Readiness Assessment – Leadership Competencies

What is the Readiness Assessment?

The Readiness Assessment is an objective way for a candidate and their manager to measure, across multiple factors, how prepared a candidate is for key-position succession.

When should a department use the Readiness Assessment?

The Readiness Assessment should be used during Part 2 of the State of California Succession Management Model. The Assessment is focused on identifying and developing talent to ensure an adequate supply of prepared candidates readily available to fill key-positions.

Who should use the Readiness Assessment?

The Workforce Planning Steering Committee, or individual(s) responsible for succession management in the organization, can distribute the Readiness Assessment to managers and/or supervisors of candidates who are interested in participating in succession management programs (as identified by the Candidate Application, or other means). Any employee, not just executives, who are interested in organizational key-positions (permanent or interim), should have the opportunity to express an interest and receive an objective assessment of their competencies by their direct supervisor. This tool can also be utilized for self-evaluation.

How does an organization use the Readiness Assessment?

The individual(s) responsible for succession management will assist managers and/or supervisors and provide information about anticipated key-position gaps in the workforce. Once this information has been communicated, the individual(s) responsible for succession management will fill out the Program Coordinator Information at the bottom of the Readiness Assessment, then distribute it to managers and/or supervisors of candidates who have expressed an interest.

Managers and/or supervisors assess the candidate's expertise level for each competency identified (considering all of the associated behavioral indicators). Specific examples of how the candidate demonstrates the skill level are recommended. Competencies included in the Readiness Assessment are aligned to the State of California Leadership Competency Model and should also include the organization's own leadership competencies, if applicable. Use the following scale of measurement to identify proficiency level (higher proficiency levels indicate a candidate may be more prepared to assume a key-position role):

Proficiency Level	Proficiency Level Definition
Level 1: Novice	• Applies the competency in the simplest situations • Requires close and extensive guidance
Level 2: Basic	• Applies the competency in typical situations • Requires frequent guidance
Level 3: Intermediate	• Applies the competency in unusual/difficult situations • Requires little or no guidance
Level 4: Advance	• Applies the competency in considerably difficult situations • Requires little or no guidance; coaches others
Level 5: Expert	• Applies the competency in exceptionally difficult situations • Requires no oversight; serves as key resource and advises others

Managers and/or supervisors should document areas of progress or concern in the Strengths and Development Opportunities sections.

Results are recommended for use in conjunction with the Candidate Application to gain a 360-degree perspective on the candidate's readiness for key-position succession. While assessments may help inform the candidate pool(s) the candidate is placed into, results do not guarantee a future promotion.

The Program Coordinator will identify the designee(s) responsible for working with a candidate to assess the candidate's readiness for key-position succession and help determine appropriate key-position strategies. The designee(s) may be the Program Coordinator, candidate's managers, candidate's mentors, succession management committee, or a combination and/or other party/parties. The Readiness Assessment, in conjunction with any other assessment or evaluation tools, should be utilized to assist in determining the following:

- Eligibility to participate in succession management—if objective eligibility criteria is going to be utilized.

- Competency gaps—between the candidate's existing leadership competencies, and those needed to be an effective key-position incumbent.

- Level of readiness—which will determine the degree of additional leadership competency development that needs to take place. Level of readiness may also assist in prioritizing succession management efforts.

- Development opportunities—opportunities to enhance competency i.e., mentoring, training, stretch-assignments, etc.

- Concrete developmental and leadership competency goals which would be addressed by existing and new succession management strategies developed.

The designee(s) meets with the candidate to discuss the readiness determinations identified above, in addition to explaining the following:

- The enterprise-wide effort to establish leadership-level talent pools will be used for leadership competency development and succession management purposes.

- The Readiness Assessment, as well as other tools such as eligibility criteria, 360-degree survey ratings, and development planning will assist management in understanding candidate preferences and capabilities for the future.

- The Readiness Assessment provides helpful information to support the succession management process.

- Promotions are not guaranteed through the succession management process.

For Assistance: Contact CalHR's Statewide Workforce Planning Unit at WFP@calhr.ca.gov with any questions or feedback on the Readiness Assessment.

