



Strategic Leader Performance Expectations and Evaluation

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| <p>Strategic Leader – <i>For purposes of this evaluation instrument, a strategic leader is any member* of the DOR leadership team who is a supervisor, a core process owner, or a business process owner. A strategic leader sets strategic direction; develops strategies; deploys operating plans; monitors and improves performance; and creates an environment that supports successful leader and employee performance. (* SES/SMS leaders who do not supervise may be rated using Attachment B at the discretion of the Program Director.)</i></p> | <p>Rating 5-1, N</p> |
| <p>1. Leadership</p> | |
| <p>1a. Organizational Leadership. Communicates and models DOR values. Helps set organizational direction and performance expectations. Participates in the development of the strategic plan and encourages employees to provide input. Inspires a shared vision. Creates an environment of empowerment, innovation, learning, and success. Makes decisions based on facts and data.</p> | |
| <p>1b. Social Responsibility. Models ethical behavior. Seeks to ensure that those they lead make decisions, take actions, and interact with key stakeholders in conformance with DOR's values and guiding principles. Shows concern for others through demonstrated action.</p> | |
| <p>2. Strategic Planning</p> | |
| <p>2a. Develops strategic direction. Participates in developing the vision and mission of program, process, or work unit within the framework of DOR's vision, mission, and values. Helps set achievable five-year measurable goals in partnership with employees. Develops strategies to achieve goals, including identifying resources and legislative needs.</p> | |
| <p>2b. Develops and deploys operating plans. Communicates DOR and program, process, and work unit vision, mission, values and five-year measurable goals. With input from employees, develops and deploys annual operating plans, including monthly achievable targets, which link directly to the measurable goals. When applicable, creates teams and identifies their critical tasks and major milestones.</p> | |
| <p>2c. Monitors operating plan performance. Monitors how implementation of DOR's vision, mission, and values affects the organizational culture. Monitors operating plan performance against monthly targets. When applicable, monitors the performance of teams against their critical tasks and major milestones.</p> | |
| <p>2d. Takes corrective action to achieve operating plan goals. Initiates actions to improve organizational culture. When monthly targets are not met, implements corrective action to achieve targeted performance using an appropriate structured methodology (e.g., Knowledge-Based Leadership; DOR's Seven Steps; Plan, Do, Check, Act).</p> | |
| <p>3. Product and Service Focus</p> | |
| <p>Delivers cost-effective business process products and services in accordance with applicable laws, rules, and policies. Identifies and communicates supplier requirements and expectations; holds suppliers accountable for meeting requirements and expectations. Works to ensure that DOR business processes are competitive with non-DOR providers.</p> | |
| <p>4. Measurement and Analysis</p> | |
| <p>Regularly measures and analyzes performance to support organizational planning and performance improvement. Works to improve the quality and availability of performance data. Communicates performance data to leaders and key stakeholders. Uses performance data for comparative analyses.</p> | |

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| 5. Human Resource Focus | |
| <p>5a. Work Systems (Business Process Activity) Adheres to policies, procedures, and rules. Makes employee recruitment and selection a priority. Identifies and recommends staffing and resource needs. Identifies the right people for the right jobs that contribute to business process success. Establishes and communicates performance standards for employees. Empowers employees to make decisions. Evaluates performance accurately and consistently. Listens and responds to employee concerns and ideas. Actively responds to resolve issues or conflicts between employees in the workplace. Ensures equitable treatment of all employees. Disciplines appropriately, timely, and consistently. Recognizes, rewards, and celebrates successes.</p> | |
| <p>5b. Employee Learning and Motivation Identifies education and training needs that support DOR strategies. Seeks to meet those needs through a variety of challenging and meaningful learning experiences. Helps employees grow and learn through on-the-job development. Helps employees be productive and successful. Encourages and provides opportunities for employee career development. Assists with career planning. Removes barriers to employee success.</p> | |
| <p>5c. Employee Well-Being and Satisfaction Responsible for creating and maintaining a positive, friendly, team-oriented work environment that contributes to the well-being and satisfaction of all employees. Responsible for ensuring appropriate workplace behavior. Takes timely corrective action if inappropriate behavior occurs in the workplace. Ensures a safe work environment.</p> | |
| <p>6. Process Management Understands in detail process inputs, activities, outputs, outcomes, stakeholder requirements, workflow, and performance measures. Understands other business processes which affect work requirements. Documents and communicates process steps and outcomes. Identifies needed resources. Conducts regular reviews of process performance. Makes decisions based on performance data. Solicits and acts on feedback and recommendations from employees, customers, and key stakeholders. Makes improvements as needed using an appropriate standardized problem-solving methodology (e.g., Knowledge-Based Leadership; DOR's Seven Steps; Plan, Do, Check, Act). Identifies, implements, and shares best practices. Exercises sound financial management. Achieves targeted business results.</p> | |
| <p>7. Supervisor-added critical job tasks, expectations, and standards</p> | |
| <p>7a. Critical job task, expectation, and standard</p> | |
| <p>7b. Critical job task, expectation, and standard</p> | |
| <p>7c. Critical job task, expectation, and standard</p> | |
| <p>7d. Critical job task, expectation, and standard</p> | |
| <p>7e. Critical job task, expectation, and standard</p> | |
| <p>Comments: Write comments in support of your overall rating so that the employee understands his or her strengths and opportunities for improvement. For each rating of 1 or 2, list the expectation number (and letter, if appropriate) and provide specific comments. For ratings of 3, 4, or 5, provide a summary of comments necessary to give meaningful feedback to the employee. A separate comment for each 3, 4 and 5 rating is not necessary.</p> | |