UGA Staff Competency Model Initiative

About the Initiative

With the support of senior leadership, University HR began undertaking a very large and complex assignment to revamp UGA's position management and classification policies in 2018. For many years, UGA's job classification system included 1591 classifications across 20 job families. In December 2018, UGA adopted the USG B-CAT job code structure resulting in only 140 unique job codes. This alignment with USG B-CAT job codes brought UGA job codes into alignment with USG and Federal IPEDS job classification systems. With this effort completed in January 2019, UGA was poised to further refine its position management and classification policies through development and implementation of a Staff Competency Model.

Realizing the complex nature of this undertaking, the University HR team engaged members of UGA's Industrial/Organizational Psychology Program, led by Director Dr. Brian Frost, contracted with outside consultants to help collect and analyze data, formed an Advisory Committee with members from all major academic and administrative units, and identified staff subject matter experts (SMEs) who provided input on required tasks and competencies for specific UGA jobs. These same SMEs (and other employees) were also be asked to validate the job description templates and competency models that were developed. Every effort was made to ensure the job description templates and competency models are relevant for our UGA community.

Project Engagement Details

Development and Validation of Preliminary Competency Model Framework

Four critical engagements were completed with staff input from April 2019 to February 2020:

Engagement	Administration/Purpose	Participants
Task Review Questionnaire	**Online Task Survey** Clarified tasks within a job code	All Nominated SMEs*
Focus Groups	**In Person (~55 sessions)** Validated input from Task Review Questionnaires and began identifying critical KSAOs for successful performance	Randomly selected SMEs
Job Analysis Questionnaire	**Online Survey (20-65 based on job)** Established critical KSAOs; common tasks across jobs; frequency of tasks	All applicable staff
Behavioral Descriptors Workshops	SMEs sorted behavioral descriptors into the appropriate competency and rated on effectiveness	~45 SMEs random selected from focus group participants ~45 SMEs from leadership and manager positions

*Subject Matter Experts (SMEs): selected SMEs had at least one year of experience of employment in the job code and considered a high performer. The SMEs assisted in establishment of what tasks and competencies were believed most critical to job performance across the new job codes and the behaviors that illustrate good performance in their jobs.

Design, Refinement, Validation and Implementation of UGA Staff Competency Model

Additional project steps have taken place Spring 2020-May 2021 to complete the staff competency model, release the model and begin to align with the talent lifecycle of a UGA staff member.

Project Step	Details	Expected Completion
Staff Competency Model Review & Refinement and Creation of Guide	University HR and HR Practitioners reviewed he competency model framework and made recommendations on the modification of competencies, KSAOs & behaviors to align with University mission, strategy and culture. This process Included comparison of the competency model with those from UGA Comparator and Aspirational Peer Institutions. This effort resulted in the development of a document titled "UGA Staff Competency Model: A Practical Guide."	May 2020-Nov 2020
Executive-Level Subject Matter Expert and Regulatory Review	UGA Executive-Level Subject Matter Experts reviewed the Guide to ensure alignment with University mission, strategy and culture. The Equal Opportunity Office, Internal Auditing and Office of Legal Affairs also reviewed and provided feedback from a regulatory perspective.	January-April 2021
Presentations and Further Refinement of Model	Presented the preliminary staff competency model and Guide to senior leadership and staff groups for questions and feedback beginning in April 2021. The SCM Team will continue to present to University groups and units and review feedback to determine if any further refinements are necessary.	Ongoing
Introduction of Competency Model to the University Community	Release the full staff competency model to the UGA Community including KSAOs (Knowledge, Skills, Abilities, and Other Characteristics) and Supporting/Non-Supporting Behaviors.	May 2021
Implementation & Integration of Competency Model with Talent Lifecycle of Staff	Visit the Engage & Learn Staff Competency Model Webpage for updated information, resources and timelines for integration of the model including staff recruitment, new hire onboarding and orientation, staff professional development and performance management.	Ongoing

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