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CANDIDATE INFORMATION

Candidate Name:	Role Preferences (check all that apply):	
Position/Job Title:	☐ Director	☐ Deputy Director
Division/Program Area:	☐ Division Chief	☐ Branch Chief
Date hired into current position:	☐ Office/Unit Chief	☐ Other
Candidate's Overall Rating: **(Cumulated scores of assessments)**		
Manager/Supervisor Name ☐ **Acting Replacement***	**Candidate's overall Rating (Sum of Readiness scores given)**	Total Max=120
Manager/Supervisor Position/Job Title		

*Indicates acting replacement for short-term absence. Not intended to include serving in an interim capacity due to a sudden departure or gap in appointing successor)

Leadership Competencies: Business Acumen, Inspirational Leadership, Results-Driven, Stewardship, Talent Management, Vision, and Strategic Thinking

Readiness Levels Key: 5=Expert   4=Advanced   3=Intermediate   2=Basic   1=Novice

Business Acumen

Understands and demonstrates sound judgment, fiscal competence, and organizational business knowledge to optimize the quality of operations and services.

Skill	Behavioral Indicators-Business Acumen	Score	Strengths	Development Opportunities
Financial Management	**1 = Novice:** Adheres to all financial and budgetary rules and procedures. **2 = Basic:** Demonstrates the ability to read, interpret, and use budgets and projections to execute financially related activities. **3 = Intermediate:** Works with others to generate and manage financial allocations in support of strategic priorities after having analyzed their impact on the organization and with a demonstrable awareness of opportunity costs. **4 = Advanced:** Guides others in financial decision making and management regarding the expenditure of resources consistent with strategic initiatives and with a full understanding of opportunity costs and risk awareness. **5 = Expert:** Establishes systems to monitor expenditures, financial processes, and risk management within the organization to ensure that financial resources are effectively allocated to achieve goals and objectives.		Click here to enter text.	Click here to enter text.
Organizational and Business Knowledge	**1 = Novice:** Identifies the organization's core business and customers. **2 = Basic:** Clearly describes the division's and organization's core business and customers.		Click here to enter text.	Click here to enter text.

Skill	Behavioral Indicators-Business Acumen	Score	Strengths	Development Opportunities
	3 = Intermediate: Demonstrates a comprehensive understanding of the division's and organization's business, customers, and processes. **4 = Advanced:** Utilizes data and key metrics to further enhance the organization's ability to reach its goals. Promotes and encourages an understanding of businesses processes and customer impact. **5 = Expert:** Sets an expectation for enterprise-wide understanding of the organization by ensuring a shared knowledge of the business, its processes, and stakeholder impact.			
Sound Judgment	**1 = Novice:** Demonstrates an awareness that decisions must be made based on evidence rather than on gut checks or intuition alone. **2 = Basic:** Makes timely, informed decisions that take into account available data-driven facts, objectives, and risks associated with the issue at hand. **3 = Intermediate:** Can interpret data, and makes timely, informed decisions that account for data-driven facts, objectives, and risks, even with difficult issues, and can explain the decision-making rationale. **4 = Advanced:** Makes timely independent or team-led decisions based on available sound data, seasoned analysis, and knowledge of the role of unconscious bias in the decision-making process.		Click here to enter text.	Click here to enter text.

Skill	Behavioral Indicators-Business Acumen	Score	Strengths	Development Opportunities
	5 = Expert: Promotes a workforce environment that values independent or team-led decision making, based on empirical evidence and seasoned analysis, with clear efforts to eliminate the effects of unconscious bias and other impediments of good judgment.			
Governance	**1 = Novice:** Shows a curiosity and willingness to learn the business fundamentals of California state government. **2 = Basic:** Understands business fundamentals of California state government. **3 = Intermediate:** Identifies the role of labor relations in California state government. **4 = Advanced:** Distinguishes between the different types of labor relations components in California state government. **5 = Expert:** Creates an organizational culture that ensures consistent application of labor relations processes and maintains positive labor relations.		Click here to enter text.	Click here to enter text.
	Total Readiness Score			

Inspirational Leadership

Energizes and creates a sense of direction, purpose, excitement, and momentum for the organization's mission. Creates a positive work environment offering clarity around goals and objectives and ensuring that those who are led work collaboratively to achieve results.

Skill	Behavioral Indicators-Inspirational Leadership	Score	Strengths	Development Opportunities
Mission Centric	**1 = Novice:** Understands the importance of job duties and expectations related to the mission. **2 = Basic:** Gains clarity of job duties and expectations and provides input to ensure alignment with mission. **3 = Intermediate:** Provides clarity of job duties and expectations, provides timely and constructive feedback to team members, and ensures alignment with mission. **4 = Advanced:** Sets clear expectations, provides timely and constructive feedback, and collaborates to determine mission driven outcomes. **5 = Expert:** Creates a climate where everyone knows their purpose and their role in achieving mission-, vision-, and values-driven outcomes.		Click here to enter text.	Click here to enter text.
Active Engagement	**1 = Novice:** Aware of the importance of their role in the organization. **2 = Basic:** Seeks ways to be positively involved in the day-to-day work and organizational activities. **3 = Intermediate:** Involves others in designing and executing the process by which the day-to-day work gets completed and removes barriers to increase effectiveness.		Click here to enter text.	Click here to enter text.

