

Management Performance Evaluation and Development Form

Important Note:

This form should be completed for individuals in the position of Provost, Vice President, Assoc. Vice President, Asst. Vice President, Dean, General Counsel, Chief of Police, Chief Information Officer, Executive Director, and Directors with an University-wide function.

**Instructions for
Management Performance Evaluation Form**

Prior to the Performance Evaluation meeting with your Immediate Supervisor, the Manager should:

1. Review the performance elements listed on page 2 and other targeted performance expectations that were established for and during the performance period under review. These performance expectations should have included particular behaviors, special assignments, specific goals or results, special training, etc., that would have ensured the expectations were valid for feedback purposes.
2. Complete Parts I - II of the Performance Evaluation Form
3. Provide a performance rating, based on the rating scale, for each performance element. A brief description of accomplishments, results, and/or comments shall follow each performance element rating.
4. Write a one to two page summary of your accomplishments, as a supplement to the performance evaluation form (Part II).
5. Send the completed self-evaluation (performance evaluation form and accomplishment summary) to your supervisor for review, in preparation of your meeting.

Performance Evaluation Meeting

6. The manager and supervisor meet to review Parts I through III of the form and the accomplishment summary. The goal is to have an open and constructive discussion that leads to a clear understanding of the manager's past performance as well as future expectations and development objectives. The manager is encouraged to be open with their own expectations and challenges.
7. Following the meeting, the manager prepares the final form based on the feedback. If necessary, the manager and their supervisor shall meet a second time to review revisions to the original self-evaluation.

The Final Performance Evaluation Form

8. The supervisor signs the form, gives it to the manager to sign, whose signature indicates that the process has been followed appropriately. The supervisor ensures that the manager receives a copy, and the original is placed in the manager's personnel file. (Part IV)

Performance Elements

The following “performance elements” should be considered, where applicable, in assessing employee performance (Part I) and determining future performance expectations and development needs (Parts II and III). Other performance elements may be added as needed.

Work Processes

- Provides services that consistently meet or exceed the needs and expectations of customers
- Uses appropriate problem solving methods to improve processes
- Collects and evaluates relevant information to make decisions
- Uses good judgment
- Sets and adheres to priorities
- Meets productivity standards, deadlines and work schedules
- Produces accurate and timely work with minimal supervision
- Pursues efficiency and economy in the use of resources
- Informs supervisor or appropriate others of problems identifying issues and alternative solutions

Communication

- Adapts communications to diverse audiences
- Delivers quality oral presentations
- Demonstrates verbal/nonverbal consistency
- Shares appropriate information internally and externally
- Manages meetings effectively
- Possesses effective listening skills
- Writes clearly and concisely
- Speaks clearly and concisely

Decision Making

- Takes calculated risks
- Uses a logical rational approach
- Makes timely/responsive decisions
- Takes responsibility for decisions
- Modifies decisions based on new information when appropriate
- Involves appropriate others in the decision-making process

Interpersonal Skills

- Relates well with others
- Demonstrates trust, sensitivity and mutual respect
- Provides timely and honest feedback in a constructive and nonthreatening way
- Maintains confidentiality
- Accepts constructive criticism
- Demonstrates consistency and fairness
- Negotiates effectively

Leadership

- Coaches and mentors, inspires and motivates
- Delegates responsibility with associated authority
- Demonstrates self-confidence
- Leads by example, serves as appropriate role model
- Promotes a cooperative work environment
- Sets clear, reasonable expectations and follows through
- Remains visible and approachable and interacts with others on a regular basis
- Demonstrates high ethical standards
- Gains support and buy-in through participation of others

Planning

- Maintains a clear focus on internal and external customer needs
- Plans and budgets for future resource requirements
- Anticipates problems and develops contingency plans
- Sets priorities effectively
- Establishes challenging, attainable goals and objectives
- Identifies short- and long-range organizational needs
- Looks to the future with a broad perspective

