

MCC Job Success Factors – Managers

Rating Guidelines

	Does Not Meet	Meets	Exceeds	Exceptional
<p>Developing Direct Reports and Others Provides challenging tasks and assignments, holds frequent development discussions, is aware of others' career goals, and is a people builder.</p>	<p>Is not in tune with the career objectives of direct reports. Rarely holds career discussions. Tends to focus development on favorite people and gives them a disproportionate share of development resources. Only occasionally offers people opportunities to work on their weaknesses or develop in new areas. Emphasizes short-term results over long-term development. Offers very few opportunities for people to stretch. Development plans are off target or nonexistent.</p>	<p>Knows the career goals of their people quite well. Is available for guidance and support in helping them achieve their goals. Is a good source of feedback, guidance, and encouragement. Doesn't play favorites and encourages everyone to grow as much as they can or are interested in doing. Emphasizes the importance of development. Regularly provides developmental opportunities, initiates discussions on development, and makes sure all people are working toward achieving their career goals.</p>	<p>Makes it a priority to know each person's long-term career goals. Goes out of their way to help people meet their objectives. Is very considerate and fair to people in terms of their development. Is excellent at using multiple tools for development (assignments, feedback, courses, coaching). Understands that development works differently for different people. Is able to assess each person's developmental needs, set appropriate objectives, and construct realistic and individualized learning plans.</p>	<p>Takes an individual interest in each person's developmental needs. Is intimately aware of their career goals, dreams, and aspirations. Is a model of fairness with people. Is an expert on development. Uses multiple development tools (assignments, feedback, courses, coaching) to help their people grow and understands that development is different for different people. 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 within teams, shares wins and successes, lets people take responsibility for work, and creates a feeling of inclusion.</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. Builds exceptional morale and spirit. 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>Informing Provides the information people need to know to do their jobs and to feel good about being a member of the team, is timely with information, and provides individuals with information so they can make accurate decisions.</p>	<p>Information is late and usually incomplete. People have to ask to be informed. Doesn't provide others with the information they need to make decisions and do their work. Presents information randomly, leaves out essential details, and spends too much time on irrelevant issues. Doesn't consistently stick to deadlines. Has, quite often, passed along information that was outdated. Rarely listens to the points others make when they are presenting information to them. Is not receptive to feedback.</p>	<p>Communications are consistent, timely, and informative. Keeps people in the loop. Is certain to communicate information that is complete and accurate. Ensures that all points are relevant and useful and that they are addressed to a sufficient degree of depth. Filters out trivia, rumor, and nice-to-knows and concentrates on what information people need to do their jobs and make informed decisions. Passes information on before it becomes outdated and responds to questions in a timely fashion. Listens to comments or questions and clarifies the situation.</p>	<p>Keeps everyone informed. Not only tells people what they need to know to do their jobs, but also describes the bigger picture. Understands what is relevant to the given situation and as a result, communications are both accurate and pertinent. People have the information needed to do their jobs and feel part of the bigger picture. Communications are always well timed. Understands that information has a "shelf life" and that if it is delivered too late, it can become less useful. Has excellent listening skills that are used to determine if others fully understand the information they present.</p>	<p>Provides essential information that enables people to do their jobs and make well-informed decisions. Has impeccable timing. Exceptional listening skills assist in making sure that everyone understands the information. 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>Managing Diversity Manages all kinds of classes of people equitably, hires variety and diversity without regard to class, deals effectively with all races, nationalities, cultures, disabilities, ages and both sexes.</p>	<p>Often appears uncomfortable around different kinds of people, speaks and acts inappropriately, and isn't very effective in certain situations. At times, has a tendency to judge people rather than trying to understand their differences. Doesn't always think of people as individuals but rather as members of a certain group. Tends to see diversity as threatening to the organization. When faced with people who are different from themselves, often becomes very defensive and territorial. Doesn't make a business case for diversity.</p>	<p>Works with diverse groups effectively. Is skilled at building bridges between different kinds of people and works to understand their group identity. Is willing to adapt in order to make contact and gain understanding. Knows that people are diverse and that it takes time to acknowledge differences. Sees that different people have different requirements and concerns and works with individuals' needs to help them learn and perform at their best. Is at ease with a wide variety of people and sees people as individuals. Sees value in diversity and supports it.</p>	<p>Is great when it comes to working effectively with diverse groups of people. Really knows how to build bridges between different kinds of people and takes the time to listen and learn in unfamiliar situations. Works with a diverse group of people and has proven very good at picking up on their distinct needs and concerns. Gives every person the chance to learn and perform on a level playing field. Works more with one person and less with another to give them what they need. Strongly values diversity and promotes it within the City. Is quick to point out the business case for diversity.</p>	<p>Is an expert when it comes to working effectively with diverse groups. Knows exactly how to build bridges between different kinds of people and always takes the time to listen and learn in unfamiliar situations. Has an excellent eye toward acknowledging the needs and concerns of all kinds of individuals. Strongly advocates the business case for having a diverse staff. Demonstrates this competency in a way that produces a significant impact or a unique and extraordinary contribution to the success of the City.</p>