

Part III

Candidate Evaluation (Current Supervisor)

Your employee has indicated an interest in being considered for the Department of State's SES Candidate Development Program. The Program is intended to identify individuals who have demonstrated exceptional managerial potential. The candidates will participate in a variety of developmental activities. Successful completion of the program will enable the participants to obtain non-competitive eligibility for a SES position.

We would appreciate your assistance in completing the following assessments designed to help us evaluate the candidates for selection into the SES Candidate Development Program. The information you furnish will be an important element in determining the degree to which the applicant possesses (or has the potential to acquire) the knowledge, skills, and abilities necessary to be successful in the Program. These assessments provide information on the scope and quality of the candidate's experience, education and accomplishments.

SUPERVISOR'S ASSESSMENT OF MANAGERIAL / EXECUTIVE CAPABILITY

Based on your personal interactions with the individual and the behaviors you have observed, rate the individual on the competency by circling a number from

1 to 5 using the following scale:

1 = minimal mastery, that is, few or none of the behavior is demonstrated

5 = full mastery, that is, all or nearly all the behavior is demonstrated at a high level of quality

Rate the importance of the competency to the individual's current job by circling:

L (low), **M** (medium), or **H** (high).

Rate the importance of each competency to the individual's success in future executive assignments by circling:

L (low), **M** (medium), or **H** (high).

[Note: since this is an assessment of managerial/executive capability, "future executive assignments" refers to a position in the Senior Executive Service.]

Competency	Rating of Mastery					Importance Current Job			Importance Future Assignments		
	Min				Full						
Continual Learning	1	2	3	4	5	L	M	H	L	M	H
Customer Service	1	2	3	4	5	L	M	H	L	M	H
Decisiveness	1	2	3	4	5	L	M	H	L	M	H
Flexibility	1	2	3	4	5	L	M	H	L	M	H
Interpersonal Skills	1	2	3	4	5	L	M	H	L	M	H
Oral & Written Comm.	1	2	3	4	5	L	M	H	L	M	H
Problem Solving	1	2	3	4	5	L	M	H	L	M	H
Technical Credibility	1	2	3	4	5	L	M	H	L	M	H
Accountability	1	2	3	4	5	L	M	H	L	M	H
Conflict Management	1	2	3	4	5	L	M	H	L	M	H
Cultural Awareness	1	2	3	4	5	L	M	H	L	M	H
Human Resource Mgt.	1	2	3	4	5	L	M	H	L	M	H
Influence / Negotiation	1	2	3	4	5	L	M	H	L	M	H
Integrity / Honest	1	2	3	4	5	L	M	H	L	M	H
Political Savvy	1	2	3	4	5	L	M	H	L	M	H
Resilience	1	2	3	4	5	L	M	H	L	M	H

Team Building	1	2	3	4	5	L	M	H	L	M	H
Creativity & Innovation	1	2	3	4	5	L	M	H	L	M	H
Entrepreneurship	1	2	3	4	5	L	M	H	L	M	H
Financial Mgt.	1	2	3	4	5	L	M	H	L	M	H
Partnering	1	2	3	4	5	L	M	H	L	M	H
Service Motivation	1	2	3	4	5	L	M	H	L	M	H
Technology Mgt.	1	2	3	4	5	L	M	H	L	M	H
External Awareness	1	2	3	4	5	L	M	H	L	M	H
Strategic Thinking	1	2	3	4	5	L	M	H	L	M	H
Vision	1	2	3	4	5	L	M	H	L	M	H

We encourage you to add comments as an attachment.

SUPERVISORS EVALUATION OF EMPLOYEE DEMONSTRATED PERFORMANCE

For each category of skill listed below, please assign this candidate a rating based on his/her demonstrated performance. Then supply a significant incident in which the candidate demonstrated these skills.

Quality Level Definitions

Superior: Accomplishments at this level are extraordinary and represent a level of skill and expertise that is found in very few people. It involves skill which is sought out by higher management as necessary to deal with the most complex and critical problems or assignments.

Very Good: Accomplishments at this level are those of a person whose capabilities are recognized and respected by his/her peers. That person is often sought out by co-workers to provide advice and assistance on difficult or controversial matters.

Satisfactory: This level represents that at which most employees function. It includes fully capable and productive performance as well as those who have limited opportunity to perform to their full potential but evidence the potential to be fully satisfactory.

Poor: Much of the work is at a lower level than is expected.

A. INTERPERSONAL SKILLS – Please rate the candidate’s ability to deal with others, including peers, subordinates and/or supervisors. Focus on the candidate’s sensitivity/insensitivity to the needs and feelings of others. Then describe a significant incident in which the candidate either demonstrated or failed to demonstrate these skills.

Superior Very Good Satisfactory Poor

B. PROBLEM ANALYSIS/DECISION MAKING SKILLS – Please rate the candidate’s ability to organize, to plan, to make logical decisions, or to solve problems. Focus on how work was approached and arranged, whether a decision was logical based on the evidence at hand, and whether factors essential to the solution of a problem were identified and related. Then describe a significant incident in which the candidate either demonstrated or failed to demonstrate these skills.

Superior Very Good Satisfactory Poor

C. LEADERSHIP SKILLS – Please rate the candidate’s ability to display leadership skills. Focus on whether the candidate has successfully influenced others to accomplish a goal and has persuaded a group to work as a team. Then describe a significant incident in which the candidate either demonstrated or failed to demonstrate these skills.

Superior Very Good Satisfactory Poor

D. OVERALL JOB PERFORMANCE RATING – On the basis of the above incidents and other incidents that you consider important, please evaluate this candidate’s accomplishments to support your rating.

Superior Very Good Satisfactory Poor

CANDIDATE POTENTIAL / RECOMMENDATION

Please describe in your own words the candidate’s potential for performing in a SES position in the Department of State (DOS). Please include your recommendation of your employee for this developmental opportunity.