

# **NSTRUCTIONS GUIDE**

# Leadership Self-Evaluation

What It Is How It Works How To Proceed What Happens Next



# Background

Succession planning is an essential strategy for every organization. The Board of Supervisors reinforced this expectation on January 24, 2012 by issuing the directive to make succession planning a Management Appraisal and Performance Plan (MAPP) goal. Additionally, the Board directed that succession planning be added to the County's 2016-2021 Strategic Plan. To ensure the continuity of the mission and vision of the County, deliberate action is required to identify and develop the potential leaders of tomorrow. As part of this effort and as a component of the County's Succession Planning Program, the Department of Human Resources (DHR) developed the *Leadership Self-Evaluation*.

# What It Is

**DEFINITION** A tool that helps you evaluate your preparedness for succession to the next

higher-level position

**OVERARCHING** For you and your manager to gain a common understanding of your current

GOAL preparedness and to use this information to guide your future development

**INTENDED USE** For **development purposes only**; does <u>not</u> directly relate to an examination

for promotion or your performance evaluation

TIME COMMITMENT Approximately 20-30 minutes

**DELIVERY METHOD** Uses **Qualtrics**, the leading online survey delivery platform, which meets the

security and privacy best practices for both the County and the industry

# How It Works

The *Leadership Self-Evaluation* involves using a 7-point scale to rate your readiness to demonstrate the leadership competencies that are important for the next higher-level position:

- Accountability
- Conflict Management
- Continual Learning
- Creativity/Innovation
- Customer Service
- Data Fluency
- Decisiveness
- Entrepreneurship
- External Awareness
- Financial Management

- Flexibility
- HR Management
- Influencing/Negotiating
- Integrity/Honesty
- Interpersonal Skills
- Leveraging Diversity
- Managing Change
- Oral Communication
- Partnering
- Political Savvy

- Problem Solving
- Professional Expertise
- Project Management
- Public Service Motivation
- Resilience
- Strategic Thinking
- Team Building
- Technology Management
- Vision
- Written Communication

# How To Proceed



#### Decide if you want to provide self-ratings

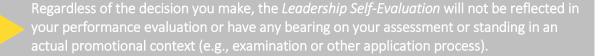
Providing self-ratings is highly-recommended; however, it is not mandatory. Below is some information to help you decide.

#### If you decide to provide self-ratings...

- ✓ Your manager will receive a report that includes your self-ratings and compares them to the ratings he/she gave you on the Leadership Evaluation (a tool that is similar to the *Leadership Self-Evaluation*)
- ✓ You will have a 1-on-1 leadership development meeting with your manager to discuss your career goals and obtain a common understanding of your strengths and development needs
- ✓ You and you manager may decide to establish a mutually-agreed upon Individual Leadership Development Plan (which may include stretch assignments) that can help to close development gaps and enhance your strengths
- ✓ DHR will maintain the confidentiality of your self-ratings (i.e., we will provide your personally identifiable ratings to your manager/rater only)
- DHR will include your self-ratings in aggregated reports to the Board of Supervisors, Chief Executive Office, Department Heads, and Chief Deputies (e.g., summarized data at the County, Department, broad classification, and organizational levels)

#### If you decide to not provide self-ratings...

- ✓ You have the option to request a 1-on-1 leadership development meeting with your manager on your own. Although the two of you will not have the common foundation the Leadership Self-Evaluation provides, you can nevertheless have a beneficial discussion and engage in meaningful follow-up development activities.
- Alternatively, you could continue to take full responsibility for any development needed to achieve your career goals without the benefit of having a 1-on-1 leadership development meeting with your manager.





#### **Check Your Technology**

To ensure that you receive communications from the Qualtrics system and have optimal use of your Qualtrics portal, verify and/or work with your IT staff to confirm the following:

- Your work email account is set up to receive emails from <u>360@qualtrics-survey.com</u> (i.e., so they will not automatically be sent to your junk mail folder)
- Your computer has the most up-to-date web browser



#### Look Out for Your Introductory Email

You will receive an email from the Qualtrics system that provides information on how to log-in to your Qualtrics portal where you will complete the *Leadership Self-Evaluation*. The subject line of the email will be "Leadership Self-Evaluation Invitation" and it will come from "Department of Human Resources" via 360@qualtrics-survey.com.



#### Prepare to Rate

Before you begin the *Leadership Self-Evaluation*, be sure to perform the following actions:

- Consider what it takes to be successful in your next higher-level position (e.g., work products, interactions, and "know how" to overcome challenges)
- Review the following information on common rating errors so you can work to avoid making them when you rate:

#### **Central Tendency**

Being reluctant to rate high or low; consistently rating at the midpoint of the rating scale

#### Halo/Horn

Being overly influenced by an unrelated characteristic, either positively (halo) or negatively (horn)

#### Primacy/Recency

Being overly influenced by the first time you demonstrated the competency (primacy) or most recent time (recency)

#### Leniency/Severity

Consistently rating either higher (leniency) or lower (severity) than what is warranted

#### Contrast

Allowing other employees' preparedness to influence your rating of yourself

#### Information Favorability

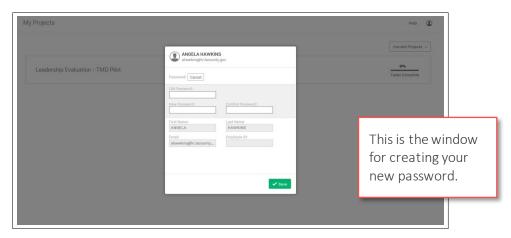
Valuing irrelevant information (e.g., outdated accomplishments and awards)

