓
	• Builds detailed operational plans		✓	✓
	• Develops metrics, team systems, and processes for continuous improvement		✓	✓
	• Assesses team success and addresses problems		✓	✓
	• Manages budget and resources		✓	✓
	• Resolves conflict	✓	✓	✓
	• Builds collaboration	✓	✓	✓
Employee Focus (Drives individual performance)	• Defines position roles and requirements			✓
	• Supports development of a diverse workforce	✓	✓	✓
	• Sets expectations and individual performance goals		✓	✓
	• Engages and develops employees		✓	✓
	• Conducts performance reviews		✓	✓
	• Motivates, recognizes, and rewards employees		✓	✓
Workplace Focus (Ensures a positive working environment)	• Develops a high-performance culture	✓	✓	✓
	• Ensures an inclusive workplace	✓	✓	✓
	• Ensures a safe workplace	✓	✓	✓
	• Ensures compliance with all legal, contractual and UC Policy requirements		✓	✓

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ACADEMIC HR ANALYST COMPETENCY FRAMEWORK

Competency: Core Academic HR Expertise and Compliance					
		Job Level			
Definition	Key Skills	Acad HR Analyst 2	Acad HR Analyst 3 / Sup 2	Acad HR Analyst 4 / Mgr 1	Acad HR Analyst 5
Demonstrates foundational knowledge of academic personnel (and related HR) policies and practices, compliance requirements, and risk implications of decisions for Senate and non-Senate academic titles in teaching, research, administration, and program development and coordination, both in union and non-union work environments	<ul style="list-style-type: none"><li>• Responds to basic inquiries about AP matters and processes, and refers to relevant campus and information resources as needed</li><li>• Asks questions and accurately documents client conversations in order to refer to relevant AP specialists</li><li>• Analyzes and summarizes pertinent facts and information needed to support AP/HR case review</li><li>• Identifies and appropriately escalates problems related to AP/HR transactions</li><li>• Follows protocol to ensure correct documentation and maintenance of personnel files</li><li>• Understands how the correct use of HCM and related systems impacts HR data integrity</li><li>• Maintains employee privacy and confidentiality in all matters relating to personal information</li><li>• Complies with Academic Personnel Manual (APM) and other UC policies, academic labor contracts, and work rules affecting employment in union and non-union environments</li><li>• Understands types of visas and related policies; refers to appropriate experts for additional guidance</li><li>• Understands components of the academic review process, including current review documents for represented and non-represented employees</li><li>• Understands University policies, procedures, labor contracts, and federal and state employment laws and regulations</li><li>• Understands the conditions that enable fair and equitable hiring practices</li><li>• Administers academic recruitment and waiver process in AP Recruit, ensuring accurate and complete documentation</li><li>• Understands contract and policy provision to answer basic employee timekeeping and pay questions</li><li>• Understands basic benefits eligibility and related benefits packages; refers questions/inquiries to appropriate campus resources</li><li>• Understands compliance requirements to ensure proper leave submissions and documentation</li></ul>	✓	✓	✓	✓
	<ul style="list-style-type: none"><li>• Interprets and applies applicable policies and labor contracts, federal and state laws and regulations, and organizational policies and procedures; knows when and where to escalate</li><li>• Reviews and analyzes actions and recommendations prior to final approval to ensure complete and compliant documentation</li><li>• Responds to performance problems and provides guidance on preparation of clear and concise performance documents</li><li>• Understands the compensation framework, academic title series and expectations, salary ranges and pay scales, and differences in represented vs. non-represented positions</li><li>• Provides guidance to client unit on writing of job descriptions and change of series, as appropriate</li><li>• Manages recruitment and appointment process and supports hiring manager or search committee throughout the process; provides coaching to ensure use of fair and equitable hiring practices</li><li>• Understands the steps to progressive discipline and employee rights; escalates as appropriate</li><li>• In collaboration with client units, APO, and Labor Relations (if applicable), prepares separation and layoff letters and notices, assists with documentation related to disciplinary action, termination, and other personnel action letters, pursuant to policy and contracts; seeks appropriate approvals before advising on unit actions</li><li>• Understands actions related to occupational and non-occupational disabilities, transitional return-to-work, reasonable accommodation; refers to Disability Management Services</li><li>• Consults with employees on AP related issues and employee rights, and refers to appropriate AP resources</li><li>• Asks appropriate questions and engages in initial fact-finding for AP complaints and grievances, including cases related to discrimination and sexual harassment, and escalates to appropriate office such as APO, Labor Relations and/or Office for the Prevention of Harassment and Discrimination (OPHD)</li></ul>		✓	✓	✓
	<ul style="list-style-type: none"><li>• Synthesizes and applies knowledge of policies and practices in the academic environment to resolve complex cross-functional issues</li><li>• Mitigates risk by explaining to clients compliance requirements under federal and state laws and regulations</li><li>• Assesses and provides guidance on business risk in the context of AP actions with larger organizational impact</li><li>• Manages process to resolve complex AP issues that have been escalated</li><li>• Monitors the quality and effectiveness of AP services, and recommends ways to improve processes and services</li><li>• Consults and advises on all areas of AP policy, practice, compliance, and review criteria/performance standards for academic appointees</li><li>• Manages subordinate AP staff to achieve organizational objectives and administration of personnel policies, programs, and procedures</li></ul>			✓	✓
	<ul style="list-style-type: none"><li>• Serves on and off campus as recognized functional expert; represents the campus on systemwide efforts, as needed</li><li>• Escalates issues to senior leadership as needed</li></ul>				✓

