Competency Identification Survey

Demographics

Thank you for taking time to answer these questions about your position and the leadership competencies critical for your division.

1. Name
2. Division/Program
3. Your job title
4. Today's Date
5. Do you anticipate losing a member of your management team due to retirement, promotion, or other factors (such as life events) within the next 12 months?
6. Interviewer Name (if applicable)

Leadership and Core Competencies

1. Please select and rank the following competencies by how necessary they are for your position. (survey distributer provides competency index card)
   - Business Acumen
   - Inspirational Leadership
   - Results-Driven
   - Stewardship
   - Talent Management
   - Vision & Strategic Thinking

2. How do the top three ranked competencies contribute towards your Division's/Program's critical functions, strategic goals, and/or mission?
3. Please select and rank the following competencies by how necessary they are for your position. (survey distributer provides competency index card)
   - Adaptability
   - Customer Engagement
   - Collaboration
   - Digital Fluency
   - Fostering Diversity
   - Interpersonal Skills
   - Innovative Mindset
   - Honesty & Integrity

- Resilience
- Communication

4. How do the top three ranked competencies contribute towards your Division's/Program's critical functions, strategic goals, and/or mission?
5. What professional experiences are critical for your position?
6. To be successful in your position, which of the following knowledge areas are critical?
    - Laws, rules/regulations, case law
    - Policies and procedures
    - "Unwritten rules" or informal policies
    - Technical/industry knowledge
    - Other-please provide details in the following text box
7. Please provide specific details and/or expand upon any of your answers.

Knowledge, Skills, and Abilities (KSA)

1. What KSAs are critical for your position?

Training

1. Which of the following training is important for your position?
    - Sacramento State Leadership Academy
    - Other training offered on CalHR's training calendar
    - Division training
    - Training from other state departments
    - Private entity training (e.g., CPS Consulting, UC Davis)
    - It is difficult to find a training provider who offers the necessary training
    - Other (please specify)

2. What training does your unit use to develop your management team?

Tools and Resources

1. Which of the following tools are being used by your Division/Program to ensure knowledge transfer?
    - Training classes
    - Desk manuals
    - Regular meeting to discuss operational and leadership issues
    - Supervisor drop files
    - Internet websites & resources
    - Onboarding processes

- Job rotation
- Job shadowing
- Training and development assignments
- Guidance from retired annuitants
- Individual Development Plan (IDP)
- Internal Division documentation, such as best practices, lessons learned, history files
- Other (please specify)

2. Please describe how or where you would recruit to fill your position in the future?
3. Have you ever received formal mentoring from any of these sources:
   - A previous professional relationship
   - A professional organization
   - A retired annuitant
   - A professional management coach/mentor
   - No
   - Other (please specify)

4. Would you benefit from participating in a formal mentoring program?
   - Yes
   - No
   - Not sure

5. Would your managers benefit from participating in a formal mentoring program?
   - Yes
   - Somewhat
   - No

6. To your knowledge, do any of your managers participate in any professional memberships/organizations?
   - Yes
   - No