

Executive Performance Evaluation

Period of Evaluation: May 2019 – April 2020

Employee's Name:

Position Title:

Department:



This evaluation is a: (Check One)	
Self Evaluation	
Supervisor	
Final Evaluation	

Below are the definitions for the performance criteria used to evaluate executive level employees. Each criterion is briefly defined in broad terms, followed by definitions for five (5) performance levels: Unsatisfactory, Needs Improvement, Fully Competent, Superior and Outstanding. When evaluating performance, compare actual performance to the definitions that are provided and rank the performance level on the 5-point scale. When scoring, enter numeric digits between 1.0 and 5.0. Because whole numbers are not required, scores such as 2.5, 3.75, 4.25, etc. are acceptable. A section for comments is provided at the end of each assessment category. If an employee's overall score is less than 3.0, the supervisor must initiate a performance improvement plan.

Rating	
Outstanding 4.6 - 5.0	Outstanding performance of a level rarely achieved by others. Assignments and responsibilities are accomplished at the highest levels of performance.
Superior 4.0 - 4.5	Consistently meets or exceeds job requirements with above average quality and quantity. Assignments and responsibilities are accomplished in a highly effective manner with only general guidance.
Fully Competent 3.0 - 3.9	Performance expected of the experienced employee. Performs all aspects of the job requirements. Assignments and responsibilities are accomplished effectively with a minimum amount of supervision and direction.
Needs Improvement 2.0 - 2.9	Occasionally meets job requirements but normally performs less than expected. Assignments and responsibilities meet or exceed the basic minimum performance but are not more than just satisfactory. Requires above normal supervision.
Unsatisfactory < 1.9	Does not meet job requirements. Performance well below standard and not acceptable. Requires continual close supervision and direction. Producing inadequate results that require immediate improvement.

Budget/Cost Management – Understands and applies budget principles; manages budget for designated unit. Optimizes resources, controls costs, and demonstrates flexibility to meet changing needs within available financial resources.

Performance Levels		
Needs Improvement	Fully Competent	Outstanding
Fails to ensure adherence to policies and guidelines. Does not stay within budget parameters. Consistently seeks exceptions when unexpected needs arise.	Effectively develops budget for area of responsibility. Stays within budget.	Budget is directly related to broader College goals and budget development. Anticipates future demands. Creatively meets changing needs within available funds.
Performance Rating		
1	2	3

Comments:

Communications - Demonstrates effective verbal and written communication. Makes the complex simple. Sensitive listener's/audience's level of understanding and needs. Encourages open communication and mutual understanding. Discrete and protects confidences.

Performance Levels		
Needs Improvement	Fully Competent	Outstanding
Often misunderstood. Insensitive to listener's needs and level of knowledge. Tends to alienate listener.	Is generally understood and is effective in communications with others. Is open and receptive to others.	Communicates in a clear, concise, and timely manner. Demonstrates excellent writing skills. Openly engages others and inspires confidence - is credible.
Performance Rating		
1	2	3

Comments:

Customer Service - Is intentional about understanding and serving the needs of others, students & customers. Fosters cooperative relations with all constituents; inside and outside the department and the College.

Performance Levels									
Needs Improvement		Fully Competent			Outstanding				
Impatient and insensitive with others. Abrupt in dealing with questions. Deflects questions, referring them to others before understanding the need.		Is quick to respond to customers, whether internal or external. Recognizes the importance of customer satisfaction to college goodwill.			Anticipates constituent's needs. Exceeds customer expectations by soliciting feedback and data to improve and refine services.				
Performance Rating									
1		2		3		4		5	

Comments:

Employee Development - Encourages and mentors staff for growth and provides training opportunities through job enrichment. Gives constructive performance feedback and takes corrective measures when required. Praises and recognizes positive performance.

Performance Levels									
Needs Improvement		Fully Competent			Outstanding				
Provides limited or no feedback on a regular basis.		Regularly engages staff in discussion regarding professional development opportunity. Consistently provides positive feedback.			Places a priority on staff development. Invests time personally in enhancing staff skills. Provides positive feedback.				
Performance Rating									
1		2		3		4		5	

Comments:

Equal Employment/Diversity - Values diversity. Takes measures to gain the perspectives from persons having diverse opinions, motivations, abilities, and ethnic and/or cultural backgrounds. Takes deliberate steps to increase the level of diversity in the department.

Performance Levels		
Needs Improvement	Fully Competent	Outstanding
Prefers to maintain homogenous work team of like-minded people. Discourages alternative opinions. Maintains the status-quo.	Encourages participation of diverse groups in various settings soliciting input from individuals with different perspectives.	Actively participates in diversity initiatives. Participates in outreach activities on and off campus. Uses vacancies, when they occur, to further enhance the breadth of perspective.
Performance Rating		
1	2	3

Comments:

Judgment/Decision Making/Problem Solving/Flexibility - Makes sound decisions that support the mission of the College. Is willing to make difficult (perhaps unpopular) decisions that are in the best interest of the department/College. Adapts to changing work demands and priorities. Learns and/or assumes new tasks. Accepts change and can integrate new knowledge and skills.

