

MARYLAND EXECUTIVE PERFORMANCE PLANNING AND EVALUATION PROGRAM

GUIDANCE

Note: Evaluations must be completed for a merit increase to be awarded. Merit increases will only be awarded to persons who have an overall rating of Meets Standards or higher.

ADMINISTRATION

- ◆ **OUTSTANDING:** Displays exceptional skill in organizing, developing, controlling, and obtaining maximum benefits for an operation.
- ◆ **EXCEEDS STANDARDS:** Perceives the need for guidance and direction in the need to modify operations, improve record keeping and documentation. Highly creative in developing policies that are in keeping with the agency's mission and mandate, and organizing and implementing policies and plans.
- ◆ **MEETS STANDARDS:** Maintains administrative oversight of operations responsible for records and documentation to meet audit requirements, keeps abreast of policies, procedures, workflow, employee evaluations and risk management. Adheres to agency mandates and mission when developing strategies and work plan for accomplishing goals. Effectively organizes tasks in a logical sequence and identifies resources required.
- ◆ **NEEDS IMPROVEMENT:** Does not consistently maintain administrative oversight of operations. On occasion, applies them inappropriately. Occasionally has difficulty accomplishing routine responsibility or handling complex issues effectively.

LEADERSHIP

- ◆ **OUTSTANDING:** Provides exceptional leadership in planning, organizing, maintaining, controlling and maximizing operations. Extends the opportunity for growth and development to all staff including exceptional commitment to the Governor's Code of Fair Practices.

- ◆ **EXCEEDS STANDARDS:** Makes decisions and sets policy on controversial issues and provides innovative direction in resolving problems.
- ◆ **MEETS STANDARDS:** Provides a satisfactory managerial example while motivating employees to work toward departmental goals and objectives. Provides practical direction to employees and clearly communicates the Department's shared vision. Flexible when dealing with and managing changing conditions in the organization. Consistently available to help the team accomplish their goal(s). Assesses individuals' strengths and weaknesses and suggests methods for improvement. Supports the organization's mandate through support of its goals and values.
- ◆ **NEEDS IMPROVEMENT:** Has difficulty in guiding staff in a positive manner. Provides little feedback or coaching. Inconsistent in providing a satisfactory managerial example while motivating employees to work toward goals and objectives. Occasionally inflexible when managing changing conditions in the organization.

PROBLEM SOLVING AND DECISION MAKING

- ◆ **OUTSTANDING:** Effectively analyzes complex problems with limited time. Frequently crafts workable, creative solutions. Makes proper decision beneficial to all parties concerned involving controversial and complex problems.
- ◆ **EXCEEDS STANDARDS:** Effectively analyzes problems. Crafts workable, creative solutions. Frequently makes decisions involving controversial and complex issues.
- ◆ **MEETS STANDARDS:** Consistently analyzes and applies logical solutions. Consistently makes effective decisions as required. Demonstrates strong problem solving and decision making skills to ensure smooth operations.
- ◆ **NEEDS IMPROVEMENT:** Inconsistent in analysis of problems or application of logical solutions. Inconsistent in making effective decisions on a timely basis. Weak problem solving and decision making skills result in an uneven operation.

FISCAL MANAGEMENT

- ◆ **OUTSTANDING:** Frequently and effectively uses limited resources to gain maximum results. Highly innovative and successful in identifying alternative resources to accomplish objectives.

- ◆ **EXCEEDS STANDARDS:** Often gains greater use of available resources than expected.
- ◆ **MEETS STANDARDS:** Makes effective use of available resources (employees, time and material) to accomplish organizational goals. Maintains fiscal responsibility while seeking ways to reduce costs. Consistently uses and allocates resources to meet objectives.
- ◆ **NEEDS IMPROVEMENT:** Occasionally is inconsistent in using resources efficiently to accomplish organizational goals. Inconsistent in using or shifting resources to meet objectives. Maintains less than acceptable fiscal responsibility while seeking ways to reduce costs.

PLANNING AND ORGANIZATION

- ◆ **OUTSTANDING:** Exhibits exceptional insight and thoroughness in anticipating needs; develops innovative plans to meet or exceed goals and objectives. Exceptionally skilled in directing and organizing; empowers employees toward self direction.
- ◆ **EXCEEDS STANDARDS:** Frequently develops plans that anticipate needs and usually exceeds goals and objectives. Highly skilled in directing and organizing activities. Develops and uses advanced techniques to plan and organize resources.
- ◆ **MEETS STANDARDS:** Develops sound, realistic plans and coordinates activities to meet goals and objectives. Effectively utilizes the capabilities of people and resources to distribute, regulate and complete work. Develop strategies and establishes priorities and deadlines which accomplish organizational goals. Consistently exercises skill in directing and organizing activities.
- ◆ **NEEDS IMPROVEMENT:** Inconsistent in planning and coordinating activities effectively. Occasionally inconsistent in effectively utilizing resources to complete work and developing strategies to accomplish organizational goals. Inconsistent in exercising skill in directing or organizing activities.

COMMUNICATIONS:

- ◆ **OUTSTANDING:** Exceptionally articulate in a wide variety of areas and displays effective communication skills in highly intense situations within the organization and externally. Maintains a high degree of sensitivity awareness when confronted with unusual or awkward situations.
- ◆ **EXCEEDS STANDARDS:** Highly competent in establishing and maintaining effective communications with all levels of the organization. Provides effective communication with external customers, government officials, general public and the media when appropriate.

- ◆ **MEETS STANDARDS:** Effective as a link between employees and management to communicate information and decisions. Motivates employees through performance feedback. Presents facts, ideas and concepts effectively in writing and orally. Listens effectively and shares information.
- ◆ **NEEDS IMPROVEMENT:** Inconsistent in presenting facts, ideas, concepts so that they can be clearly understood by others. Inconsistent in sharing information and serving as a link between employees and management to communicate information and decisions.

DEPARTMENTAL/AGENCY SPECIFIC FACTOR(S)

- ◆ Each agency must develop the appropriate standards for Departmental/Agency Specific Factors.

FAIR PRACTICES

- ◆ It is generally accepted that any employee, especially an executive level employee, must be held to a higher standard than those at lower levels. Accordingly, persons in Executive level service must maintain an exceptional record in this category.