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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** |  |
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| **Other:** | [ ] **NA** |  |
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| **Other:** | [ ] **NA** |  |
| Comments: |

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| 1. **COMPETENCIES**
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| 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.
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| 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:** |