

HR GENERALIST 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.
HR Generalist Technical/Functional	Core HR Expertise and Compliance	Demonstrates foundational knowledge of HR policies and practices, compliance requirements, and risk implications of HR and AP decisions in both union and non-union work environments, including: employee relations, collective bargaining agreements, performance management, discrimination and harassment, recruiting and hiring, compensation and benefits, leaves and disability management, payroll and timekeeping, records management, HCM and related systems.
	Business Acumen and Analysis	Uses quantitative skills and knowledge of client organizations and the external marketplace to evaluate the impact of HR activities on organizational performance.
	Workforce and Talent Planning	Advises managers about how to maximize talent by defining current and future talent needs and ways to develop staff to address performance and capability gaps.
	Organizational Development and Consulting	Consults with and advises managers on achieving strategic goals by driving change and implementing processes that increase retention, engagement and productivity.
Work/Educational Experience	Level of Experience / Education	Minimal work experience and preferred education.

HR GENERALIST COMPETENCY FRAMEWORK

Core Competencies for Personal Effectiveness and Individual Leadership					
Definition	Key Skills	Job Level			
		HRG 2	HRG 3 / Sup 1	HRG 4 / Sup 2	HRG 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 campus • 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 • Actively listens; clearly and effectively shares information; demonstrates effective oral and written communication skills; seeks input from others • Delivers timely and accurate results • Takes initiative to make improvement; able to learn from constructive feedback and mistakes • Enhances skills by proactively participating in professional development and learning opportunities • Accepts responsibility for own work • Demonstrates honest and ethical behavior; models University and unit principles and culture • Cooperates and collaborates with colleagues as appropriate; works in partnership with others; delivers on commitments to the team/organization • 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 	✓	✓	✓	✓
Stewardship		✓	✓	✓	✓
Problem Solving / Decision Making		✓	✓	✓	✓
Strategic Planning & Organizing		✓	✓	✓	✓
Communication	<ul style="list-style-type: none"> • Models and maintains the values of openness and inclusiveness • Connects with peers, subordinates and customers; adapts communication to diverse audiences • Responds quickly to new challenges • Makes clear, consistent, transparent decisions; acts with integrity in all decision making; distinguishes relevant from irrelevant information and makes timely decisions • Sees connections within complex issues; utilizes diverse perspectives to broaden the scope of problem-solving • Resilient when responding to situations that are not going well • Handles stress and high demand situations; demonstrates tolerance and adaptability when dealing with ambiguous situations • Develops trust and credibility • Cultivates, builds and maintains good relationships with peers, subordinates and customers • 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 • Takes responsibility for failures as well as successes • Resolves 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 collaboration • 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 • Takes thoughtful risks that are well balanced • 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 • Strives for efficient, effective, high quality performance in self and the unit • 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 • Assumes ownership of process issues and takes appropriate steps to mitigate problems • Breaks down hidden agendas to resolve underlying issues; demonstrates balanced perspective in polarized situations • Provides sound guidance on controversial issues • Coaches others on appropriate workplace behavior • Leads by example • Encourages independent thinking / problem solving • Provides opportunities for learning and development for others • Creates a shared responsibility among team members by involving them in critical deliberations and decisions as appropriate 			✓	✓
				✓	✓
				✓	✓
				✓	✓
	<ul style="list-style-type: none"> • Demonstrates ability to identify strengths and weaknesses of organization as well as external opportunities and threats • Exercises significant influence in creating vision for the department/division and establishes strategic plans with material impact • Builds working and collegial relationships at all organizational levels, and leverages those relationships to ensure best outcomes for the unit/organization • Communicates strategic context, vision, goals in a highly effective manner that moves the organization forward • Takes responsibility for mitigating strategic and operational risks • Ensures that full and unbiased information is used to make informed decisions • Motivates others by setting a direction and allowing others to participate in achieving an aligned vision • Identifies potential opportunities for the unit and engages with senior unit leadership to realize these opportunities • 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 				✓
					✓
					✓
					✓

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

HR GENERALIST 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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HR GENERALIST COMPETENCY FRAMEWORK

