



**Performance Planning and Appraisal
for
Management Personnel**

Employee's Name	Department
Working Title	Administrative Level
Date	Supervisor's Name/Title

A. CURRENT GOALS AND OBJECTIVES

Please list any specific goals and objectives which were to be accomplished during this evaluation cycle.

B. PERFORMANCE FACTORS

The following section lists areas of accountability to be considered in the overall performance evaluation. Each element contains two components.

RELATIVE IMPORTANCE TO THE POSITION: Has a range from "low" to "critical importance" and indicates the level of importance each area of responsibility warrants in achieving the established goals and objectives assigned to the position.

LEVEL OF PERFORMANCE: Has a rating scale ranging from "unsatisfactory" to "outstanding" and provides a performance continuum upon which the incumbent is evaluated.

Within each of the specified areas, please provide a rating for the performance factor and describe significant aspects of the individual's performance in support of this rating. Not all of the factors can be applied to each position, nor are the factors considered exhaustive. If an area does not apply, please mark the box labeled "Not Applicable". Attach extra pages to include additional narrative or performance categories, if necessary.

1. MANAGING HUMAN RESOURCES

Secures cooperation and obtains optimum results through the efforts of peers, faculty, students and subordinates; encourages professional development of staff; creates a fair and equitable working environment; demonstrates sensitivity and awareness in relating to people; secures trust and respect; develops team work; effectively utilizes human resources to accomplish goals and objectives; takes action to provide consistently high service levels.

RELATIVE IMPORTANCE TO THE POSITION

| | | | | |

Low *Critical Importance*

LEVEL OF PERFORMANCE

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Not Applicable	Unsatisfactory	Improvement Needed	Satisfactory	Commendable	Outstanding

COMMENTS:

2. AFFIRMATIVE ACTION AND DIVERSITY

Demonstrates commitment to the goals of affirmative action, equal employment opportunity and diversity; persists and provides leadership toward meeting affirmative action goals and objectives; demonstrates vigorous leadership in developing and/or implementing programs for increasing faculty, staff and student diversity.

RELATIVE IMPORTANCE TO THE POSITION

| | | | | |

Low *Critical Importance*

LEVEL OF PERFORMANCE

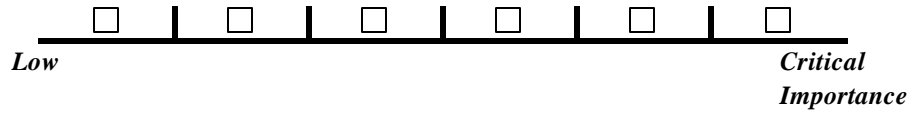
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Not Applicable	Unsatisfactory	Improvement Needed	Satisfactory	Commendable	Outstanding

COMMENTS:

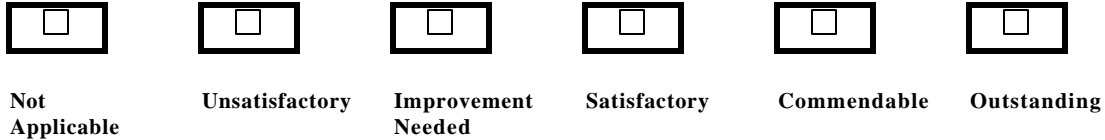
3. MANAGING FISCAL AND MATERIAL RESOURCES

Utilizes resources efficiently; demonstrates fiscal responsibility and plans and controls expenditures and materials; takes measures to ensure a safe working environment; effectively manages allocated budget.

RELATIVE IMPORTANCE TO THE POSITION



LEVEL OF PERFORMANCE

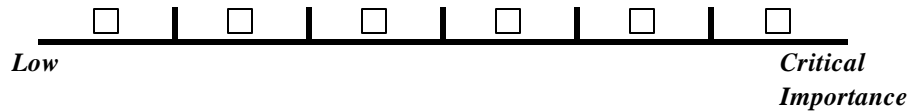


COMMENTS:

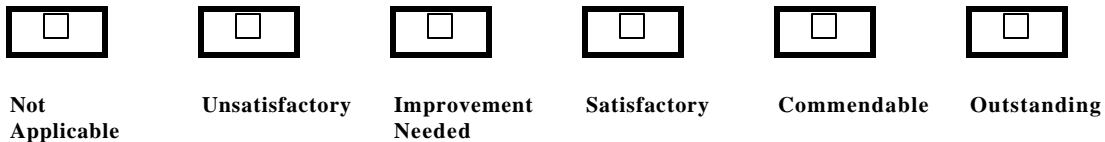
4. PROBLEM SOLVING

Identifies and defines problems; develops and implements effective solutions; appropriately responds to new and different situations; applies knowledge to handle complex problem variables and to assess potential outcomes; applies creative and original approaches to resolve issues or complaints within this position's span of authority.

