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| **<<POSITION TITLE>>**  **MANAGER ACE**  **ACCOUNTABILITY & COMPETENCY EVALUATION** | | | | | | | | | | |
| Employee Name | |  | | Employee # |  | Evaluation Date |  | | | |
| Supervisor Name | |  | | Employee # |  | 3 Month  5 Month  Annual | | | | |
| 1. **ACCOUNTABILITIES** | | | | | | | | | | |
| For each accountability, review performance expectations in the *Performance Standards Guide*. Then evaluate all work performed throughout the evaluation period and select an overall rating. | | | | | | | | | | |
| **Rating Scale** | | | | | | | | | | |
| **U** | **Unsatisfactory Performance** | | Performance was consistently unsatisfactory; significant improvement is required. | | | | | | | |
| **I** | **Improvement/Development Needed** | | Performance needs improvement; development encouraged in this area. | | | | | | | |
| **S** | **Successful Performance** | | Consistently met expectations; solid contributor. | | | | | | | |
| **E** | **Exceptional Performance** | | Consistently exceeded expectations; role model. | | | | | | | |
|  | | | | | | | | **Ratings** | | |
| **Work Direction, Support, and Quality Control** – Plans and assigns work, and provides staff guidance and support to ensure the objectives of the work unit are met. | | | | | | | | **NA** |  | |
| **Performance Management** – Sets goals with staff and provides regular feedback to improve performance, addresses performance issues, and accurately evaluates job performance. | | | | | | | | **NA** |  | |
| **Staffing** – Staffs the work unit with competent and motivated individuals who are capable of fulfilling the work of the unit. | | | | | | | | **NA** |  | |
| **Training and Development** – Identifies and addresses on-going training and development needs to increase staff performance and promote professional growth. | | | | | | | | **NA** |  | |
| **Fiscal** –Monitors expenditures; oversees the use of supplies, equipment, and facilities; and administers contracts. | | | | | | | | **NA** |  | |
| **Information Collection and Reporting** –Maintains systems to collect and store data, analyzes data and prepares reports, and ensures information technology needs of the work unit are met. | | | | | | | | **NA** |  | |
| **Technical Oversight** – Provides technical assistance and oversight of complex or high profile work, develops policies and procedures, and represents the work unit with external parties. | | | | | | | | **NA** |  | |
| **Other:** | | | | | | | | **NA** |  | |
| Comments: | | | | | | | | | | |
| **Other:** | | | | | | | | **NA** | |  |
| Comments: | | | | | | | | | | |
| **Other:** | | | | | | | | **NA** | |  |
| Comments: | | | | | | | | | | |
| **Other:** | | | | | | | | **NA** | |  |
| Comments: | | | | | | | | | | |
| **Other:** | | | | | | | | **NA** | |  |
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| 1. **COMPETENCIES** | | | | | | | |
| For each competency, evaluate all related behaviors performed throughout the evaluation period and select an overall rating. Refer to the *Performance Standards Guide* to select the most appropriate rating. | | | | | | | |
| **Rating Scale** | | | | | | | |
| **U** | **Unsatisfactory Performance** | Performance was consistently unsatisfactory; significant improvement is required. | | | | | |
| **I** | **Improvement/Development Needed** | Performance needs improvement; development encouraged in this area. | | | | | |
| **S** | **Successful Performance** | Consistently met expectations; solid contributor. | | | | | |
| **E** | **Exceptional Performance** | Consistently exceeded expectations; role model. | | | | | |
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| **CORE** – All managers should be evaluated on the following core leadership competencies. **Ratings** | | | | | | | |
| **Develops Successful Teams** – Builds and leads cohesive teams that are committed to a common goal. | | | |  | | | |
| * Builds successful teams. * Supports and empowers team members. * Promotes cross-functional effectiveness. * Clarifies roles, responsibilities, expectations, and objectives. | | | | | | | |
| **Builds Competence** – Fosters continuous learning and self-development and ensures employees have the tools and training to do their jobs. | | | | |  | | |
| * Formally and informally develops others. * Provides feedback to encourage development. * Provides long-term coaching or training to build competence. | | | | | | | |
| **Inspires High Performance** – Empowers staff and motivates them to achieve or exceed their goals. | | | | |  | | |
| * Establishes and communicates role responsibilities and clear performance expectations for staff. * Motivates others to provide the quality of service that is essential to high performance. * Addresses staff needs and provides support, feedback, and guidance. * Monitors progress toward goals and objectively evaluates performance. | | | | | | | |
| **Displays High Integrity** – Creates an environment that fosters high ethical standards. | | | | |  | | |
