



Human Resources Competency Model Implementation: Progress Report

Department Heads Meeting
August 2018

6 + 1 Model – Core Competencies

6 Core competencies apply to all UMMS professional non-unit employees at every level and in every role:

- 1. PROBLEM SOLVING/DECISION MAKING**
- 2. QUANTITY/QUALITY of WORK**
- 3. SERVICE ORIENTATION**
- 4. ACCOUNTABILITY**
- 5. INITIATIVE**
- 6. DIVERSITY & INCLUSION**

+1 Those entrusted with roles involving supervision and/or coordination of the work of others bear additional responsibilities for managing work and providing leadership.

- 1. LEADERSHIP & MANAGEMENT**

Implementation to Date

PART I – Phased Roll Out



- Web based information and tools found on the HR Compensation website
- HR communications to announce the Competency Model began 11/30/17
- Trainings provided by Human Resources:
 1. *Manage and Lead – Interviewing and Hiring - Techniques in Competency-based Behavioral Interviewing*
 2. *Manage and Lead – Transition from Traditional to the Competency-Based Job Description - How to Write a Competency-based Job Description*
 3. *Manage and Lead – Goal Setting: How to Use the UMMS Core Competencies to Set Annual Performance Review Development Goals*
 4. *All Employees - Preparing for Your Performance Review: Overview of the new UMMS Competency Model*
 5. *All Employees - UMMS Competency Model: Application of the Core Competencies to the new Performance Review Tool*

What is a Competency-Based Performance Appraisal?

- **Competency-based performance appraisals** focus on **developing the behaviors — the competencies** — that are essential for developing employees in their roles. Competency-based performance appraisals look at how an employee's actions over a defined time led to meeting or missing defined objectives, so you gain an understanding of where an employee stands at present and what additional behaviors they should develop for future success.
- Identifies the **knowledge, skills, and attributes** required to be successful in the position, not just the duties themselves.
 - **Knowledge** - addresses areas of expertise such as research or finance
 - **Skills** - developed proficiency or dexterity in mental operations or physical processes that is often acquired through specialized training, such as computer programming, plumbing or lab techniques
 - **Attributes** - characteristics or traits that you display in order to successfully perform the job, or how you approach an activity or situation (Examples: decision making, flexibility, cultural adaptability, resourcefulness, team player, etc.)

Elements of the UMMS Competency Based Performance Appraisal

Employee Information:

		<h2 style="margin: 0;">UMMS Performance Appraisal Document</h2> <p style="font-size: small; margin: 0;">Human Resources - Helping  Make a Difference in Everything We Do</p>	
Employee Name:	Jane Smith	Employee ID:	12345678
Manager Name:	Ralph Jones	Manager Phone #:	508-856-5555
Department:	Admissions	Title:	Project Ana
SBU:	CWM	Review Period (From):	7/1/2
Provides supervision?:	Management - I have direct reports	Review Period (To):	6/30/2018

Review of Current Year's Objectives:

PART I REVIEW OF CURRENT YEAR'S OBJECTIVES		
1=Did not accomplish, 2=Partially accomplished, 3=Fully and successfully accomplished, 4=Outcome exceeded established objective, 5=Produced outstanding result		
Objective #1: Outcome and Measures	Self	Reviewer
Text Text Text	2	3
Objective #2: Outcome and Measures	Self	Reviewer
Text Text Text	4	1
Objective #3: Outcome and Measures	Self	Reviewer
Text Text Text	4	3
Objective #4: Outcome and Measures	Self	Reviewer
Text Text Text	2	3
Reviewer's rating for objectives:		3

Format of a Competency Based Performance Appraisal (cont'd)

Observations of Core Competencies:

