



FMLP Candidate Exit Evaluation

Name: _____

Date: _____

NPS Unit: _____

The Facility Manager Leaders Program (FMLP) provides an exit evaluation of candidates in the program as a part of the program conclusion. The evaluation of the candidates is based on performance throughout the year as measured against general and specific benchmarked performance standards generally combined into evaluation factors. Since this is not an employee performance appraisal plan (EPAP) but rather an assessment of a FMLP candidate’s performance in a career development program, the evaluation factors are based on facility management competencies, universal competencies and behavioral goals for FMLP candidates as found in learning objectives.

The process of completing a FMLP Candidate Exit Evaluation (FMEE) requires FMLP faculty and managers to develop a draft evaluation for review with mentors to finalize the draft. An exit interview with each candidate is scheduled where they present their critique of the program to the FMLP managers and their mentor prior to being presented with the FMEE.

The FMEE is a confidential document focused on providing feedback to FMLP candidates for their future development. FMLP candidate supervisors will be provided with a copy of the FMEE upon request.

Factor	Rating	List Examples or Exceptions
Accountability <u>Planning and Organizing-</u> <ul style="list-style-type: none"> • Consistently meets deadlines, even under pressure • Continually demonstrates efficient use of work time • Effectively prioritizes assignments, agendas, and tasks • Competent in anticipating the need to rearrange priorities • Prepares for meetings in advance • Maintains consistent and orderly work flow in program 	<input type="checkbox"/> Meets Expectation <input type="checkbox"/> Exceeds Expectations <input type="checkbox"/> Does Not Meet Expectations	

Factor	Rating	List Examples or Exceptions
<p><u>Problem Solving/Decision Making-</u></p> <ul style="list-style-type: none"> Efficiently recognizes and defines problems associated with job Weighs advantages and disadvantages of proposed solutions Resolves most problem situations and looks for ways to avoid similar problems in future Can obtain data or information and analyze factual situations for relevancy Can interpret and apply all relevant procedures, principles, policies and /or statutes Can develop alternatives when faced with obstacles 	<input type="checkbox"/> Meets Expectation <input type="checkbox"/> Exceeds Expectations <input type="checkbox"/> Does Not Meet Expectations	
<p><u>Judgment-</u></p> <ul style="list-style-type: none"> Reports all incidents to appropriate source and completes all required documentation Requests assistance from appropriate personnel when necessary Recognizes and chooses appropriate course of action when dealing with difficult or sensitive situations Makes appropriate decisions when dealing with clients and peers Recognizes challenging/difficult situations and takes appropriate action Ensures all security procedures are followed according to agency policy 	<input type="checkbox"/> Meets Expectation <input type="checkbox"/> Exceeds Expectations <input type="checkbox"/> Does Not Meet Expectations	
<p><u>Attendance-</u></p> <ul style="list-style-type: none"> Reports to work/meetings 5 minutes early and is prepared Plans and requests time off at least 48 hours in advance Calls in within one hour of illness, family medical needs or any other unplanned absences Posts travel, vacation or anticipated absences on EPPIC in advance Works diligently until the end of the day Completes sign in/out board for all absences from the office Maintains hours appropriate to the position, duties and general requirements of the Institute posting weekly schedules at office Limits break, lunch and other time off during the work day 	<input type="checkbox"/> Meets Expectation <input type="checkbox"/> Exceeds Expectations <input type="checkbox"/> Does Not Meet Expectations	

