



MANAGER PERFORMANCE MANAGEMENT AND DEVELOPMENT INSTRUMENT

Name:	University Personnel #:
Position Title/Department:	Supervisor::
Division:	Supervisor/Title:
Period Covered From: To:	Date of Review:

PART I: CORE PERFORMANCE FACTORS

Manager Self-Evaluates and Rater Evaluates the manager’s proficiency in the following performance factors using the rating scale below. Lines next to boxes without numbers may be used to assign a value between 1 and 5. **N/A should be used if the performance factor is not relevant for the position.** Detailed definitions of the ratings are provided as Appendix A.

5 = Leading Performance **4 = Strong Performance** **3 = Solid Performance**
2 = Building Performance **1 = Not Meeting Expectations** **N/A = NOT Applicable**

LEADERSHIP ABILITY

Employee

Rater

	1	2	3	4	5	N/A	1	2	3	4	5	N/A
Provides leadership in developing, communicating and implementing institutional goals												
Inspires others to do their best.												
Delegates authority and responsibilities appropriately.												
Builds teamwork among colleagues and subordinates.												
Provides sound fiscal management.												
Keeps current regarding trends and issues in higher education?												

DECISION MAKING AND PROBLEM SOLVING

Consults with appropriate individuals before making decisions	1 2 3 4 5	N/A	1 2 3 4 5	N/A
Gathers information needed for sound decision making	1 2 3 4 5	N/A	1 2 3 4 5	N/A
Considers innovative and alternative solutions to problems before making a decision.	1 2 3 4 5	N/A	1 2 3 4 5	N/A
Makes decisions in a timely manner	1 2 3 4 5	N/A	1 2 3 4 5	N/A
Makes decisions with the strategic goals and plan in mind	1 2 3 4 5	N/A	1 2 3 4 5	N/A
Makes decisions while considering the provisions of the CBAs where appropriate	1 2 3 4 5	N/A	1 2 3 4 5	N/A

CONCERN FOR FACULTY AND STAFF

Recognizes and rewards accomplishments of outstanding faculty and staff where appropriate.	1 2 3 4 5	N/A	1 2 3 4 5	N/A
Creates a climate of respect and high morale	1 2 3 4 5	N/A	1 2 3 4 5	N/A
Facilitates employees' professional development.	1 2 3 4 5	N/A	1 2 3 4 5	N/A
Is easily accessible to employees and listens carefully and asks questions when needed.	1 2 3 4 5	N/A	1 2 3 4 5	N/A

MANAGEMENT

Assigns work effectively and fairly.	1 2 3 4 5	N/A	1 2 3 4 5	N/A
Arranges/manages resources as to facilitate the accomplishment of work.	1 2 3 4 5	N/A	1 2 3 4 5	N/A
Sets priorities for action.	1 2 3 4 5	N/A	1 2 3 4 5	N/A
Communicates performance expectations clearly and provides feedback on a regular basis	1 2 3 4 5	N/A	1 2 3 4 5	N/A
Effectively recruits and selects appropriate staff while considering the University's commitment to diversity	1 2 3 4 5	N/A	1 2 3 4 5	N/A
Understands and implements the provisions of the CBAs where appropriate	1 2 3 4 5	N/A	1 2 3 4 5	N/A
Provides for meaningful staff orientation and professional development.	1 2 3 4 5	N/A	1 2 3 4 5	N/A
Evaluates staff effectively and fairly	1 2 3 4 5	N/A	1 2 3 4 5	N/A

INTERNAL AND EXTERNAL RELATIONS

Relates to and communicates with the internal community.	1	2	3	4	5	N/A	1	2	3	4	5	N/A
Relates to and communicates with the external community	1	2	3	4	5	N/A	1	2	3	4	5	N/A
Portrays a progressive and professional image of the university.	1	2	3	4	5	N/A	1	2	3	4	5	N/A
Is accessible to and involved in the campus community	1	2	3	4	5	N/A	1	2	3	4	5	N/A
Is accessible to and involved in the external community	1	2	3	4	5	N/A	1	2	3	4	5	N/A
Encourages partnerships with the community, business, and other educational institutions	1	2	3	4	5	N/A	1	2	3	4	5	N/A

PART II: JOB SPECIFIC PERFORMANCE OBJECTIVES

Instructions:

Part II creates the performance deliverables which will be measured. The manager being rated and the immediate supervisor should identify below significant deliverables in the form of major initiatives or projects. They may include annual program objectives or project-related work. The intent is that there should be some collaboration between the manager and the rater when assigning the deliverables and they should be prioritized if at all possible, with the most important in block 1, next most important in block 2, etc. If more than 4 deliverables require listing, those in excess of 8 may be listed on the back of the last page. (Note: It is typical for some priorities to change over the course of the year, and it is also foreseeable that some objectives set at the beginning of the cycle may prove unachievable for reasons outside the employee's control.)

Job Specific Performance Objectives	Rating
1. Objective:	1 2 3 4 5
Expected Results:	
Actual Results:	
2. Objective:	1 2 3 4 5
Expected Results:	
Actual Results:	
3. Objective:	1 2 3 4 5
Expected Results:	
Actual Results:	
4. Objective:	1 2 3 4 5
Expected Results:	
Actual Results:	

The manager and the Rater have met, discussed and agreed to the above initiatives as measurable deliverables for the performance cycle.

Employee's Signature:	Date:
Supervisor's Signature:	Date:

PART III: SUMMARY OF OVERALL PERFORMANCE

The space below is provided for a narrative summary of the manager's performance over the immediate cycle to be completed by the immediate supervisor (rater).

PART IV: JOB DESCRIPTION

The job description has been reviewed and an updated copy is attached if necessary. Yes No

PART V: OVERALL PERFORMANCE RATING

Overall Rating (1-5): ____

PART VI: PERFORMANCE DEVELOPMENT PLAN

In the blocks below, the immediate supervisor (rater) should make specific recommendations designed to identify professional growth (first block) or correct performance issues if needed (second block). The improvement plan needs to be completed for any employee receiving a 1 or 2 overall rating.

Professional Growth Strategies

Remedial Strategies

PART VII: SIGNATURES

The manager and immediate supervisor are required to sign the instrument after completing it and concluding the performance interview. The manager is only attesting to having been afforded the opportunity to review the evaluation and discuss the evaluations the immediate supervisor. The manager's signature does not necessarily indicate that the manager agrees with the superior's measurement of the manager's performance. Employee comments are optional.

Rater's Signature:	Date:
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Reviewer's Signature:	Date:
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Employee's Signature:	Date:
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Employee Comments:

I would like to discuss this report with the Reviewing Officer <input type="checkbox"/> Yes <input type="checkbox"/> No
As requested, Reviewing Officer discussed report. Reviewing Officer's Signature: _____ Date: _____