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Skill	Behavioral Indicators-Inspirational Leadership	Score	Strengths	Development Opportunities
	4 = Advanced: Generates excitement, enthusiasm, and commitment in people by translating the organization's mission, vision, and values into terms that are relevant to the work performed. **5 = Expert:** Fosters a culture that promotes employee engagement through regular communication and interaction, inclusion, and belonging.			
Outcome Focused	**1 = Novice:** Realizes that personal actions and quality of work impact the organization. **2 = Basic:** Promotes the use of respect, recognition, and praise. **3 = Intermediate:** Champions the use of respect, recognition, and praise within the team and unit and directly identifies and addresses morale problems. **4 = Advanced:** Creates an environment that promotes teamwork, respect, and collaboration to resolve issues. **5 = Expert:** Demonstrates commitment to and alignment with the organization's vision, mission, and values by promoting them regularly and encourages ongoing collaboration throughout the organization.		Click here to enter text.	Click here to enter text.
Develops and Empowers	**1 = Novice:** Recognizes the importance of development in a professional workplace. **2 = Basic:** Takes ownership and accountability of work contributions and self-development. **3 = Intermediate:** Inspires others to act and to continuously seek to learn.		Click here to enter text.	Click here to enter text.

Skill	Behavioral Indicators-Inspirational Leadership	Score	Strengths	Development Opportunities
	4 = Advanced: Inspires others to grow and provides resources for staff development on a continual basis. **5 = Expert:** Champions a culture of learning, continual development, and empowerment.			
	Total Readiness Score			

Results-Oriented

Focuses efforts to efficiently achieve measurable and customer-driven results consistent with the organization's mission, goals, and objectives.

Skill	Behavioral Indicators-Results Driven	Score	Strengths	Development Opportunities
Decisiveness	**1 = Novice:** Recognizes the importance of using available information to make an informed decision. **2 = Basic:** Uses information and resources to make timely and informed decisions that are specific, measurable, achievable, relevant, and time bound. **3 = Intermediate:** Empowers their team to use the information and resources available to make decisions that drive results. **4 = Advanced:** Assumes responsibility for decisions made. Shares outcomes with others in the organization and communicates the concept that indecisiveness can also have serious consequences. **5 = Expert:** Creates an environment that embraces informed and timely decision making that considers innovative solutions to move the organization forward. Understands the importance of tomorrow's goals in the context of today's priorities.		Click here to enter text.	Click here to enter text.
Measures Organizational Results	**1 = Novice:** States assigned goals and takes personal responsibility for results. **2 = Basic:** Demonstrates an understanding of the goals associated with their job and can make adjustments to meet results-oriented objectives. **3 = Intermediate:** Translates objectives into specific measurable metrics and can articulate the approach necessary to achieve key performance indicators (KPIs.)		Click here to enter text.	Click here to enter text.

Skill	Behavioral Indicators-Results Driven	Score	Strengths	Development Opportunities
	4 = Advanced: Establishes priorities when there are conflicting goals or due dates. Ensures assignments are in alignment with organizational metrics and measures and monitors the outputs of teams. **5 = Expert:** Supports the process of defining metrics, monitors progress and outcomes by ensuring that the objectives and key results are effective, demonstrates knowledge about the organization's metrics, and shares the knowledge of them and progress with the stakeholders.			
Process Improvement	**1 = Novice:** Displays an awareness of the concept of waste and seeks ways to perform their work more efficiently. **2 = Basic:** Participates as an effective team member in continuous improvement efforts. **3 = Intermediate:** Searches for ways to identify root causes of workplace issues, eliminate waste, and improve quality of work products. **4 = Advanced:** Sets improvement and efficiency goals (in conjunction with teams) that assure an ongoing process of identifying the root causes of workplace inefficiencies, eliminate waste, and improve quality. **5 = Expert:** Encourages and supports enterprise-wide innovation, ideas, and approaches to uncover the root causes of workplace inefficiencies. Identify and eliminate waste and continually improve services and other deliverables.		Click here to enter text.	Click here to enter text.

