



SKILLS VERIFICATION CHECKLIST

(To be completed by the Candidate's Supervisor)

MANAGER

Candidate: _____

Registration No.: _____ Candidate Job Title: _____

Period Covered: _____ Avg. No of Work Hrs per Wk: _____

Employer: _____ Supervisor: _____

Supervisor's Job Title: _____

Supervisors Professional Qualification (Optional): _____

- 1 – 2: Below minimum standards of competence
3: Meets minimum standards of competence
4: Meets most standards of competence
5: Meets highest standards of competence

Middle Manager Competencies		Have Competencies been achieved in this period (YES/NO)	Supervisor's Comments (Highlight strengths and weaknesses and future work experience and development requirements)
1.	Assigns work schedules, following work requirements, to ensure quality and timely delivery of service.		
2.	Practices management my wandering around (MBWA) – goes to workstation to talk to staff (informal meetings).		
3.	Exercises impartiality.		
4.	"Catches" staff doing something right and compliments them.		
5.	Criticizes staff in private.		
6.	Embraces participative management: <ul style="list-style-type: none">■ solicits views and ideas from staff.■ encourages input in the decision-making process.		
7.	Develops, implements, and manages an intra-departmental cross-training program.		

Middle Manager Competencies		Have Competencies been achieved in this period (YES/NO)	Supervisor's Comments (Highlight strengths and weaknesses and future work experience and development requirements)
8.	Identifies factors that contribute to and distract from staff retention: <ul style="list-style-type: none"> ■ executes and manages a retention strategy for department/section. 		
9.	Provides opportunities for ongoing professional development and continual learning: <ul style="list-style-type: none"> ■ provides access to appropriate tools and resources for professional development and learning. ■ establishes and applies principles for mentoring and coaching. 		
10.	Determines the present and future professional development and learning needs of direct reports.		
11.	Identifies the strengths and development needs of direct reports.		
12.	Creates and implements a professional development and training plan based on established strategy: <ul style="list-style-type: none"> ■ creates and implements a plan to evaluate the effectiveness of training. 		
13.	Implements and supports an orientation programme (to the organization; job role; and team).		
14.	Identifies areas for self-improvement; creates and implements a plan for ongoing self-improvement.		
15.	Implements a monitoring and coaching programme.		
16.	Addresses poor performance constructively and with applicable guidelines.		
17.	Conducts performance reviews: <ul style="list-style-type: none"> ■ identifies different behavioral styles of staff. ■ collaborates with staff to establish performance objectives and work standards. ■ discusses strengths and weaknesses of staff. ■ documents performance reviews. 		
18.	Develops, implements, and administers a reward and recognition programme for department to recognize and reward performance excellence.		
19.	Cultivates and sustains a work environment that motivates high performance; recognizes and rewards individual and team excellence; and instills employee loyalty.		
20.	Manages full-time and part-time direct reports in accordance with applicable organizational policy and regulations.		

Middle Manager Competencies		Have Competencies been achieved in this period (YES/NO)	Supervisor's Comments (Highlight strengths and weaknesses and future work experience and development requirements)
21.	Creates and administers an employee satisfaction survey: <ul style="list-style-type: none"> ■ identifies and implements appropriate actions based on survey results. ■ tracks and uses organization-wide satisfaction data to enhance department's/section's image and resolve issues. 		
22.	Applies principles of conflict resolution.		
23.	Identifies and enables empowerment opportunities: <ul style="list-style-type: none"> ■ provides the tools, authority and support to enable employee decision-making (including decisions formerly dictated by management). ■ identifies and addresses obstacles to employment. ■ develops the trust and support of direct reports and other staff. 		
24.	Develops and aligns team goals with organizational objectives.		
25.	Identifies and executes a strategy for building team effectiveness: <ul style="list-style-type: none"> ■ Models and instills team-building skills (e.g., conflict resolution, role clarification, effective communication, goal setting). 		
26.	Showing tolerance and consideration: <ul style="list-style-type: none"> ■ Shows tolerance and consideration for others. ■ Tolerates differing needs and viewpoints. ■ Treats others with dignity and respect. ■ Accepts others in a non-judgmental way. ■ Promotes consideration and tolerance at work. 		
27.	Recognizing the contribution of others: <ul style="list-style-type: none"> ■ Shows appreciation for the ideas and contributions of others. ■ Acknowledges the contribution of others through formal reward structures and gestures of informal recognition. 		
28.	Listening: <ul style="list-style-type: none"> ■ Encourages others to share their views, thoughts and feelings. ■ Pays close attention to others when they are speaking. ■ Listens sympathetically to others (colleagues and clients alike). ■ Takes time to hear and consider what others say. 		