Competency: Core HR Expertise and Compliance					
Definition	Key Skills	Job Level			
		HRG 2	HRG 3 / Sup 1	HRG 4 / Sup 2	HRG 5 / Mgr 1
<p>Demonstrates foundational knowledge of HR policies and practices, compliance requirements, and risk implications of HR and AP decisions in both union and non-union work environments, including:</p> <ul style="list-style-type: none"> Employee Relations Collective Bargaining Agreements Performance Management Discrimination and Harassment Recruiting and Hiring Compensation and Benefits Leaves and Disability Management Payroll and Timekeeping Records Management HCM and Related Systems 	<ul style="list-style-type: none"> • Responds to basic inquiries about HR matters and processes, and refers to relevant campus and information resources as needed • Asks questions and accurately documents conversations in order to refer to relevant HR specialists • Researches and summarizes pertinent facts and information needed to support HR case review • Identifies and escalates problems related to HR transactions • Follows protocol on correct documentation and maintenance of personnel files • Understands how the correct use of HCM and related systems impacts HR data integrity • Maintains employee privacy and confidentiality in all matters relating to personal information • Complies with PPSM policies, labor contracts, and work rules affecting employment in union and non-union environments; knows when and where to escalate • Understands types of visas and related policies; researches and interprets visa regulations and policies; refers to appropriate experts for additional guidance • Understands basic components of the performance management cycle and review process, including current review forms for represented and non-represented employees • Understands basic laws and regulations related to recruitment, hiring, and onboarding paperwork • Understands contract and policy provisions for basic timekeeping and pay questions • Understands benefits eligibility and related benefits packages; refers to HR benefits specialists as needed • Follows basic legal and compliance requirements for submission of leave documentation, certifications, notice obligations, and employee privacy • Understands the fundamentals of Academic Personnel Manual (APM) and academic labor contracts 	✓	✓	✓	✓
	<ul style="list-style-type: none"> • Interprets and applies nuances of applicable policies and labor contracts, federal and state laws and regulations, and organizational policies and procedures; knows when and where to escalate • Responds to performance issues and provides guidance on preparation of clear and concise performance documents, i.e., annual reviews, PIPs and disciplinary actions • Understands the compensation framework of job families, job levels and expectations, salary ranges/pay grades, and differences in represented vs. non-represented positions • Collaborates with managers and Central HR Compensation on job reclassifications and writing of job descriptions • Understands the steps to progressive discipline and employee rights, and provides guidance on implementation; refers to HR specialists as needed • Understands actions related to occupational and non-occupational disabilities, transitional return-to-work, reasonable accommodation; refers to Disability Management Services • In collaboration with client units and Central HR, prepares separation and layoff letters and notices, assists with documentation related to disciplinary action and termination, and other personnel action letters, pursuant to policy and contracts; seeks appropriate approvals before advising on unit actions • Collects supporting documents for personnel action communications and drafts near final communication to employees for managers • Consults with employees on HR related issues and employee rights, and refers to appropriate HR specialists and campus resources • Asks appropriate questions and engages in initial fact-finding on HR issues, including cases related to discrimination and sexual harassment, and escalates to appropriate office such as Central HR and/or Office for the Prevention of Harassment and Discrimination (OPHD) • At S1 level, provides immediate supervision to operational/technical HR employees 		✓	✓	✓
	<ul style="list-style-type: none"> • Synthesizes and applies knowledge of policies and practices in the client's business environment to resolve complex cross-functional issues • Knows how to mitigate risk; how to avoid liability and be in compliance with federal and state laws and regulations • Assesses and provides guidance on business risk in the context of HR actions with larger organizational impact • Manages complex HR issues that have been escalated • At S2 level, provides direct supervision to professional and skilled technical HR employees 			✓	✓
	<ul style="list-style-type: none"> • Understands how to use the compensation framework in establishing cost-effective organizational structures • Sets standards of performance, measures the quality and effectiveness of HR services, and recommends ways to improve processes and services • Serves on and off campus as recognized functional expert • At M1 level, manages subordinate HR supervisors and professionals to achieve organizational objectives and administration of personnel policies, programs, and procedures 				✓

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Competency: Business Acumen and Analysis					
Definition	Key Skills	Job Level			
		HRG 2	HRG 3 / Sup	HRG 4 / Sup 2	HRG 5 / Mgr 1
Uses quantitative skills and knowledge of client organizations and the external marketplace to evaluate the impact of HR activities on organizational performance	<ul style="list-style-type: none"> • Understands the client unit's strategic priorities and how the unit contributes to Berkeley • Understands basics of position control • Uses job-related systems for operations, reporting, and analysis, e.g., HCM, BAIRS, PageCenter, CalTime, Service Now, Cal Answers 	✓	✓	✓	✓
	<ul style="list-style-type: none"> • Understands the organizational, cultural and political landscape that is impacting Berkeley and the client unit • Understands the complex campus landscape and navigates across departments to accomplish unit objectives • Remains current about business challenges and opportunities facing the client • Uses knowledge of competitor organizations and HR trends to recommend changes to improve organizational effectiveness • Understands budgetary impact of HR decisions • Understands the array of factors and conditions that influence position management decisions • Prepares analytical recommendations for leadership, e.g., cost benefit analysis • Identifies how internal HR actions may be impeding good process and service, and presents and recommends solutions for review • Identifies ways to balance the needs of employees with the needs of the unit/organization • Analyzes data and writes clear arguments for personnel cases • At S1 level, coaches and trains operational and technical staff on the client business and trends in HR 		✓	✓	✓
	<ul style="list-style-type: none"> • Actively engages with goals and strategies of client unit • Identifies financial implications of management decisions related to human resources • Understands how changes in budget may impact organizational performance • Uses data, statistics, evidence-based research, benchmarks, HR and business metrics to facilitate decision-making • Identifies critical relationships and issues impacting performance of the client unit, and recommends improvements • Assesses options for case resolution and recommends best strategy, weighing objectives against risks • Prepares finalized personnel action package for complex cases requiring strategic decisions, and writes final letter for review by Central HR • At S2 level, coaches and develops HR staff to keep them up-to-speed on the client business, trends in HR, and the skills needed to proactively provide expert advice and consultation to clients 			✓	✓
	<ul style="list-style-type: none"> • Understands how economic factors impact higher education and Berkeley operations specifically • Acts as a technical expert in providing HR solutions that can enhance the organization and mitigate financial and legal risk for the organization • Uses performance metrics to demonstrate the impact of HR practices on unit goals and strategies • Determines and approves costs of business activity for their own project initiatives 				✓

