COMPETENCY PEER ASSESSMENT TOOL

The Leadership and Management Development Strategy was developed to endorse learning and development opportunities to strengthen the leadership and management capacity of the Newfoundland and Labrador Public Service. The Centre for Learning and Development encourages the use of individual learning plans as a means of approaching learning and development in a systematic and strategic manner. The learning plan process involves both self and peer assessments. For more information about Leadership and Management Development, please see http://www.intranet.gov.nl.ca/learning/.

Your colleague has asked you to provide feedback on how often you observe him/her demonstrating the key behaviours in each of the nine competency areas. Peer feedback is valuable in bringing greater objectivity and focus to the identification of key areas for development. Constructive feedback, which is specific and clear, assists the individual in creating an Individual Learning Plan that is relevant and achievable.

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COMPETENCY PEER ASSESSMENT TOOL
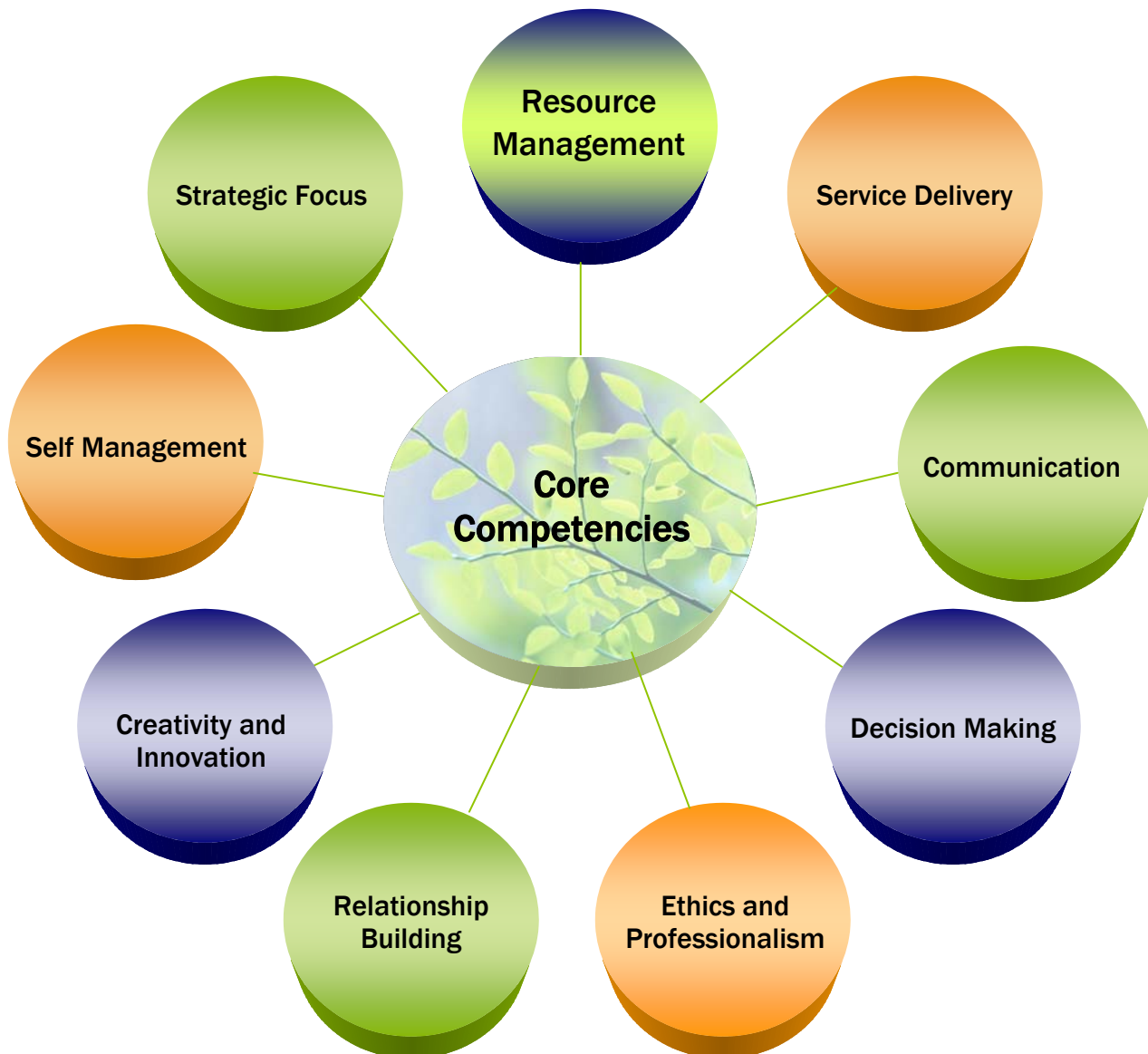
INSTRUCTIONS

Each competency area lists a number of key behaviours, which are the demonstration of that competency. Please review each statement carefully. Using the frequency scale below, assess how frequently you have observed the individual demonstrating the behaviours under each competency. Before you record your response, you should try to recall examples of situations where you have observed your colleague demonstrate the behaviour. This will assist you in choosing the appropriate response.   There may be behaviours that you have not had the opportunity to observe your colleague acting in this manner. You may wish to indicate this in the margin of the page rather than select the "almost never" category.