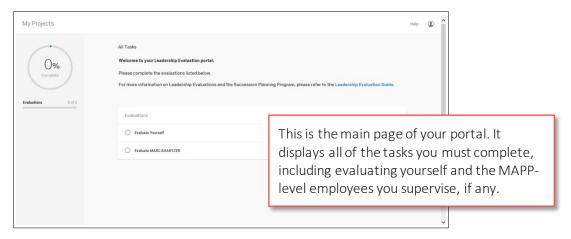


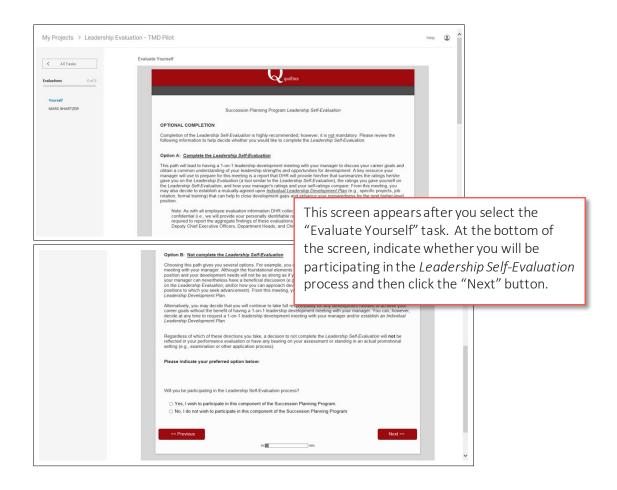
#### Log In to Qualtrics

Follow the instructions in your introductory email to log in to your Qualtrics portal. Completing the *Leadership Self-Evaluation* online is an easy and intuitive process. **Note that you must log in to submit your decision about whether you will be providing self-ratings.** Provided below are screenshots of the first few screens you will see in Qualtrics.









Follow the remaining on-screen instructions to 1) indicate whether you will be providing self-ratings, 2) request a 1-on-1 development meeting with your supervisor, and/or 3) provide your self-ratings.

Note that your Administrative Deputy and Departmental Human Resources Manager will receive periodic status reports that list the names of employees who have and have not submitted their *Leadership Self-Evaluation*.

# What Happens Next

Leadership development is an ongoing process that takes great diligence to gain the necessary work experiences and receive the proper feedback to help poise you for County leadership positions.

The next steps in the succession planning and leadership development process are described below:

- Your supervisor will receive a report that includes analyses of your *Leadership Self-Evaluation* (including your self-ratings, if provided, and whether you request a 1-on-1 development meeting) and the *Leadership Evaluation* he/she completed for you.
- If you provided self-ratings and/or requested a 1-on-1 development meeting, your supervisor will provide specifics about scheduling the meeting. Note that there will likely be several meetings as you work to enhance your leadership competencies and build your portfolio of work experiences. To prepare for the first meeting, consider and be ready to respond to these questions:

Career Goals & Expectations

- What are your career and professional development goals?
- What are your short- and long-term career expectations?
- What is important to you in terms of work?
- How are you defining "success"?
- What do you enjoy most and least about your current role?

Strengths

- In what ways have you contributed to the goals, strategy, and objectives of your team? Department? Organization?
- What are some examples of your greatest success?
- Which strengths would you like to further leverage to enable your readiness for advancement?

Development Needs

- Where do you see growth opportunities for yourself?
- In what specific areas do you perceive that you would benefit from new knowledge/work experience or need exposure to different functions?
- In what ways do you think you could improve your professional behaviors?

Development Assignments

- What assignments do you think should be in your development plan?
- What work experiences will help you develop?
- What resources will you need?
- What barriers to development might occur?

Work Collaborations

- From whom might you learn new skills and acquire knowledge?
- With whom would you like to collaborate on a project?

The ultimate goal of the Succession Planning Program is to have a ready pool of prepared MAPP-level talent to help fill management positions as they become vacant. To make this happen, it will take deliberate, on-going effort by you, County executives, and all levels of management.

Succession Planning is about strengthening all MAPP employees by offering each of them unique developmental opportunities.

# Succession Planning Program Team

#### Marc C. Shartzer, Principal Analyst, HR

Marc holds an M.S. in Industrial/Organizational Psychology and professional certificates in Human Resources Management, Project Management, Technical Writing, and Business Management. He has earned a SHRM-SCP certification. Marc has over 21 years of experience in public, private, and consulting organizations. His areas of practice include succession and workforce planning, selection research and test development, strategic organizational initiatives, workforce analytics, organizational surveys, coaching, training program development, recruitment, career guidance, workforce reduction, compensation administration, and other human resources activities. He has presented at regional and international conferences and has been published in professional journals. Marc was a recipient of a 2018 GCN Government Innovation Award.

#### Angela C. Hawkins, HR Analyst IV

Angela holds an MBA and has 19 years of public-sector human resources experience involving succession and workforce planning; communication design; recruitment and selection; survey and training program development and implementation; career guidance; workforce reduction; and other human resources activities. She has presented at a regional conference sponsored by the International Public Management Association – Human Resources and has been published in its publication. Angela was a recipient of a 2018 GCN Government Innovation Award.

#### George A. Miranda Jr., HR Analyst IV

George holds an MPA in Public Sector Management and Leadership and has over 12 years of public sector experience involving data science, quality improvement initiatives, strategic planning activities, and survey development. He has presented at an international data science conference hosted by Stanford. George was a recipient of a 2018 GCN Government Innovation Award.

#### Matthew Bender, HR Analyst IV

Matt holds an M.S. in Industrial/Organizational Psychology and has over 9 years of public and private sector human resources experience involving succession and workforce planning, recruitment, selection, classification, career and development coaching, training, survey research, and data analytics. He has presented at several regional conferences on the topics of resume building and effective interviewing.

