

Position: **Lead Agency Administrator**

Assessment For: **Theoretical Foundations**

Date: \_\_\_\_\_

Completed for: \_\_\_\_\_

Completed by: \_\_\_\_\_

Employee

Supervisor

*Instructions:*

1. For each Area of Expertise below, review the "As Demonstrated By" descriptions.
2. Then select the "Level of Growth Opportunity" that most closely reflects how much growth in this area would benefit you (the employee) and organization.

Area of Expertise	As Demonstrated by	Opportunity for Growth
<b>Family-centered, strength-based practice</b>	<ul style="list-style-type: none"><li>• Fosters the application of family-centered, strength-based practice and early intervention among staff and partner local agencies</li></ul>	<input type="checkbox"/> Primary Area for Growth <input type="checkbox"/> Secondary Area for Growth <input type="checkbox"/> Not an Area for Growth
<b>Early intervention theory &amp; practices</b>	<ul style="list-style-type: none"><li>• Uses basic knowledge of infant and child development and early intervention to promote commitment to <i>Early On</i> goals among staff and partner agencies</li></ul>	<input type="checkbox"/> Primary Area for Growth <input type="checkbox"/> Secondary Area for Growth <input type="checkbox"/> Not an Area for Growth
<b>Child development</b>		
<b>Diversity</b>	<ul style="list-style-type: none"><li>• Applies understanding of diversity to communicate effectively, establish positive relationships with a diverse population of <i>Early On</i> families, and demonstrate respect for the uniqueness of each family's culture</li><li>• Promotes ongoing sensitivity to diversity among staff</li></ul>	<input type="checkbox"/> Primary Area for Growth <input type="checkbox"/> Secondary Area for Growth <input type="checkbox"/> Not an Area for Growth

Position: **Lead Agency Administrator**

Assessment For: **Technical Expertise (Page 1 of 2)**

Date: \_\_\_\_\_

Completed for: \_\_\_\_\_

Completed by: \_\_\_\_\_

Employee

Supervisor

*Instructions:*

1. For each Area of Expertise below, review the “As Demonstrated By” descriptions.
2. Then select the “Level of Growth Opportunity” that most closely reflects how much growth in this area would benefit you (the employee) and your organization

Area of Expertise	As Demonstrated by	Opportunity for Growth
<b>Systems Expertise</b>	<ul style="list-style-type: none"><li>• Applies knowledge of local &amp; state human service and service delivery systems and community resources to promote collaborative efforts to achieve <i>Early On</i> goals within the local service area</li></ul>	<input type="checkbox"/> Primary Area for Growth <input type="checkbox"/> Secondary Area for Growth <input type="checkbox"/> Not an Area for Growth
<b>Part C regulation &amp; practice</b>	<ul style="list-style-type: none"><li>• Participates effectively in the activities of the Early On System Review (EOSR), as appropriate</li><li>• Uses understanding of Part C and other policy &amp; regulation to identify and bring to the LICC opportunities to improve the local <i>Early On</i> system</li><li>• Ensures that agency staff, service providers, and partner agencies work within the spirit and letter of all applicable policy and regulation</li></ul>	<input type="checkbox"/> Primary Area for Growth <input type="checkbox"/> Secondary Area for Growth <input type="checkbox"/> Not an Area for Growth
<b>Other policy &amp; regulation</b>		
<b>Human resource management</b>	<ul style="list-style-type: none"><li>• Sets clear expectations for performance, with equally clear rewards and consequences</li><li>• Provides direct supervision and feedback to lead agency staff to enable them to achieve local service area goals; consistently applies rewards and consequences as merited</li><li>• Makes hiring, firing, and staff assignment decisions to ensure the best use of staff in terms of achieving local service area goals</li></ul>	<input type="checkbox"/> Primary Area for Growth <input type="checkbox"/> Secondary Area for Growth <input type="checkbox"/> Not an Area for Growth

Position: **Lead Agency Administrator**

Assessment For: **Technical Expertise (Page 2 of 2)**

Completed for:

