

MCC Job Success Factors – Supervisors

Ratings Guidelines

	Does Not Meet	Meets	Exceeds	Exceptional
<p>Priority Setting Spends his/her time and the time of others on what is important, quickly zeros in on the critical few and puts the trivial many aside, can quickly sense what will help or hinder accomplishing a goal, eliminates road blocks and creates focus.</p>	<p>Doesn't prioritize. Gets caught up in immediate needs without a longer-term game plan for where they are trying to go. Work often doesn't lead to goal completion. Does not have a consistent process for determining what to do first. Treats each and every task as if it has the same importance. Doesn't pay attention to the difference. Anticipates short-term obstacles but doesn't see the long-term obstacles to their priorities. Focus is on executing the plan. Spends more time than necessary on noncritical duties.</p>	<p>Is good at setting priorities, with goals and objectives guiding the way. Recognizes the things they need to do in order of importance and plans the time and resources to get them done. Distinguishes between priority and less critical tasks. Identifies obstacles to achieving priorities and comes up with contingency plans to avoid them. Looks for obstacles and roadblocks to achieving priorities. Recognizes what needs to be accomplished and works on the priorities with the time given. Stays focused on important tasks.</p>	<p>When they have to choose from multiple things to do, they tackle the ones that are most mission critical. Uses objectives and goals to prioritize and understand mission-critical tasks. Anticipates potential roadblocks and develops excellent contingency plans to achieve goals. Is careful to prioritize tasks and allocate time and resources accordingly. Focuses quickly on the most important things needed to be accomplished.</p>	<p>Is laser-like in how they attack mission-critical tasks. Is always on the lookout for possible roadblocks and develops excellent contingency plans to achieve priorities. Is always prepared. Identifies the highest priorities, plans how long they will take, and what kinds of resources they will need to allocate to accomplish them. Demonstrates this competency in a way that produces a significant impact or a unique and extraordinary contribution to the success of the City.</p>
<p>Building Effective Teams Blends people into teams when needed, creates strong morale and spirit in his/her team, shares wins and successes, fosters open dialogue, lets people finish and be responsible for their work, defines success in terms of the whole team and creates a feeling of belonging to the team.</p>	<p>Doesn't assemble, build, or manage in a team fashion. Is not good at building team spirit. Does not inspire teams. Doesn't celebrate anything. Directs teams through their tasks hand-in-hand and doesn't give the team the opportunity to work independently. Does not empower teams. Tries to keep all activities and responsibilities under tight control and prevents others from doing anything without approval. Rarely hosts group discussions. Discourages open communication in team.</p>	<p>Builds good cohesive teams. Makes sure that every member has clearly defined roles and responsibilities and that people know what to expect of each other. Helps everyone pull together toward a common goal. Gets the team going with positive attitude. Makes people feel good about their work by connecting them with what they care about. Lets people complete their own work. Is there to support them if they need it. Listens to suggestions from team members. Is open-minded when people give ideas. Promotes communication.</p>	<p>Builds highly effective and cohesive teams made up of the right mix of skills. Makes sure that everyone understands their roles and expected contribution and gets them to work together as one. Positive demeanor makes others feel important and valuable parts of the team. Celebrates team successes. Makes people feel great about their capabilities. Gives them the tools, resources, and authority they need to accomplish challenging goals for the team. Is excellent at empowering team members. Delegates important tasks and involves team members in planning the work and making decisions.</p>	<p>Is known for building dream teams. Does a great job of matching responsibilities to members' strengths so the team has a full set of synergistic skills and is motivated and effective. People working with them feel they can do anything. Provides the perfect combination of resources, support, and empowerment so that people feel comfortable pushing their limits and contributing their best to the team. Demonstrates this competency in a way that produces a significant impact or a unique and extraordinary contribution to the success of the City.</p>

