

# CALSTRS CORE COMPETENCIES

## WHAT ARE THEY?

CalSTRS Core Competencies are the knowledge, skills, abilities, and characteristics needed to be a successful employee within the organization at every level across all branches. These competencies were developed in alignment with our Vision, Mission, Organizational Values, and Four Organizational Goals.

## WHAT SELECTION PROCESS WAS USED?

CalSTRS Core Competencies were identified using focus groups, which included employee representatives from all levels throughout the organization. The recommendations were submitted to the Executive Staff and following some consideration and discussion they approved Five Core Competencies with only slight modifications. Work Standards and Quality Orientation were combined to form a single competency and Adaptability/Flexibility was added to the list.

## HOW WILL THEY BE USED?

These competencies serve as the foundation for CalSTRS Integrated Competency Model, which will support various Human Resources Programs such as Performance Management, Recruitment & Selection, Training, Career Development, and provide a baseline in the identification of Job Family and Job Specific competencies.



### Adaptability/Flexibility

Adapts well to changes in assignments and priorities. Adapts behavior or work methods in response to new information, changing conditions, or unexpected obstacles. Approaches change positively and adjusts behaviors accordingly.

#### Behavioral Indicators:

- Sees the merits of perspectives other than their own
- Demonstrates openness to new organizational structures, procedures, and technology
- Switches to a different strategy when an initially selected one is unsuccessful
- Demonstrates willingness to modify a strongly held position in the face of contrary evidence

### Communication

Clearly conveys and receives information and ideas, through a variety of media, to and from individuals and groups in a manner that engages the listener, helps them understand and retain the message, and invites response and feedback. Keeps others informed as appropriate. Demonstrates applicable job-related written, oral, listening and interpersonal skills.

#### Behavioral Indicators:

- Knows that listening is essential to understanding
- Ensures that others involved in a project or effort are kept informed about developments and plans
- Ensures that important information from management is shared with employees and others as appropriate
- Shares ideas and information with others who might find them useful
- Keeps manager informed about progress and problems
- Gives and receives constructive feedback
- Asks questions to clarify understanding

### Customer/Client Focus

Identifies and responds to current and future client needs and provides excellent service to internal and external clients.

#### Behavioral Indicators:

- Solves customer problems quickly and effectively
- Interacts with customers (internal or external) to find out what they want and how satisfied they are with what they are receiving
- Discovers and meets underlying needs of customers
- Lets customers know they are willing to work with them to meet their needs
- Finds ways to measure and track customer satisfaction
- Presents a positive manner with customers
- Helps customer to know what to expect and provides a timeline
- Follows up and fulfills commitments

### Teamwork

Participates as an active and contributing member of a team to achieve team goals. Works cooperatively with other team members, involves others, shares information as appropriate and shares credit for team successes.

#### Behavioral Indicators:

- Listens and responds appropriately to other team members' ideas and proposals
- Confers with other team members about their concerns
- Expresses disagreement constructively
- Reinforces and gives credit to team members for their contributions
- Gives honest and constructive feedback to other team members
- Works toward solutions that all team members can support

### Work Standards/Quality Orientation

Sets high quality work standards and well-defined, realistic goals for one's self. Displays a high level of effort and commitment towards completing assignments in a timely manner with thoroughness and accuracy. With minimal supervision, monitors and checks work to assure it meets standards. Is motivated to achieve.

#### Behavioral Indicators:

- Recognizes that the quality of the individual's work impacts the quality of the work of the team, branch and/or the organization
- Makes on-going efforts to improve how the work gets done in order to enhance efficiency and effectiveness
- Desires to work smarter, not harder