Skill	Behavioral Indicators-Results Driven	Score	Strengths	Development Opportunities
Negotiation	**1 = Novice:** Uses negotiation and mediation skills. **2 = Basic:** Presents alternatives that address others' most important concerns and looks for win-win solutions. **3 = Intermediate:** Negotiates with a team of managers or employees across agencies to address mutual issues and concerns. (exemplifies emotional intelligence) **4 = Advanced:** Negotiates with key stakeholders by sharing information and resources across multiple levels to accomplish objectives. **5 = Expert:** Develops, publicizes, and negotiates support for programs and policies by meeting with key officials, executives, union, employees, and other interested parties.		Click here to enter text.	Click here to enter text.
	Total Readiness Score			

Stewardship

Focuses on being responsible and accountable for managing resources well, choosing to use influence to serve the long-term collective good of the public. Places public interests above self-interests and focuses on the larger purpose or mission of the organization.

Skill	Behavioral Indicators-Stewardship	Score	Strengths	Development Opportunities
Social and Environmental Awareness	**1 = Novice:** Recognizes they work in a complex environment. **2 = Basic:** Discerns broader implications that affect their unit and how their contributions can impact the environment. **3 = Intermediate:** Understands and explains the broader environment and competing influences and demands. **4 = Advanced:** Influences the broader environment and aligns organizational objectives and practices with public interest. **5 = Expert:** Navigates external influences to set the organization's broader environment.		Click here to enter text.	Click here to enter text.
Resource Management	**1 = Novice:** Identifies and appropriately uses and maintains department resources. **2 = Basic:** Assesses resource needs in varying situations and determines the best use of resources. **3 = Intermediate:** Maximizes efficient use of resources. **4 = Advanced:** Determines resource allocation across multiple programs with varied resource needs for maximum organizational impact. **5 = Expert:** Advocates for resources and maintains fiscal responsibility.		Click here to enter text.	Click here to enter text.

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Skill	Behavioral Indicators-Stewardship	Score	Strengths	Development Opportunities
Organizational Knowledge	**1 = Novice:** Understands the mission of the organization and seeks additional knowledge to support their role. **2 = Basic:** Captures and applies organizational knowledge to ensure continuity and service delivery which supports the mission. **3 = Intermediate:** Validates that organizational knowledge is accurately documented and shares with others. **4 = Advanced:** Ensures a system is in place to track and utilize organizational knowledge to support the mission. **5 = Expert:** Creates accountability for clear standards of work and fosters an environment where knowledge transfer occurs regularly.		Click here to enter text.	Click here to enter text.
Public Trust	**1 = Novice:** Understands responsibility for placing public interests above self-interests. **2 = Basic:** Demonstrates commitment to placing public interests above self-interests. **3 = Intermediate:** Sets team expectations to place public interests above self-interests. **4 = Advanced:** Monitors and ensures accountability to place public interests above self-interests. **5 = Expert:** Fosters an environment where stewardship of the public trust is the standard.		Click here to enter text.	Click here to enter text.
	Total Readiness Score			

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Talent Management

Recruits, selects, and develops effectively to retain world-class staff.

Skill	Behavioral Indicators-Talent Management	Score	Strengths	Development Opportunities
Train, Develop, Coach	**1 = Novice:** Recognizes the importance of professional development and willingly accepts coaching from immediate supervisor. **2 = Basic:** Demonstrates the importance of professional development by seeking out coaching and mentoring opportunities. **3 = Intermediate:** Provides coaching and mentoring to their team and demonstrates openness to being coached and mentored. **4 = Advanced:** Provides and promotes coaching and mentoring across levels and creates opportunities for employee development. **5 = Expert:** Builds an environment where coaching and mentoring are embedded in the organizational culture with a strong commitment to grow and develop people.		Click here to enter text.	Click here to enter text.
Recognition	**1 = Novice:** Knows the value of saying thank you and shows gratitude to individuals who support them. **2 = Basic:** Expresses authentic gratitude and understands its value. **3 = Intermediate:** Acknowledges contributions and shows formal appreciation through division and department-wide recognition. **4 = Advanced:** Supports informal and formal recognition programs and uses these practices to motivate employees.		Click here to enter text.	Click here to enter text.