Factor	Rating	List Examples or Exceptions
Unity		
<u>Teamwork-</u> <ul style="list-style-type: none"> • Facilitates accomplishment of team objectives through cooperation and “lending a hand,” even with assignments outside of normal areas of responsibility • Consistently meets deadlines for team assignments • Demonstrates knowledge and understanding of team/organization and NPS mission • Demonstrates positive support for team/organization mission • Offers encouragement and support to team members when work gets difficult 	<input type="checkbox"/> Meets Expectation <input type="checkbox"/> Exceeds Expectations <input type="checkbox"/> Does Not Meet Expectations	
<u>Interpersonal Relations-</u> <ul style="list-style-type: none"> • Establishes/maintains a cordial and harmonious work atmosphere by effectively communicating with individuals • Exhibits fair and objective behavior toward classmates and work team members • Promotes an environment that is low in conflict • Usually tactful, considerate and respectful in dealing with others • Establishes or maintains rapport with others • Resolves infrequent conflicts in an appropriate and respectful way • Cooperates with all other staff to complete assignments • Uses discretion when dealing with others • Refrains from disturbing the work of others • Does not allow personal issues to intrude on work relationships 	<input type="checkbox"/> Meets Expectation <input type="checkbox"/> Exceeds Expectations <input type="checkbox"/> Does Not Meet Expectations	
<u>Building Trust-</u> <ul style="list-style-type: none"> • Consistently follows through on commitments and promises • Is trustworthy with confidential information • Is fair and consistent with fellow classmates and course officials; follow rules as well as consequences • Acknowledges the contribution of others and gives credit where due • Communicates openly and honestly with peers, supervisors, class 	<input type="checkbox"/> Meets Expectation <input type="checkbox"/> Exceeds Expectations <input type="checkbox"/> Does Not Meet Expectations	

Factor	Rating	List Examples or Exceptions
leaders, mentors and other FMLP officials <ul style="list-style-type: none"> • Shares information with class members and stakeholders; acknowledges when he/she does not immediately have the answers to a problem or situation 		
<u>Coaching-</u> <ul style="list-style-type: none"> • Works to assign team manpower resources, materials and equipment to accommodate work flow • Help 'coach' the assignments and responsibilities of fellow team mates to ensure that work is completed on or ahead of schedule • Work assignments are delegated to optimize output • Reassigns tasks when necessary 	<input type="checkbox"/> Meets Expectation <input type="checkbox"/> Exceeds Expectations <input type="checkbox"/> Does Not Meet Expectations	
Excellence		
<u>Organizational Commitment-</u> <ul style="list-style-type: none"> • Follows through on assigned work • Shows concern about completion of work • Assumes accountability for own actions • Readily accepts assignments • Volunteers for additional work when assignments are completed 	<input type="checkbox"/> Meets Expectation <input type="checkbox"/> Exceeds Expectations <input type="checkbox"/> Does Not Meet Expectations	
<u>Composure/Stability-</u> <ul style="list-style-type: none"> • Takes appropriate action in emergency situations • Maintains composure in emergency or high-stress situations • Acts in a calm, yet firm manner under adverse conditions • Rarely intimidated by others • Exercises authority when appropriate 	<input type="checkbox"/> Meets Expectation <input type="checkbox"/> Exceeds Expectations <input type="checkbox"/> Does Not Meet Expectations	
<u>Drive for Results-</u> <ul style="list-style-type: none"> • Understands importance of achieving results • Makes all effort necessary to achieving goals/objectives • Usually achieves requested results in appropriate time frame 	<input type="checkbox"/> Meets Expectation <input type="checkbox"/> Exceeds Expectations <input type="checkbox"/> Does Not Meet Expectations	
Inquiry		