Human Resources Management

- Recruits, selects and retains capable, productive employees
- Promotes employee safety and wellness
- Promotes workforce diversity
- Recognizes and rewards good performance
- Assesses and provides for employee development and training
- Encourages and assists employees to achieve full potential
- Evaluates employees timely and thoroughly
- Takes timely, appropriate, corrective/disciplinary action

Program/Project Management

- Monitors and verifies ongoing cost-effectiveness
- Ensures quality and quantity standards are met
- Responds effectively to unforeseen problems
- Understands customer needs and ensures customer satisfaction
- Achieves results
- Uses resources efficiently and manages effectively within budget limits

Interacting with External Environment

- Works effectively within the political environment
- Exhibits knowledge and shows cooperation regarding intra- and inter-agency programs/activities/responsibilities
- Displays sensitivity to public attitudes and concerns
- Understands and cultivates stakeholder relationships
- Demonstrates team play
- Works collaboratively to achieve improved results

Departmental Key Performance Indicators (KPIs)

- Identifies specific departmental KPIs (goals & objectives)
- Identifies measureable KPIs
- Achieves KPIs
- Ensures accountability for the achievement of KPIs
- Uses customer satisfaction as a key measure of quality
- Achieves results

Employee Information

Employee Name: _____

Employee ID: _____

Job Title: _____ Department: _____

Evaluator's Name: _____

Date: _____ Review Period: _____ to _____

Part I: Goals and Objectives

S – Specific **M** – Measurable **A** – Attainable **R** – Relevant **I** – Time Based

1. **Goal/Objective.** Briefly describe each goal/objective and when it should be met or accomplished.
2. **Measurement.** How will the goal/objective be evaluated?
3. **Importance.** Rank the goal/objective as Essential, Important, or Desirable as follows:
Essential – required for job performance
Important – helpful for job performance
Desirable – asset for job performance

Goal/Objective

Description:

Measurement:

Importance: Essential Important Desirable

Goal/Objective

Description:

Measurement:

Importance: Essential Important Desirable

Goal/Objective

Description:

Measurement:

Importance: Essential Important Desirable

Goal/Objective

Description:

Measurement:

Importance: Essential Important Desirable

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Part II: Performance Evaluation

Assessment of manager’s contribution in helping the organization to achieve its goals and be successful. Describe how well the manager has done in carrying out job responsibilities and performance expectations. Consider performance *demonstrated* with regard to the applicable Performance Elements from page 2 when conducting this assessment.

(Rating Scale: 3—Significantly Exceeds Expectations, 2—At or Above Expectations, 1—Below Expectations)

Comments on Specific Performance Elements Below:

Work Processes:

Communication:

Decision Making:

Interpersonal Skills:

Leadership:

Planning:

Human Resources Management:

Program/Project Management:

Interacting with External Environment:

Department Key Performance Indicators:

Summary of Accomplishments:

See attached one to two page summarization of accomplishments in bullet point format.

Other:

Overall Tc vpi :

Exceptional Performance - is significant overachievement of expectations.

Above Expectations Performance - is often beyond expectations.

Satisfactory Performance - consistently fulfills expectations.

Improvement Needed Performance - is inconsistent performance, with expectations only partially achieved. Deficiencies should be addressed in the performance appraisal.

Unsatisfactory Performance - is the failure to achieve the majority of expectations. Deficiencies should be specifically addressed in the performance appraisal.

Part III: Manager's Comments

Identify any particular performance expectations, job duties, special assignments and/or skills upon which the manager should focus to reinforce his/her success and contribution to the organization. The Performance Elements listed on page 2 may help in identifying future expectations.

Part IV: Comments and Signatures

This report is based on my best judgment.

Supervisor's Signature:

Title:

Date:

This report has been discussed with me.

Employee's Signature:

Title:

Date:

Employee's Comments:

***NOTE:** After the performance evaluation is completed and signed by all parties, it is the evaluator's responsibility to provide a copy to the manager and to ensure that the original is placed in the employee's personnel file.*