

## LEADERSHIP EFFECTIVENESS CHECKLIST

The purpose of this checklist is to provide formal feedback to System supervisors and other employees who may request a leadership review on their current leadership effectiveness and to identify developmental needs. The review also includes a face-to-face discussion of the completed checklist and serves as a basis for preparing and IDPs. The review focuses on the future and the employee's potential to succeed in roles of greater leadership responsibility.

Name and duty position of employee reviewed \_\_\_\_\_

Name and duty position of supervisor conducting review \_\_\_\_\_

**Section 1a. Leadership Attributes and Skills.** *Answer the following questions related to the employee's demonstrated ability and potential to perform as an effective leader at the next higher level above her/his current position. The employee first completes the checklist and then the supervisor. Both will indicate for each question whether the employee is "ready" for the next level, or has developmental needs. Supervisor comments in Section 1b. and face-to-face discussions are required where the supervisor indicates "Needs Development".*

*As related to the following questions, does the employee's leadership effectiveness indicate a readiness to assume roles of greater leadership responsibility?*

	EMPLOYEE		SUPERVISOR	
	Ready	Needs Development	Ready	Needs Development
1. Demonstrates sound judgment, critical, and creative thinking.				
2. Demonstrates good interpersonal skills by responding appropriately to the needs, feelings, and capabilities of different people and situations.				
3. Demonstrates proficiency in required technical knowledge, skills, and abilities.				
4. Displays good oral, written, and listening skills with individuals and groups.				
5. Makes decisions at appropriate levels, employing sound reasoning and judgment.				
6. Appropriately empowers employees by delegation of authority, but retains and accepts responsibility.				
7. Inspires, motivates, and guides others toward mission accomplishment.				
8. Invests adequate time and effort in developing individual subordinates as leaders; demonstrates good coaching, counseling, and mentoring skills.				
9. Demonstrates high standards of conduct and fosters an ethical workplace.				
10. Seeks opportunities for self-improvement and for continuous learning.				
11. Adapts to organizational change, and successfully manages change process in self and others.				
12. Sets and communicates a vision for programs and staff.				
13. Balances the need to complete tasks with the personal needs of self and staff, successfully accomplishes mission without compromising the work/life needs of employees.				

**Section 1b.** Supervisors make "bullet comments" corresponding to any numbered questions in Section 1a. where supervisor indicated "needs development." Continue on plain paper attachment as needed.

**Section 2. Character:** Completed by supervisor for discussion. Is there any indication that the employee does not possess or demonstrate appropriate character attributes involving: **honor, integrity, morale, courage, loyalty, or respect for others**, that would detract from their ability to lead at a higher level of responsibility? If so, make bullet comments and counsel in face-to-face discussion. Continue on plain paper attachment as needed.

**Section 3. Strengths and Needs.** Completed jointly by employee and supervisor. In two sentences each, describe the employee's leadership strengths and developmental needs

**Employee Self-Assessment:**

**Supervisor Assessment:**

**Section 4. Individual Development Plan.** Completed by supervisor. Check Yes or No.

Is a new IDP indicated for this employee? Yes \_\_\_ No \_\_\_.

If "yes", due date for completion of IDP \_\_\_\_\_.

**Section 5. Supervisory Evaluation of Potential.** Completed by supervisor. Compared to a peer group of all employees I have supervised of similar grade and position, I would rate this employee in the (check one): Top 10% \_\_\_\_; Top 25% \_\_\_\_; Middle 50% \_\_\_\_; or Bottom 25% \_\_\_\_; in terms of readiness to assume positions of greater leadership responsibility.

**Section 6. Signatures:**

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Employee	Date	Supervisor	Date
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This completed checklist becomes the sole property of the employee, not an official record. We recommend maintaining this checklist in the employee's leadership development portfolio.