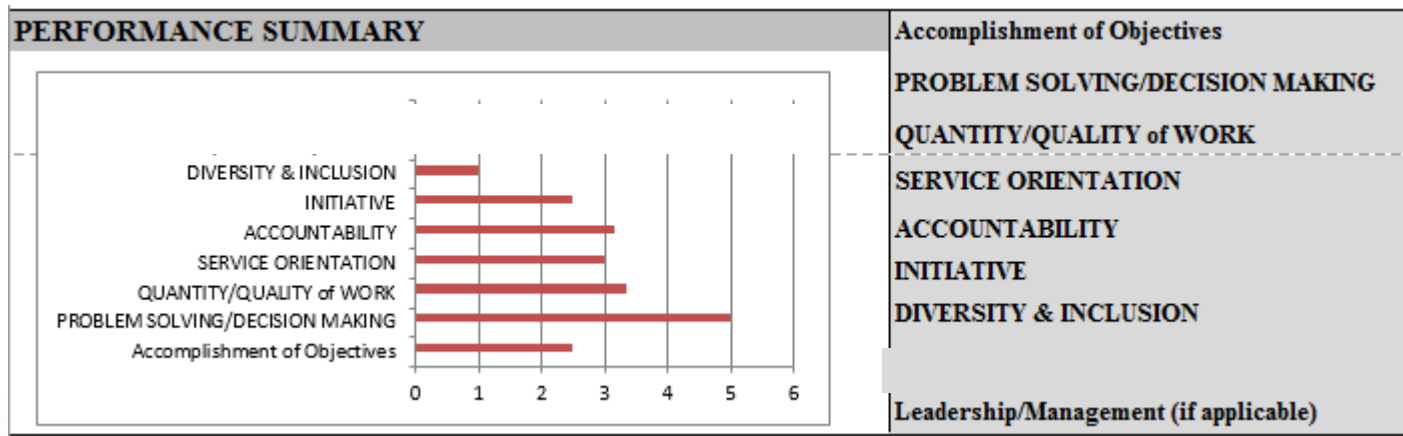
- Example of one of the Core Competencies established by Human Resources and UMMS Executive leadership.

PART II OBSERVATIONS OF CORE COMPETENCIES			
1 = Needs significant improvement, 2 = Opportunity for development, 3 = Achieves standard, 4 = Exceeds standard, 5 = Distinguished performance			
PROBLEM SOLVING/DECISION MAKING	Reviewer's rating:	Self	Reviewer
Identifies and analyzes problems weighing the relevance and accuracy of available information and recognizing one's filters, privileges, biases, and cultural preferences		3	5
Generates and evaluates alternative solutions and makes effective and timely decisions		2	5
Reviews the effects and implications of decisions and takes appropriate follow up actions		1	5
<i>Support for rating:</i>			
Text Text Text			

Format of a Competency Based Performance Appraisal (cont'd)

Core Competency Performance Summary:

- Populated automatically from reviewer input in prior sections.



Format of a Competency Based Performance Appraisal (cont'd)

Individualized Annual Performance Goals/Objectives Section:

- Specifies the goals/objectives for the upcoming fiscal year.

PART III. ANNUAL PERFORMANCE OBJECTIVES (for upcoming fiscal year)
Objective #1:
Text Text Text
Measure/Timetable:
Text Text Text
Objective #2:
Text Text Text
Measure/Timetable:
Text Text Text
Objective #3:
Text Text Text
Measure/Timetable:
Text Text Text

Going forward...

PART II – Phased Roll Out

- Completion of the new competency-based position descriptions including both core and specific competencies – **due no later than March 2019**
- HR “Manage and Lead” Training on how to incorporate the position specific competencies into the FY ‘20 performance reviews – **March 2019**
- HR “Manage and Lead” Training on the use of the new competency-based performance appraisal tool – **March 2019**
- HR Training for all employees on the alignment of the core competencies with the merit based annual increase model for the FY ‘19 increases – **March 2019**
- Incorporation of the core competencies into all FY ‘19 HR training offerings – **throughout FY ‘19**

Additional Resources

- **Compensation Website:**



- Competency-based Performance Appraisal Template
- Competency-based Job Descriptions Template
- Guide to Preparing Competency-based Job Descriptions
- UMMS Core Competencies List

- **Compensation Contacts:**

- **Michelle Bird** - Supporting Commonwealth Medicine and MassBiologics departments ext: 6-4029 or Michelle.Bird@umassmed.edu
- **John Roy** ext. 6-3950 or John.Roy@umassmed.edu
- **Denise Raskett** - Supporting Medical School departments ext: 6-3143 or denise.raskett@umassmed.edu

Questions