- **ALMOST NEVER –** rarely acts in this manner.

- **OCCASIONALLY** – sometimes acts in this manner.

- **FREQUENTLY** – regularly acts in this manner and I can provide recent examples.

- **ALMOST ALWAYS** – always behaves in this way and I can illustrate with many recent examples.

Once completed, please return the assessment to your colleague. Your honest and constructive feedback serves as a significant component in his/her development.

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COMPETENCY PEER ASSESSMENT TOOL

LEARNER'S NAME:_____ **DATE:** _____

PEER ASSESSOR'S NAME:_____

COMMUNICATION

Shares information effectively within and outside the public service.

	How frequently does your peer demonstrate this behaviour?			
	Almost Never	Occasionally	Frequently	Almost Always
Ensures information is shared to all relevant people in a prompt and efficient manner	☐	☐	☐	☐
Communicates in a respectful manner	☐	☐	☐	☐
Adapts communication methods for the intended audience	☐	☐	☐	☐
Writes in a clear and concise manner	☐	☐	☐	☐
Actively listens to others to ensure a full understanding of what they are saying	☐	☐	☐	☐
Demonstrates an effective presentation style for lectures, presentations, focus groups or organized talks	☐	☐	☐	☐
Adheres to Government's policy regarding formal communications	☐	☐	☐	☐

DECISION MAKING

Makes, and takes responsibility for, appropriate decisions in a timely manner.

	How frequently does your peer demonstrate this behaviour?			
	Almost Never	Occasionally	Frequently	Almost Always
Actively seeks and analyzes relevant information to help resolve problems	☐	☐	☐	☐
Makes decisions that are consistent with organizational goals and values	☐	☐	☐	☐
Applies analytical skills throughout the decision making process	☐	☐	☐	☐
Accepts responsibility for decisions made	☐	☐	☐	☐
Implements and evaluates decisions	☐	☐	☐	☐

COMPETENCY PEER ASSESSMENT TOOL

RELATIONSHIP BUILDING

Identifies, builds and maintains working relationships and partnerships that are important to the achievement of Government's objectives.

How frequently does your peer demonstrate this behaviour?

	Almost Never	Occasionally	Frequently	Almost Always
Initiates working relationships to support departmental and government objectives	☐	☐	☐	☐
Maintains working relationships to achieve objectives	☐	☐	☐	☐
Works collaboratively with others to achieve goals and objectives	☐	☐	☐	☐
Encourages employees to work collaboratively	☐	☐	☐	☐
Respects and acknowledges the contribution of others	☐	☐	☐	☐
Provides recognition of team achievements	☐	☐	☐	☐
Assesses the value of entering into and remaining in partnerships	☐	☐	☐	☐
Deals with difficult situations quickly and effectively	☐	☐	☐	☐
Uses effective negotiation skills	☐	☐	☐	☐

ETHICS AND PROFESSIONALISM

Acts in accordance with the values and beliefs of the public service.

How frequently does your peer demonstrate this behaviour?

	Almost Never	Occasionally	Frequently	Almost Always
Acts in a respectful manner to others regardless of gender, age, race, ability, sexual orientation, culture or religious beliefs	☐	☐	☐	☐
Maintains professional standards of ethics and integrity	☐	☐	☐	☐
Respects privacy and confidentiality of others	☐	☐	☐	☐
Leads by example to demonstrate respectful behaviour for the workplace	☐	☐	☐	☐

COMPETENCY PEER ASSESSMENT TOOL

How frequently does your peer demonstrate this behaviour?

STRATEGIC FOCUS

Demonstrates an understanding of the long-term issues and opportunities affecting the Department and Government.

	Almost Never	Occasionally	Frequently	Almost Always
Demonstrates an understanding of government and its structure	☐	☐	☐	☐
Considers the "big picture" when making decisions about the strategic directions and goals	☐	☐	☐	☐
Ensures alignment of the divisional goals with the organization's goals	☐	☐	☐	☐
Implements policies in accordance with established purposes	☐	☐	☐	☐
Understands environmental influences (both internal and external to Government) and ensures plans to incorporate these influences	☐	☐	☐	☐

How frequently does your peer demonstrate this behaviour?

CREATIVITY AND INNOVATION

Encourages and supports innovative ideas and solutions that are beyond the conventional.

