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| --- | --- | --- | --- | --- | --- | --- |
| **Competency Areas** | **Rarely Achieves** | **Sometimes Achieves** | **Fully Achieves** | **Sometimes Exceeds** | **Consistently Exceeds** | **Comments and Suggestions for Improvement** |
| ***Additional categories for employees who supervise others*** |
| **Accountability**Demonstrates ownership and achieves desired results |  |  |  |  |  |  |
| **Delegation and coordination of work**Assigns tasks and responsibility for specific outcomes appropriately and fairly |  |  |  |  |  |  |
| **Enforcement of work standards, policies and procedures**Holds employees accountable for following policies and procedures and treats employees with fairness  |  |  |  |  |  |  |
| **Training**Ensures staff have necessary preparation & education to succeed |  |  |  |  |  |  |
| **Accessibility**Creates an environment where employees can approach manager and discuss concerns freely |  |  |  |  |  |  |
| **Strategic Leadership**Anticipates and prepares self and employees for the future |  |  |  |  |  |  |
| **Diversity/Inclusion**Advocates and embraces an inclusive and culturally competent workplace |  |  |  |  |  |  |