

09. Manager Assessment Tool

Form 2

This assessment tool is comprised of the behavioural descriptors for the Administrative Professionals Competency Framework for the Province of Newfoundland and Labrador. The behaviours are grouped in four competency clusters. The model includes key behaviour descriptors for each cluster.

Your employee has asked you to provide feedback on how often you observe him/her demonstrating the key behaviours in each of the four competency areas. Feedback is valuable in bringing greater objectivity and focus to the identification of key areas for development. Constructive feedback, which is specific and clear, assists the individual in creating a Learning Plan that is relevant and achievable.



Instructions

Each competency area lists a number of key behaviours, which are the demonstration of that competency. Please review each statement carefully. Using the frequency scale below, assess how frequently you have observed the individual demonstrating the behaviours under each competency.

Before you record your response, you should try to recall examples of situations where you have observed your employee demonstrate the behaviour. This will assist you in choosing the appropriate response.

- **Almost Never** – rarely acts in this manner.
- **Occasionally** – sometimes acts in this manner.
- **Frequently** – regularly acts in this manner and I can provide recent examples.
- **Almost Always** – always behaves in this way and I can illustrate with many recent examples.

Once completed, please return the assessment to your employee. Your honest and constructive feedback serves as a significant component in his/her development.

Learner's Name: _____ Date: _____									
Manager's Name: _____									
Organization					How frequently does your employee demonstrate this behaviour?				
<i>Effective management, organization and prioritization of office functions as well as the workday/week/month for people, management and other stake-holders.</i>					Almost Never	Occasionally	Frequently	Almost Always	Not Applicable
Develops and uses systems to organize and keep track of information or work progress.					<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Prioritizes tasks in a fast paced, changing environment through frequent interruptions and changing deadlines.					<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Organizes information or materials for others.					<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Carefully prepares for meetings, travel, and conferences for others.					<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Accurately tracks, monitors and purchases office equipment and inventory to ensure office functionality.					<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Demonstrates expert knowledge of office policies and procedures.					<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Carefully reviews and checks the accuracy of information in work reports provided by management, management information systems or other individuals.					<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Identifies what needs to be done and takes action before being asked or required to.					<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Communication	How frequently does your employee demonstrate this behaviour?				
<i>Clearly conveying and receiving messages to meet the needs of all. This involves listening, interpreting and delivering verbal, non-verbal, written and electronic messages.</i>	Almost Never	Occasionally	Frequently	Almost Always	Not Applicable
Listens attentively to people's ideas and concerns.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Speaks clearly and can be easily understood.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Demonstrates ability to provide explanation and/or options to resolve difficult or confrontational situations.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Expresses ideas clearly and concisely in writing.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Uses appropriate business style writing.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Able to clearly and accurately explain issues, policies, procedures and other pertinent information to clients and co-workers.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Clearly and concisely, composes/proofreads/edits documents such as letters, memos and e-mail.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Demonstrates correct use of grammar, spelling and punctuation in all produced documents.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Able to relay/redirect complete and accurate messages to appropriate persons/departments.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Keeps his/her manager informed about progress and problems; avoids surprises.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Service Delivery	How frequently does your employee demonstrate this behaviour?				
<i>Understanding and meeting the needs of clients. Clients are individuals or groups who use the department services.</i>	Almost Never	Occasionally	Frequently	Almost Always	Not Applicable
Responds with courtesy, clarity and accuracy to inquiries from clients and other departments.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Has a strong sense of urgency about solving problems and getting work done.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Asks clear concise questions in order to obtain information from clients.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Behaves courteously to calmly acknowledge the concerns of clients who may be hostile, rude, confused and/or frustrated.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Effectively diffuses/de-escalates difficult or confrontational situations.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Applies due diligence and sound judgment when responding to requests and dealing with confidential information.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Demonstrates an understanding of regulations, policies and guidelines to assist clients.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Quickly and effectively solves clients problems.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Technical	How frequently does your employee demonstrate this behaviour?				
<i>Ability to accurately and thoroughly utilize office technology and to demonstrate practical knowledge of Information Management, E-mail Management and Privacy Protection Issues.</i>	Almost Never	Occasionally	Frequently	Almost Always	Not Applicable
Effectively applies technical knowledge to solve a range of problems with office equipment and computerized business machines.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Able to establish and maintain electronic & paper filing systems so that information can be readily retrieved.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Demonstrates ability to use office software to create, format & edit forms and presentations.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Efficiently retrieves, inputs, edits, formats, transmits and links electronic file data.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Accurately creates, generates and maintains diverse reports and documents utilizing databases, spreadsheets and communications.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Demonstrates knowledge of Information Management policies with regard to office level processes, procedures and practices.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Uses electronic mail in a manner consistent with Government e-mail management policy and guidelines.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Accurately and consistently applies Government policies and guidelines to the use of electronic records management, physical records management and disposal as well as faxing information.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Understands and adheres to the policies, procedures and guidelines of the Government Purchasing Agency.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Adaptability	How frequently does your employee demonstrate this behaviour?				
<i>Personal willingness and ability to work in, and adapt to change.</i>	Almost Never	Occasionally	Frequently	Almost Always	Not Applicable
Understands and accepts other points of view and recognizes the value of different approaches.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Switches to a different strategy when an initially selected one is unsuccessful.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Demonstrates openness to new organizational structures, procedures and technology.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Accepts change even when there is ambiguity.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Steps into co-workers tasks when needed or required. Willingly takes on new tasks.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Works creatively within standard procedures to fit a specific situation.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Applies special techniques to manage situations involving stress or change.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Interpersonal	How frequently does your employee demonstrate this behaviour?				
<i>Working cooperatively and productively with others to achieve results.</i>	Almost Never	Occasionally	Frequently	Almost Always	Not Applicable
Respects and welcomes diversity of clients and co-workers.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Respects the confidentiality of information or concerns shared by others.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Values contributing to teamwork in order to achieve common goals.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Listens and responds constructively to other team members ideas.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Expresses disagreement constructively (e.g. by emphasizing points of agreement, suggesting alternatives that may be acceptable to the group).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Promotes co-operation with other government departments and agencies.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>