Middle Manager Competencies		Have Competencies been achieved in this period (YES/NO)	Supervisor's Comments (Highlight strengths and weaknesses and future work experience and development requirements)
29.	Consulting others: <ul style="list-style-type: none"> ■ Consults widely during all aspects of decision making. ■ Seeks the opinion of others early in the decision making process. ■ Encourages the team to become involved in the decision making process. 		
30.	Adapting to the team: <ul style="list-style-type: none"> ■ Fits into the team easily. ■ Relates well to other team members. ■ Balances personal goals with those of the team. 		
31.	Supporting others: <ul style="list-style-type: none"> ■ Supports others, facilitates their work, and defends them. ■ Recognizes others' limitations and offers appropriate support, especially during difficult working periods. ■ Helps others to deal with challenging circumstances. ■ Acts as an advocate for fellow team members. ■ Where possible, changes systems to overcome the difficulties of others. 		
32.	Caring for others: <ul style="list-style-type: none"> ■ Monitors the well-being of others. ■ Shows concern for the well-being of others. ■ Takes steps to support the emotional needs of clients and colleagues. 		
33.	Reconciling conflict: <ul style="list-style-type: none"> ■ Facilitates the resolution of conflict between others. ■ Makes moves to reduce anger or frustration in colleagues and clients. ■ Manages disagreements with tact and diplomacy. 		
34.	Building team spirit: <ul style="list-style-type: none"> ■ Encourages staff to think of themselves as a team. ■ Creates a sense of team spirit by encouraging harmony, co-operation and communication. ■ Encourages a climate of teamwork by own actions. 		
35.	Sharing expertise: <ul style="list-style-type: none"> ■ Shares knowledge and expertise with others. ■ Demonstrates to staff how to do things. 		
36.	Communicating proactively: <ul style="list-style-type: none"> ■ Shares information widely with others. ■ Makes others aware of information that may be useful to them. ■ Encourages a communicative style throughout the organization. 		

Middle Manager Competencies		Have Competencies been achieved in this period (YES/NO)	Supervisor's Comments (Highlight strengths and weaknesses and future work experience and development requirements)
37.	Demonstrating empathy: <ul style="list-style-type: none"> ■ Shows empathy towards clients and colleagues. ■ Empathizes with the emotions of others. ■ Considers things from other people's perspective. 		
38.	Focusing on customer needs and satisfaction: <ul style="list-style-type: none"> ■ Puts the customer first. ■ Work hard to identify, and then meet customer needs. ■ Delivers prompt efficient and personalized service to customers. ■ Protects the customer's interests in the organization. ■ Monitors and acts on measures of customer satisfaction, taking customer complaints seriously. 		
39.	Communicating self-awareness: <ul style="list-style-type: none"> ■ Openly communicates self-insight (such as awareness of strengths and weaknesses). ■ Communicates feelings and thoughts rather than suppressing them. ■ Admits to mistakes. 		
40.	Developing self-knowledge and insight: <ul style="list-style-type: none"> ■ Develops and maintains a general awareness of oneself. ■ Develops and maintains an awareness of how own personality impacts own role. ■ Considers how own feelings, opinions and thoughts may influence the way the role is undertaken. ■ Develops an awareness of own strengths and weaknesses. 		
41.	Understanding others: <ul style="list-style-type: none"> ■ Demonstrates an interest in, and understanding of, the attitudes and views of others. ■ Takes account of how colleagues' perceptions of a situation may influence the way they behave. ■ Demonstrates an ability to find appropriate meaning in non-verbal or emotional signs. ■ Recognizes how people are feeling. 		
42.	Demonstrating integrity: <ul style="list-style-type: none"> ■ Inspires trust in others by treating all individuals fairly. ■ Maintains confidentiality. ■ Holds to agreements made with others. ■ Declares own intentions clearly in dealings with others. ■ Avoids deliberately misleading others. 		

