



# SUCCESSION PLANNING PROGRAM POSITION EVALUATION FORM

**INSTRUCTIONS TO DEPARTMENT DIRECTORS:** Please complete a Position Evaluation Form for each position in your department for which a succession plan is to be developed. With input from the incumbent and other key staff, indicate the competencies that a successor must possess in order to function effectively in the position. Please feel free to attach additional sheets if needed.

Title of Position Bureau Commander (Policy And Planning)	Reports to (Title) Division Chief
Name of Incumbent	

Department Corrections And Rehabilitation	Grade 06	Exec. Benefits N/A
Division Fiscal Resources		

Comments  
Highly responsible professional managerial work in the Policy and Planning Bureau, planning and managing departmental policy and strategic management activities.

Will the position continue to exist after the departure of the incumbent? ..... Yes  No   
 If yes, when do you anticipate the position will become vacant? ..... Date: (mm/year): 2-5 yr

**MINIMUM QUALIFICATIONS:** Please list the minimum qualifications required for this position.

Bachelor's degree. A minimum of three to six years of progressively responsible administrative experience to include supervisory experience are required. Applicants may be subject to an extensive screening process to include background investigation, fingerprint check and polygraph examination.

**TECHNICAL COMPETENCIES:** Please list the key technical competencies/requirements needed for this position (e.g., knowledge of GASB statement no. 34, integrated marketing experience, knowledge of County geography, general contractor designation). Again, please attach additional sheets as needed.

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|---|--|
| <p>Knowledge of supervisory and managerial principles and practices.</p> <p>Knowledge of theories, principles, and practices of management and organizational analysis.</p> <p>Ability to analyze and develop policies and procedures, and make effective recommendations for improvement and decisions.</p> <p>Ability to establish and maintain effective working relationships with superiors and a variety of other public and agency officials.</p> <p>Ability to communicate verbally and in writing to groups and individuals.</p> | <p>Knowledge of departmental mission, goals, and objectives.</p> <p>Ability to manage the development, publication and implementation of the departmental strategic management plan.</p> <p>Ability to monitor departmental performance measures and determine if performance is in accordance with management plans.</p> <p>Ability to interpret and explain complex personnel policies and procedures, and provisions of collective bargaining agreements.</p> |
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**GENERAL COMPETENCIES:** Please indicate key knowledge, skills, experiences and abilities needed for the position above and beyond the minimum job qualifications. Add additional competencies as necessary. If a competency applies, please rate the necessity by using the following scale:

- 1 = Somewhat Necessary    2 = Necessary    3 = Very Necessary    4 = Absolutely Essential

COMPETENCY	RATING	COMPETENCY	RATING	COMPETENCY	RATING
Adaptability	3	Developing Others	4	Political Savvy	2
Business Acumen & Entrepreneurship	3	Diversity Awareness & Management	4	Problem Solving & Technical Credibility	4
Communication	4	Ethics, Integrity, & Honesty	4	Service Motivation & External Awareness	4
Continual Learning	3	Influencing & Negotiating	4	Strategic Thinking	4
Customer Service	4	Performance Management & Results-Oriented	4	Teamwork & Group Leadership	4
Decisiveness	4				

Completed by:  
Alphermeia Martin

Date  
1/5/2009

Please forward your completed form to the Compensation Section, Human Resources Department, for review and approval. Forms can be sent via fax to (305) 375-5768, via email to [spcompensation@miamidade.gov](mailto:spcompensation@miamidade.gov), or via Interoffice mail to 111 NW 1st Street, 20th Floor, Suite 2020. For assistance in completing this form, please call the Compensation Section at (305) 375-3774. Thank you.