

**Workforce Development Council
Executive Director Annual Evaluation**

Name: _____

Evaluation period: _____

Evaluator: _____

Date: _____

Please rate and comment on _____ performance as the Executive Director of the Workforce Development Council in each of the following categories.

Leadership		Proficiency Levels				
Competency	Description	1	2	3	4	5
Accountability	Demonstrating follow through, accepting responsibility for outcomes and taking timely and appropriate action, even on difficult tasks.	<u>Immediate improvement required</u> <ul style="list-style-type: none"> Lacks follow through. Blames others for negative outcomes or decisions. Plays "we/they" with staff. Does not address performance problems in a timely or appropriate manner. 	Requires continued coaching	<u>Meets expectations</u> <ul style="list-style-type: none"> Usually follows through on commitments and promises. Assumes responsibility for successfully completing assignments or tasks. Usually admits mistakes. Supports organizational decisions. Addresses performance problems in a timely and appropriate manner. 	Exceeds expectations	<u>Far exceeds expectations</u> <ul style="list-style-type: none"> Consistently delivers on commitments; reliable and dependable. Accepts responsibility for outcomes (positive or negative) of one's judgments or actions. Admits mistakes and refocuses efforts when appropriate. "Owns" organizational and higher level leadership decisions. Proactively and appropriately addresses performance problems; does not wait for problems to develop into crises.
		<u>Comments:</u>				
<u>Rating:</u>						
Building Trust	Interacting with others in a way that builds a culture of trust, integrity and respect.	<u>Immediate improvement required</u> <ul style="list-style-type: none"> Demonstrates favoritism or has trouble keeping confidences. Is inconsistent. Doesn't "walk the talk." May misrepresent him/her for personal gain. 	Requires continued coaching	<u>Meets expectations</u> <ul style="list-style-type: none"> Acts with integrity. Treats others with respect, regardless of their role. "Walks the talk." Is fair and consistent. Gives proper credit to others. 	Exceeds expectations	<u>Far exceeds expectations</u> <ul style="list-style-type: none"> Always treats others with courtesy, respect and fairness. Does the "right" thing versus the easy thing all the time, even when no one is aware. Proactively creates a positive work environment, acknowledging the contributions of others. Understands personal impact as a leader and role model.
		<u>Comments:</u>				
<u>Rating:</u>						

Leadership		Proficiency Levels				
Competency	Description	1	2	3	4	5
Facilitating Change	Facilitates the implementation and acceptance of change within the workplace; encourages others to contribute different and innovative approaches to problems and opportunities.	<u>Immediate improvement required</u> <ul style="list-style-type: none"> Does not appropriately prepare for change. Negatively positions changes or decisions with colleagues/staff. Actively or passively undermines change efforts. Resists innovation or others' ideas for improvement. 	Requires continued coaching	<u>Meets expectations</u> <ul style="list-style-type: none"> Appropriately prepares for upcoming changes. Supports change efforts and organizational decisions. Is open to new ideas and suggestions for improvement. Makes efforts to get others "on board." 	Exceeds expectations	<u>Far exceeds expectations</u> <ul style="list-style-type: none"> Anticipates future trends and acts with urgency to prepare. Proactively solicits and pursues new ideas. Encourages others to question established processes or assumptions. Involves stakeholders in change efforts whenever possible. Champions and "manages up" change efforts.
Rating:		<u>Comments:</u>				
Communication	Clearly and effectively conveying information and actively listening and responding to communication from others.	<u>Immediate improvement required</u> <ul style="list-style-type: none"> Abrasive, abrupt, and/or condescending communication. Difficult to understand. Does not appropriately tailor communication to audience. Does not listen well; interrupts others. Manages by email. 	Requires continued coaching	<u>Meets expectations</u> <ul style="list-style-type: none"> Communicates clearly and effectively. Adapts communication to audience. Ensures appropriate visibility and "face time" with staff. Tactful and diplomatic. Good listening skills. 	Exceeds expectations	<u>Far exceeds expectations</u> <ul style="list-style-type: none"> Is a skilled communicator with staff, colleagues and management. Approachable; facilitates open exchange of ideas. Attentive and active listener. Proactively and consistently rounds on staff. Communicates with confidence, poise and leadership presence.
Rating:		<u>Comments:</u>				