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Competency: Workforce and Talent Planning					
Definition	Key Skills	Job Level			
		HRG 2	HRG 3 / Sup 1	HRG 4 / Sup 2	HRG 5 / Mgr 1
Advises managers about how to maximize talent by defining current and future talent needs and ways to develop staff to address performance and capability gaps	<ul style="list-style-type: none"> Understands fair and equitable recruitment practices and hiring decisions to ensure a diverse candidate pool 	✓	✓	✓	✓
	<ul style="list-style-type: none"> Helps managers assess talent gaps and recommends learning opportunities to bridge gaps Advises and assists clients on individual and unit development plans Identifies organizational and individual capabilities needed to achieve successful business outcomes within the client unit 		✓	✓	✓
	<ul style="list-style-type: none"> Assesses positions and competencies/skills in the current organization against organizational goals Understands succession planning models and works with unit business leaders to identify a pipeline of potential successors for key positions Advises on talent development needs and career plans to maximize potential 			✓	✓
	<ul style="list-style-type: none"> Identifies capability gaps within the HR function and develops solutions Collaborates with campus leaders on staffing issues that may impact significant business performance cross-functionally or across the entire organization Designs succession planning and talent development strategies Analyzes staffing requirements across the organization and recommends ways to optimize the existing workforce 				✓

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HR GENERALIST COMPETENCY FRAMEWORK

Competency: Organizational Development & Consulting					
Definition	Key Skills	Job Level			
		HRG 2	HRG 3 / Sup 1	HRG 4 / Sup 2	HRG 5 / Mgr 1
Consults with and advises managers on achieving strategic goals by driving change and implementing processes that increase retention, engagement and productivity	<ul style="list-style-type: none"> Assists with change management plans and communication Participates in unit business meetings in an advisory capacity Works with key stakeholders to build consensus and drive positive outcomes Identifies inefficiencies and recommends process improvements Consults with clients regarding business risks of HR actions and recommends effective solutions 		✓	✓	✓
	<ul style="list-style-type: none"> Implements change management plans to address business problems and talent needs Proactively assesses organizational issues and recommends solutions Advises on organizational development strategies to promote retention, engagement and increased productivity Initiates change by building a business case, overcoming resistance, engaging key stakeholders, and articulating key decisions 			✓	✓
	<ul style="list-style-type: none"> Provides direction on decisions that have wide scope and impact for the unit or organization Sustains change by ensuring resources, structures, communication and continual learning is in place Consults with campus leaders on cross-departmental implementations; evaluates financial impact and recommends actions Leads and directs critical campus projects requiring functional integration across the organization Designs and develops organizational development strategies, including organizational structure changes, to promote retention, engagement, and increased productivity 				✓

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HR GENERALIST COMPETENCY FRAMEWORK

Competency: Work/Educational Experience						
Definition	Key Skills	Job Level				
		HRG 2	HRG 3 / Sup 1	HRG 4 / Sup 2	HRG 5 / Mgr 1	Mgr 2 & 3
Minimal work experience and preferred education	<ul style="list-style-type: none"> Preferred minimum of 2 years of HR related experience; SHRM or comparable certifications are a plus but not required 	✓				
	<ul style="list-style-type: none"> Minimum of 3 years HR 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 		✓			
	<ul style="list-style-type: none"> Minimum of 5 years HR 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 			✓		
	<ul style="list-style-type: none"> Minimum of 8 years HR 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 				✓	
	<ul style="list-style-type: none"> Minimum of 10 years of HR 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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