



Program Associate: Core Competencies

Core competencies at the California Health Care Foundation (CHCF) describe the capabilities that are important across all jobs and that we believe collectively contribute to CHCF's overall success in achieving our mission. At the same time, the importance of core competencies may vary according to the specific job duties and requirements.

Key indicators highlight how a person can demonstrate that competency, and are designed to show the requirements for successful performance.

The core competencies critical to the success of a program associate include these:

- **Achievement focus.** The ability to generate results by assuming responsibility for one's performance and the correctness of one's interventions, and recognizing opportunities and acting efficiently at the appropriate moment and within the given deadlines.
 - Contributes to improved work methods, outcomes, and team performance.
 - Works while meeting quality and performance standards.
 - Promptly and efficiently completes work assignments.
 - Demonstrates the ability to challenge existing practices in order to become more effective.

- **Analytical thinking.** The ability to tackle a problem by using a logical, systematic, sequential approach. Ability to identify patterns across situations that are not obviously related, and to identify key or underlying issues in complex situations.
 - Recognizes causes and consequences of actions and events that are not readily apparent.
 - Identifies gaps in information and makes informed assumptions in order to continue analysis and/or take action.
 - Gathers information from a variety of sources to reach a conclusion.
 - Anticipates and thinks ahead about next steps.
 - Distinguishes between critical and irrelevant pieces of information.

- **Developing talent.** The ability to foster an environment that will encourage professional and personal growth and the transfer of knowledge to future talent.
 - Takes advantage of learning opportunities provided (e.g., courses, feedback from supervisor or peers) to meet requirements of current role.

- Actively shares knowledge among peers, offers advice to less experienced colleagues.
 - Demonstrates initiative in professional self-development.
 - Helps others learn from experience and development initiatives (e.g., recommends readings, trainings, and other resources).
 - Continually acquires and applies new knowledge and learning to improve job performance.
- **Flexible thinking.** The ability to effectively adapt to a variety of situations, individuals, and groups. It is based on the ability to understand and appreciate different and opposing perspectives on an issue, to adapt an approach as the requirements of a situation change, and to change or easily accept changes in one's own organizational or job requirements.
 - Considers problems from all new perspectives and can expand on the thinking or solutions proposed by others.
 - Displays a positive attitude in the face of ambiguity and change.
 - Stays open-minded and encourages others to bring new perspectives.
 - Understands and recognizes the value of other points of view and ways of doing things.
 - Anticipates having to adapt work methods to changing technology and environments.
- **Influencing.** Ability to persuade others in an honest, respectful, and sensitive manner to go along with one's objectives. It can also be the desire to have a specific impact or effect on others.
 - Checks own understanding of others' communication (e.g., paraphrases, asks questions).
 - Recalls others' main points and takes them into account in own communication.
 - Reads cues from various listeners to assess when and how to change the planned communication approach to effectively deliver messages.
- **Interpersonal awareness and communication.** The ability to recognize and value other people's thoughts and opinions and to have patience for and acceptance of the unspoken, partly expressed thoughts, feelings, and concerns of others.
 - Listens actively, considers people's concerns, and adjusts own behavior in a helpful manner.
 - Is attentive, soliciting input from all members of a team when doing projects and assignments or when interacting with people from different backgrounds.
 - Maintains objectivity when one's own positions or opinions are challenged by peers or stakeholders.
 - Encourages others to contribute by overcoming cultural barriers and background differences.

- **Managing resources.** The ability to scope out and define human, financial, and operational resource capabilities and limitations to make decisions aimed at building and planning efficient project workflows to achieve organizational goals.
 - Plans, coordinates, and manages internal and external resources to accomplish assignments within deadlines.
 - Manages assignments' delivery process and deadlines.
 - Organizes the use of resources to meet expectations and identifies challenges.
 - Identifies needs for resources to effectively support current programs and projects.

- **Organizational alignment.** The ability and willingness to align one's own behavior with the needs, priorities, and goals of the foundation, and to act in ways that promote the foundation's goals or that meet organizational needs.
 - Explains the role and goals of the organization and how they relate to own area of work.
 - Stays aware of organizational objectives and monitors current developments and trends that may affect implementation of the foundation's strategy or programs.
 - Is able to explain how own work relates to the work of the organization.

- **Organizational knowledge.** The ability to understand the relationships within the foundation and with other organizations. It includes the ability to understand the formal rules and structures and to identify who the real decisionmakers are as well as those who can influence them.
 - Recognizes what is and is not acceptable or possible given the organizational rules, structures, decisionmaking bodies, code of conduct, and values.
 - Demonstrates understanding of the general environment in which the foundation operates.
 - Raises compliance, ethical, or other issues to protect the foundation's reputation and obligations.
 - Anticipates outcomes based on an understanding of organizational decisionmaking bodies.
 - Knows and respects the foundation's code of conduct and values.
 - Understands and uses the foundation's structures, rules, and networks.

- **Strategic networking.** The ability to build and maintain friendly, trustworthy, and open internal and external relationships and networks with people who are, or might become, important partners in achieving strategic-related goals.
 - Actively nurtures both formal and informal contacts to facilitate the progress of work by proactively soliciting and sharing information, best practices, respective interests, and areas of expertise.
 - Identifies current or past contacts that can provide relevant information or assistance.

- Fosters two-way trust in dealing with contacts (e.g., maintains confidentiality regarding sensitive information).
- **Strategic thinking.** The ability to develop a broad, big-picture view of the foundation and its mission. Keeps individuals and teams focused and helps decide where to invest critical resources. Includes the ability to link long-range visions and concepts to daily work.
 - Identifies and communicates new information or data to key decisionmakers or stakeholders to support their understanding and decisions.
 - Demonstrates awareness of the impact of own work on aspects of the foundation's strategy, and the impact of said strategy on own work.
- **Teamwork and team leadership.** Ability to work cooperatively with others, being part of a team and assuming the role of leader of a team, where appropriate. At CHCF, staff work not only with their own teams but also with teams and groups across and outside the foundation. Therefore, they need to work together effectively, with interdependent goals and common values and norms to foster a collaborative environment and drive teams in the same direction..
 - Initiates collaboration with others and spontaneously assists them in the delivery of their work.
 - Shares all relevant information with others and seeks their input.
 - Resolves issues that occur with minimal direction.
 - Assumes additional responsibilities to facilitate the achievement of team goals.