



UMass Medical School Competency Model Q&A

What is a competency model?

A competency model is a framework for shaping job requirements and performance expectations in support of an organization's Human Capital strategies.

Why do institutions use competency models?

Competency models are used for defining, assessing, and promoting overall organizational success, reinforcing a results driven organizational culture, shaping expectations and encouraging employee performance. Additionally, a competency model is a key component of best-in-class talent acquisition, employee engagement, talent development, and retention strategies.

How will this new competency model be integrated into the UMMS system?

Expectations drawn from the competency model will become part of UMMS' policies, practices, and communications across the enterprise. They will become explicit elements of human capital practices to include but are not limited to:

- Existing and future position descriptions
- Recruitment job postings, candidate interview questions, selection criteria, new hire onboarding and assimilation of new employees
- Performance appraisals
- Rewards, recognition and merit based salary increase programs
- Corrective action
- Learning and Development
- Career path mapping and internal advancement
- Succession planning
- Internal and external communications
- Manager training

What are the core elements of UMMS' competency model?

There are six core elements to UMMS new model: five that apply to all employees at every level and a sixth that applies to those with supervisory responsibilities.

1. **PROBLEM SOLVING/DECISION MAKING** – conveys the essential ability to make good decisions and respond effectively to challenges often under stress and with limited information.
2. **QUANTITY/QUALITY of WORK** – we expect UMMS employees to consistently produce a high volume of excellent work.
3. **SERVICE ORIENTATION** – our ultimate purpose is to provide superior service to all of our constituent stakeholders both internal and external and to always strive to exceed their expectations.
4. **ACCOUNTABILITY** – all UMMS employees hold themselves accountable for their actions and for producing expected results. They hold their colleagues to these same standards.
5. **INITIATIVE** – UMMS employees are expected to take a proactive approach to work focusing on continuous incremental improvement in all areas as well as opportunities for innovation.

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

6. **LEADERSHIP/MANAGEMENT** – people in roles involving coordination/supervision of others have to select and hire top tier talent, empower and inspire them to contribute to the full extent of their abilities, and to make sure that their teams achieve all organizational goals and expectations to which they are assigned.

How do the core competencies impact employee roles at UMMS?

The core competencies define what is expected of all UMMS employees in all roles at every level. In addition, there is a menu of department and position specific competencies allowing leaders to define additional significant expectations that are unique to their specific departments or to specific positions within their areas of responsibility. These competencies will allow us to define and promote targeted performance excellence across more than 700 different jobs we have within UMMS.