

EMPLOYMENT REP COMPETENCY FRAMEWORK

Category	Competency	Definition
Core Competencies for Personal Effectiveness and Individual Leadership	Inclusiveness	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.
	Stewardship	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.
	Problem Solving/Decision Making	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.
	Strategic Planning & Organizing	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.
	Communication	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.
	Quality Improvement	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.
	Leadership	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.
	Teamwork	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.
	Service Focus	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.
Management	Strategic Focus	Sets the vision and defines the strategy.
	Operational Focus	Drives team performance.
	Employee Focus	Drives individual performance.
	Workplace Focus	Ensures a positive working environment.
Employment Rep Technical/Functional	Core Employment Expertise and Compliance	Demonstrates knowledge of employment policies and practices in the following areas: sourcing, networking and pipeline strategies; stakeholder management; compliance requirements and risk mitigation.
	Business Acumen	Uses functional knowledge of client organizations and the external marketplace when implementing staffing solutions.
	Consulting and Talent Advising	Provides strategic guidance to organizational stakeholders on recruitment and selection.
Work/Educational Experience	Level of Experience / Education	Minimal work experience and preferred education.

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Core Competencies for Personal Effectiveness and Individual Leadership					
		Job Level			
Definition	Key Skills	Emp Rep 2	Emp Rep 3 / Sup 1	Emp Rep 4 / Sup 2	Emp Rep 5 / Mgr 1
Inclusiveness	<ul style="list-style-type: none">Shows respect for people and their differences; works to understand the perspectives of others; supports opportunities to experience diversity on campusDemonstrates integrity, accountability and efficient stewardship of University resources in a manner consistent with UC policies including the UC Standards of Ethical Conduct and safety policiesActively listens; clearly and effectively shares information; demonstrates effective oral and written communication skills; seeks input from othersDelivers timely and accurate resultsTakes initiative to make improvement; able to learn from constructive feedback and mistakesEnhances skills by proactively participating in professional development and learning opportunitiesAccepts responsibility for own workDemonstrates honest and ethical behavior; models University and unit principles and cultureCooperates and collaborates with colleagues as appropriate; works in partnership with others; delivers on commitments to the team/organizationValues 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	✓	✓	✓	✓
Stewardship					
Problem Solving / Decision Making					
Strategic Planning & Organizing					
Communication	<ul style="list-style-type: none">Models and maintains the values of openness and inclusivenessConnects with peers, subordinates and customers; adapts communication to diverse audiencesResponds quickly to new challengesMakes clear, consistent, transparent decisions; acts with integrity in all decision making; distinguishes relevant from irrelevant information and makes timely decisionsSees connections within complex issues; utilizes diverse perspectives to broaden the scope of problem-solvingResilient when responding to situations that are not going wellHandles stress and high demand situations; demonstrates tolerance and adaptability when dealing with ambiguous situationsDevelops trust and credibilityCultivates, builds and maintains good relationships with peers, subordinates and customersUnderstands 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 expectationsTakes responsibility for failures as well as successesResolves conflicts in a timely and constructive manner; exercises sound judgment and escalates issues as appropriate to management		✓	✓	✓
Quality Improvement					
Leadership					
Teamwork					
Service Focus	<ul style="list-style-type: none">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 collaborationAnticipates 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 organizationTakes thoughtful risks that are well balancedUnderstands 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 communityStrives for efficient, effective, high quality performance in self and the unitRecognizes 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 changeAssumes ownership of process issues and takes appropriate steps to mitigate problemsBreaks down hidden agendas to resolve underlying issues; demonstrates balanced perspective in polarized situationsProvides sound guidance on controversial issuesCoaches others on appropriate workplace behaviorLeads by exampleEncourages independent thinking / problem solvingProvides opportunities for learning and development for othersCreates a shared responsibility among team members by involving them in critical deliberations and decisions as appropriate			✓	✓
					✓

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

EMPLOYMENT REP 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		✓	✓

Keys Skills indicate level of ability at each job level and are inclusive and cumulative from the lowest to the highest job level

