



Name of Applicant: \_\_\_\_\_

**ECQ 1 - Leading Change:**

The ability to ensure that key national and organizational goals, priorities, values, and other issues are considered in making program decisions and exercising leadership to implement and to ensure that the organization's mission and strategic vision are reflected in the Management of its people. This includes the ability to identify and integrate key issues affecting the organization including political, economic, social, technological and administrative factors; understand the roles and relationships of the Components of the national policy-making and implementation process; and exercise leadership in motivating managers to incorporate vision strategic planning and quality management principles into all aspects of the organization's activities.

Comments:

1. Weak \_\_\_\_\_
2. Satisfactory \_\_\_\_\_
3. Outstanding \_\_\_\_\_

Name of Applicant: \_\_\_\_\_

**ECQ 2 - Leading People:**

The ability to design human resource strategies to meet the organization's mission, strategic vision, and goals to achieve maximum potential of all employees in a fair and equitable manner. This includes recruiting, developing, and retaining a diverse high quality workforce in an equitable manner; leading and managing an inclusive workplace that maximizes the talents of each person to achieve sound business results; developing and using measures and rewards to hold self and others accountable for achieving results that embody the principles of diversity; providing developmental opportunities for employees based on assessment of individual employee needs; providing leadership in setting expected levels of performance; promoting quality through effective use of leadership in setting expected levels of performance; promoting quality through effective use of the performance management system; and dealing effectively with employee/labor management relations matters including resolving conflicts, attending to morale and organizational climate issues, handling administrative, labor management and EEO issues and taking disciplinary actions when other means have not been successful.

Comments:

- 1. Weak \_\_\_\_\_
- 2. Satisfactory \_\_\_\_\_
- 3. Outstanding \_\_\_\_\_

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### ECQ 3 - Results Driven

This factor involves the ability to establish program and/or policy goals and the structure and processes necessary to implement the organization's mission and strategic vision. It includes ensuring that programs and policies are being implemented and adjusted as necessary, that appropriate results are achieved, and that a process for continually examining the quality of program activities is in place. Key aspects of this factor are assessing policy, program and project feasibility; formulating short and long-term goals and organizing and prioritizing work activities; anticipating, diagnosing and consulting on, and determining solutions for program-related potential or actual problems; and setting standards, establishing monitoring procedures and taking corrective action to ensure an effective, efficient and productive organizational unit.

Comments:

1. Weak \_\_\_\_\_
2. Satisfactory \_\_\_\_\_
3. Outstanding \_\_\_\_\_

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## ECQ 4 - Business Acumen

The ability to acquire and administer financial, material, and information resources as well as to accomplish the organization's mission. This includes managing the budgetary process; overseeing procurement and contracting procedures and processes; integrating and coordinating logistical operations; overseeing the allocation of financial resources; establishing an assuring use of internal financial systems controls; and ensuring the development and utilization of management information systems and other technological resources to met the organization's needs.

Comments:

1. Weak \_\_\_\_\_
2. Satisfactory \_\_\_\_\_
3. Outstanding \_\_\_\_\_

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## ECQ 5 - Building Coalitions/Communications

The ability to explain, advocate and negotiate with individuals and groups internally and externally as well as to develop an expansive professional network with other organizations and organizational units. Key characteristics of this factor include the ability to represent, explain, advocate, negotiate and speak for the organizational unit and its work inside and outside the agency establish and maintain working relationships with internal organizational units; develop and enhance alliances with external groups; work in groups and teams; ensure reports, memoranda and other documents represent the position and work of the organizational unit; and obtain understanding and support from high level management.

Comments:

1. Weak \_\_\_\_\_
2. Satisfactory \_\_\_\_\_
3. Outstanding \_\_\_\_\_

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Assessor's Signature

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Date