Factor	Rating	List Examples or Exceptions
<u>Motivation/Initiative-</u> <ul style="list-style-type: none"> • Willingly accepts increasing levels of accountability • Takes initiative to enlarge scope of responsibility • Makes recommendations and suggestions to improve operations • Sometimes recommends taking on work to facilitate improvements in operational excellence • Willingly performs additional assignments after expected/delegated work is completed 	<input type="checkbox"/> Meets Expectation <input type="checkbox"/> Exceeds Expectations <input type="checkbox"/> Does Not Meet Expectations	
<u>Innovation-</u> <ul style="list-style-type: none"> • Considers external and non-conventional practices and approaches in the development of alternatives • Seeks and is open to new approaches and alternatives to meet organizational goals and objectives • Integrates existing effective approaches with less conventional approaches to improve efficiency or productivity • Is willing to take risks associated with new approaches 	<input type="checkbox"/> Meets Expectation <input type="checkbox"/> Exceeds Expectations <input type="checkbox"/> Does Not Meet Expectations	
<u>Change Management-</u> <ul style="list-style-type: none"> • Works hard to implement successful change in areas of responsibility • Openly supports change • Recommends and implements further changes to improve processes and customer service • Encourages others to make changes • Makes serious effort and takes responsible risk to improve processes 	<input type="checkbox"/> Meets Expectation <input type="checkbox"/> Exceeds Expectations <input type="checkbox"/> Does Not Meet Expectations	
<u>Responsiveness</u>		
<u>Adaptability/Flexibility-</u> <ul style="list-style-type: none"> • Readily adjusts to new situations and responsibilities • Easily handles a wide variety of tasks, sometimes concurrently • Readily comprehends new job related information • Performs well under widely different and/or changing circumstances 	<input type="checkbox"/> Meets Expectation <input type="checkbox"/> Exceeds Expectations <input type="checkbox"/> Does Not Meet Expectations	

Factor	Rating	List Examples or Exceptions
<p>Communication-</p> <ul style="list-style-type: none"> • Demonstrates oral and written communication skills commensurate with job responsibilities • Reports and communications are accurately spelled and utilize correct grammar • Possesses sufficient command of English language and adequate grammar skills for position • Able to effectively present personal viewpoint • Consistently attempts to be effective and attentive listener • Readily comprehends oral and/or written instructions when first presented 	<input type="checkbox"/> Meets Expectation <input type="checkbox"/> Exceeds Expectations <input type="checkbox"/> Does Not Meet Expectations	
<p>Public Relations-</p> <ul style="list-style-type: none"> • Interacts with the public in a courteous and cooperative manner • Handles sensitive situations involving individuals outside the agency • Can tactfully handle irate individuals from outside the agency • Can develop and deliver presentations to outside groups pertaining to the agency's function 		
<p>Leadership</p>		
<p>Leading Change-</p> <ul style="list-style-type: none"> • Grasps the essence of new information; masters new technical and business knowledge; • Recognizes own strengths and weaknesses; pursues self-development; seeks feedback from others and opportunities to master new knowledge. • Develops new insights into situations and applies innovative solutions to make organizational improvements; • Creates a work environment that encourages creative thinking and innovation; designs and implements new or cutting-edge programs/processes. • Identifies and keeps up-to-date on key international policies and economic, political and social trends that affect the organization. 	<input type="checkbox"/> Meets Expectation <input type="checkbox"/> Exceeds Expectations <input type="checkbox"/> Does Not Meet Expectations	

Factor	Rating	List Examples or Exceptions
<ul style="list-style-type: none"> • Understands near-term and long range plans and determines how to best be positioned to achieve a competitive business advantage in a global economy. • Open to change and new information; adapts behavior and work methods in response to new information, changing conditions or unexpected obstacles. Adjusts rapidly to new situations warranting attention and resolution. • Deals effectively with pressure; maintains focus and intensity and remains optimistic and persistent even under adversity. • Recovers quickly from setbacks. • Effectively balances personal and work life. • Creates and sustains an organizational culture which permits others to provide the quality of service essential to high performance. • Equips others with the tools and support they need to perform well. • Shows a commitment to public service; influences others toward a spirit of service and meaningful contributions to mission accomplishment. • Formulates effective strategies consistent with the business and competitive strategy of the organization in a global economy. Examines policy issues and strategic planning with a long-term perspective. • etermines objectives and sets priorities; anticipates potential threats or opportunities. • Takes a long-term view and acts as a catalyst for organizational change; builds a shared vision with others. Influences others to translate vision into action. 		
<p><u>Leading People-</u></p> <ul style="list-style-type: none"> • Identifies and takes steps to prevent potential situations that could result in unpleasant confrontations. Manages and resolves conflicts and disagreements in a positive and constructive manner 		