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<p>Directing Others Is good at establishing clear directions, sets stretching objectives, distributes the workload appropriately, lays out work in a well-planned and organized manner, maintains two-way dialogue with others on work and results, brings out the best in people and is a clear communicator.</p>	<p>Instructions are incomplete, vague, or disorganized. Uses unclear or inexact language and presents incomplete instructions and ideas. Distributes work inequitably and regularly assigns the important and fun work to some and the routine work to others. Often starts projects without clearly identifying goals and tasks. Does not consider project details and how people will need to implement them. Dividing up tasks and resources or assigning people to schedules is given almost no thought. Doesn't spend enough time monitoring and measuring how the work is going.</p>	<p>Communicates directions well. Explains carefully what others need to do in easy-to-understand terms and informs everyone about what is supposed to happen. Clearly assigns responsibilities and distributes tasks effectively and fairly. Balances people's skills with the tasks to be done. Develops effective plans and approaches complex projects by identifying the necessary goals and tasks. Lays out project steps and thinks through everything before starting. Is well aware of what is going on, how work is progressing, and if people need help. Establishes clear two-way communication channels to keep in touch.</p>	<p>Explains what others need to do in easy-to-understand terms, and makes sure that everyone is informed about what is supposed to happen. Involves others in planning work and delegates tasks equitably. Closely matches people's skills to task requirements, trying to give as many people a chance to perform and grow as possible. Makes comprehensive work plans which accurately scope out the length and difficulty of tasks and projects. People working with them know exactly what they should be doing. Consistently tracks how people are progressing with their work and if everything is moving in the right direction.</p>	<p>Is an extremely equitable manager. Matches people to work and encourages them to ask for more if they need it. Is an excellent work planner. By determining what needs to be accomplished, when, and how, they make comprehensive and realistic plans that keep things on track, even in the most complicated projects. By having clear communication channels, they stay closely plugged into where people are in their work and provide help to solve problems. Demonstrates this competency in a way that produces a significant impact or a unique and extraordinary contribution to the success of the City.</p>
<p>Organizing Can marshal resources to get things done, can orchestrate multiple activities at once to accomplish a goal, uses resources effectively and efficiently and arranges information and files in a useful manner.</p>	<p>Is not organized. When they have to pay attention to more than a few simultaneous activities, they tend to lose some efficiency and effectiveness. Often gets caught off guard by problems. Doesn't plan how to respond to unplanned events and then has to scramble to get a project back on track when they do occur. Has difficulty pulling together the right resources to get things done and is inconsistent at obtaining everything needed in a timely way. Never seems to have exactly what they need to get something done. Doesn't follow any orderly method of keeping track of information that anyone else can follow. Wastes time when working with others because they can't locate needed information on a timely basis.</p>	<p>Arranges time and tasks so they can coordinate several activities at once. Plans work and creates a time line so they can keep things on track as they switch back and forth between different activities. Identifies potential problems and comes up with contingency plans to deal with them. Is good at making on-the-fly adjustments to the plan when unexpected problems surface. Usually has identified the major risks ahead of time. Effectively pulls together what is necessary to make projects happen. Is an effective budgeter. Has information readily available for those who need it. Keeps files well organized and finds information when it is needed.</p>	<p>Can move back and forth between different tasks without sacrificing efficiency. Has no problem orchestrating many different activities at once. As a result of having a clear plan about where they want to go and what they need to do to get there, they effectively juggle multiple projects. Anticipates potential problems and develops excellent contingency plans. As a result, they can quickly respond to changing situations and still keep on schedule. Knows where to get anything, even when supplies are scarce. Keeps information and files clearly organized. Saves time for themselves and others because they have such a good system.</p>	<p>Is a master of multitasking. Easily switches between tasks without hampering overall effectiveness. As a result of their foresight, they are always prepared to respond immediately and effectively when something in the plan goes awry. Information is so well organized that others can easily find exactly what they need, even when {He/She} is not available. Demonstrates this competency in a way that produces a significant impact or a unique and extraordinary contribution to the success of the City.</p>