RELATIVE IMPORTANCE TO THE POSITION



LEVEL OF PERFORMANCE



COMMENTS:

5. COMMUNICATION

Communicates effectively both in writing and in speaking; provides information that is clear, concise and well understood; listens well; elicits feedback; encourages collaboration and sharing of information; develops and maintains professional working relationships with internal and/or external constituencies.

RELATIVE IMPORTANCE TO THE POSITION

| | | | | |

Low *Critical Importance*

LEVEL OF PERFORMANCE

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Not Applicable	Unsatisfactory	Improvement Needed	Satisfactory	Commendable	Outstanding

COMMENTS:

6. LEADERSHIP

Accepts responsibility, demonstrates commitment and provides leadership through personal example and professional expertise. Provides clear direction to an administrative area or unit on a consistent basis through planning, implementation, delegation and assessment. Efforts are focused on achieving results which contribute to the mission of the university.

RELATIVE IMPORTANCE TO THE POSITION

| | | | | |

Low *Critical Importance*

LEVEL OF PERFORMANCE

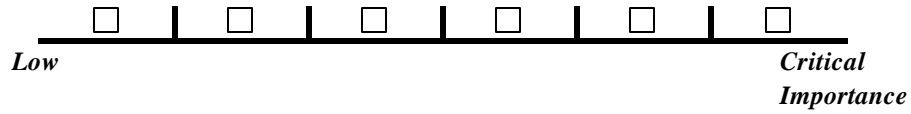
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Not Applicable	Unsatisfactory	Improvement Needed	Satisfactory	Commendable	Outstanding

COMMENTS:

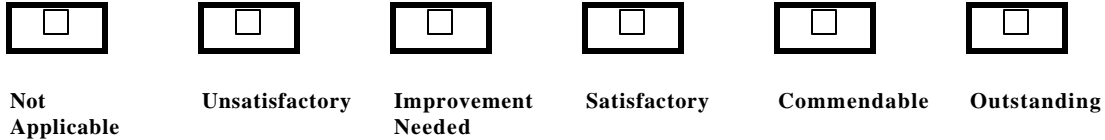
7. ORGANIZATION AND PLANNING

Conceptualizes the objectives of the unit or department in support of the mission of the university; strategically plans and organizes activities and programs to meet departmental goals in a timely manner; uses methods which enhance quality and productivity; evaluates goals and accomplishments; establishes priorities and accommodates changes when appropriate.

RELATIVE IMPORTANCE TO THE POSITION



LEVEL OF PERFORMANCE

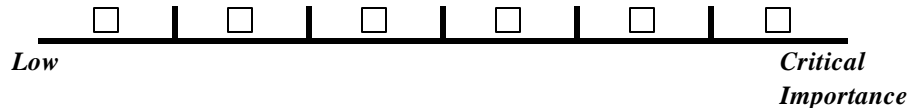


COMMENTS:

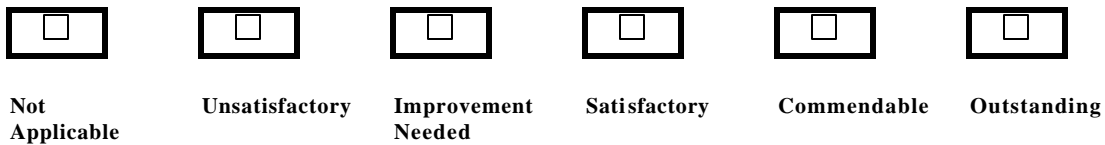
8. APPLIED KNOWLEDGE AND SKILLS

Demonstrates technical expertise in performing the required duties of the position and as appropriate, directs and trains others in fulfilling the technical requirements of the positions.

RELATIVE IMPORTANCE TO THE POSITION



LEVEL OF PERFORMANCE



COMMENTS:

C. SUMMARY EVALUATION

On the basis of the ratings assigned for each of the performance factors, please provide comments and evaluate the overall performance of the incumbent in accomplishing the responsibilities of the position.

LEVEL OF PERFORMANCE



**Not
Applicable**



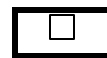
Unsatisfactory



**Improvement
Needed**



Satisfactory



Commendable



Outstanding

D. FUTURE GOALS AND OBJECTIVES

Outline goals and objectives to be undertaken by the incumbent during the next evaluation period. Indicate performance expectations and timelines. Also indicate the kind of support and assistance you will provide toward the attainment of these goals and objectives.

Evaluator's Signature	Date
Supervisor's Signature	Date
Vice President's Signature	Date

E. EMPLOYEE'S COMMENTS

Employee's Signature

Date