Factor	Rating	List Examples or Exceptions
<p>to minimize negative impact.</p> <ul style="list-style-type: none"> • Initiates and manages cultural change within the organization to impact organizational effectiveness. • Values cultural diversity and other individual differences in the workforce. Ensures that the organization builds on these differences and that employees are treated in a fair and equitable manner. • instills mutual trust and confidence; creates a culture that fosters high standards of ethics; behaves in a fair and ethical manner toward others and demonstrates a sense of corporate responsibility and commitment to public service. • Inspires, motivates and guides others toward goal accomplishments. • Consistently develops and sustains cooperative working relationships. • Encourages and facilitates cooperation within the organization and with customer groups; fosters commitment, team spirit, pride and trust. • Develops leadership in others through coaching, mentoring, rewarding and guiding employees. 		
<p><u>Results Driven-</u></p> <ul style="list-style-type: none"> • Assures that effective controls are developed and maintained to ensure the integrity of the organization. • Holds self and others accountable for rules and responsibilities. • Can be relied upon to ensure that projects within areas of specific responsibility are completed in a timely manner and within budget. • Monitors and evaluates plans, focuses on results and measuring attainment of outcomes. • Balancing interests of a variety of clients; readily readjusts priorities to respond to pressing and changing client demands. • Anticipates and meets the need of clients; achieves quality end products; is committed to continuous improvement of services. 	<input type="checkbox"/> Meets Expectation <input type="checkbox"/> Exceeds Expectations <input type="checkbox"/> Does Not Meet Expectations	

Factor	Rating	List Examples or Exceptions
<ul style="list-style-type: none"> • Exercises good judgment by making sound and well informed decisions; • Perceives the impact and implications of decisions; • Makes effective and timely decisions, even when data are limited or solutions produce unpleasant consequences; is proactive and achievement oriented. • Identifies opportunities to develop and market new products and services within or outside of the organization. • Is willing to take risks, initiates actions that involve a deliberate • Identifies and analyzes problems; distinguishes between relevant and irrelevant information to make logical decisions; provides solutions to individual and organizational problems. • Understands and appropriately applies procedures, requirements, regulations and policies related to specialized expertise. • Is able to make sound hiring and capital resource decisions and to address training and development needs. 		
<p><u>Business Acumen-</u></p> <ul style="list-style-type: none"> • Demonstrates broad understanding of principles of financial management and marketing expertise necessary to ensure appropriate funding levels. • Prepares, justifies, and/or administers the budget for the program area; uses cost-benefit thinking to set priorities; • Monitors expenditures in support of programs and policies. • Assesses current and future staffing needs based on organizational goals and budget realities. • Using merit principles, ensures staff is appropriately selected, developed, utilized, appraised and rewarded, as well as taking corrective action. • Uses efficient and cost-effective approaches to integrate technology into the workplace and improve program effectiveness. • Develops strategies using new technology to enhance decision-making. Understands the impact of technological changes on the 	<input type="checkbox"/> Meets Expectation <input type="checkbox"/> Exceeds Expectations <input type="checkbox"/> Does Not Meet Expectations	

Factor	Rating	List Examples or Exceptions
organization.		
<p>Building Coalitions/Communications-</p> <ul style="list-style-type: none"> • Explain, advocate and express facts and ideas in a convincing manner • Negotiating effectively with individuals/groups internally and externally. • Develops an expansive professional network with other organizations. • Identifies the internal and external politics that impact the organization. • Expresses facts and ideas in writing in a clear, convincing and organized manner. • Develops networks and builds alliances, engages in cross-functional activities; collaborates across boundaries, and finds common ground with a widening range of stakeholders • Makes clear and convincing oral presentations to individuals or groups • Listens effectively and clarifies information as needed; facilitates an open exchange of ideas and fosters atmosphere of open communication • Considers and responds appropriately to the needs, feelings and capabilities of different people in different situations; is tactful, compassionate and sensitive, and treats others with respect. • Persuades others; builds consensus through give and take; gains cooperation from others to obtain information and accomplish goals; facilitates “win-win” situations. 	<input type="checkbox"/> Meets Expectation <input type="checkbox"/> Exceeds Expectations <input type="checkbox"/> Does Not Meet Expectations	
Facility Management Competencies		
<p>Asset Management-</p> <ul style="list-style-type: none"> • Develops and maintains appropriate asset management practices and procedures including asset inventory, condition assessment, 	<input type="checkbox"/> Meets Expectation <input type="checkbox"/> Exceeds Expectations	