Area of Expertise	As Demonstrated by	Opportunity for Growth
<b>Budgeting fundamentals</b>	<ul style="list-style-type: none"><li>Given budget priorities and cost information from the LICC, finalizes the detailed budget for the local service area</li><li>Monitors implementation of the budget to ensure that that expenditures do not exceed available funds and that dollars are spent so as to have the greatest positive impact on <i>Early On</i> families</li></ul>	<input type="checkbox"/> Primary Area for Growth <input type="checkbox"/> Secondary Area for Growth <input type="checkbox"/> Not an Area for Growth
<b>Formula grant process &amp; reporting</b>	<ul style="list-style-type: none"><li>Applies a basic understanding of grant writing and reporting to provide guidance and troubleshooting assistance to staff responsible for developing the local service area formula grants and related reporting</li><li>Ensures that grant applications and reports are submitted timely to the Michigan Department of Education</li></ul>	<input type="checkbox"/> Primary Area for Growth <input type="checkbox"/> Secondary Area for Growth <input type="checkbox"/> Not an Area for Growth
<b>EETRK system basics</b>	<ul style="list-style-type: none"><li>Applies a basic understanding of the EETRK system to provide guidance and troubleshooting help to staff responsible for accurate, timely EETRK data entry</li></ul>	<input type="checkbox"/> Primary Area for Growth <input type="checkbox"/> Secondary Area for Growth <input type="checkbox"/> Not an Area for Growth

Position: **Lead Agency Administrator**

Assessment For: **Working With Others**

Date: \_\_\_\_\_

Completed for: \_\_\_\_\_

Completed by: \_\_\_\_\_

Employee

Supervisor

*Instructions:*

1. For each Area of Expertise below, review the “As Demonstrated By” descriptions.
2. Then select the “Level of Growth Opportunity” that most closely reflects how much growth in this area would benefit you (the employee) and your organization

Area of Expertise	As Demonstrated by	Opportunity for Growth
<b>Building &amp; maintaining relationships</b>	<ul style="list-style-type: none"><li>• Builds and maintains effective interpersonal relationships with staff, partner agencies, and, as appropriate, the LICC and the Multipurpose Collaborative Body by:<ul style="list-style-type: none"><li>○ Seeking opportunities to establish relationships</li><li>○ Maintaining regular communications (including with the Lead Agency Executive)</li><li>○ Following through consistently on assigned tasks and promises</li></ul></li></ul>	<input type="checkbox"/> Primary Area for Growth <input type="checkbox"/> Secondary Area for Growth <input type="checkbox"/> Not an Area for Growth
<b>Supporting others</b>	<ul style="list-style-type: none"><li>• Provides information, resources (as available), and emotional support to staff, partner agencies, the LICC and the Multipurpose Collaborative Body to support their efforts on behalf of <i>Early On</i> children and families</li></ul>	<input type="checkbox"/> Primary Area for Growth <input type="checkbox"/> Secondary Area for Growth <input type="checkbox"/> Not an Area for Growth
<b>Collaborating</b>	<ul style="list-style-type: none"><li>• Models partnership with staff and other agencies to meet the needs of children and families</li><li>• Provides staff with time and resources to participate in collaborative activities with colleagues from other agencies</li></ul>	<input type="checkbox"/> Primary Area for Growth <input type="checkbox"/> Secondary Area for Growth <input type="checkbox"/> Not an Area for Growth
<b>Building teams</b>	<ul style="list-style-type: none"><li>• Builds formal and informal, cross-functional teams to implement local strategies in support of <i>Early On</i> goals</li></ul>	<input type="checkbox"/> Primary Area for Growth <input type="checkbox"/> Secondary Area for Growth <input type="checkbox"/> Not an Area for Growth

Position: **Lead Agency Administrator**

Assessment For: **Leading People**

Date: \_\_\_\_\_

Completed for: \_\_\_\_\_

Completed by: \_\_\_\_\_

Employee

Supervisor

*Instructions:*

1. For each Area of Expertise below, review the “As Demonstrated By” descriptions.
2. Then select the “Level of Growth Opportunity” that most closely reflects how much growth in this area would benefit you (the employee) and your organization