	Almost Never	Occasionally	Frequently	Almost Always
Demonstrates creativity when dealing with problems and identifying solutions	☐	☐	☐	☐
Encourages new approaches and perspectives	☐	☐	☐	☐
Takes calculated risks to optimize resources and improve delivery of services	☐	☐	☐	☐
Displays adaptability and flexibility	☐	☐	☐	☐

How frequently does your peer demonstrate this behaviour?

SERVICE DELIVERY

Serves the public interest by focusing effort on program policy, programs and services that support the direction of Government.

	Almost Never	Occasionally	Frequently	Almost Always
Identifies internal and external clients	☐	☐	☐	☐
Seeks to understand clients' current and future needs	☐	☐	☐	☐
Accomplishes results which support government and departmental priorities	☐	☐	☐	☐
Aligns policies and services with public need and the direction of government	☐	☐	☐	☐
Utilizes evidence-informed best practices in decision-making	☐	☐	☐	☐

How frequently does your peer demonstrate this behaviour?

SELF MANAGEMENT

Effectively manages one's time and work in order to achieve results

	Almost Never	Occasionally	Frequently	Almost Always
Prioritizes work and respects timelines when completing tasks	☐	☐	☐	☐
Recognizes barriers to work productivity and takes action to minimize these barriers	☐	☐	☐	☐
Manages competing demands from multiple sources	☐	☐	☐	☐
Recognizes need for assistance and requests help	☐	☐	☐	☐
Learns from mistakes and successes	☐	☐	☐	☐
Practices stress management techniques to maintain effectiveness	☐	☐	☐	☐
Pursues learning and development opportunities	☐	☐	☐	☐

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COMPETENCY PEER ASSESSMENT TOOL

How frequently does your peer demonstrate this behaviour?

RESOURCE MANAGEMENT

Manages all resources to achieve organizational goals.

	Almost Never	Occasionally	Frequently	Almost Always
PERFORMANCE MANAGEMENT *Empowers and motivates employees to achieve results*				
Empowers others through delegation of responsibility and authority	☐	☐	☐	☐
Provides ongoing positive and corrective feedback	☐	☐	☐	☐
Ensures employees have a clear understanding of their individual goals	☐	☐	☐	☐
Addresses performance problems in a prompt and constructive manner	☐	☐	☐	☐
Demonstrates conflict resolution strategies	☐	☐	☐	☐
Leads by example	☐	☐	☐	☐
Recognizes individuals' work	☐	☐	☐	☐
Fosters continuous learning	☐	☐	☐	☐
FINANCIAL MANAGEMENT *Manages financial resources and systems to achieve results.*				
Demonstrates an understanding of the budgeting process	☐	☐	☐	☐
Manages finances in accordance with approved budgets	☐	☐	☐	☐
Meets organizational financial reporting requirements	☐	☐	☐	☐
INFORMATION TECHNOLOGY- *Uses information technology (IT) resources and systems effectively to achieve business results*				
Manages assigned IT assets and resources (hardware and software) in a responsible manner according to Government guidelines	☐	☐	☐	☐
Uses office productivity software (such as word processing, spreadsheets, presentations and email systems software) appropriately	☐	☐	☐	☐
Uses government systems (such as TRIM, FMS, Travel Claims Management System) effectively	☐	☐	☐	☐
INFORMATION MANAGEMENT *Manages information resources and systems to achieve business results.*				
Manages information in all formats, consistent with policies and legislation, in a secure and efficient manner	☐	☐	☐	☐
Practices established Government policies and procedures for the protection of information	☐	☐	☐	☐
Identifies areas of process and procedure compliance in information management and protection	☐	☐	☐	☐
Acts upon internal and external risks for information management and information protection	☐	☐	☐	☐

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How frequently does your peer demonstrate this behaviour?

RESOURCE MANAGEMENT

Manages all resources to achieve organizational goals.

	Almost Never	Occasionally	Frequently	Almost Always
PROJECT MANAGEMENT *Uses planning and organizing techniques to oversee project implementation*				
Develops realistic project plans that clearly outline project scope, objectives, deliverables and resources	☐	☐	☐	☐
Monitors progress against plan on a regular basis	☐	☐	☐	☐
Anticipates potential road blocks and develops contingency plans in advance	☐	☐	☐	☐
CHANGE MANAGEMENT *The ability to effectively create positive change, manage change processes, and adapt to change.*				
Demonstrates knowledge of the change process and how it affects self and others	☐	☐	☐	☐
Communicates change as an opportunity for innovation and growth	☐	☐	☐	☐
Obtains and provides resources to implement change initiatives	☐	☐	☐	☐
Manages resistance to change	☐	☐	☐	☐

Comments: _____

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