Skill	Behavioral Indicators-Talent Management	Score	Strengths	Development Opportunities
	5 = Expert: Champions formal and informal recognition programs and is a role model by personally attending events highlighting their employee's success.			
Workforce Planning	**1 = Novice:** Understands delegated assignments are opportunities for self-development and team success. Recognizes the value of their role as a member of a team. **2 = Basic:** Embraces delegated assignments and seeks opportunities for growth. Identifies workforce profile, analyzes staffing needs, identifies gaps in workforce composition and supply, develops and recommends strategy to address gaps. **3 = Intermediate:** Empowers others through appropriate and challenging assignments that build employees' knowledge of basic workforce planning principles and skills, including recruitment, retention, professional development, succession management, and knowledge transfer. **4 = Advanced:** Initiates regular workforce planning discussions with the management team. Ensures that there is a clear connection between the workforce plan, the organization's strategic plan, and annual workforce analysis goals. Ensures that policies and procedures are implemented to hire and retain staff with the skills required for the organization to achieve its strategic goals and objectives. **5 = Expert:** Ensures that a planning process and workforce and succession plans are actively implemented to recruit and retain valuable talent, to meet the organization's short- and long-term strategic goals and objectives.		Click here to enter text.	Click here to enter text.

Skill	Behavioral Indicators-Talent Management	Score	Strengths	Development Opportunities
Recruitment and Selection	**1 = Novice:** Understands the connection between organizational goal achievement, recruitment, and retention of staff. **2 = Basic:** Analyzes the connections between organizational goal achievement, recruitment, and retention of staff and makes recommendations on workload and staff levels. **3 = Intermediate:** Uses best hiring practices and minimizes conscious and unconscious bias in all hiring decisions. **4 = Advanced:** Works with upper-level management and human resources to ensure use of best hiring and selection practices so that staffing levels are maintained. **5 = Expert:** Creates a culture that supports and encourages the civil service merit system for all hiring and selection decisions. Seeks to minimize conscious and unconscious bias in hiring processes.		Click here to enter text.	Click here to enter text.
	Total Readiness Score			

Vision & Strategic Thinking

Supports, promotes, and ensures alignment with the organization's vision and values. Creates a compelling future state of the unit or organization using the division's strategic plan. Understands how an organization must change in light of internal and external trends and influences.

Skill	Behavioral Indicators-Vision & Strategic Thinking	Score	Strengths	Development Opportunities
Visionary	**1 = Novice:** Appreciates having a clearly communicated vision in order to align efforts. **2 = Basic:** Communicates a clear picture of the short- and long-term vision and can relate current efforts to that vision. **3 = Intermediate:** Communicates a clear, vivid, and relatable description of where the organization should be in 3, 5, and 10 years, as well as the challenges and opportunities. **4 = Advanced:** Encourages others to discuss and promote the shared vision throughout the organization and aligning efforts to that vision. **5 = Expert:** Establishes, monitors, adjusts, and communicates the vision and strategic plan to remain aligned with global and organizational changes and input from key stakeholders.		Click here to enter text.	Click here to enter text.
Alignment	**1 = Novice:** Fully supports and the vision and mission of the organization. **2 = Basic:** Anticipates future challenges and opportunities to achieving the vision and takes action accordingly. **3 = Intermediate:** Expresses the organization's vision in a way that resonates with others as demonstrated by their words and actions.		Click here to enter text.	Click here to enter text.

Skill	Behavioral Indicators-Vision & Strategic Thinking	Score	Strengths	Development Opportunities
	4 = Advanced: Coordinates longer term vision into all aspects of the organization and encourages implementation of the vision through policies and work efforts. **5 = Expert:** Ensures that there is a clear connection between tactical business plans, the organization's strategic plan, and the vision.			
Change Leadership	**1 = Novice:** Recognizes the importance of change and transition to enhance performance. **2 = Basic:** Embraces and supports leadership to facilitate change and transition. **3 = Intermediate:** Manages and encourages the process of change and transition. **4 = Advanced:** Leads and enables the process of change and transition while helping others deal with their effects. **5 = Expert:** Champions the necessity for change and provides adequate resources to implement.		Click here to enter text.	Click here to enter text.
Strategic Mindset	**1 = Novice:** Aware of the importance of thinking strategically and having short-term and long-term business plans. **2 = Basic:** Knows departmental strengths, opportunities, and objectives for short- and long-term business plans. **3 = Intermediate:** Influences others to translate vision into business plans and actions in alignment with the organization's strategic goals. **4 = Advanced:** Communicates effectively to stakeholders the strategic value of the vision. Helps them consider the long-term		Click here to enter text.	Click here to enter text.

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Skill	Behavioral Indicators-Vision & Strategic Thinking	Score	Strengths	Development Opportunities
	impact of business decisions today and prepares them and the organization for the future. **5 = Expert:** Establishes and fosters an environment where individuals are recognized for positioning the department for future success in alignment with the vision and achievement of strategic goals.			
	Total Readiness Score			

PROGRAM COORDINATOR INFORMATION

Submit completed assessments to:

Name:

Email:

Phone:

Division/Program Area: