

Employee: _____
 Evaluator: _____

Date: _____
 In what capacity do you work with this person? _____

<p align="center">Management Competency</p>	<p align="center">Referring to ANY of the 11 competencies to the left, list 3 areas of strength and 3 areas for growth. Reference the specific competencies in your response. You may continue on additional blank sheets as necessary.</p>
<p>1. Inclusiveness Promotes cooperation, fairness and equity; shows respect for people and their differences; works to understand perspectives of others; demonstrates empathy; brings out the best in others</p>	<p><i>3 areas of strength:</i></p>
<p>2. Managing people Coaches, evaluates, develops, inspires people; sets expectations, recognizes achievements, manages conflict, aligns performance goals with university goals, provides feedback, group leadership; delegates</p>	
<p>3. Stewardship and managing resources Demonstrates accountability and sound judgment in managing university resources in open and effective manner, appropriate understanding of confidentiality, university values; adheres to policies, procedures, and safety guidelines</p>	
<p>4. Problem solving Identifies problems, involves others in seeking solutions, conducts appropriate analyses, searches for best solutions; responds quickly to new challenges</p>	
<p>5. Decision making Makes clear, consistent, transparent decisions; acts with integrity in all decision making; distinguishes relevant from irrelevant information and makes timely decisions</p>	
<p>6. Strategic planning and organizing Understands big picture and aligns priorities with broader goals, measures outcomes, uses feedback to redirect as needed, evaluates alternatives, solutions oriented, seeks alternatives and broad input; can see connections within complex issues</p>	<p><i>3 areas for growth:</i></p>
<p>7. Communication Connects with peers, subordinates and customers, actively listens, clearly and effectively shares information, demonstrates effective oral and written communication skills, negotiates effectively</p>	
<p>8. Quality improvement Strives for efficient, effective, high quality performance in self and the unit; delivers timely and accurate results; resilient when responding to situations that are not going well; takes initiative to make improvements</p>	
<p>9. Leadership Motivates others, accepts responsibility; demonstrates high level of political acumen; develops trust and credibility; expects honest and ethical behavior of self and others</p>	
<p>10. Teamwork Encourages cooperation and collaboration; builds effective teams; works in partnership with others; is flexible</p>	
<p>11. Service focus Values the importance of delivering high quality, innovative service to internal and external clients; understands the needs of the client; customer service focus; shares accountability for results provided</p>	