SYSTEMWIDE CORE AND LEADERSHIP COMPETENCIES IDENTIFIED FOR THE CSU

The work group and ICF International have completed research and exploration of current CSU competencies and values to establish a common set of core and leadership standards for campuses to utilize for their specific needs and culture. A competency survey was conducted in February 2021 and concluded in March 2021, to establish systemwide core and leadership competencies for management (MPP) and confidential employees. This survey received 180 responses from human resources professionals and various stakeholder groups of this project across all 23 campuses and the Chancellor's Office.

The competencies were identified for the CSU for the following purposes:

- Align competencies with the organizational strategy, culture, and vision to increase employee engagement and motivation.
- Map training and professional development activities to competencies to ensure these opportunities are cost-effective, goal-oriented and productive.
- Define the skills required for each role, so employees understand what is required and what to strive towards, and employers can track and identify the workforce's skill gaps.

Based on the survey results gathered from all the campuses and deliberation, the work group reached a consensus on four core and three leadership systemwide competencies, while each campus has the option to augment the list to meet campus-specific needs and culture. The work group will continue its work to identify proficiency levels and gaps for these competencies with our participating pilot positions. Your campus representatives can provide more information regarding the adaptation on your campus.

MPP CORE AND LEADERSHIP COMPETENCIES IDENTIFIED FOR THE CPP

After further evaluation, CSU Pomona has decided to use the following three core and three leadership competencies to meet campus-specific needs and culture. MPPs will be evaluated on these competencies beginning July 2022.

CORE COMPETENCIES

INTEGRITY

Acts professionally and calmly when interacting with others; treats all with dignity, respect, and fairness; honors commitments to others and models and maintains high ethical standards; is responsive to other staff; earns trust through consistent alignment of words and actions.

COMMUNICATION

Communicates effectively with all audiences, both verbally and in writing; actively listens to others and incorporates new knowledge or perspectives into thinking; ensures that others have access to the information needed to work effectively; encourages open exchange of ideas and different points of view; communicates the truth with empathy, even when it is challenging or uncomfortable; solicits and values honest input.

ACCOUNTABILITY

Plans and prioritizes work to meet deadlines and outcomes; provides clear direction and delegates as needed; clearly communicates roles, expectations, and timelines; monitors work to ensure goals and deadlines are consistently met; executes work to quality standards.

LEADERSHIP COMPETENCIES

MISSION-ORIENTED

Develops priorities for areas of responsibility and formulates and implements effective strategies that are aligned with the organization's mission, values, and priorities; demonstrates a personal commitment to student success and the organization as a whole.

STRATEGIC THINKING AND ALIGNMENT

Understands market, industry, and environmental trends; addresses issues to create or sustain competitive advantage; uncovers new opportunities to create value and leverage the organization's strengths; anticipates change and develops long-term plans.

TEAM BUILDING

Creates a work environment where people feel cared for and valued; fosters collaboration and team effectiveness; works cooperatively and effectively with others to achieve common goals; participates in building a group identity characterized by pride, trust, and commitment.