EMPLOYMENT REP COMPETENCY FRAMEWORK

Competency: Core Employment Expertise and Compliance					
		Job Level			
Definition	Key Skills	Emp Rep 2	Emp Rep 3 / Sup 1	Emp Rep 4 / Sup 2	Emp Rep 5 / Mgr 1
Demonstrates knowledge of employment policies and practices in the following areas: sourcing, networking, and pipeline strategies stakeholder management compliance requirements and risk mitigation	<ul style="list-style-type: none">• Understands University policies, procedures, labor contracts, and federal and state employment laws and regulations in all recruiting and compliance activities; understands the conditions that enable fair and equitable hiring practices• Knows where to access relevant information and resources; knows when to escalate to HR supervisor/manager• Ensures accurate and complete documentation of recruitment process in Talent Acquisition Management System (TAM)• Coordinates review process to ensure jobs are correctly classified prior to job postings• Ensures complete documentation of requests for waivers of recruitment for career positions; tracks waivers of recruitment for career and contract positions and agency placements• Performs initial screens of applicants for operational, technical and professional positions• Represents Berkeley at career fairs and inspires interest about working for the organization• Leverages networks and builds a wide range of professional and business relationships to identify passive and active candidates• Generates leads by cold calling potential applicants• Creates social media ads and other materials that are effective in attracting applicants• Researches and chooses the best sourcing channels to reach diverse pools of applicants and knows when Web 2.0 will be most effective for attracting applicants for designated roles;• Shares sourcing intelligence with recruiting peers• Manages high-volume recruiting, when required	✓	✓	✓	✓
	<ul style="list-style-type: none">• Manages recruitment from beginning to end, including: clarification of qualifications from job descriptions; confirmation of position authorization; job posting and advertising; hiring manager support during the selection; moving and relocation expenses; negotiating salary and completing offer letter• Identifies and gathers information needed to address complaints and requests for information• Remains current on policy and legal requirements and identifies transactional process changes as needed• Coaches hiring managers and interview panels on use of fair and equitable hiring process• Implements affirmative action and community outreach programs to attract a highly diverse pool of candidates• Maintains significant external partnerships and networks; represents campus at local and state employment events/job fairs• Screens and vets applicants for managerial and high level professional positions; recommends qualified candidates based on business needs, job specifications, competence, and cultural fit• Uses creativity and innovation to build pipelines of top talent through multiple sources, i.e., networking, on-line, in person, job fairs, advertisements, cold calls• Plans, implements, executes, and advises on recruitment, screening, interviewing and referral processes• Understands University policies and practices regarding the consideration of special placement candidates, and when to collaborate with stakeholders• Manages the budget for a recruitment campaign• Engages approved agencies to fill temporary staffing needs• At S1 level, provides immediate supervision to operational/technical Recruitment employees		✓	✓	✓
	<ul style="list-style-type: none">• Evaluates Berkeley's experience in meeting affirmative action goals and other recruiting processes to mitigate risk and recommend changes• In collaboration with Central HR subject matter experts, develops risk and compliance process and methodology for the recruiting function• Approves job postings in applicant tracking system (TAM) to ensure compliance with policy and practice, alignment with job description and compensation parameters• Understands requirements for recruiting for difficult or unique positions• Writes summaries, recommendations and resolutions for escalated staffing issues• Identifies requirements and develops specifications for talent acquisition systems• Analyzes hiring data to recommend improvements; ensures units are using fair and equitable hiring practices• Participates in high-impact recruitment projects• Manages a project budget for dedicated recruitment support• Manages complex recruitment and hiring issues that have been escalated• At S2 level, provides direct supervision to professional and skilled technical Recruitment employees			✓	✓
	<ul style="list-style-type: none">• Escalates issues to HR senior leadership in CSS and/or Central HR as needed• At M1 level, analyses data about performance of the recruiting function and recommends ways to improve processes• Serves on and off campus as recognized functional expert• Leads large high-impact projects related to recruitment and selection• Manages relationships with external vendors• At M1 level, manages subordinate supervisors and professionals to achieve organizational objectives and administration of recruiting policies, programs, and procedures				✓