| * Behaves honestly and with integrity. * Keeps commitments and maintains confidentiality. * Demonstrates ethical resolve and confronts unethical behavior in others. * Serves as a role model for honest and ethical behavior. | | | | | | | |
| **Acts Decisively** – Uses vision, creativity, reasoning, and experience to reach conclusions and make effective decisions. | | | | |  | | |
| * Exercises good judgment and common sense to make sound decisions. * Acts responsively and makes timely decisions, even when data are limited. * Makes decisions in challenging work environments. * Persists and holds firm on tough decisions and gains staff commitment. * Evaluates alternative solutions and the potential impact of decisions. | | | | | | | |
| **Focuses on Customer Needs** – Anticipates and meets the needs of customers by delivering and continuously improving quality services. | | | | |  | | |
| * Demonstrates and communicates to employees the importance of customer service. * Continuously evaluates agency performance from the customer’s perspective. * Listens to and understands internal and external customer needs and feedback. * Takes action to meet customer needs and concerns. * Maintains customer trust. | | | | | | | |
| **Maintains Professional Credibility** – Keeps current with developments in own field or expertise and applies this knowledge to effectively manage resources. | | | | |  | | |
| * Pursues self-development opportunities. * Keeps current with business changes. * Keeps current in own field of expertise. * Actively contributes to enhancing the level of expertise throughout the organization. | | | | | | | |
| **ADVANCED** – Managers should be evaluated on any or all of the advanced leadership competencies if relevant to the position. | | | | | | | |
| **Exercises Due Diligence** – Manages resources and day-to-day responsibilities in a manner that instills public trust. | | | **NA** | |  | | |
| * Exercises sound judgment and care before taking action. * Seeks information from many sources to diagnose problems or identify opportunities. * Promotes operational efficiency and the effective use of resources. * Assesses current and future resource demands and uses cost/benefit analyses to guide decision-making. * Proactively plans for contingencies and future strategic opportunities. * Takes responsibility for personal performance and outcomes. | | | | | | | |
| **Builds Strong Alliances** – Develops networks and uses them to strengthen internal and external support. | | | **NA** | |  | | |
| * Effectively uses networks to benefit the agency. * Strengthens existing relationships and builds new ones that may be instrumental in achieving agency goals. * Enables the use of cross-functional activities and collaboration. * Uses appropriate communication skills and interpersonal styles to build rapport and effective working relationships. | | | | | | | |
| **Leads Organizational Change** – Proactively and successfully brings about needed change in the agency. | | | **NA** | |  | | |
| * Identifies when and where change is needed and recognizes opportunities for improvement. * Addresses resistance to change. * Develops a culture of open and ongoing receptivity to change and continuous improvement. * Uses open communication strategically to implement and gain commitment to change. | | | | | | | |
| **Takes Entrepreneurial Risks** – Identifies opportunities to develop new services and encourages resourceful and innovative solutions. | | | **NA** | |  | | |
| * Creates an environment where innovation is championed, rewarded, and expected of all employees. * Identifies opportunities to develop and market new services within the agency. * Demonstrates the value of “smart” risk taking and encourages staff to take risks. * Develops innovative solutions to meet customer needs. | | | | | | | |
| **Turns Vision Into Strategy** – Thinks and acts strategically to ensure the agency moves toward its mission and the Governor’s vision. | | | **NA** | | | |  |
| * Understands the Governor’s vision and the agency’s strategic goals. * Translates the agency’s mission into actionable and meaningful goals for others. * Aligns systems and processes. * Balances the short-term and long-term needs of the agency. * Adjusts strategic direction and policy in response to critical new information. | | | | | | | |
| **Demonstrates Astuteness** – Uses personal influence, combined with an understanding of internal organizational reality and external factors, to positively affect results for the agency. | | | **NA** | | |  | |
| * Utilizes influencing and negotiating skills. * Persuades based on fact and reason. * Seizes influence opportunities and tailors influence approaches. * Understands internal and external organizational realities. | | | | | | | |
| Comments: | | | | | | | |

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| **DEVELOPMENT/ADDITIONAL COMMENTS** | |
| *Use this space to document needed or desired development plans and goals.* | |
| **Development Opportunity** | |
| **Additional Supervisor Comments:** | |
| **Employee Comments:** | |
| **SIGNATURES** | |
| **Employee:** | **Date:** |
| **Supervisor:** | **Date:** |
| **Next-level Supervisor:** | **Date:** |