

LEADERSHIP AND SUPERVISION (FOR SUPERVISORS)

Clearly establishes and communicates expectations and accountabilities; monitors and evaluates performance; provides effective feedback and coaching; identifies development needs and helps employees to achieve optimal performance and gain valuable skills that will translate into strong performance in future roles; plans for succession by identifying and developing emerging leaders.

NEEDS IMPROVEMENT	MEETS EXPECTATIONS	EXCEEDS EXPECTATIONS
<p>Goal Setting Establishes team goals but does not establish or communicate individual accountabilities toward reaching those goals.</p>	<p>Establishes goals and expectations and clearly communicates them to team members including each team member's accountability for meeting goals.</p>	<p>Establishes goals and expectations; directs team to focus on the most vital goals to maximize success.</p>
<p>Resource Management Does not consistently provide team with the resources they need to accomplish their goals. Fails to address issues negatively impacting employee productivity and job satisfaction.</p>	<p>Provides adequate resources including materials and equipment for accomplishment of goals up front and upon request. Removes barriers to help accomplish goals. Develops efficient and effective processes to support employee productivity and job satisfaction.</p>	<p>Monitors employee progress and proactively makes adjustments in resource allocations. Proactively removes barriers to help accomplish team goals. Continuously reviews and modifies processes to generate enhanced employee productivity and strengthen job satisfaction.</p>
<p>Performance Management Does not monitor the "right" measures on a regular basis; slow to confront or address under-performers. Accepts failure of subordinates to act as a team or support each other to achieve results.</p>	<p>Monitors the "right" performance measures; gives frequent and candid performance feedback. Promotes teamwork as a method of achieving results.</p>	<p>Monitors the "right" performance measures; gives timely and diplomatic feedback; quickly acts to address weak performers. Actively advocates teamwork to address work unit issues and achieve results; includes others from outside the immediate unit as appropriate.</p>
<p>Employee Development Indifferent to identifying development opportunities for employees (i.e., training, mentor relationships, etc.)</p>	<p>Actively identifies individual employee development needs and finds ways to address them.</p>	<p>Identifies patterns that indicate development needs across the organization and identifies opportunities to systemically improve the workforce.</p>
<p>Recognition Fails to recognize positive contributions; does not show concern for employees' well being</p>	<p>Notifies and shows appreciation when expected results and behaviors are realized; retains high performers through recognition of accomplishments and development opportunities; shows concern for employees.</p>	<p>Consistently celebrates expected results and behaviors through creative and spontaneous means; retains high performers through recognition of accomplishments and development opportunities; proactively demonstrates compassion for employees.</p>