Middle Manager Competencies		Have Competencies been achieved in this period (YES/NO)	Supervisor's Comments (Highlight strengths and weaknesses and future work experience and development requirements)
43.	Ensuring organizational community responsibility: <ul style="list-style-type: none"> ■ Takes account of community issues, values and demographics in decisions. ■ Works towards making the organization socially and ethically responsible. ■ Takes care to evaluate environmental issues and to promote the organization's environmental approach. 		
44.	Upholding ethics and values: <ul style="list-style-type: none"> ■ Acts consistently in accordance with clear ethics and values. ■ Encourages others to adhere to ethical values consistent with those of the organization. ■ Does not compromise ethical standards to advance personal agenda. ■ Upholds values in good times as well as difficult times. ■ Models high standards of behaviour for others through own actions. 		
45.	Utilizing diversity: <ul style="list-style-type: none"> ■ Draws on the diverse backgrounds, skills and knowledge of people. ■ Ensures that all can contribute by enforcing equal opportunities practice. ■ Strives to build culturally diverse teams. 		
46.	Building rapport: <ul style="list-style-type: none"> ■ Quickly builds rapport and makes people feel at ease. ■ Establishes good relationships with others. ■ Relates well to different types of people. 		
47.	Relating across levels: <ul style="list-style-type: none"> ■ Maintains good relationships across various organizational levels. ■ Demonstrates an ability to relate to those at more senior levels or at lower levels. 		
48.	Using humour: <ul style="list-style-type: none"> ■ Uses humour in relationships with others to positive effect. ■ Uses humour to keep oneself in a positive state of mind. ■ Responds well to a sense of humour in others. 		
49.	Networking: <ul style="list-style-type: none"> ■ Establishes an effective network of links with individuals inside the organization, across departments and also outside the organization. ■ Uses this network to the advantage of the organization. ■ Establishes long-term relationships with useful contacts. ■ Encourages others to develop people networks. 		

Middle Manager Competencies		Have Competencies been achieved in this period (YES/NO)	Supervisor's Comments (Highlight strengths and weaknesses and future work experience and development requirements)
50.	Persuading and convincing: <ul style="list-style-type: none"> ■ Influences others' decisions. ■ Persuades others effectively. ■ Successfully changes other people's views by persuasive argument. ■ Influences the course of conversations. 		
51.	Gaining agreement: <ul style="list-style-type: none"> ■ Gains agreement between third parties. ■ Gains agreement between self and others. ■ Makes effort to clarify that the agreement is explicit, genuine and can be depended on. ■ Closes deals, sales or discussions with firm agreement on both sides. 		
52.	Promoting ideas: <ul style="list-style-type: none"> ■ Promotes and defends own ideas. ■ Promotes and defends ideas on behalf of other individuals, teams or the organization. 		
53.	Applying political awareness; <ul style="list-style-type: none"> ■ Works effectively in political situations. ■ Lobbies effectively. ■ Defends own area, team or responsibilities against organizational politics. ■ Uses internal politics of the organization to positive effect. 		
54.	Negotiating: <ul style="list-style-type: none"> ■ Negotiates well with those inside or outside the organization by a variety of approaches. ■ Explores a range of possibilities for all parties. ■ Maintains relationships with all parties during negotiations. 		
55.	Making an impact: <ul style="list-style-type: none"> ■ Creates an immediate, positive and credible impression on others. ■ Takes care to present oneself effectively. 		
56.	Speaking fluently: <ul style="list-style-type: none"> ■ Speaks fluently, at an appropriate pace. ■ Speaks audibly. ■ Uses words correctly when speaking. 		
57.	Articulating key points of an argument: <ul style="list-style-type: none"> ■ Effectively presents the key points of an argument. ■ Separates the important from the trivial in presenting an argument. 		

Middle Manager Competencies		Have Competencies been achieved in this period (YES/NO)	Supervisor's Comments (Highlight strengths and weaknesses and future work experience and development requirements)
58.	Expressing opinions and information: <ul style="list-style-type: none"> Clearly expresses opinions and information. Clearly explains the logic of an argument. Explains information in an uncomplicated way. Avoids using jargon inappropriately in interactions with others. 		
59.	Presenting and public speaking: <ul style="list-style-type: none"> Presents effectively to others during formal public speaking. Shows confidence in public speaking. Uses summaries and restatements. Uses prepared materials and visual aids effectively. 		
60.	Responding to an audience: <ul style="list-style-type: none"> Responds to the needs of an audience when speaking by adapting communication to suit them. Responds to feedback from an audience. Keeps an audience's attention. Checks if the message has been understood when speaking to others. 		
61.	Projecting credibility: <ul style="list-style-type: none"> Speaks with authority and conviction. Projects personal credibility and expertise. Maintains an air of authority in business dealings. 		

You may attach a copy of the organization's own internal documentation, provided that it addresses the achievement of elements of competencies

Candidate's Signature: _____

Date: _____

RECOMMENDATION: I attest that the above information is true and understand that any misinformation provided may affect the candidacy of the applicant. I recommend this individual for certification and verify that the candidate currently holds the position of Middle Manager.

Supervisor's Signature: _____

Date: _____

Resources Implications

The worker to be assessed should have access to appropriate training material, equipment used for work, workplace policies and procedures and good working conditions.

Method and Context of Assessment

Competency should be assessed under normal working conditions, but abnormal situations may be very informative but not judgmental.

Assessment may be done in the actual workplace or in a simulated environment.

Assessment may be a one-off check as well as intermittent checks at various stages of the job.

Assessment should be done in accordance with the outlined competencies as well as the organization's policies and procedures.

Skills and knowledge will be assessed in tandem with the stated critical performance competencies.