

Evaluation Criteria

This is a listing of management criteria that should be considered when deciding on what are the important factors for managers you wish to hire or train. The listings are separated by technical skill, social skill, and other items to consider. They are listed in alphabetical order, with a caveat at the end of each item indicating the preference for its use. Based on your own interpretation, though, you can use any of them at any time.

TECHNICAL SKILL

1. **Accomplishments.** What has someone done during the course of whatever job they've had that's either very good or didn't work. It's best to ask both questions of a candidate to see how honest they are and to what degree they acknowledge that everything doesn't always go perfectly. **This item works for all evaluations.**
2. **Accuracy.** Some managers are quite capable of finishing tasks on time, but the accuracy of their work is lacking. This of course means more time has to be taken to verify all information, even if a person happens to every once in awhile submit something perfectly, because once a track record has been established, it's hard to believe a pattern of behavior has been changed. **This item works for existing managers or staff looking to be promoted from within.**
3. **Communication.** How well managers communicate with others usually determines how good their management skills are. This is listed as a technical skill because it's been determined that people can speak differently based on the circumstances they happen to be in. If you're talking to someone who uses work jargon that their staff may not fully understand, they will have an inefficient staff working for them. **This item works for all evaluations.**

4. Comparable Job Experience. Candidates who don't have the specific job skills you are looking for may have comparable experience from other positions they've had. Sometimes it helps to have a manager who comes into a position with a fresh perspective, even if they don't have all the technical skills the position requires. However, they need to be able to show how they were performing in the position they did have and link it to the position you have available. **This item works for hiring new managers or staff looking to be promoted from within.**

5. Creativity. One of the biggest failings of business today comes from the phrase "we've always done it this way." Candidates who can show different ways of addressing present problems, or even ways to come up with new ways of making or saving money, can be quite valuable managers to have. **This item works for all evaluations.**

6. Customer Service Skills. If your manager has to interact with any clients or customers from the outside of inside, or will be over staff that handles these kinds of functions, you want to know how they handle these kinds of issues, and what they know about customer service in general, both personally and for the staff they oversee. This includes more than how nice they are to the customer; they need to know how to answer the questions, including those they don't immediately know the answers to. **This item works for all evaluations.**

7. Decision Making. This item deals more with the ability to evaluate all sides of an issue then make a decision. Many managers get bogged down in minutiae looking for the perfect response, but perfection is a myth. Bad decisions can always be changed, better decisions can always be obtained by using all tools and personnel available, but not making a decision solves nothing. **This item works for all evaluations.**

8. Delegation. Problems with micro managers is that they never can get their own work done because they're too busy trying to do the work of others. Often, they really don't fully understand what it takes for their subordinates actually do and yet still feel they need to tell them how to do it; this is often the curse of a high level manager. This is also a skill that a person who's a new manager often needs to develop, because they aren't used to having others do work they've always done for themselves. **This item works for all evaluations.**

9. Detail Oriented. You would use this item if you have projects on a constant basis that have to be done in a specific way and need to know if your manager is able to direct staff in a detailed manner. **This item works for all evaluations.**

10. Documentation Skills. This can also be called procedure writing skills, because that's what you would use this item for. Sometimes companies need to have someone who can write procedure manuals, either because job skills are lacking, processes are constantly changing, or for regulatory issues. **This item works for all evaluations.**

11. Education. This item is crucial for some jobs, not as crucial for others. Our company tends to believe that for many positions a person having a degree isn't as critical as their experience or common sense. It may look good for a company to state that most of their employees have college degrees, but a degree won't get the job done. However, it is good to use if you have many qualified applicants and need something to help shorten the list. **This item works for hiring new managers.**

12. Efficiency. This item deals with the need for managers who can get things done timely in the most efficient manner. Some companies need people who think fast on their feet and can find shortcuts to getting things done; other companies need someone more detail oriented. They are not the same thing, because sometimes being detailed may take a painstakingly long time. **This item works for all evaluations.**