UGA Staff Competency Model Initiative: Summary of Project & Critical Engagements

Objectives
The objective of the UGA Staff Competency Model Initiative is to establish a competency-based staff performance management process at UGA that delivers: 1) transparent performance expectations; 2) alignment of performance standards across the institution; 3) targeted, consistent performance feedback and guidance; and 4) performance-based criteria for personnel decisions.

What is a Competency Model?
UGA’s staff competency model will consist of multiple competencies that jointly represent the mix of knowledge, skills, and behaviors that define successful job performance. Behavioral descriptions will be written for each competency to enable supervisors to communicate clear performance expectations and guide career development.

How do we get there?
1) Establish a list of common critical tasks by UGA job category.
2) Establish a list of common critical competencies by job category.
3) Define behaviorally what success looks like across all jobs at UGA for each competency.
4) Train supervisors on performance evaluation, feedback, and action planning.

Project Timeline & Engagement Details
Phase I Completed Items: All UGA staff jobs were indexed, including 6,010 job descriptions in UGAJobs, into 140 unique job codes.

Phase II Current-Early 2020: The next phase involves gathering input from employees in each UGA job category, including nominated Subject Matter Experts (SMEs), to inform the development of UGA’s competency model. There are 4 critical engagements as follows:

<table>
<thead>
<tr>
<th>Step</th>
<th>Administration</th>
<th>Timing*</th>
<th>Participants</th>
<th>Participant Time*</th>
</tr>
</thead>
<tbody>
<tr>
<td>1)</td>
<td>Task Review Questionnaire</td>
<td>Online, 10-30 items</td>
<td>April 15th – 26th</td>
<td>All Nominated SMEs</td>
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<td>2)</td>
<td>Focus Groups</td>
<td>In-Person 8 to 12 SMEs each</td>
<td>May 13th – June 21st</td>
<td>Randomly Selected SMEs</td>
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<td>3)</td>
<td>Job Analysis Questionnaire</td>
<td>Online, 50-60 items</td>
<td>July 15th – 26th</td>
<td>All Available Staff</td>
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<td>4)</td>
<td>Behavioral Descriptors Questionnaire</td>
<td>Online, 50-60 items</td>
<td>Oct 14th – 25th</td>
<td>Focus Group SMEs &amp; Supervisors</td>
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</tbody>
</table>

* Estimated times

The major participants in this phase of the project and their tasks are as follows:

Subject Matter Experts (SMEs): SMEs will have at least one year of experience of employment in the job code and be considered a high performer. These SMEs will assist in establishment of what tasks and competencies are most critical to job performance across the jobs being consolidated into the new job code and the behaviors that illustrate good performance in their jobs.

All Staff: All available staff will be invited to participate in an online Job Analysis Questionnaire in July 2019 that will be specific to their new job code.

Supervisors: Supervisors will be invited to behaviorally define the competencies for job codes they manage via an online Behavioral Descriptors Questionnaire to be distributed in October 2019.