Area of Expertise	As Demonstrated by	Opportunity for Growth
<b>Motivating</b>	<ul style="list-style-type: none"><li>• Provides affirmation and recognition, to staff and partner agencies, of their contribution to <i>Early On</i> system goals</li><li>• Publicly supports staff and acts as a buffer between them and unwarranted bias and criticism</li></ul>	<input type="checkbox"/> Primary Area for Growth <input type="checkbox"/> Secondary Area for Growth <input type="checkbox"/> Not an Area for Growth
<b>Reducing ambiguity</b>	<ul style="list-style-type: none"><li>• Provides direction and counsel to staff by continually clarifying agency goals and policy, asking key questions, and identifying issues</li><li>• Shares information with staff to reduce ambiguity and help them clarify priorities</li></ul>	<input type="checkbox"/> Primary Area for Growth <input type="checkbox"/> Secondary Area for Growth <input type="checkbox"/> Not an Area for Growth
<b>Developing talent</b>	<ul style="list-style-type: none"><li>• Provides agency staff with informal opportunities for growth (through work assignment, mentoring, etc.)</li><li>• Encourages and provides time/resources for staff to participate in Early On training and technical assistance activities</li></ul>	<input type="checkbox"/> Primary Area for Growth <input type="checkbox"/> Secondary Area for Growth <input type="checkbox"/> Not an Area for Growth
<b>Managing conflict</b>	<ul style="list-style-type: none"><li>• Deals with staff, partner agencies, and committees (LICC, MPCB, etc.) in a tactful and understanding manner</li><li>• Provides support and a third-party perspective to others to help them resolve their conflicts</li></ul>	<input type="checkbox"/> Primary Area for Growth <input type="checkbox"/> Secondary Area for Growth <input type="checkbox"/> Not an Area for Growth

Position: **Lead Agency Administrator**

Assessment For: **Communicating**

Date: \_\_\_\_\_

Completed for: \_\_\_\_\_

Completed by: \_\_\_\_\_

Employee

Supervisor

*Instructions:*

1. For each Area of Expertise below, review the "As Demonstrated By" descriptions.
2. Then select the "Level of Growth Opportunity" that most closely reflects how much growth in this area would benefit you (the employee) and your organization

Area of Expertise	As Demonstrated by	Opportunity for Growth
<b>Communicating orally &amp; in writing</b>	<ul style="list-style-type: none"><li>• Establishes effective channels of communication across agencies</li><li>• Demonstrates clarity, focus, accuracy, and diplomacy when speaking with individuals, to small groups and at large meetings</li><li>• Writes clearly, concisely, and with the appropriate style (business, conversational, etc.) in creating correspondence, budget documents, Human Resource documentation, and meeting materials</li></ul>	<input type="checkbox"/> Primary Area for Growth <input type="checkbox"/> Secondary Area for Growth <input type="checkbox"/> Not an Area for Growth
<b>Facilitating groups</b>	<ul style="list-style-type: none"><li>• As needed, leads small groups/teams engaged in coordinating <i>Early On</i> services and activities within the local service area</li><li>• When leading formal and informal teams, guides discussion and assists the group in maintaining focus</li></ul>	<input type="checkbox"/> Primary Area for Growth <input type="checkbox"/> Secondary Area for Growth <input type="checkbox"/> Not an Area for Growth
<b>Listening</b>	<ul style="list-style-type: none"><li>• Seeks and seriously considers input from staff, partner agencies, committees on how to best implementation and improve <i>Early On</i> goals and strategies</li><li>• Asks questions to understand other's statements and positions</li><li>• Clarifies and repeats back others' statements to ensure understanding</li></ul>	<input type="checkbox"/> Primary Area for Growth <input type="checkbox"/> Secondary Area for Growth <input type="checkbox"/> Not an Area for Growth