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

EMPLOYMENT REP COMPETENCY FRAMEWORK

Competency: Business Acumen					
		Job Level			
Definition	Key Skills	Emp Rep 2	Emp Rep 3 / Sup 1	Emp Rep 4 / Sup 2	Emp Rep 5 / Mgr 1
Uses functional knowledge of client organizations and the external marketplace when implementing staffing solutions	<ul style="list-style-type: none">• Understands the client unit's strategic priorities and how the unit contributes to Berkeley• Understands the organizational, cultural and political landscape that is impacting Berkeley and the client unit• Understands the labor market, including competitors for talent, business trends, workforce trends and how to position Berkeley as an employer of choice• Gathers data for input into metrics reporting	✓	✓	✓	✓
	<ul style="list-style-type: none">• Understands the organizational, cultural and political landscape that can impact hiring at Berkeley• Remains current about client business challenges and opportunities that impact staffing needs• Understands industry knowledge, trends and emerging best practice• Monitors the competitive market for talent• Understands the array of factors and conditions that influence position management decisions• Quantifies the financial implications of management decisions related to hiring options• Ensures that all staffing activities, such as referrals and use of external vendors, have return on investment (ROI) that adds to organizational value• At S1 level, coaches and trains operational and technical staff on the client business and trends in recruiting		✓	✓	✓
	<ul style="list-style-type: none">• Defines key performance metrics related to recruitment and hiring• Develops a deep expertise in specialized recruiting• Builds pipelines and networks to identify top talent prospects• Builds relationships and reputation internally and externally• At S2 level, coaches and develops recruiters to keep them up-to-speed on the client business, trends in recruiting, and the skills needed to proactively provide expert advice and consultation to clients			✓	✓
	<ul style="list-style-type: none">• In collaboration with Central HR subject matter experts, designs and develops the UC Berkeley brand value proposition• Establishes organizational relationships with key senior campus leaders• Demonstrates the high level of political acumen needed to provide executive level search, including assessment of candidate soft skills and organizational fit				✓

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Competency: Consulting and Talent Advising					
		Job Level			
Definition	Key Skills	Emp Rep 2	Emp Rep 3 / Sup 1	Emp Rep 4 / Sup 2	Emp Rep 5 / Mgr 1
Provides strategic guidance to organizational stakeholders on recruitment and selection	<ul style="list-style-type: none"> Facilitates training workshops for potential internal job applicants Shares expertise about social media Knows when to escalate to HR supervisor/manager 	✓	✓	✓	✓
	<ul style="list-style-type: none"> Helps hiring managers clarify job skills and requirements for job postings Collaborates with HR Business Partner to help hiring manager define staffing requirements and alternative ways to resolve challenges Influences hiring managers to comply with fair and equitable hiring practices Coaches candidates on organizational culture, how to approach the interview process, background on interviewers Advisees on solutions and alternatives to staffing issues Advise managers about the value of special placement candidates and other under-considered applicants Educates hiring managers about how to address the impact of market competitiveness on talent pools and salary offers Shares expert knowledge about the employment, recruitment and hiring process when presenting candidates and advising search committees Facilitates training sessions for recruiters, HR professionals and hiring managers, including best practices, industry trends, compliance updates, and professional development 		✓	✓	✓
	<ul style="list-style-type: none"> Identifies issues and trends requiring transactional staffing solutions Advisees on staffing matters that are the most diverse and complex in scope and impact, where analysis of data and situations requires evaluation of many factors and implications have broad impact across the organization Guides and facilitates the utilization of recruitment best practices and benchmarking Acts as a technical expert in providing staffing solutions that can mitigate financial and legal risk for the organization Provides technical expertise and collaborates with stakeholders on the development of written and web resources Develops strategic staffing plans to solve business problems and talent needs, prioritizing actions based on organizational goals and financial analysis 			✓	✓
	<ul style="list-style-type: none"> Coaches senior leaders on recruitment strategies for senior positions Collaborates with Central HR subject matter experts on determining workforce strategies Escalates to senior leadership systemic issues related to talent management Advisees HR leadership on issues involving compliance, financial or reputational risk associated with recruitment strategies Advisees HR senior leadership of changes that may impact technical support processes Provides management level information to help hiring managers decide on recruiting and staffing strategy Establishes overall training strategy to ensure ongoing development of the Berkeley recruiting function 				✓

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Competency: Work/Educational Experience						
		Job Level				
Definition	Keys Skills	Emp Rep 2	Emp Rep 3 / Sup 1	Emp Rep 4 / Sup 2	Emp Rep 5 / Mgr 1	Mgr 2 & 3
Minimal work experience and preferred education	• Preferred minimum of 2 years of related experience; SHRM or comparable certifications are a plus but not required	✓				
	• Minimum of 3 years related experience in a multidivisional organization; Bachelor's degree preferred; SHRM or comparable certifications are a plus but not required; Sup 1 requires team lead experience		✓			
	• Minimum of 5 years related experience in a multidivisional organization; Bachelor's degree preferred; SHRM or comparable certifications are a plus but not required; Sup 2 requires supervisory or lead experience			✓		
	• Minimum of 8 years related experience in a multidivisional organization interacting with customers and leadership; Bachelor's degree preferred; Mgr 1 requires management experience; SHRM or comparable certifications are a plus but not required				✓	
	• Minimum of 10 years related experience in a multidivisional organization interacting with customers and leadership; Bachelor's degree preferred; requires increasingly significant management experience; SHRM or comparable certifications are a plus but not required					✓

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