

CalPERS Executive Readiness Assessment Form

Candidate:	Click here to enter text.	Supervisor:	Click here to enter text.		
Current Position/Area:	Click here to enter text.	Date:	Click here to enter text.		
		Overall Rating:	<input type="checkbox"/> Expert	<input type="checkbox"/> Skilled	<input type="checkbox"/> Basic
<input type="checkbox"/> Acting Replacement		Check if Individual is qualified to serve as an "Acting Replacement" in the event of a short-term absence. Note: Not intended to include serving in an interim capacity due to a sudden departure or gap in appointing a successor.			

Readiness:

Expert Ready for promotion now	Skilled Ready for promotion after further development (1-2 yrs.)	Basic Requires further development (3-5 yrs.)
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Competency	Associated Knowledge & Skills	Readiness	Strengths	Opportunities for Development
Ethics and Integrity	<ul style="list-style-type: none"> Exhibits ethical, honest and professional behavior at all time with all staff, customers, and stakeholders Chooses the right course of action, even in the face of opposition or influence Takes responsibility for own actions and for those of the group, team or organization Exemplifies the CalPERS core values of quality, respect, integrity, openness, accountability and balance 	<input type="checkbox"/> Expert <input type="checkbox"/> Skilled <input type="checkbox"/> Basic	Click here to enter text.	Click here to enter text.
Building Coalitions	<ul style="list-style-type: none"> Develops networks and builds alliances; collaborates with customers and stakeholders to build strategic relationships and address needs Creates and manages a positive perception of the organization and its programs and services Performs effectively in an open public setting and serves as a trusted advisor and educator to customers and stakeholders Builds relationships of trust, confidence, and respect with members of the Board Works effectively with the Board to develop and manage strategic initiatives that accomplish objectives and meet CalPERS fiduciary responsibility 	<input type="checkbox"/> Expert <input type="checkbox"/> Skilled <input type="checkbox"/> Basic	Click here to enter text.	Click here to enter text.

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Competency	Associated Knowledge & Skills	Readiness	Strengths	Opportunities for Development
Leading People	<ul style="list-style-type: none"> • Fosters an inclusive workplace that values diversity and respects and recognizes individual contributions • Promotes continuous learning and the development of self and others to achieve maximum potential • Fosters and maintains cooperative and productive relationships across all levels and functions • Seeks to understand concerns, emotions, feelings, and differing viewpoints to resolve conflicts constructively • Inspires commitment, pride and trust by modeling CalPERS core values • Applies broad and extensive Executive/senior level management experience to establish and achieve strategic goals 	<input type="checkbox"/> Expert	Click here to enter text.	Click here to enter text.
		<input type="checkbox"/> Skilled		
		<input type="checkbox"/> Basic		
Leading Change	<ul style="list-style-type: none"> • Formulates strategic goals and objectives and implements plans consistent with CalPERS long-term interests • Builds a shared vision and influences others to translate vision into action • Encourages new ideas and innovation; designs and implements new or cutting edge programs/processes • Demonstrates maturity, resiliency and sound judgment when dealing with organizational challenges • Cultivates a risk intelligent culture, and assesses and mitigates risk when making decisions or recommending organizational strategies and tactics 	<input type="checkbox"/> Expert	Click here to enter text.	Click here to enter text.
		<input type="checkbox"/> Skilled		
		<input type="checkbox"/> Basic		

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Results Driven	<ul style="list-style-type: none"> • Recognizes when a decision must be made and acts in a thoughtful and timely manner • Makes decisions that produce high quality results by applying technical knowledge, analyzing problems and calculating risks • Deals effectively with ambiguity and learns from success and failure • Anticipates and meets the needs of both internal and external customers; delivers high-quality products and services • Understands and ensures appropriate application of principles, strategies, requirements, regulations, and policies related to pension administrations, health benefit purchasing and administration, financial markets and institutional investment programs 	<input type="checkbox"/> Expert	Click here to enter text.	Click here to enter text.
		<input type="checkbox"/> Skilled		
		<input type="checkbox"/> Basic		
Business Acumen	<ul style="list-style-type: none"> • Strategically manages human, financial/investment, material and information resources and assets • Understands the organization's financial processes and effectively manages program budgets using cost-benefit thinking to set priorities and achieve results • Builds and manages the workforce based on organizational goals, budget considerations, and staffing needs • Keeps up-to-date on technological developments and effectively uses technology to achieve results 	<input type="checkbox"/> Expert	Click here to enter text.	Click here to enter text.
		<input type="checkbox"/> Skilled		
		<input type="checkbox"/> Basic		