|  |  |
| --- | --- |

| Functional Competencies - Optional Job Builder resources |
| --- |
| Identify the Functional/Technical competencies that a person must have in order to be successful in this role. These should not overlap with UC Core Competencies:  Analytical thinking, Business impact, Collaboration, Communication Skills, Company Knowledge, Functional Knowledge, Influence, Job Impact, Leadership Skills, Managing Change, Problem Solving, Strategic Responsibility  **Completing this section in Job Builder will generate suggested interview questions associated with these Functional Competencies, which can be rated on a 1-5 scale if desired.** |

| **Functional Competencies** | **1. Entry** | **2. Novice** | **3. Mid** | **4. Experienced** | **5. Senior** | **6. Expert** |
| --- | --- | --- | --- | --- | --- | --- |
| **Analytical Thinking** | Uses basic logic and common sense to arrive at solutions | Practices investigative techniques to determine the best approach | Diagnoses issues using a systematic and methodical approach | Solves complex problems using a sequential system | Tackles critical large-scale issues using rational thinking and reasoning | Handles organizational concerns via advanced problem-solving techniques requiring logic, sequential reasoning, and a methodical approach |
| **Business Impact** | Role has impact on the department | Responsible for the team meeting goals and objectives | Department oversight including goal setting, budget management, and results | Sets goals for the function | Sets goals for the division and contributes to corporate strategic decisions | Sets strategy for the organization |
| **Collaboration** | Develops partnerships with internal team members | Creates internal alliances outside the immediate team or department | Maintains mutually beneficial partnerships with other functions | Strengthens alliances with other divisions to create opportunities internally and externally | Reinforces partnerships internally and externally that could lead to growth opportunities for the organization | Develops, maintains, and reinforces alliances internally and externally to create a mutual benefit |
| **Communication Skills** | Able to communicate well in straight-forward situations | Advanced communication skills involving complicated topics | Communicates using persuasion and authority | Advanced communication skills used to lead a team | Communicates a a high level and is able to negotiate on a broad spectrum of matters | Highly accomplished communicator who affects the overall company |
| **Company Knowledge** | Understands his/her own job and how the role interacts with his/her team | Understands how his/her role relates to others on the team and the role of the team | Understands how his/her team contributes to the department to meet the goals defined | Understands the role of the function and how it fits into meeting the goals of the division | Understands how the functions integrate into the division and the strategic concept behind the corporate goals | Understands the overall strategic goals of the company and vast knowledge of the industry |
| **Functional Knowledge** | Knowledgeable about his/her specific job | Understands his/her discipline and good conceptualization of processes | Thorough understanding of his/her discipline and a rudimentary understanding of the other disciplines | Expertise in his/her discipline and understands these concepts in other disciplines | Wide range of understanding of multiple disciplines | Recognized expert in his/her field |
| **Influence** | Gains support for ideas within the team | Develops respect for ideas and proposals within the department | Seeks support for functional projects within and outside the function | Profits from garnering support for concepts and solutions from other functions | Takes advantage of wide-spread support within the division to elevate proposals and projects important to him/her | Achieves success using his/her ability to develop, maintain, and strengthen partnerships with others internally or externally |
| **Job Impact** | Immediate work team | Work team and other connected work teams | Department | Function | Division | Entire organization |
| **Leadership Skills** | Does not manage employees, but may mentor and/or train subordinates | Manages a team | Manages a department | Manages a function | Manages a division | Manages the entire organization |
| **Managing Change** | Implements changes provided by management | Helps others manage departmental changes | Initiates and implements departmental modifications | Initiates improves for the function | Sponsors transformation for the division | Demonstrates support for innovation and organizational changes needed to improve effectiveness and efficiency |
| **Problem Solving** | Completes routine and repetitive tasks where tasks are straightforward | Uses common sense to solve routine issues | Arrives at a conclusion based on previous experiences and good judgment | Assesses circumstances using experience and a variety of information gathered | Arrives at decision using analytical thought | Develops solutions to complicated issues using abstract thinking in new or complex situations |
| **Strategic Responsibility** | Not responsible for strategy | Contributes to strategy for his/her team | Sets or influences strategy for his/her department | Sets or influences strategy for his/her function | Sets or influences strategy for his/her division | Sets or influences strategy for the company |