

**Workforce Development Council  
Executive Director Performance Feedback**

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

Leadership		Proficiency Levels				
Competency	Description	1	2	3	4	5
<b>Facilitating Change</b>	Facilitates the implementation and acceptance of change within the workplace; encourages others to contribute different and innovative approaches to problems and opportunities.	<u><b>Immediate improvement required</b></u> <ul style="list-style-type: none"> <li>Does not appropriately prepare for change.</li> <li>Negatively positions changes or decisions with colleagues/staff.</li> <li>Actively or passively undermines change efforts.</li> <li>Resists innovation or others' ideas for improvement.</li> </ul>	<b>Requires continued coaching</b>	<u><b>Meets expectations</b></u> <ul style="list-style-type: none"> <li>Appropriately prepares for upcoming changes.</li> <li>Supports change efforts and organizational decisions.</li> <li>Is open to new ideas and suggestions for improvement.</li> <li>Makes efforts to get others "on board."</li> </ul>	<b>Exceeds expectations</b>	<u><b>Far exceeds expectations</b></u> <ul style="list-style-type: none"> <li>Anticipates future trends and acts with urgency to prepare.</li> <li>Proactively solicits and pursues new ideas.</li> <li>Encourages others to question established processes or assumptions.</li> <li>Involves stakeholders in change efforts whenever possible.</li> <li>Champions and "manages up" change efforts.</li> </ul>
<b>Rating:</b>		<u><b>Comments:</b></u>				
<b>Communication</b>	Clearly and effectively conveying information and actively listening and responding to communication from others.	<u><b>Immediate improvement required</b></u> <ul style="list-style-type: none"> <li>Abrasive, abrupt, and/or condescending communication.</li> <li>Difficult to understand.</li> <li>Does not appropriately tailor communication to audience.</li> <li>Does not listen well; interrupts others.</li> <li>Manages by email.</li> </ul>	<b>Requires continued coaching</b>	<u><b>Meets expectations</b></u> <ul style="list-style-type: none"> <li>Communicates clearly and effectively.</li> <li>Adapts communication to audience.</li> <li>Ensures appropriate visibility and "face time" with staff.</li> <li>Tactful and diplomatic.</li> <li>Good listening skills.</li> </ul>	<b>Exceeds expectations</b>	<u><b>Far exceeds expectations</b></u> <ul style="list-style-type: none"> <li>Is a skilled communicator with staff, colleagues and management.</li> <li>Approachable; facilitates open exchange of ideas.</li> <li>Attentive and active listener.</li> <li>Proactively and consistently rounds on staff.</li> <li>Communicates with confidence, poise and leadership presence.</li> </ul>
<b>Rating:</b>		<u><b>Comments:</b></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"> <li>Gets caught up in trivial tasks or unimportant projects.</li> <li>Disorganized.</li> <li>Micromanages/does not effectively delegate.</li> <li>Let's work dominate personal priorities or vice versa.</li> </ul>	Requires continued coaching	<u>Meets expectations</u> <ul style="list-style-type: none"> <li>Usually maintains focus on highest priorities; may sometimes get distracted but readily gets back on track.</li> <li>Is generally well organized.</li> <li>Maintains appropriate work/life balance and supports the same in their staff.</li> </ul>	Exceeds expectations	<u>Far exceeds expectations</u> <ul style="list-style-type: none"> <li>Stays focused on the most important projects and tasks.</li> <li>Clearly articulates priorities to staff; helps them stay focused and reprioritize when necessary.</li> <li>Uses own and others' time effectively and efficiently; highly organized.</li> <li>Role models and encourages in others an appropriate balance between work and personal priorities so that one doesn't dominate the other.</li> </ul>
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"> <li>Poor relationships with colleagues and/or staff.</li> <li>Frequently involved in conflicts with others.</li> <li>Reluctantly shares information with others.</li> <li>Advocates for one's own area at the expense of others.</li> <li>Creates divisiveness.</li> </ul>	Requires continued coaching	<u>Meets expectations</u> <ul style="list-style-type: none"> <li>Generally has a positive working relationship with colleagues and staff.</li> <li>Shares information/expertise as needed or requested.</li> <li>Helps own unit/department; may not always consider reaching beyond own area.</li> <li>Effectively resolves conflicts with others.</li> </ul>	Exceeds expectations	<u>Far exceeds expectations</u> <ul style="list-style-type: none"> <li>Develops and promotes positive working relationships with colleagues and staff.</li> <li>Proactively shares information and expertise with others.</li> <li>Initiates dialogue to resolve conflicts and works through conflicts in a productive manner.</li> <li>Inspires others to collaborate together as a team and add to the organization's cohesiveness.</li> </ul>
Rating:		<u>Comments:</u>				

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

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

Overall Rating	Provide additional comments regarding the Executive Directors performance.	
<u><b>Rating:</b></u>	<u><b>Comments:</b></u>	