Factor	Rating	List Examples or Exceptions
<p>work planning and life cycle business practices assets consistent with rules, regulations, and standards.</p> <ul style="list-style-type: none"> • Manage and plan for property, buildings, and lands using Total Cost of Facility Ownership (TCFO) based on park mission and visitor trends; projecting the need to acquire, dispose, and build facilities; and supervising the upkeep of community services such as water, sewer, transportation, housing, roads, and communications. • Practices property and structure ownership principles including construction, community services, acquisitions, and disposals in the context of the General Management, Strategic, and Master Plans. • Successfully manage facilities, providing services efficiently, and plan for current and future facility needs. 	<input type="checkbox"/> Does Not Meet Expectations	
<p><u>Operations and Maintenance-</u></p> <ul style="list-style-type: none"> • Responsible for identifying policies and procedures for service delivery, outsource contracts and/or internal work practices that ensure high quality service. • Utilizes Servicewide facility management software systems (FMSS), to itemize and manage the park unit's assets to facilitate stewardship and accountability within the park unit. • Provide the health and safety of people and improving the quality of work life can lead to improved employee performance, can help the park better compete for and retain qualified employees, and can strengthen relations with employees and the community. Facility managers must provide a high level of environmental leadership in order to fully implement effective health and environmental programs • Emergencies can put people, facilities, services, equipment, and materials at risk. Emergencies include natural disasters, terrorism, vandalism, operating failures, and accidents. Protecting people, the facility, and the environment are important responsibilities of the facility management operation. Although emergencies cannot 	<input type="checkbox"/> Meets Expectation <input type="checkbox"/> Exceeds Expectations <input type="checkbox"/> Does Not Meet Expectations	

Factor	Rating	List Examples or Exceptions
be anticipated, responses to them can be planned for.		
<p><u>Project Management-</u></p> <ul style="list-style-type: none"> Project planning and management are core skills in facility management. These skills are particularly important because of the wide range of projects assigned to the facility management division. Projects vary in scope, complexity, duration, and financial risk. Projects can be abstract, such as the forecasting of future facility needs, or tangible, such as renovations, new construction, and demolitions. Together, programming and design carry forth the facility plan. Through programming, managers define user needs and develop a statement of design requirements. Programs provide the interface between the users and the people who transform space into a productive work environment. The program directly guides design specifications. Programs also must operate according to the guidelines of established NPS and Americans with Disabilities Act accessibility standards. Design transforms the general program requirements into specifically defined needs for allocations, systems, inventory, and equipment. The design visualizes and actualizes the program. Whether the design process is systematic or highly intuitive, it must support effective and efficient overall functioning Construction and occupancy projects are given special consideration because of their complexity. Construction projects include all the activities associated with, arranging for and overseeing the construction of a new facility or the remodeling of a current facility. Occupancy projects include identifying the needs of occupants; preparing facilities for new tenants; moving people, equipment, furniture, and supplies to new facilities; and refurbishing vacated space. Occupancy projects may also include rearranging the layout of current space. Both construction and occupancy projects require the facility manager to identify customer needs and to integrate project goals with overall park 	<input type="checkbox"/> Meets Expectation <input type="checkbox"/> Exceeds Expectations <input type="checkbox"/> Does Not Meet Expectations	

Factor	Rating	List Examples or Exceptions
goals.		
<p><u>Resource Protection-</u></p> <ul style="list-style-type: none"> Through the NPS Organic Act, NPS employees are charged with preserving and protecting the cultural resources found within their park units. A facility manager must recognize, plan, and manage for the cultural importance of park facilities, assets, and park units. The National Historic Preservation Act of 1966 further defined methods of historic and cultural preservation in the National Parks by developing the National Historic Preservation Program, a partnership between the government, private organizations, and the public. These groups cooperatively identify, evaluate, register, and protect significant historic and archeological sites across the country. To be effective, a facility manager must fully understand and manage for the cultural significance of facilities and park units. Facility managers must be skilled at leading a workforce toward sensitive and responsible action during their interface with natural resources. They must understand and comply with relevant regulations as supplied by the National Environmental Protection Act and the Federal Accounting Standards Advisory Board, which reports regulations for stewardship assets. The actions of every NPS employee in regard to protection of natural resources should be guided by the greater mission and purpose of the NPS: "[T]o conserve the scenery and the natural and historic objects and wildlife therein and to provide for the enjoyment of the same in such manner and by such means as will leave them unimpaired for the enjoyment of future generations." The NPS mission, to preserve and protect our country's resources for future generations, while also providing for the public's enjoyment, requires every employee, from seasonal worker to supervisor, to make demonstrable efforts to enact the Service's commitment to environmental compliance, education, and stewardship. Environmental leadership is everyone's job. Visitors expect parks to be protected through sound management 	<input type="checkbox"/> Meets Expectation <input type="checkbox"/> Exceeds Expectations <input type="checkbox"/> Does Not Meet Expectations	

Factor	Rating	List Examples or Exceptions
<p>practices. The Facility Manager must also be sensitive to the park unit's natural environment. Systems such as the Environmental Management System are important tools for facility managers in the development of policies, plans, practices, and evaluations to ensure environmental goals are set and met. Ultimately, sustainability and environmental leadership help to complement and support the NPS mission.</p>		
<p><u>Business Management-</u></p> <ul style="list-style-type: none"> • A major task for a facility manager is to organize and manage the facility division itself. On the simplest level, planning involves setting goals and choosing the methods that will achieve those goals. Today, however, planning is more complex. Planning enables the park unit to achieve its mission and goals. Planning for the facility management division involves creating a mission and setting strategic short- and long-term goals. It requires having accurate, up-to-date information concerning projections and emerging trends, both within and external to the park. Any plan must also accommodate shifting needs and changes in culture. • Facility managers need a working knowledge of budget and financial principles to successfully manage their park units. Specifically, facility managers should recognize the relationship between financial decisions and facility operations in their divisions. • Quality improvement programs start with an understanding of customers, particularly their needs and their expectations. In addition, facility managers must understand, document, evaluate, and improve upon the processes used to meet these customer demands. Facility managers must be able to measure the performance of the facility and service process to make continuous improvements using the following tools: A.) Benchmarking, the process of comparing the facility and the facility function's performance to the performance of other external organizations, B.) Audits of government regulations and 	<p><input type="checkbox"/> Meets Expectation</p> <p><input type="checkbox"/> Exceeds Expectations</p> <p><input type="checkbox"/> Does Not Meet Expectations</p>	

Factor	Rating	List Examples or Exceptions
<p>internal NPS standards, and C.) Innovation based on proactive searches for innovative ideas and related services.</p> <ul style="list-style-type: none"> • People are a critical resource; facility managers are expected to use this resource wisely. Whether they are NPS employees or individuals who are under contract to manage facility operation, facility managers work directly with a wide variety of staff members and people, including employees, contractors, and volunteers. In addition to conducting critical tasks, such as hiring, firing, and scheduling personnel, a facility manager must also provide leadership, vision, and support of personnel development. Ultimately, through human resource management, facility managers are attempting to foster an investment in facilities and facility management among stakeholders, employees, and others. • Facility managers play a pivotal role in the development, implementation, and maintenance of information technology systems, which are a critical part of the infrastructure that supports business strategies. Facility managers must be able to assess and predict future requirements that support both the facility management division's and park's overall information technology strategy; acquire, implement, and maintain systems; deploy assets; and dispose of technologies as required. 		

I hereby certify that I have been given an opportunity to review this evaluation with my mentor and the FMLP managers, and understand that I am to receive a copy. I am aware that my NPS unit supervisor may request and be provided with a copy and that my signature below does not necessarily mean I agree with the evaluation.

Candidate Signature

Date

FMLP Manager

Date