

GROUP 3 & 4– OBJECTIVES & COMPETENCIES

GROUP 3 & 4 OBJECTIVES

The following objectives are required for all Group 3 and 4 employees; these objectives will be pre-loaded to each employee's performance plan and must not be deleted.

1. Provide positive direction in the implementation of EEO programs, such as EEO, Diversity, Sexual Harassment, and ADA through training and monitoring to ensure compliance with federal and state statutes. Ensure equitable practices are adhered to in the areas of selection, hiring, assignment, discipline, and training. Demonstrate commitment to workplace safety through maintaining and monitoring LARA safety policies and procedures and safe work conditions. Respond promptly to reporting requirements for information on these practices.
2. Complete formal performance plans within 30 days of the beginning date of the review period for all direct reports; complete formal fair and objective performance appraisals within 30 days of the end date of the review period. Reviews must demonstrate strong commitment to performance appraisal and feedback through development of goals, objectives, and expectations.
3. Monitor subordinate employees to ensure that timeliness, productivity, and quality standards and metrics established by state and federal law or LARA or agency policy and practice are met.
4. Receive no more than three valid written customer complaints during the one-year review period.
5. Develop, obtain necessary approval, and implement at least one process or program to improve the customer service experience of Michiganders who interface with the position area or function.
6. Develop, obtain necessary approval, and implement at least one process or program to engage employees under your direction so that they have identified specific problems, identified workable solutions, and owned responsibility for the implementation of those solutions.
7. Identify steps to streamline the regulatory process in your area of responsibility, obtain necessary approval, and take specific action to implement them.

It is typically appropriate to identify additional objectives specific to job functions for Group 3 and 4 employees; these are at the discretion of the manager/rater.

GROUP 3 & 4 COMPETENCIES

The required competencies listed below will be pre-loaded for each employee and must be retained. Additional competencies may not be added to an employee's performance plan.

Group 3

1. Coaching (Supv)/Aligning Performance for Success (Mgr)
2. Customer Focus
3. Decision Making
4. Developing a Successful Team
5. Managing Conflict
6. Technical/Professional Knowledge and Skills

Group 4

1. Aligning Performance for Success
2. Customer Focus
3. Decision Making
4. Developing a Successful Team
5. Strategic Planning
6. Technical/Professional Knowledge and Skills

NOTE: The above requirements, as well as additional information and job aids, are available from the OHR web page: www.michigan.gov/laraohr by clicking on the *Performance Management* link.

Pre-loaded