Position: **Lead Agency Administrator**

Assessment For: **Thinking**

Date: \_\_\_\_\_

Completed for: \_\_\_\_\_

Completed by: \_\_\_\_\_

Employee

Supervisor

*Instructions:*

1. For each Area of Expertise below, review the “As Demonstrated By” descriptions.
2. Then select the “Level of Growth Opportunity” that most closely reflects how much growth in this area would benefit you (the employee) and your organization

Area of Expertise	As Demonstrated by	Opportunity for Growth
<b>Analyzing information</b>	<ul style="list-style-type: none"><li>• Monitors and analyzes the operational performance of the lead agency in terms of budget, human resource utilization and progress towards local service area goals</li><li>• Recommends to the LICC adjustments to the local service area plan/goals, when operational data identifies the need for such changes</li><li>• Sees the “big picture”, as well as the interaction of various factors, in analyzing a broad range of information related to the effective operation of the local <i>Early On</i> system</li></ul>	<input type="checkbox"/> Primary Area for Growth
<b>Maintaining perspective</b>		<input type="checkbox"/> Secondary Area for Growth
		<input type="checkbox"/> Not an Area for Growth
<b>Thinking creatively</b>	<ul style="list-style-type: none"><li>• Facilitates new insights and workable solutions to issues</li><li>• Promotes and encourages innovation among staff, partner agencies, and committee members</li></ul>	<input type="checkbox"/> Primary Area for Growth
		<input type="checkbox"/> Secondary Area for Growth
		<input type="checkbox"/> Not an Area for Growth
<b>Solving problems</b>	<ul style="list-style-type: none"><li>• Determines the root cause of problems effectively and timely</li><li>• Identifies several possible solutions to problems; selects the best solution</li><li>• Assists staff to troubleshoot and problem solve operational issues</li></ul>	<input type="checkbox"/> Primary Area for Growth
		<input type="checkbox"/> Secondary Area for Growth
		<input type="checkbox"/> Not an Area for Growth
<b>Exercising sound judgment</b>	<ul style="list-style-type: none"><li>• Evaluates alternatives prior to making decisions</li><li>• Balances available information and own expertise in making decisions</li></ul>	<input type="checkbox"/> Primary Area for Growth
		<input type="checkbox"/> Secondary Area for Growth
		<input type="checkbox"/> Not an Area for Growth

Position: **Lead Agency Administrator**

Assessment For: **Administration**

Date: \_\_\_\_\_

Completed for: \_\_\_\_\_

Completed by: \_\_\_\_\_

Employee

Supervisor

*Instructions:*

1. For each Area of Expertise below, review the "As Demonstrated By" descriptions.
2. Then select the "Level of Growth Opportunity" that most closely reflects how much growth in this area would benefit you (the employee) and your organization

Area of Expertise	As Demonstrated by	Opportunity for Growth
<b>Planning &amp; organizing</b>	<ul style="list-style-type: none"><li>• Defines, creates a sequence for, and prioritizes tasks that contribute to local service area goals and agency initiatives</li><li>• Employs effective systems for tracking progress and assuring follow up</li></ul>	<input type="checkbox"/> Primary Area for Growth <input type="checkbox"/> Secondary Area for Growth <input type="checkbox"/> Not an Area for Growth
<b>Managing time</b>	<ul style="list-style-type: none"><li>• Uses available time to accomplish tasks effectively and in order of priority</li><li>• Delegates tasks that do not require own attention and that reduce time available for higher-leverage activities</li></ul>	<input type="checkbox"/> Primary Area for Growth <input type="checkbox"/> Secondary Area for Growth <input type="checkbox"/> Not an Area for Growth
<b>Multi-tasking</b>	<ul style="list-style-type: none"><li>• Completes several tasks within the same time period, switching effectively from one task to another as the priorities and issues dictate</li></ul>	<input type="checkbox"/> Primary Area for Growth <input type="checkbox"/> Secondary Area for Growth <input type="checkbox"/> Not an Area for Growth