Performance Levels		
Needs Improvement	Fully Competent	Outstanding
Tends to procrastinate and avoids making decisions, even relatively simple ones or, makes decisions too quickly, without considering ramifications. Inflexible.	Makes decisions in a timely manner. Seeks input from appropriate sources. Effectively defends decisions. Flexible.	Incorporates diverse perspectives when making decisions. Is guided by broad principles and/or College priorities. Actively engages in finding ways to make change easier and/or participates in developing change strategies.
Performance Rating		
1	2	3

Comments:

Leadership – Creates a shared vision consistent with established goals. Builds a positive climate and promotes teamwork.

Performance Levels				
Needs Improvement	Fully Competent	Outstanding		
Does not delegate effectively. Does not provide support necessary to achieve results and accomplish goals. Does not create a positive work environment.	Balances between doing and delegating. Allows staff to develop skills and try new approaches. Creates a positive work environment.	Consistently guides, directs and motivates others to achieve goals. Leads by example.		
Performance Rating				
1	2	3	4	5

Comments:

Planning - Plans and executes consistently and effectively on a long and short-term basis. Defines goals well and monitors progress. Prudent in the use of resources.

Performance Levels				
Needs Improvement	Fully Competent	Outstanding		
Focus on execution of routine recurring tasks without consideration of what comes next. Often waste resources. Often falls short of objective when unforeseen events occur.	Generally lays out a plan before initiating action. Follows plan, but may struggle when unanticipated events occur.	Has a thorough plan in mind before commencing. Anticipates potential problems and has contingency plans prepared in advance. Maintains composure and is successful even when the unanticipated happens.		
Performance Rating				
1	2	3	4	5

Comments:

Professional Contributions – Maintains membership(s) and takes an active role in professional organizations and in activities that advance the profession. Active in the community. Pursues opportunities for continuing professional education.

Performance Levels									
Needs Improvement		Fully Competent			Outstanding				
Is not engaged in outside activities. Belongs to professional or trade organizations, but seldom attends meetings.		Maintains active membership in professional or trade organizations and attends meetings occasionally. Limited community involvement. Active membership.			Maintains active membership in trade or professional organizations and attends meetings regularly. Regularly serves in a leadership role. Active in community organizations.				
Performance Rating									
1		2		3		4		5	

Comments:

Quality of Work - Sets high work standards and consistently achieves satisfactory (or better) results relative to accuracy, timeliness, professionalism, thoroughness, dependability, and usefulness.

Performance Levels									
Needs Improvement		Fully Competent			Outstanding				
Work that is performed by self or department is often incomplete, poorly presented, and/or error prone.		The work that is produce by self or the department is fully acceptable and meets expectations.			The work that is produced by self or the department consistently exceeds requirements. It is thorough and well-presented.				
Performance Rating									
1		2		3		4		5	

Comments:

Performance Against Established Objectives (Refer to last review):

Employee's Performance Strengths:

Employee's Performance Needs:

Employee's Comments Regarding Evaluation:

Manager's/Supervisor's Comments Regarding Evaluation:

Measurable Objectives (S.M.A.R.T.) for Next Period:

S.M.A.R.T Objectives	Examples: Attend "Cost of Quality" program by August; Reduce absenteeism from 7 days to 2 days during the next year; Implement cost reduction measures to save \$\$\$ during the fiscal year.
~ Specific	
~ Measureable	
~ Achievable	
~ Related to others	
~ Time-Bound	

Performance Range	Definitions	
4.6 – 5.0	Outstanding - Outstanding performance of a level rarely achieved by others. Assignments and responsibilities are accomplished at the highest levels of performance.	
4.0 - 4.5	Superior - Consistently meets or exceeds job requirements with above average quality and quantity. Assignments and responsibilities are accomplished in a highly effective manner with only general guidance.	
3.0 – 3.9	Fully Competent - Performance expected of the experienced employee. Performs all aspects of the job requirements. Assignments and responsibilities are accomplished effectively with a minimum amount of supervision and direction.	
2.0 – 2.9	Needs Improvement - Occasionally meets job requirements but normally performs less than expected. Assignments and responsibilities meet or exceed the basic minimum performance but are not more than just satisfactory. Requires above normal supervision.	
< 1.9	Unsatisfactory - Does not meet job requirements. Performance well below standard and not acceptable. Requires continual close supervision and direction. Producing inadequate results that require immediate improvement.	
Total of Ratings:		
Overall Total:		

Signatures/Date:

To the employee: Your signature below indicates that you have had the opportunity to discuss this evaluation with your supervisor. Your signature does not indicate that you agree with the evaluation. Employees are encouraged to voice their comments in the space provided. If additional space is needed, you may provide a separate document to your supervisor within fourteen (14) days of your evaluation. Your evaluation and any additional comments will be forwarded to the Office of Human Resources.

Employee Signature

Date:

President Signature

Date: