

6. **TEAMWORK AND COLLABORATION.** Collaborates effectively with others (including the Board of Governors, the State Bar's Executive Director and Senior Management Team, the State Bar Court) to achieve optimal results. Uses others effectively as resources. Is open to new ideas and offers assistance to others. Values and enhances teamwork. Understands and practices concepts related to team-building.

COMMENTS:

7. **PUBLIC PROTECTION COMMITMENT.** Assures that the disciplinary system is understood by the public and the public's representatives (e.g., the Legislature). Provides leadership to the system necessary to assure effective public protection. Addresses legitimate complaints about the system. Brings credibility to the public protection responsibility of the State Bar.

COMMENTS:

8. **COMMUNICATION.** Effectively serves as the spokesperson for the disciplinary enforcement function. Communicates effectively with the Board of Governors, to others within the organization and to external constituencies (e.g., the Legislature, the Supreme Court, the public, the membership).

COMMENTS:

9. **FISCAL ACCOUNTABILITY.** Assures that the Office of the Chief Trial Counsel budgets prudently in accordance with the parameters set by the Board of Governors and administered by the Executive Director. Uses financial resources effectively.

COMMENTS:

10. **COMPLIANCE WITH POLICIES AND PROCEDURES.** Assures OCTC's compliance with overall State Bar institutional policies and procedures.

COMMENTS:

11. **STRATEGIC PERSPECTIVE/PLANNING.** Formulates and implements, consistent with overall, institutional policy, long-term and short-term goals and plans. Develops and implements standards and systems to evaluate performance of the disciplinary system. Participates in and supports institutional strategic planning objectives and priorities. Assures alignment of OCTC with the institutional strategic planning goals of the State Bar. Effectuates strategic plans through realistic goals and timetables. Organizes resources and exercises followup and control to assure completion of goals consistent with overall institutional needs. Initiates corrective action timely to avoid delays and problems.

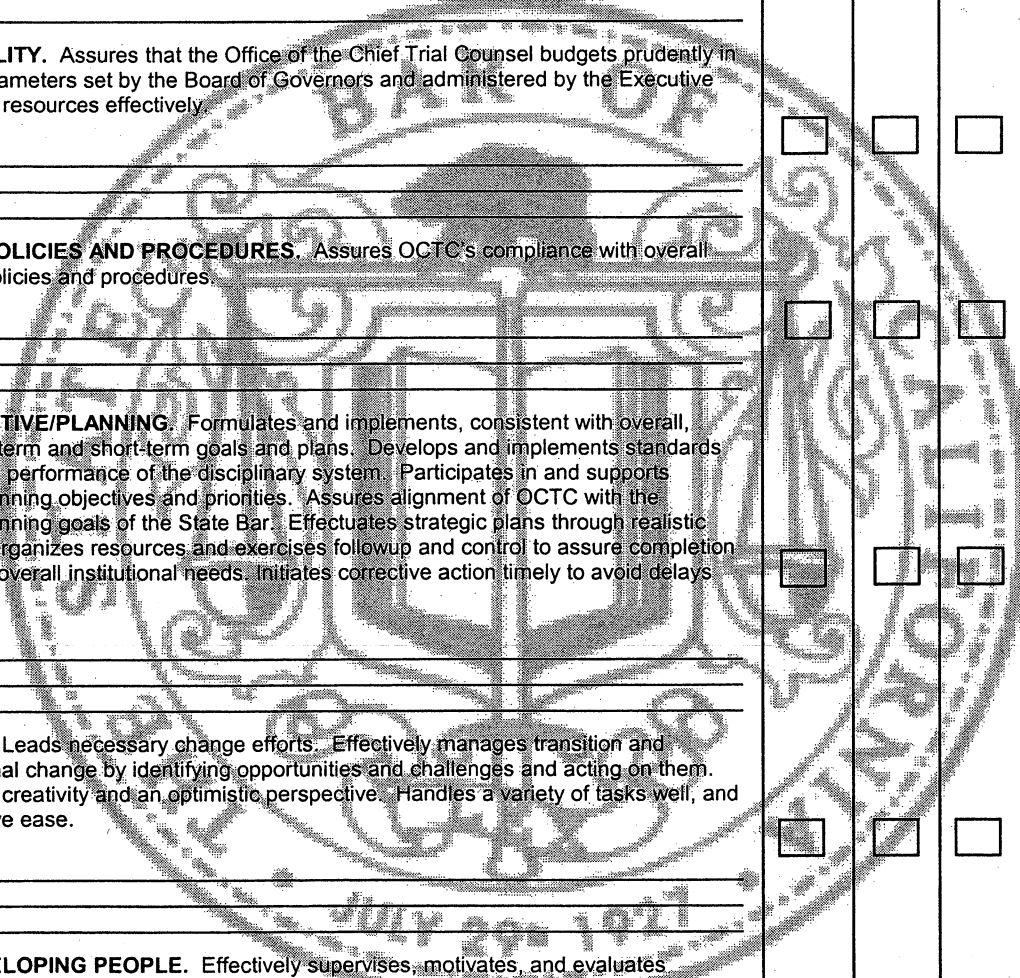
COMMENTS:

12. **MANAGING CHANGE.** Leads necessary change efforts. Effectively manages transition and implements organizational change by identifying opportunities and challenges and acting on them. Demonstrates flexibility, creativity and an optimistic perspective. Handles a variety of tasks well, and "shifts gears" with relative ease.