Position: **Lead Agency Administrator**

Assessment For: **Essential Characteristics**

Date: \_\_\_\_\_

Completed for: \_\_\_\_\_

Completed by: \_\_\_\_\_

Employee

Supervisor

*Instructions:*

1. For each Area of Expertise below, review the “As Demonstrated By” descriptions.
2. Then select the “Level of Growth Opportunity” that most closely reflects how much growth in this area would benefit you (the employee) and your organization

Area of Expertise	As Demonstrated by	Opportunity for Growth
<b>Vision, passion &amp; commitment</b>	<ul style="list-style-type: none"><li>• Communicates own belief in the mission and vision of <i>Early On</i></li><li>• Seeks opportunities to learn and grow</li></ul>	<input type="checkbox"/> Primary Area for Growth <input type="checkbox"/> Secondary Area for Growth <input type="checkbox"/> Not an Area for Growth
<b>Initiative &amp; self-sufficiency</b>	<ul style="list-style-type: none"><li>• Steps forward to identify and address issues, even very difficult ones</li><li>• Fosters a willingness among local system staff and partners to undertake activities/address issues without being told</li></ul>	<input type="checkbox"/> Primary Area for Growth <input type="checkbox"/> Secondary Area for Growth <input type="checkbox"/> Not an Area for Growth
<b>Credibility</b>	<ul style="list-style-type: none"><li>• Builds trust with others, especially other agencies, through honesty and through consistency between words and actions</li><li>• Acts as a role model for straightforward, aboveboard conduct</li></ul>	<input type="checkbox"/> Primary Area for Growth <input type="checkbox"/> Secondary Area for Growth <input type="checkbox"/> Not an Area for Growth
<b>Risk tolerance</b>	<ul style="list-style-type: none"><li>• Has the courage to advocate a point of view not given full consideration by others or make a difficult decision</li><li>• Encourages others to take risks and to learn from the experience</li></ul>	<input type="checkbox"/> Primary Area for Growth <input type="checkbox"/> Secondary Area for Growth <input type="checkbox"/> Not an Area for Growth

Position: **Lead Agency Administrator**

Assessment For: **Change Agent**

Date: \_\_\_\_\_

Completed for: \_\_\_\_\_

Completed by: \_\_\_\_\_

Employee

Supervisor

*Instructions:*

1. For each Area of Expertise below, review the “As Demonstrated By” descriptions.
2. Then select the “Level of Growth Opportunity” that most closely reflects how much growth in this area would benefit you (the employee) and your organization

Area of Expertise	As Demonstrated by	Opportunity for Growth
<b>Managing change</b>	<ul style="list-style-type: none"><li>• Manages the day-to-day issues related to an agency change in order to maintain local service area effectiveness</li></ul>	<input type="checkbox"/> Primary Area for Growth <input type="checkbox"/> Secondary Area for Growth <input type="checkbox"/> Not an Area for Growth
<b>Influencing &amp; encouraging</b>	<ul style="list-style-type: none"><li>• Accurately anticipates how to best influence and encourage staff, partner agencies, and committee members</li><li>• Uses this understanding to gain the commitment of staff, partner agencies, and committee members to work together towards local service area goals</li></ul>	<input type="checkbox"/> Primary Area for Growth <input type="checkbox"/> Secondary Area for Growth <input type="checkbox"/> Not an Area for Growth
<b>Acting assertively</b>	<ul style="list-style-type: none"><li>• Speaks forcefully when necessary to make a critical point or raise an issue</li></ul>	<input type="checkbox"/> Primary Area for Growth <input type="checkbox"/> Secondary Area for Growth <input type="checkbox"/> Not an Area for Growth
<b>Personal impact &amp; insight into others</b>	<ul style="list-style-type: none"><li>• Anticipates how own behavior will influence others</li></ul>	<input type="checkbox"/> Primary Area for Growth <input type="checkbox"/> Secondary Area for Growth <input type="checkbox"/> Not an Area for Growth