MANAGER/SUPERVISOR ROADMAP	Yes	No	How Often
VISION, MISSION, and GOALS			
Does my leadership reflect ED's vision, mission, and goals? Have I ...			
Identified and linked the work of our unit to the vision, mission, and goals of ED and our principal office (POC), and become familiar with the goals in our Organizational Performance Review (OPR)?			
Identified goals for our unit and aligned them to the vision, mission, and goals of ED and our POC?			
Connected the job duties of each employee to the vision, mission, and goals of ED and our POC?			
Communicated to employees how our unit's work aligns with ED's vision, mission, and goals?			
Have I fostered an environment that encourages open communications? Have I...			
Held regular staff meetings to inform staff, communicate accomplishments, and solicit feedback?			
Communicated with employees to provide timely updates on matters that affect all staff?			
Checked in regularly with employees to find out how each employee is doing?			
Requested feedback from employees in more than one way? (e.g. brown bags, stop by, etc.)			
Have I oriented new employees to ED's & our POC's mission? Does our POC have...			
An on-boarding committee that includes both newer and more experienced employees?			
A procedures manual or other resources for new employees to reference?			
A way to give new employees an overview of our POC's structure, duties and functions?			

LEADERSHIP AND CAREER DEVELOPMENT			
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Have I helped employees assess their strengths and areas needing improvement? Have I ...			
Incorporated the results of my self-assessments into my leadership development plan?			
Sought leadership opportunities to identify areas of growth?			
Reviewed with each employee how skills align with job duties and current assignments?			
Assessed the competency of my employees and encouraged employees to self-assess?			
Reviewed with employees job-specific skills assessments (e.g., contracts, audits, grants)?			
Shared with employees other self-assessment tools (e.g., Strengths Finder, 360 evaluations)?			
Coached employees whose skills may not match their assignments and develop plans of actions?			
Have I encouraged training for my employees? Have I...			
Completed mandatory training courses on time?			
Surveyed my employees about their training needs and interests?			
Communicated the importance and need to complete mandatory training?			
Identified in-house training resources (speakers within ED on relevant topics)?			
Offered in-house training and encouraged employees to attend trainings?			
Researched options for external training on relevant topics if not offered in-house?			
Asked employees who attended trainings to share the knowledge with other staff?			
Encouraged or sponsored employees to participate in leadership development programs?			
Have I helped employees develop career paths? Have I ...			
Identified options for promotion, skill growth, and expanding knowledge base for all employees?			
Allowed staff to have different job assignments within the POC to promote cross-training?			
Solicited from staff the need for cross-cutting work assignments or in-house details?			
Communicated with all staff about in-house job openings, details, or other opportunities?			

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Encouraged staff to seek mentors or to mentor others?			

IMPROVING MORALE AND PERFORMANCE			
Have I used different strategies to recognize employees? Have I …			
Offered formal recognition of specific employees, workgroups, and/or teams?			
Recognized staff accomplishments in a timely manner at meetings?			
Recognized an employee personally when an assignment was done well?			
Fostered peer recognition through awards, at meetings or in other ways?			
Found and communicated "bright spots" to feature what is working well within the POC?			
Provided and collected feedback on staff performance plans (REACH, IDP, etc.)?			
Have I used different strategies to improve morale and employee satisfaction? Have I …			
Analyzed and shared the POC's Employee Viewpoint Survey (EVS) results data?			
Identified the top three to five priority areas within our unit for improvement?			
Developed and implemented plans to address these top priority items?			
Have I promoted flexible scheduling in a way that enhances performance? Have I …			
Reviewed options for schedules (e.g. alternative work schedules (AWS), telework) with employees?			
Reviewed and shared with all staff the POC's AWS & telework policies?			
Shared with all staff within our unit the schedules and contact information for staff that need it?			
Regularly reinforced the importance of timely submission of WebTA?			
Have I built partnerships across ED to improve performance? Have I …			
Exchanged information with other POCs to identify common challenges?			
Benchmarked with other POCs to identify & explore best practices to address common challenges?			
Invited guest speakers from other POCs to share information with all staff within our POC?			

Please use this space to make notes or list from your own leadership development or performance plan priority actions toward short-term goals for the next quarter or milestones for longer-term goals:

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