COMMENTS:

13. **MANAGING AND DEVELOPING PEOPLE.** Effectively supervises, motivates, and evaluates assigned staff. Motivates others to accomplish projects and responsibilities. Obtains sound performance and cooperation from employees. Effectively delegates. Assures maintenance of shared institutional values. Coaches subordinates effectively. Conducts balanced performance appraisals.

COMMENTS:



14. INTERPERSONAL/CONFLICT RESOLUTION SKILLS. Effectively represents the State Bar's disciplinary system to the public, the Board of Governors, the Legislature, the Supreme Court, the membership and others. Identifies and responds meaningfully to the perspectives and priorities of others. Is skilled in generating consensus and understanding in conflict situations. Effectively gives and receives criticism in a constructive manner.

COMMENTS:

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15. VALUING DIVERSITY. Demonstrates sensitivity to cultural and ethnic differences. Seeks to include people of diverse backgrounds in work assignments. Effectively collaborates with diverse groups of supervisors, peers, subordinates, members, the public and other stakeholders.

COMMENTS:

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Goals & Objectives

Overall Summary of Performance:

- Extraordinary**
- Exceeds Expectations**
- Successfully Meets Expectations**
- Needs Improvement**
- Unsatisfactory**

Exceptional performance; significantly and consistently exceeds standards. Performance is significantly above the level of others who hold positions of comparable scope and responsibility.

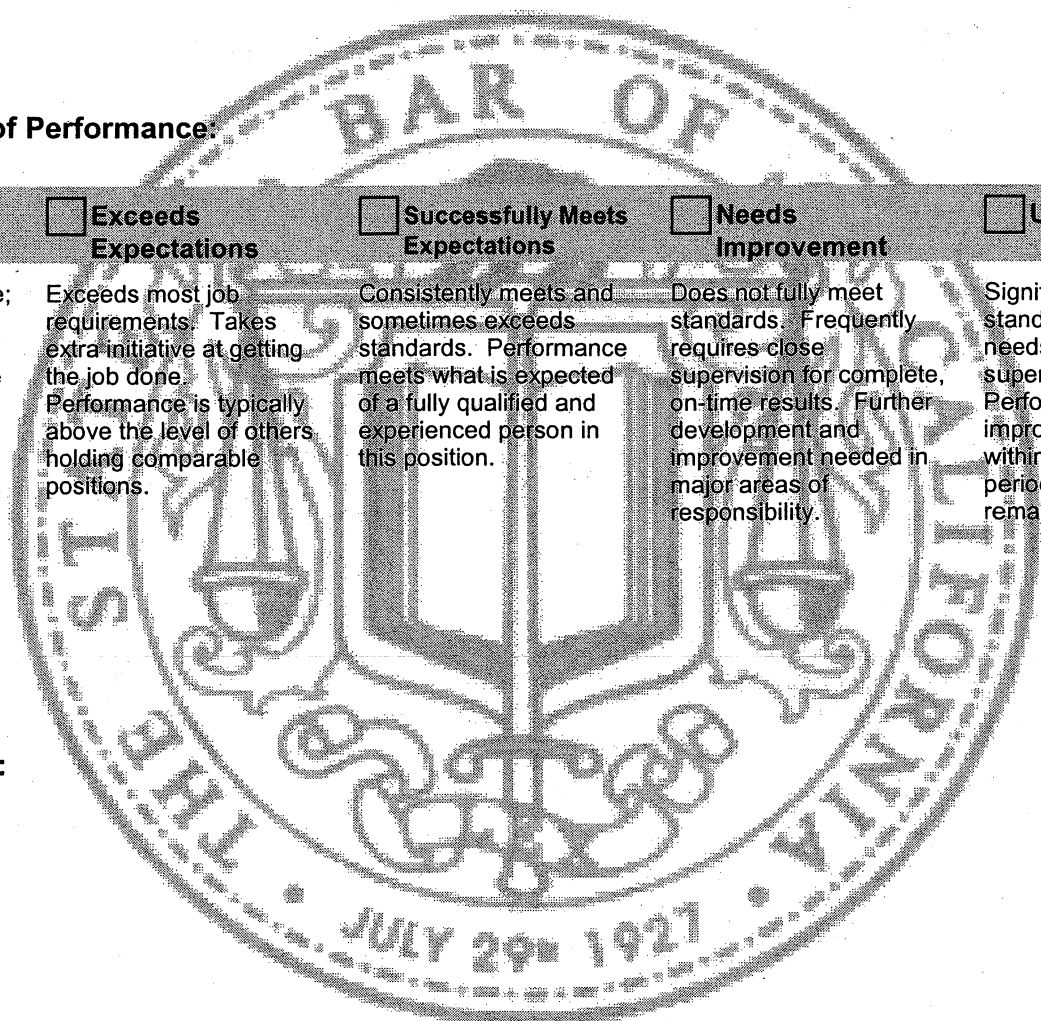
Exceeds most job requirements. Takes extra initiative at getting the job done. Performance is typically above the level of others holding comparable positions.

Consistently meets and sometimes exceeds standards. Performance meets what is expected of a fully qualified and experienced person in this position.

Does not fully meet standards. Frequently requires close supervision for complete, on-time results. Further development and improvement needed in major areas of responsibility.

Significantly below standards. Consistently needs a high degree of supervision and direction. Performance must improve substantially within a designated period if incumbent is to remain in the position.

Overall Comments:



 Reviewer Signature

 Date