Leadership		Proficiency Levels				
Competency	Description	1	2	3	4	5
Prioritization	Understanding organizational and individual priorities, effectively focusing on and executing those priorities and maintaining an appropriate balance between work and personal priorities.	<u>Immediate improvement required</u> <ul style="list-style-type: none"> Gets caught up in trivial tasks or unimportant projects. Disorganized. Micromanages/does not effectively delegate. Let's work dominate personal priorities or vice versa. 	Requires continued coaching	<u>Meets expectations</u> <ul style="list-style-type: none"> Usually maintains focus on highest priorities; may sometimes get distracted but readily gets back on track. Is generally well organized. Maintains appropriate work/life balance and supports the same in their staff. 	Exceeds expectations	<u>Far exceeds expectations</u> <ul style="list-style-type: none"> Stays focused on the most important projects and tasks. Clearly articulates priorities to staff; helps them stay focused and reprioritize when necessary. Uses own and others' time effectively and efficiently; highly organized. Role models and encourages in others an appropriate balance between work and personal priorities so that one doesn't dominate the other.
Rating:		<u>Comments:</u>				
Teamwork	Working effectively and cooperatively with others; establishing and maintaining positive working relationships.	<u>Immediate improvement required</u> <ul style="list-style-type: none"> Poor relationships with colleagues and/or staff. Frequently involved in conflicts with others. Reluctantly shares information with others. Advocates for one's own area at the expense of others. Creates divisiveness. 	Requires continued coaching	<u>Meets expectations</u> <ul style="list-style-type: none"> Generally has a positive working relationship with colleagues and staff. Shares information/expertise as needed or requested. Helps own unit/department; may not always consider reaching beyond own area. Effectively resolves conflicts with others. 	Exceeds expectations	<u>Far exceeds expectations</u> <ul style="list-style-type: none"> Develops and promotes positive working relationships with colleagues and staff. Proactively shares information and expertise with others. Initiates dialogue to resolve conflicts and works through conflicts in a productive manner. Inspires others to collaborate together as a team and add to the organization's cohesiveness.
Rating:		<u>Comments:</u>				

Leadership		Proficiency Levels				
Competency	Description	1	2	3	4	5
Critical Thinking	Identifying key issues, securing relevant information and making sound decisions	<u>Immediate improvement required</u> <ul style="list-style-type: none"> Inappropriately deviates from established guidelines and policies. Fails to conduct due diligence. Has difficulty navigating gray areas. Relies heavily on others to make decisions. Does not seek input from appropriate parties. 	Requires continued coaching	<u>Meets expectations</u> <ul style="list-style-type: none"> Consistently follows established guidelines and policies. Demonstrates sound judgment even when there is no precedent/guideline. Makes effective and timely decisions without unnecessary referring to others. Recognizes who needs to be involved in decisions and engages them when appropriate. 	<u>Exceeds expectations</u>	<u>Far exceeds expectations</u> <ul style="list-style-type: none"> Responsibly follows established policies and procedures, yet also demonstrates flexibility and creativity when dealing with difficult or sensitive situations. Considers problems from all perspectives and thoughtfully and responsibly considers relevant impacts and implications before making a decision. Proactively seeks out others for input and perspective but is also able to act
Rating:		<u>Comments:</u>				
Customer/ Stakeholder Focus	Making Stakeholders/ Customers and their needs a primary focus of one's actions; leading and role modeling efforts to ensure stakeholders and customers experience the highest level of quality and service.	<u>Immediate improvement required</u> <ul style="list-style-type: none"> Does not establish clear standards for customer service. Does not stay on top of available data; depends on others to bring issues to their attention. Persists with ineffective strategies. Gets defensive or makes excuses for poor patient/customer feedback. 	Requires continued coaching	<u>Meets expectations</u> <ul style="list-style-type: none"> Sets clear expectations regarding service standards for one's area of responsibility. Regularly reviews stakeholder/customer feedback. Rewards and recognizes outstanding stakeholder/customer service. Appropriately coaches and holds staff accountable for meeting stakeholder/customer expectations. Accepts responsibility for results, even when limited data is available. 	<u>Exceeds expectations</u>	<u>Far exceeds expectations</u> <ul style="list-style-type: none"> Role models expectations for outstanding customer service. Analyzes trends and proactively implements improvements and course corrections when called for. Proactively seeks out stakeholder/customer feedback even when no quantifiable data is available. Implements innovative strategies for improving customer service.
Rating:		<u>Comments:</u>				

Leadership		Proficiency Levels				
Competency	Description	1	2	3	4	5
Initiative	Taking prompt action to accomplish objectives; taking action to achieve goals beyond what is required; being proactive.	<u>Immediate improvement required</u> <ul style="list-style-type: none"> Waits for guidance from others before taking action. Procrastinates on tasks that may be uncomfortable or difficult. Allows issues to become crises by not taking action at early stages. 	Requires continued coaching	<u>Meets expectations</u> <ul style="list-style-type: none"> Takes immediate action when confronted with a problem or when made aware of a situation that needs to be addressed. Demonstrates a sincere, positive attitude toward getting things done; doesn't say "it's not my job." Completes assignments or tasks without being asked 	Exceeds expectations	<u>Far exceeds expectations</u> <ul style="list-style-type: none"> Minimizes potential problems by anticipating and preparing for these in advance. Proactively tackles tough tasks. Volunteers to be involved in committees, teams or other group efforts to achieve results.
<u>Rating:</u>		<u>Comments:</u>				

Goal Accomplishment	Provide an overall assessment of goal accomplishment.					
<u>Rating:</u>		<u>Comments:</u>				

Overall Rating	Provide additional comments and plans for continued growth and development					
<u>Rating:</u>		<u>Comments:</u>				