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ACADEMIC HR ANALYST COMPETENCY FRAMEWORK

Competency: UC Business Acumen					
		Job Level			
Definition	Key Skills	Acad HR Analyst 2	Acad HR Analyst 3 / Sup 2	Acad HR Analyst 4 / Mgr 1	Acad HR Analyst 5
Demonstrates understanding of the UC mission and the academic nature of the client(s); knowledge of academic hierarchy and decision-making authority; ability to use diplomacy and tact in communications with various academic audiences	<ul style="list-style-type: none"><li>Understands the organizational, cultural and political landscape that impacts UC Berkeley and the client unit, including academic hierarchy and decision-making authority</li><li>Uses job-related systems for operations, reporting, and analysis, e.g., HCM, BAIRS, APBears, etc</li></ul>	✓	✓	✓	✓
	<ul style="list-style-type: none"><li>Understands the complex campus landscape and navigates across departments to accomplish unit objectives</li><li>Understands the client unit's strategic priorities and how the unit contributes to UC Berkeley</li><li>Understands the connection between AP decisions and budgetary constraints</li><li>Prepares analytical recommendations for leadership, as needed</li><li>Identifies ways to balance the needs of employees with the needs of the unit/organization</li></ul>		✓	✓	✓
	<ul style="list-style-type: none"><li>Understands how changes in budget may impact performance goals of schools, colleges and research units</li><li>Understands the array of factors and conditions that influence FTE decisions</li><li>Uses data, statistics, evidence-based research, benchmarks, AP and business metrics to facilitate decision-making</li><li>Identifies critical relationships and issues impacting performance of the client unit, and refers to relevant leadership</li><li>Assesses challenging academic personnel issues to determine best strategy and mitigate risk</li></ul>			✓	✓
	<ul style="list-style-type: none"><li>Acts as a technical expert in providing AP solutions that can enhance the organization and mitigate financial and legal risk for the organization</li><li>Uses knowledge of competitor organizations and AP trends to influence or support recruitment and retention decisions</li><li>Participates in the design of metrics to demonstrate the impact of AP practices on campus goals and strategies</li></ul>				✓

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## ACADEMIC HR ANALYST COMPETENCY FRAMEWORK

Competency: Organizational Development & Consulting					
		Job Level			
Definition	Key Skills	Acad HR Analyst 2	Acad HR Analyst 3 / Sup 2	Acad HR Analyst 4 / Mgr 1	Acad HR Analyst 5
<b>Advises and counsels clients on policy and practice, utilizing political acumen</b>	<ul style="list-style-type: none"> <li>Provides assistance with change management efforts and communications</li> </ul>	✓	✓	✓	✓
	<ul style="list-style-type: none"> <li>Participates in unit business meetings in an advisory capacity</li> <li>Works with key stakeholders to build consensus and drive positive outcomes</li> <li>Identifies inefficiencies and recommends process improvements</li> <li>Consults with clients regarding business risks of AP actions and recommends effective solutions; knows when to escalate to AP supervisor/manager</li> </ul>		✓	✓	✓
	<ul style="list-style-type: none"> <li>Implements change management plans to address business problems</li> <li>Proactively assesses organizational issues and recommends solutions</li> <li>Identifies capability gaps within the AP function and proposes strategies to build the AP talent pipeline</li> <li>Crafts and implements practices that clarify ambiguous or absent policies, when necessary and at appropriate levels</li> <li>Coaches, develops and trains AP staff to keep them up-to-speed on the client business, trends in AP, and the skills needed to provide expert advice and consultation to clients</li> </ul>			✓	✓
	<ul style="list-style-type: none"> <li>Provides direction on decisions that have wide scope and impact for the unit or organization</li> <li>Establishes relationships with key campus leaders to understand the political implications of AP decisions</li> <li>Consults with campus leaders and key stakeholders on cross-departmental implementations</li> <li>Implements campus projects requiring functional integration across the organization</li> </ul>				✓

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ACADEMIC HR ANALYST COMPETENCY FRAMEWORK

Work/Educational Experience					
		Job Level			
Definition	Key Skills	Acad HR Analyst 2	Acad HR Analyst 3 / Sup 2	Acad HR Analyst 4 / Mgr 1	Acad HR Analyst 5
Minimal work experience and preferred education	• Preferred minimum of 2 years higher education and/or relevant work experience	✓			
	• Preferred minimum of 2 years relevant work experience in a multidivisional organization; Bachelors degree preferred; Sup 2 preferred lead or supervisory experience		✓		
	• Preferred minimum of 4 years relevant work experience in a multidivisional organization; Bachelors degree preferred; Mgr 1 preferred supervisory or management experience			✓	
	• Preferred minimum of 6 years relevant work experience in a multidivisional organization; Bachelors degree preferred				✓

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